



Bringing Best Practices to Cancer Care
The Impact of de Souza Institute

Year Five Final Report
April 2012 - March 2013



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Executive Summary

Report Purpose: *Bringing Best Practices to Cancer Care* report highlights the impact and achievements of the de Souza Institute over the five year period of 2008 -2013. This report also includes goals and directives for the future along with a media collection highlighting the Program.

Report Highlights

Message From the Director

Over the past five years, de Souza Institute has successfully:

- Delivered continuing education to approximately 5,000 front line nurses;
- Increased certified nurses in oncology and palliative care in Ontario by 80%;
- Offered 30 innovative online courses in collaboration with national and local partners;
- Built local capacity through the de Souza expert facilitator courses series and
- Raised the bar in cancer care excellence through *de Souza Nurse* Designation

Message from the Co-Chairs

The de Souza Institute has not only surpassed original deliverable expectations, but has:

- Excelled in providing innovative education covering a broad range of clinically relevant domains from cancer prevention to symptom management to palliation and survivorship;
- Received ongoing guidance from the steering committee and aligned its goals with front line needs and Ontario Cancer Care Plan;
- Fostered a dynamic team to lead innovative education bringing practice change to cancer care system;
- Received recognition by long standing national, international cancer care organizations.

Summary of Evaluation Results

Select highlights from the de Souza Five Year Evaluation include:

- Connected Education with Innovation in Information Technology: de Souza team took the leadership in the design of online learning – examining systematically on how, when and where technology is used. The constant course improvements have contributed to enhanced learner experiences and high satisfaction levels;
- Made a Difference in Oncology Nursing Practice through Standardized Clinical Training: The de Souza *Standardized Chemotherapy and Biotherapy* course became “mandatory” for nurses working in chemotherapy clinics in Ontario; Course packages were developed tailoring to novice nurses, experienced nurses and nursing leaders;
- Supported Patient-Centred Care: psychosocial care and patient teaching and education are important aspects of cancer care excellence. In addition to regular course offerings, expert facilitator course for psychosocial care has been launched to build local capacity;
- Built a healthy workforce: de Souza Institute is one of the few education organizations to offer self-care courses for oncology workforce, to prevent burnout and promote healthy work life balance. eMentorship has also been available for career growth and an oncology nursing leadership course was developed to support future nursing leaders;
- Launched de Souza Nurse Designation campaign to recognize extensive knowledge and clinical expertise in oncology practice, and to promote such excellence to health care organization and to the public.

Future Direction

- Increasing the quality of specialty care via standardized training;
- Increasing the quality of community care via educational support to generalists
- Increasing overall cancer system performance by building local capacity; and
- Increasing educational opportunities to all health care professionals in both oncology and palliative care.

Message from the Director

I am pleased to report on the results achieved by de Souza Institute over the last five years: we have built a state of art oncology nursing continuing education program and brought best practices on cancer treatment and care to front line nurses including the standardization of chemotherapy and biotherapy administration across Ontario.



The number of Ontarians living with cancer continues to rise and cancer care has become increasingly complex¹. In response to the growing demand for specialized workforce, the Government of Ontario created de Souza Institute in 2008 to support best nursing care for cancer patients. With 15 million funding over five years, and under the leadership of Ministry of Health and Long Term Care (MOHLTC) nursing secretariat, Cancer Care Ontario (CCO) and University Health Network (UHN), the Institute developed 30 courses, 80% of them online and being delivered through an innovative online platform. These courses covered a full range of cancer care topics from cancer prevention to treatment to palliation and survivorship for front line nurses. The highlights of our achievements include:

Delivering Continuing Education to all Nurses

- 5,000 front line nurses took at least one de Souza credit course and spent a minimum of 10 learning hours. Nurses came from cancer centres, general hospitals, primary care and home care. The total number of learners exceeded MOHLTC target by 500%.
- More than 600 nurses obtained Canadian Nurses Association (CNA) specialty certification in Oncology (CON(C)), Palliative Care (CPHC(C)) and the Pediatric Oncology (CPHON®, Oncology Nursing Certification Corporation, USA). An additional 200 nurses wrote the exam in 2013 and are waiting for result. The total number of certified nurses supported by de Souza Institute exceeded MOHLTC target by 530%.

Supporting Standardized Care

- Working alongside CCO to support province wide quality improvement in cancer care, a *Standardized Chemotherapy and Biotherapy* course was developed by de Souza Institute in 2009 and has reached 1,800 nurses across Ontario. The chemotherapy course is just 1 of the 30 courses developed by the Institute. In addition, 38 expert facilitators were trained across 14 LHINs to provide ongoing teaching and mentorship in local setting.
- At a system level, Ottawa Hospital, London Health Sciences Centre, and community hospitals such as Niagara Health Sciences have proudly announced that 80% of their nurses in chemotherapy clinics have completed de Souza *Standardized Chemotherapy and Biotherapy* course. Our goal is to support every nurse working in chemotherapy clinics across the entire province to deliver standardized chemotherapy and biotherapy, so that cancer patients living anywhere in the province will receive high quality care.

¹ www.cancercare.on.ca

Promoting Patient Centred Care

- For patients facing a life threatening illness, psychosocial support is as important as pharmacological treatment. A total of 268 nurses took the course on psychological aspects of cancer care and 39 took the expert facilitator course to learn how to best address patients' information needs, emotional care needs, and assist them in attending to their fear of death, losses, grief and bereavement, and to carry out screening, assessment, provision of psychosocial care and needed referrals in a timely manner.
- At a system level, the Institute is currently working with a large teaching hospital cancer centre to introduce organizational wide training to ensure that every provider in the cancer program receives de Souza education in this area. The training will place emphasis on respects for patient's values and preferences, understanding patients' informational, physical and emotional needs, and assessing and managing patients' distress in a holistic manner.

Addressing Workforce Burnout

- It is well documented that oncology nursing is intense and nurses experience ongoing multiple losses². Furthermore, compassion fatigue and burn out are associated with poorer patient outcomes². To support nursing self-care, de Souza Institute developed and supported a series of courses to help nurses to manage grief and losses that occur routinely through their work and to better attend to their own emotional needs.
- At a system level, the de Souza director has been invited to give keynotes and workshops to regional cancer programs, clinical programs, and hospice palliative care networks to highlight the risk factors associated with burn out and compassion fatigue, and to offer strategies and changes that individuals and organizations could consider and implement to improve work life balance and optimal patient outcomes.

Attracting New Recruits at Undergraduate and Graduate Level

- In addition to Ontario-wide presentations at various universities, de Souza is collaborated with York University and provided an Introductory to Oncology Nursing course to 400 senior year nursing students via de Souza eLearning centre in 2012/13. The course not only included cancer related content, but also showcased the advances in oncology nursing care, and destigmatized oncology as an area that is "depressing" and "lack of hope". After the course, a third of nursing students expressed interests in a future career in oncology.
- A new graduate diploma program in advanced practice oncology/palliative nursing was launched in 2013 in collaboration with the University of Windsor, to address the gap of clinical specialty training at the graduate level. This is the first such program in oncology/palliative care at post graduate level in Canada. Nurses in a Master's program or with a Master's degree (including NPs) can now be better prepared to lead cancer care and palliative care upon graduation.

² Wenzel J. et al. (2011) Working Through Grief and Loss: Oncology Nurses' Perspectives on Professional Bereavement, *Oncology Nursing Forum*, 38(4) E272-E282.

Raising Public Awareness of Oncology Nursing Excellence

- To recognize oncology nursing excellence and to drive practice change through role modeling, the institute formed a working group to introduce the notion of *de Souza Nurses* Designation in 2010. Criteria to reach *de Souza Nurse* designation includes an oncology or palliative care specialty certification from the Canadian Nurses Association; at least 150 hours of de Souza learning obtaining 4.0 credits in four core oncology competency domains; and a 75 hours clinical fellowship. Four oncology nurses have obtained the designation in 2012/13, and many of our learners were near completion of all requirements to become a *de Souza Nurse*. A campaign was launched since spring 2012 to inform the public and the organization about these nurses, who have achieved the highest bar of preparation and who are leading the way in transforming cancer care.

In a short period of five years, our team has carried out a substantial amount of knowledge translation activities by bringing best practice information to front line nurses in a timely and clinically relevant manner. The key ingredient of de Souza success is our close alignment with the MOHLTC policy direction, CCO's Ontario Cancer Plan, as well as our ongoing partnership with provincial and national associations, and our continuous drive for innovation. All de Souza courses go through regular updates to remain current incorporating the latest literature, as well as integrate feedback from our learners and local expert facilitators. I am also proud to report that de Souza has created a state of art online platform which showcased the latest advances in online education. This highly interactive and innovative teaching platform draws in health care providers to the education program and engages them through many customized activities, such as multimedia presentations, animations and case studies, and quizzes with immediate feedback to support an enriched learning process. Modules are designed to deliver material that is immediately applicable to clinical settings. Indeed, de Souza supports the entire continuum of cancer care from cancer prevention, treatment and symptom management, to palliative care and survivorship support.

As the five year funding period draws to an end, the institute will focus itself on continued program innovation, growth, and sustainability. We will continue to support oncology and palliative care nurses towards *de Souza Nurse* designations, and launch new initiatives which include the expansion of continuing education to multidisciplinary providers beyond nursing and the offering of de Souza curriculum to other provinces in Canada. These expansions allow the Institute to bring its *de Souza Model of Care* to all professions, and can assist other provinces to prepare an optimal oncology and palliative care workforce across Canada. The Institute will continue to embrace our collaborative approach with policy makers, Cancer Care Ontario (CCO), professional associations, hospitals, community agencies and most of all, our dedicated front line health care providers, to deliver patient-centered, accessible, evidence-based, and sustainable care at the right time and close to home.



Mary Jane Esplen, RN, PhD
Director, de Souza Institute

Message from the Co-Chairs

We are very pleased to present the fifth and final year-end report from de Souza Institute. The number of nurses who received educational support from de Souza Institute exceeded expectations, reaching 5,000 in 2013. This is five times more than the original number of learners (1,000) outlined in the original deliverables.

Of these learners, in 2012/13, four nurses from Health Sciences North, Grand River Hospital, London Health Sciences Centre and Lakeridge Health reached the full *de Souza* designation, symbolizing extensive knowledge and clinical expertise in oncology practice. Many nurses are on track to receive their designations; we expect more nurses to become a *de Souza Nurse* in 2013. de Souza Institute has made a significant contribution to the field of oncology nursing, including the province-wide roll out of *standardized chemotherapy and biotherapy* course, now delivered entirely online reaching nurses across Ontario. This is a significant system change in Ontario, as Cancer Care Ontario has set the expectation that all nurses providing chemotherapy in Ontario complete the de Souza standardized training. A total of 30 de Souza courses have been developed covering the entire cancer care spectrum. We want to mention and highlight in particular the expert facilitator series. More than 30 experienced nurses participated in *chemotherapy, psychosocial care, and end of life care expert facilitator course* series, supporting local capacity building. As local champions, they are contextualizing de Souza education to their local organization and promote high quality and patient-centred services across the province.

This astounding de Souza education program receives ongoing guidance from the Steering Committee. The original goals and vision of the proposal as a knowledge translation vehicle are being fully operationalized by the dynamic de Souza team. Working with its local and provincial partners, the Institute will support every nurse in Ontario, regardless of geographic area or practice role, to work towards the designation of *de Souza Nurse* and to become a member of the nursing community of practice engaged in lifelong learning.

As co-chairs, we are extremely proud of Dr. Esplen and her team and their outstanding accomplishments in 5 short years. The de Souza innovative online learning platform has received notice nationally and internationally, including recognition from the longstanding MacMillan Nurse leaders in the UK and the Oncology Nursing Society in the USA. The Institute has now entered into a new and exciting phase of building sustainability, under the leadership of Cancer Care Ontario, and the University Health Network. For the next three years, the Institute will explore a new business model, using a combination of public funding, course fees, sponsorships, and expanding its offering to multidisciplinary providers and learners from across Canada with a goal of becoming self-sustainable in the longer term. Despite the fiscal challenge, we are confident that the Institute will continue to grow and expand operation to meet the needs of cancer patients, those at risk for cancer, and those living past the diagnosis.

Dr. Joy Richards

Vice-President of Health
Professions and Chief Nurse
Executive, University Health
Network

Esther Green

Provincial Head, Nursing and
Psychosocial Oncology,
Cancer Care Ontario

Dr. Mary Gospodarowicz,

Medical Director, Princess
Margaret Hospital Cancer
Program

Who We Are

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|--------------------|--|--|
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Governance

For the five year period from 2008/9 to 2012/13, de Souza Institute is governed by a steering committee consisting of representatives from University Health Network (UHN), Cancer Care Ontario (CCO), University of Toronto, McMaster University and the Ministry of Health and Long-Term Care (MOHLTC) Nursing Secretariat.

Co-Chairs of the Steering Committee

- Dr. Joy Richards, Vice-President and Chief Nursing Executive, UHN.
- Esther Green, Provincial Head, Nursing and Psychosocial Oncology, CCO.
- Dr. Mary Gospodarowicz, Medical Director, Princess Margaret Hospital (PMH).

Steering Committee Members (in alphabetical order)

- Paul Alofs, President and CEO, The Princess Margaret Hospital Foundation.
- Dr. Denise Bryant-Lukosius, Assistant Professor, McMaster School of Nursing
- Dr. Debra Bourne, Provincial Chief Nursing Officer, MOHLTC (a member of the committee until December 2010).
- Dr. Pam Catton, Director of Education, PMH
- Barbara Fitzgerald, Director of Nursing, PMH
- Dr. Doris Howell, RBC Chair, Oncology Nursing Research, UHN
- Pam Hubley, Associate Chief of Nursing Practice, Hospital for Sick Children
- Nancy Lefebvre, Chief Clinical Executive, VP, Knowledge and Practice, Saint Elizabeth Health Care
- Dr. Claire Mallette, Director, School of Nursing, York University.
- Dr. Sioban Nelson, Dean, Lawrence S. Bloomberg Faculty of Nursing, U of Toronto.

The Institute's associated academic faculty include Dr. Mary Jane Esplen (Director) and Dr. Jiahui Wong (Manager) both affiliated with the University of Toronto, Dr. Doris Howell, RBC Chair in Oncology Nursing Research (UHN), Dr. Denise-Bryant-Lukosius (McMaster University), Drs. Jonathan Hunter, Gerald Devins, David Streiner (University of Toronto), Dr. Deborah McLeod (Dalhousie University), Dr. Wendy Meschino (North York General Hospital), Dr. June Carroll (Mount Sinai Hospital), Dean Linda Patrick and Dr. Maher M. El-Masri (University of Windsor), Dr. Mary Vachon (Wellspring), as well as advanced practice nurses and expert oncology nurses at PMH and other cancer programs across Ontario.

Vision, Mission and Strategic Goals

A vision statement was developed during the first strategic planning process in 2008 and revised during the second strategic planning process in February 2010.

Vision

To be a world leader in oncology nursing excellence and innovation.

Mission

To inspire and empower Ontario nurses through education and mentorship to provide the best cancer care.

Strategic Goals

The following goals were set during the second strategic planning process in February 2010, to be executed through 2010 to 2013 in the following areas:

- Organization: The success of de Souza depends on its committed staff and excellence in leadership. Goal: Optimize workflow, communication and consistency of approach.
- Technology: A key area to the success of de Souza Institute. Goal: Create a sustainable, scalable and adaptable IT infrastructure.
- Education: A key philosophy and action of de Souza Institute. Goal: Develop criteria for *de Souza Designation* and fully implement it by 2013.
- Evaluation: To ensure that the roadmap for program creation and delivery is driven by evidence-based knowledge. Goal: Implement an evaluation framework incorporating measurement of de Souza impact on nursing workforce, patient outcomes and system performance.
- Partnerships: Strong partnerships are a cornerstone of the Institute and a critical success factor. Goal: Develop and sustain strong relationships with multiple partners and stakeholders.
- Marketing: Market to nurses and other health care providers, stakeholders and the general public on what de Souza Institute could offer to enhance quality of cancer care. Goal: Generate awareness around de Souza Institute, its programs and products.
- Funding: The Institute is generously funded by the government of Ontario. It is important to create a sustainability plan to continue the broad impact of de Souza Institute. Goal: Sustainable funding beyond 2013.

What We Deliver

de Souza Institute surpassed its original goals set out by MOHLTC funding agreement by a substantial amount. Here are the details of the achievements as compared to the original targets

| Original target: | Achievement by 2012/13 | % of target achieved |
|--|---|--|
| 120-160 nurses writing national certification exam in oncology or palliative care by 2013 | 600 nurses successfully passed certification exam in either oncology, palliative care or pediatric oncology by 2012, with 200 more waiting for exam results in June 2013, potentially bring the total number of de Souza supported certified nurses to 800 | 530% |
| Up to 1,000 Ontario nurses participating in continuing education in oncology nursing by 2013 | More than 5,000 nurses took at least one 10 hour de Souza credit course, and more than 30 nurse local champions participated in 1 of the 3 de Souza facilitators courses in chemotherapy, psychosocial and end of life care | 500% |
| 5 per cent of new Oncology Certified Nurses enrolled in a Masters program | <p>56 (or eleven percent) of de Souza learners have received scholarships towards a Master's or PhD degree.</p> <p>Four graduate level courses have been offered in collaboration with the Interprofessional Psychosocial Oncology Distance Education Program (in partnership with CAPO). Course credits are recognized by a consortium of six Canadian universities.</p> <p>A graduate diploma in advanced practice oncology and palliative nursing has been developed in partnership with U of Windsor and the 1st class starts in Fall/13</p> | 200% |
| New target set out by de Souza leadership, not included in the original funding agreement | <p>In 2013, a core set of 30 oncology courses have been offered and new courses are being developed covering the entire cancer care spectrum</p> <p>Working with CCO, by 2015, 40% of the oncology nursing work force in 14 regional cancer centres will have CNA certification</p> | <p>Four <i>de Souza</i> Designations have been awarded and more nurses are on track to receive the designation.</p> <p>de Souza supported CNA Certified nurses can be found in all LHINs and the number is growing</p> |

Summary of Year V Evaluation Results

| Component | Connecting education with innovation in IT | Using education to bring change in practice | Supporting patient centred Care | Building a healthy workforce |
|--------------------|---|--|---|--|
| Target group | <ul style="list-style-type: none"> Oncology nurses and generalists | <ul style="list-style-type: none"> Oncology nurses / generalists Managers Other providers | <ul style="list-style-type: none"> Nurses Patients and families Organizations, LHINs, Public | <ul style="list-style-type: none"> Nurses, APNs Managers Universities |
| Objectives | <ol style="list-style-type: none"> To foster innovation and tailor teaching methods to different generations of nurses; To continue to bridge academic rigour and the need for timely and clinically relevant continuing education | <ol style="list-style-type: none"> To roll out standardized education packages tailored to new nurses, mid-career nurses and palliative nurses; To promote and support best practices through <i>de Souza Designation</i> | <ol style="list-style-type: none"> To offer psychosocial training to address emotional needs of patients and to train de Souza expert facilitators; To profile <i>de Souza Nurses</i> as the best of nursing to patients and the system | <ol style="list-style-type: none"> To expand undergraduate offering and post graduate training to support recruitment; To offer self-care, ementorship and leadership course to support workforce |
| Outcome indicators | <ul style="list-style-type: none"> Ongoing improvement in eLearning system Ongoing development of new courses Expansion of teaching tools, i.e., mobile learning Examination of “what works for who” | <ul style="list-style-type: none"> Continued increase of de Souza learners from novice to expert More nurses obtaining specialty certification & <i>de Souza Designation</i> Translating the latest “evidence” into clinical decision support Higher uptake of evidence based practice | <ul style="list-style-type: none"> Greater awareness & skill in integrating psychosocial care in service delivery de Souza course contextualization by trained de Souza facilitators Increased awareness among the public and professionals | <ul style="list-style-type: none"> Increased awareness & knowledge of risk factors for burn out, & applications of coping strategies More learners in de Souza leadership course and eMentorship Intro to oncology in more universities Increased enrollment in post graduate diploma in oncology/HPC |
| Results | <ul style="list-style-type: none"> 5,000 nurses in courses and monitored their own progress online Mobile learning was piloted with 600 downloads in 4months. Learner feedback was incorporated into course refinement. Comparison on the effectiveness of various teaching modalities was carried out and presented to national/international conferences. | <ul style="list-style-type: none"> de Souza learner database developed, users tracked by LHIN Standardized CE Course package for nurses in diff career stage developed Nurses can track their progress from novice to expert Chemotherapy and biotherapy course became “mandatory” for nurses working in chemo clinics in ON | <ul style="list-style-type: none"> 231 nurses participated in psychosocial care course Patient teaching and education course added to the course list More than 30 experts facilitators trained in chemo, psychosocial, palliative care <i>de Souza Institute</i> and <i>de Souza nurses</i> was featured in major media in 2012/13 | <ul style="list-style-type: none"> 148 nurses enrolled in managing grief and loss courses, more regional requests received; eMentorship to be expanded; Increased new grads from York University to choose oncology Post grad diploma launched Collaboration on Oncology RPN certificate with Lambton Colleges |

Detailed Description of Evaluation Results

Further detailed description of our five-year results, as per evaluation table on page above, was provided in the following sections.

#1: Connecting Education with Innovation in Information Technology

Foster innovation: In 2012/2013 the de Souza team focused on consolidating our existing platforms, including main website, eLearning site, ePortfolio, virtual library, and support centre, laying the groundwork for mobile access to our resources and converting existing systems to support different payment mechanisms. With several key technology and stability improvements in the systems, the eLearning center's speed was increased by over 60%, allowing a larger number of participants to simultaneously engage in courses and have a satisfying experience. Testing and reporting systems were developed to assist in planning future upgrades and expansions to meet ongoing program needs and learner population growth.

The de Souza Institute website was further improved with a mobile version for smartphones allowing users to obtain information about courses, events and general information on the go. The mobile version of the eHealth Nursing and Oncology course was also converted and launched on the Apple App Store. In the first 4 months, the app has been downloaded over 600 times across the world. It continues to gather about 50 downloads each week.

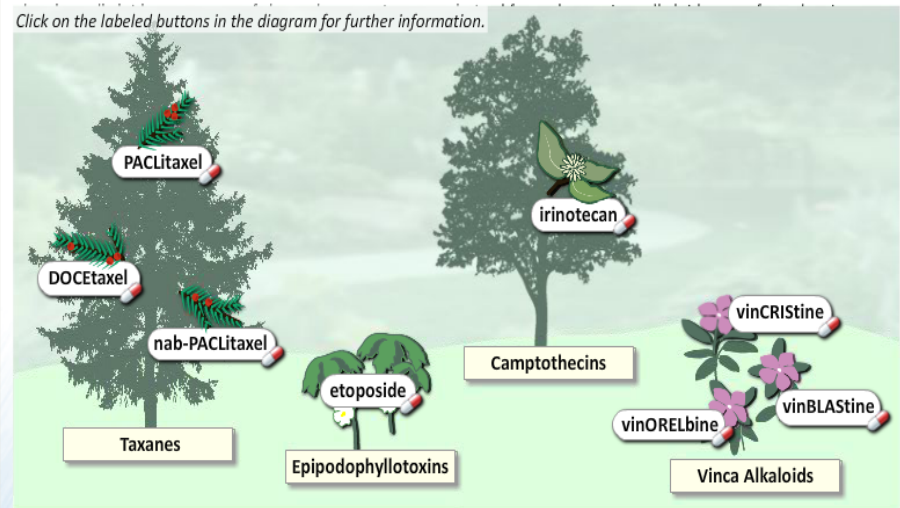
State of Art Online Platform: The Institute is constantly seeking innovative methods to bring courses online for increased accessibility. To date, more than 80% of de Souza courses are online. This year marked the completion on creating the most complex online course ever at the Institute - The Standardized Chemotherapy and Biotherapy online course. It builds on the original course format of

three day videoconferencing workshop, and transformed it into a twenty-six module online course with many customized activities, such as multimedia presentations, learning games and quizzes, animations and case studies to support the learning process. The amount of information covered in the course is detailed and substantial, including common

chemotherapy and biotherapy drugs, their mechanism of actions, indication of use and toxicity, safe administrations, management of side effects, and patient teaching and education among others. The online learning is able to organize the information and present it in such a ways that participants would be able to complete it in 36 hours. The course received favorable reviews from the learners, including the 50% of the de Souza chemotherapy facilitators who took the

Plant Alkaloids

Click on the labeled buttons in the diagram for further information.



Click the link below to access the appendix for Plant Alkaloids. It is very important you are familiar with all of the information contained in this appendix.

[Plant Alkaloids](#)

pilot to offer their critical appraisal and suggestions. The nursing participation in chemotherapy and biotherapy course is strongly encouraged by Cancer Care Ontario, as part of the CCO's performance indicators. Our goal is to support every nurse working in chemotherapy clinics to deliver high quality and standardized chemotherapy and biotherapy administration across the entire province.

The Institute continues to evaluate and compare various learning modes and their impact on learner outcomes, and collects data to assess ways of teaching and learning, and accessibility issues for those who could be disadvantaged or have special needs. As a knowledge broker, the Institute feels the need to take an active role in shaping how, when and where technology is used, to enhance the design of teaching and to contribute to the future of nursing education.

#2: Making a Difference in Oncology Nursing Practice through Standardized Clinical Training

Standardize specialized training: Nurses play a vital role in caring for patients throughout the cancer journey – in prevention, screening, diagnosis, treatment, survivorship and palliation. The demand for nurses with specialized oncology knowledge and skills continues to grow and de Souza Institute addresses such demand by setting a new standard of oncology nursing excellence.

Since 2009, de Souza Institute has developed 30 new courses which incorporate the latest standards of practice and guidelines from provincial and national bodies such as the Symptom Guides to Practice and related Algorithms³, and the Assessment of Psychosocial Health Care Needs of the Adult Cancer Patient Guideline⁴. A complete list of 30 courses offered by de Souza Institute this year is provided below, grouped by four domains of practice consistent with the *Practice Standards and Competencies for the Specialized Oncology Nurse*⁵ by CANO.

| Treatment & Delivery of Evidence-based Care | Therapeutic & Supportive Relationships | Developing Professional Practice & Leadership | Patient Teaching & Coaching |
|--|--|--|--|
| Course name (# credit) | Course name (# credit) | Course name (# credit) | Course name (# credit) |
| Radiation Oncology (0.5) | Psychosocial Care Education Workshop (0.25) | Advanced Oncology Nursing Leadership Course (1.0) | Cancer Prevention (0.5) |
| Foundations in Oncology Nursing (0.75) | <ul style="list-style-type: none"> Managing Grief (0.25) Care for the Professional Caregivers (0.25) | <ul style="list-style-type: none"> eHealth Nursing & Oncology (0.25) Critical Thinking (0.25) | Patient Teaching and Education (0.25) |
| <ul style="list-style-type: none"> Chemotherapy & Biotherapy Provincial Standardized Course (1.0) Chemotherapy maintenance course (non credit) | Psycho Oncology Distance Education (IPODE) courses: <ul style="list-style-type: none"> Intro to Theory & Practice (1.0) Sexual Health & Cancer (1.0) Relational Practices with Families (1.0) | Facilitator courses <ul style="list-style-type: none"> Education in Palliative & End-of-Life Care for Oncology (EPEC-O) (1.0) Psychosocial Care (1.0) Chemo Facilitator (1.0) | Patient Navigation (0.5) |
| <ul style="list-style-type: none"> Advanced Pain Assessment & Management (0.5) | <ul style="list-style-type: none"> Advance Care Planning (0.25) | <ul style="list-style-type: none"> Summer Institute : Health Clinical Research (1.0) | Pediatric Workshop: "What's in a word?" (0.25) |
| <ul style="list-style-type: none"> Introduction to Hospice Palliative Care(0.25) | <ul style="list-style-type: none"> Survivorship (in development) | <ul style="list-style-type: none"> Engagement with e-Mentorship Program (1.0) | |
| CNA oncology certification / hospice palliative care study group; CPHON® pediatric oncology study group (non credit) | | | |

³ www.cancercare.on.ca

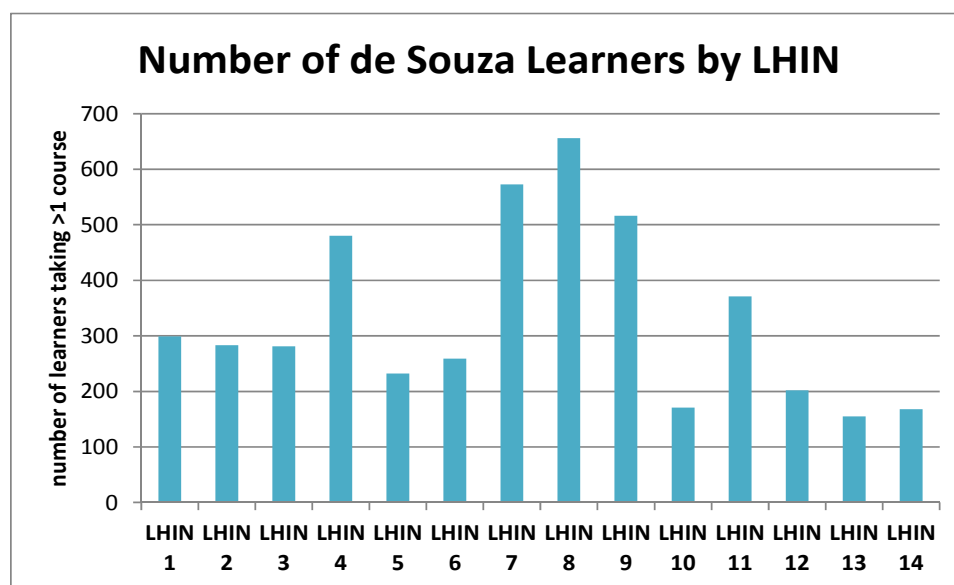
⁴ <http://www.capo.ca/>

⁵ <http://www.cano-acio.ca/>

Courses were assigned de Souza credits based on preparation requirements and duration. All courses are tracked in the *ePortfolio*, which automatically tabulates numbers of credits, enables learners to store and print certificates of completion, and tracks each learner's progress towards *de Souza Nurse Designation* which includes:

- *de Souza Nurse Associate* - Designed for Ontario Registered Nurses (RNs) and Registered Practical Nurses (RPNs) who are not specialized in oncology, but care for, or encounter patients living with cancer in their practice;
- *de Souza Nurse* - Aimed at Registered Nurses who are certified in oncology, hospice palliative care, or pediatric oncology;
- *de Souza APN* - For Nurse Practitioners, Clinical Nurse Specialists, and Educators who have a Master's degree and certification in oncology, hospice palliative care or pediatric oncology; and
- *de Souza Nurse Scholar* - Designed for nurses who are pursuing a PhD or post Doctorate, in an oncology or hospice palliative care related field. A *de Souza Nurse Scholar* could be a nursing executive, manager, professor or scientist

A total of 5,000 learners in all 14 local integrated health networks (LHIN) took at least one de Souza 10 hour credit course.



Sixty percent of learners were from cancer centres while forty percent were generalists who work in emergency rooms, surgery unit or ICUs, in primary care, on home care and palliative care. Oncology specific course, such as the standardized chemotherapy and biotherapy course, the radiation oncology course and the expert facilitator course series were tailored to specialized nurses working in cancer centres.

Reaching out to generalists: A series of courses have been developed for generalist nurses focusing on foundational knowledge in cancer care relevant to all health care settings. For example, the Foundations of Oncology Nursing Practice course covers four of the most prevalent tumor sites in Canada: breast, prostate, lung and colon cancer, their etiology, prognosis, symptom management and care, and psychosocial impact. The Pain Assessment and Symptom

Management workshops have drawn more than 1,000 nurses across all LHINs with 30% coming from hospice palliative care networks and long term care homes in the community.

In 2012/13, two new courses were launched that are highly relevant to the generalists – *Introduction to Hospice Palliative Care* course, and *Patient Teaching and Education* course. A third course, the *Oncology Emergencies*, is currently in the development to support ER nurses who care for cancer patients seeking medical attention in their nearest emergency room. We hope to continue to increase the total number of learners with many more generalist nurses joining the de Souza community of learning.

#3: Supporting Patient-Centred Care

Patient-centred care (PCC) involves identifying needs and providing care that respects the patient's perspective about what matters most to them. It requires health care providers to tailor their provision of care in a holistic approach to enhance patient experiences.

There have been many ways to define the attributes of PCC⁶; all of them include emotional support as one of the key aspect of PCC. Empathy and emotional well-being are as important as evidence-based medicine.

Addressing psychosocial needs of patients: Psychosocial care is an integral component for all patients receiving cancer care, given the life threatening nature of the illness and information needs⁷. Further, approximately 35% of people diagnosed with cancer experience clinically significant distress⁸. Psychosocial interventions have been shown to increase wellbeing, improve adjustment and coping and reduce distress⁹. Nurses play an important role in providing psychosocial care and in facilitating appropriate referrals where further expertise or assessment is needed. However, many nurses report a lack of confidence in assessing and managing the complex communication and adjustment issues experienced by cancer patients and their families. They also report feeling uncertain as to how to incorporate practice guideline into their day to day practice in terms of screening, assessment, timely intervention and referral for cancer related distress.

To support PCC, the Institute offered psychosocial aspect of cancer care workshop in its very first year of the operation. The workshop incorporated the CAPO psychosocial best practice guideline, CCO's symptom management clinical algorithm for depression and anxiety, and the brief psychotherapy based tool for clinicians (BATHE). A combination of didactic teaching and case studies was used to introduce evidence based practice to nurses. A total of 231 nurses with on average 8 years of oncology nursing experiences participated in these workshops.

Post workshop evaluation showed a significant change in knowledge and confidence in addressing information needs, supportive care needs and decision making for patients and families, attending to their fear of death, losses, grief and bereavement, and carrying out screening, assessment, provision of psychosocial care and referrals in a timely manner.

⁶ <http://www.changefoundation.ca/library/patient-centred-care-an-introduction>, page 1, accessed Apr/13

⁷ Institute of Medicine. Cancer Care for the Whole Patient: Meeting Psychosocial Health Needs. 2007

⁸ Zabora, J., The prevalence of psychological distress by cancer site. *Psychooncology*, 2001.10(1): 19-28.

⁹ Carlson, L.E. and B.D. Bultz, Benefits of psychosocial oncology care: improved quality of life and medical cost offset. *Health Qual Life Outcomes*, 2003. 1: p. 8

Demographics of Nurses in de Souza psychosocial care course

| | 2009 (N=68) | 2010 (N=51) | 2011 (N=62) | 2012 (N=50) |
|--|------------------|------------------|------------------|------------------|
| Age | | | | |
| <30 | 25% | 16% | 26% | 22% |
| 30-39 | 18% | 14% | 25% | 18% |
| 40-49 | 27% | 39% | 23% | 22% |
| >49 | 30% | 30% | 26% | 38% |
| RN | | | | |
| Degree | 57% | 56% | 53% | 48% |
| Diploma | 37% | 35% | 26% | 22% |
| RPN | 1% | 4% | 6% | 4% |
| Other (MN) | 5% | 5% | 15% | 26% |
| # yrs of Oncol exp (mean \pm sd) | 8.0 (\pm 7.7) | 9.0 (\pm 7.9) | 7.2 (\pm 8.5) | 8.7 (\pm 7.9) |

Patient teaching and education: To support nurses in incorporating patient perspective in care delivery, a *Patient Teaching and Education* course was developed in partnership with Cancer Care Ontario and University Health Network. The online course was built on the award winning program “Maximizing Patient Education Skills Workshop”¹⁰. The content included a review of the relationship between patient-centered care & patient education in improving patient satisfaction; a summary of evidence based strategies to develop rapport with a patient such as active listening and empathy; a list of tools to determine the learning and communication style of the patients and providers themselves to ensure an effective health education; and a series of case studies embedded in the online modules to help learners to apply the principles of adult education, teaching and learning in clinical scenarios. A total of 140 front line providers participated in the first offering of this online course in January 2013. They expressed high satisfaction with the course content and the learning experiences. Learners requested additional de Souza educational support to help patients with special needs, such as geriatric patients with cognitive impairments, immigrants with language barriers, teaching approaches with the aboriginal population and culturally sensitive educational provision, and strategies to attend to the special needs of a pediatric population. The Institute continuously reviews learner feedback to guide priority setting in new course development.

de Souza expert facilitator series: In 2012, a de Souza expert facilitator series was launched modeled on the success of chemotherapy and biotherapy facilitator course to build capacity. *Psychosocial Care* and the *Education on Palliative and End-of-life Care (EPEC-O)* were added as two equally important domains of care. The goal of the facilitator course is to leverage local resources – recruit nurses with expertise in each of the above three areas – to prepare, coach and

¹⁰ Jones JM, et al. Maximizing your Patient Education Skills (MPES): a multi-site evaluation of an innovative patient education skills training course for oncology health care professionals. *Patient Educ Couns*. 2011 Aug;84(2):176-84

support them to deliver the standardized curriculum in their region. Because psychosocial care and end of life care is provided by a multidisciplinary team, the facilitator course for these two areas included 39 providers from medicine, nursing, social worker and spiritual care and incorporated core elements of health care provider-to-provider communication.

Clinicians are currently receiving follow up support from de Souza to document their progress in bringing course content and clinical management tools and strategies to their local settings, via local workshops and in service sessions.

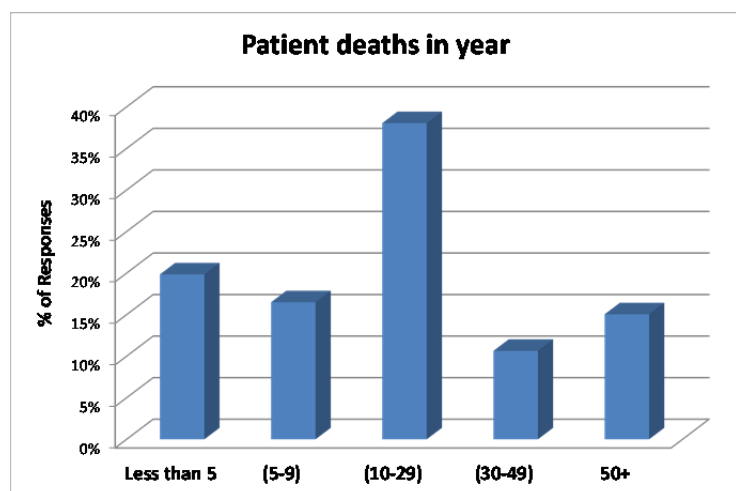
These expert facilitators/champions will work with their community hospitals, long-term care facilities to deliver educational offerings to generalist nurses and further expand the reach of best practices across the province. In 2013, de Souza curriculum will be known as the primary source of learning throughout Ontario by specialists and generalists. To further support and enhance the work of the champions/site leads, the Institute will hold an annual de Souza conference to showcase best practices and provide a venue for rolling out province wide new curriculum and/or tools with current evidence and for nurses to network across the continuum of cancer care.

#4: Building a Healthy Workforce

Managing grief and loss for the professional care givers: Nurses often have intense involvement with cancer patients and their end of life care. Anywhere along cancer continuum patients can experience “anticipatory grief” followed by multiple losses because of the life threatening nature of cancer and its existential impacts. It is therefore important for nurses to be able to learn how to best support bereaved patients, to recognize those who need additional support or referrals; and to address their own self-care in encountering facing multiple and recurrent losses of patients to illnesses. de Souza director, Dr. Mary Jane Esplen and psychotherapist Dr. Mary Vachon, as well as other de Souza educators were involved in the development and the delivery of the course on *Managing grief and loss*. This course was delivered by either a 6 session videoconference or a one day workshop, and included a review of the impact of grief and loss on health care professionals, a self-assessment to recognize indicators signaling difficulties in coping and managing grief and loss; and a list of tools and evidence based strategies to facilitate coping and build a support systems to facilitate work life balance.

One hundred and forty eight nurses participated in this course. About 40% are specialized nurses in cancer centres while 60% were nurses in general hospital or community care. All of them experienced patient loss, with a quarter of them enduring more than 30 losses of patients in one given year.

After the course, Nurses showed significant improvement in knowledge and confidence in the recognition of grief and loss impacts; understanding risk factors and personal markers for vulnerability to burn out; becoming familiar with strategies for managing grief; and how to cope with compassion fatigue. They reported positively on the course format of group discussions, evidence-based articles,



sharing of difficult cases, and the expert speakers, as well as the interaction with other learners in the nursing field.

It became clear that many oncology and palliative care nurses struggle with burn out. This course has brought the issue to the forefront especially in relation to the importance of workforce support in self-care. The de Souza director has been invited to give lectures to regional cancer programs, clinical programs, and hospice palliative care networks to highlight the risk factors associated with burn out and to provide practical suggestions on the types of change an individual and organization can consider and implement to improve work life balance.

e-Mentorship: Since September 2008, de Souza Institute has partnered with the existing CCO / McMaster University Oncology APN Inter-professional e-Mentorship Program to expand this program for all oncology nurses in Ontario.

Over the past five years, a number of online services have been implemented in the program, including: Online career development program utilizing the Five Phase Donner-Wheeler Career Planning and development Model©; Online mentorship and career development resources; discussion boards; and the evidence based literature on the effectiveness of mentorship.

Résumé Writing for Nurses
Workshops and *Mentorship Training*
Workshops have always been popular. Since 2009, 31 workshops have been held with over 700 participants.

In 2013, a new online *Mentorship Community and Matching System* was officially launched. This new community electronically matches mentors and mentees based on their respective applications using a customized matching algorithm. Features of this online system include: Mentors being able to electronically accept/decline a mentee request; Mentor/mentee having access to online personal profiles and a CV builder, access to mentor/mentee CVs, and access to online mentorship resources and tools. Mentor/mentee could also interact using community tools and private messaging. A collaboration with the CNA NurseONE program was established to expand e-Mentorship's resources to nurses across Canada.



Attracting young nurses into cancer care: In addition to presentations to universities and booths at job fairs, de Souza collaborated with York University to offer an *Introductory to Oncology* course to 175 students in the 4th year nursing program in September 2012 and 210 students in the 3rd year nursing program in January 2013. After 10 online hours of learning, more than 90% of students passed the exam. This young generation of learners reported favorably on the interactive and visual appeal of the course, its organized content and up to date rich information. Students found the study guides helpful for note taking and content organization, and the module exercises, quizzes and cases studies reinforced the learned content.

The course showcased the advances in oncology nursing care, and destigmatized oncology as an area that is “depressing” or is associated with a “lack of hope”. After the course, a third of

nursing students expressed interests in a future career in oncology. With the success with the York University pilot, the Institute is exploring an ongoing collaboration and potential offering of this introductory course to other universities to attract BScN nurses into oncology.

At the RPN level, the Institute has been working with Lambton College to offer a certificate program in oncology for future RPN nurses to prepare them in providing cancer care in general hospitals and community care settings. This program is to be opened to students in fall 2013.

Developing tomorrow's oncology leaders: To support graduate specialty education, a graduate diploma program was developed in partnership with the University of Windsor. The first cohort will enroll in fall 2013. This partnership builds on the successful delivery of de Souza Institute's courses, and the popular graduate education at the University of Windsor. Students in this new program will complete their courses online, their simulation at the University of Windsor site, and practicum in cancer centres close to home.

For nurses already in formal leadership and advanced practice roles, an advanced oncology nursing leadership course was offered since 2011. Two cohorts of nurses have been enrolled in this course which included intensive curriculum content, delivered by 15 provincial, national, and international speakers every two weeks over a nine-month duration on leadership competencies. This unique program is designed to prepare participants with leadership competencies in the following areas: self-assessment on leadership style, strategic leadership, innovation and execution, change initiation and management, and professional relationships. Participants not only learned from the local and global leaders, but also integrated course concepts into their current practice through a mentor relationship and project work. These future nurse leaders will build on learning from this course to implement change and promote quality cancer care in Ontario.

All nurses involved in de Souza learning, regardless of their educational background, are supported by de Souza's lifelong learning program. The Institute's multi-modal continuing education (CE) courses and the one to one e-Mentorship program provides access and timely educational opportunities and continuous career support to nurses in clinical practice for professional growth throughout their career.

#5: Raising Public Awareness of Oncology Nursing Excellence - Communication and Marketing Strategies

With the realization of the first four *de Souza Designates*, de Souza Institute launched the "*Become a de Souza Nurse*" campaign in 2012/13. de Souza Designation is achievable within one to two years which includes at least 150 hours of studying with de Souza via online courses towards 4.0 de Souza credits, covering four competency domains in "treatment and delivery of evidence-based care", "therapeutic and supportive relationships", "developing professional practice and leadership", and "patient teaching and coaching". In addition, nurses complete a two week or 75 hour clinical fellowship to take place at any point along the continuum of cancer care (i.e. ambulatory care, palliative care, or cancer prevention in the community), based on nurses' identified learning needs and professional oncology nursing goals. The clinical fellowship is an integral part of de Souza Designation. It augments the coursework by allowing nurses to apply new specialized knowledge and skills in direct patient care, acquire evidence-based best practices under the guidance of an oncology nurse mentors, and improve nurses' confidence in

delivery of best quality oncology services. Four oncology nurses in Ontario have reached *de Souza* Designation in Kitchener - Waterloo, Thunder Bay, London and Oshawa.

To have a successful campaign, it is paramount that nurses and health care organizations are active participants of de Souza educational activities, and feel pride as well as take ownership of the designation. The Institute created brochures explaining the criteria and benefits of the designation to nurses, for employers and their respective LHIN, and placed subway advertisements with front line *de Souza Nurses* across the Greater Toronto Area, encouraging other nurses to become a *de Souza nurse* and for increased general awareness with the public. de Souza Institute also placed several ads in Toronto Life magazine featuring one of the Institute's leaders, Nicole Foy RN, who shared that she wishes she had a *de Souza Nurse* while going through cancer, and featured *de Souza Nurses* at the final Brazilian Carnival Ball on September 18, 2013. In attendance were over 1,000 patrons and the nurses, and the Ball event was reported on major media outlets, including Zoomer magazine, the Globe and Mail, and the Toronto Star.



To reach every nurse and communicate with them on upcoming educational opportunities and campaign activities, and to allow nurses to plan their continued learning at de Souza around their busy clinical scheduling, the Institute developed a one year course calendar, widely distributed to every de Souza learners, educators, and organizational leaders. Other communication methods included 42 eblasts with the latest courses, quarterly de Souza Distinction e-newsletters sent out to 7,000 members and a strong social media presence, with 184 “likes” on Facebook and nearly 1,000 followers on Twitter.

To show case de Souza Institute's high quality courses and raise the awareness of such educational opportunities supported by the Government of Ontario, de Souza Institute staff delivered presentations across the province including Peel region, Ottawa, Kingston, Brockville and Sault Ste. Marie. de Souza highlights could be found in other health care organization newsletters including the Ontario Nursing Association, Registered Practical Nurses Association of Ontario and the Ontario Hospital Association. Course evaluations were presented broadly at provincial, national and international conferences.

The de Souza website (desouzanurse.ca) plays a significant role in attracting and providing timely information to the public and nurses and it has a steady number of visitors. Over 170,000 visitors used the redesigned website in 2012/13, an increase of 150% from the previous year. It is worth noting that our mobile website attracted significant traffic from mobile devices such as apples, blackberry and android equipped phones and tablets.

<http://www.desouzanurse.ca/>

Redesigned website was launched in May 2012



249,165 total visits (178,898 unique visitors)

- **235,439** from desktop browsers
 - **205,226** Windows
 - **28,768** Mac
 - **356** Linux
 - **1089** (others)
- **13,726** from mobile devices
 - **11,562** iOS (Apple devices)
 - **542** Blackberry
 - **1,606** Android
 - **13** Windows Phone
 - **3** (others)

It is anticipated that through public awareness and increased interest among professionals, both at the front line practitioner level and among leaders, that institutions will strive towards goals such as having a specific percentage of nurses reach *de Souza Designation*. Such achieved targets could be used in performance reviews and to assure the public that agencies are providing evidence based care with the highest standards.

Long term follow up evaluations will be conducted with *de Souza Nurses* on their career trajectory, through an annual interview. This longitudinal cohort observational investigation will contribute to the nursing education literature by identifying the characteristics of lifelong learners, pathways leading to *de Souza Designation*, career development following the designation, and the impact on the field of oncology nursing.

Future Direction

As part of the knowledge translation effort under the direction of Cancer Care Ontario, de Souza Institute is now building an enhanced *de Souza Model of Care and Education*. de Souza program is aligned with Cancer Care Ontario's Cancer Plan 2011-2015 to improve the performance of the cancer system by driving quality, accountability and innovation in all cancer related services:

- 1) **Increase quality of specialty care via standardized training:** Focusing on building a highly competent specialty workforce across 14 regional cancer centres, de Souza will offer a standardized orientation package to ensure new graduates are equipped with essential knowledge and skills for service delivery at the novice level. Simultaneously, the Institute will provide a standardized comprehensive continuing education program to experienced

nurses in cancer centres to ensure that they receive the latest evidence based knowledge and practice in a consistent and timely manner, regardless of where they practice. Such educational support, provided by de Souza as part of lifelong learning, is essential for nurses to continue their professional growth from novice to expert, and to perform at the highest level of competency, achieving nursing full scope of practice.

- 2) ***Increase capacity and quality of community care via educational support to generalists:*** To keep pace with trends of health care being increasingly provided in the community, and to address existing knowledge gaps in cancer care among generalists, de Souza will offer a package of well-designed curriculum pertinent to a broader nursing workforce in primary care, home care and long term care to ensure right care by the right profession in the right place.
- 3) ***Increase overall cancer system performance by building local capacity:*** de Souza Institute will continue to train local de Souza expert facilitators in 14 LHINs to implement the de Souza Model of Care and Education, to disseminate new knowledge and tools tailored to the local context, and to launch coordinated new educational programs across Ontario.

Supporting high quality palliative care services for cancer patients: Cancer is the leading cause of death in Canada¹¹. Each day, 500 Canadians are diagnosed with cancer and 200 die from the disease⁷. With the exception of palliative care specialists, health care providers across the broad spectrum of care receive no comprehensive oncology and palliative care specialty training in their professional degree programs. A standardized, clinically-relevant, evidence-based continuing education program, which is accessible for the entire workforce is critical to manage the increased volume and complexities of palliative care, and to ensure that rural and remote palliative patients receive the same high quality care aligned with their disease trajectory and wishes. In response to a Canadian Partnership Against Cancer (CPAC) call for Expression of Interest (EOI), the Institute submitted a proposal for a *Pan Canadian Virtual Classroom* offering a set of high quality courses in palliative and end of life care. Proposed topic domains include the latest evidence in practice to address physical, spiritual and psychosocial needs of patients and families, and strategies to manage debilitating symptoms and to preserve quality of life. As well, the Institute recognized the unique challenges inherent in providing end of life care, such as managing the repeated exposure to grief and loss. Curriculums have been developed to address workforce burnout and to support self-care and stress management for providers who have chosen oncology care as their life's work. The EOI includes a list of more than 10 palliative care courses already in place and a strong team of partners and collaborators such as the Canadian Hospice Palliative Care Association (CHPCA), CAPO and Virtual Hospice, as well as a consortium of 6 participating provinces to further develop new courses to build a comprehensive online curriculum in palliative care across Canada. The project was invited by CPAC for a full proposal submission in mid-June.

Trans-professional education to support de Souza Providers and promote de Souza Model of Care: A provincial working group has been formed, drawing input and expertise from medicine, social workers, psychology, and spiritual care, among others. The working group will build consensus on shared competencies in cancer care across professional training to meet the education needs of multidisciplinary providers. To support the working group with field data,

¹¹ Public Health Agency of Canada. Canadian Cancer Statistics 2012. <http://www.phac-aspc.gc.ca/cd-mc/cancer/ccs-scc-2012-eng.php>. Updated 2012. Accessed January 3, 2013.

two physician/pharmacists focus groups have been completed in fall 2012 and five more mixed provider focus groups will be carried out in spring 2013 across the province. The focus group will gather information in the following areas:

- Content/resources that providers used to facilitate their cancer care provision;
- The types of support (i.e., education, mentorship) they would need for their practice when they encounter patients and families dealing with cancer;
- The particular competency area they would like to develop in cancer care;
- The core competency area(s) that should be shared among different professions; and
- The types of teaching modality that would work best around their clinical responsibilities and scheduling.

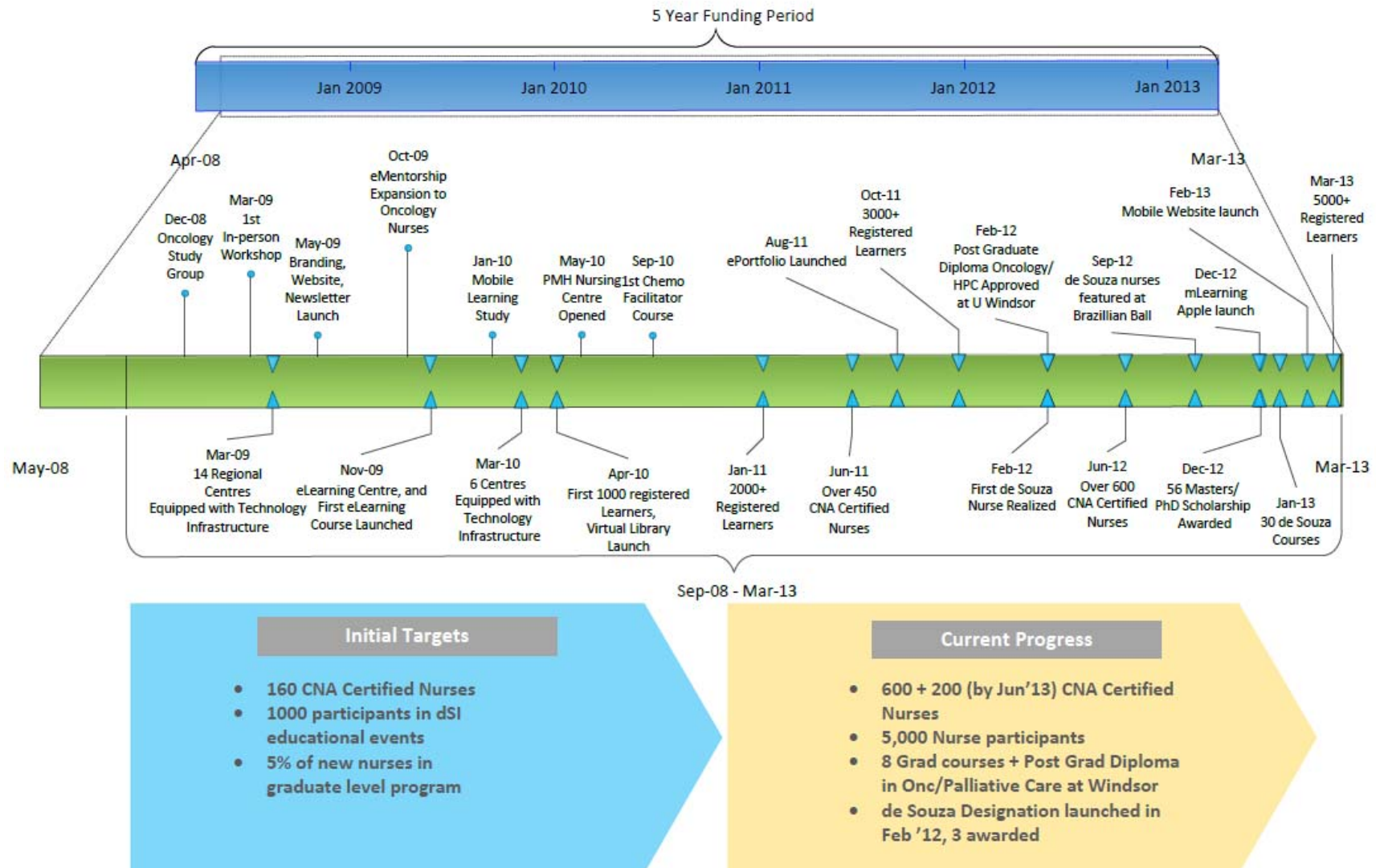
The first 5 years of de Souza operation built a solid infrastructure and formed partnerships with the 14 regional cancer centres, its clinicians and surrounding communities. The Institute is now well positioned to roll out a complete “standardized package of orientation” to all centres throughout Ontario, as well as provide an ongoing system of “standardized lifelong learning” for practitioners delivering cancer care across disciplines.

This approach is appealing as: 1) it will offer greater support to regional cancer centres and enhances their cancer care delivery through the delivery of educational offerings in a timely and clinically-relevant fashion based on the latest standards and evidence; 2) educators in these cancer centres will receive materials, training and mentorship through de Souza to deliver its standardized programs and will be able to focus their work on contextualizing programs for local contexts; 3) it will reduce pressure on regional cancer centres to develop and organize relevant continuing education and keep pace with advances in cancer treatment and care; and 4) it will increase confidence of the entire workforce in providing greater work life satisfaction and retention for their cancer care providers and greater job satisfaction with their ability to provide the best cancer care possible.

Conclusions

de Souza Institute began with one primary goal: to provide knowledge translation to nurses practicing in oncology to help improve patient centred-care. The past five years have been marked by tremendous growth in the areas of course development and offerings, nursing participation, collaboration with local, provincial, and national partners, and innovation in educational offerings. de Souza Institute has not only met all deliverables originally set, but has exceedingly surpassed all targets. This report has highlighted de Souza’s contributions and achievements in connecting education with IT innovation, making a difference in oncology nursing practice through standardized clinical training, supporting patient-centred care, building a healthy workforce, and raising public awareness of the Institute and oncology nursing excellence. Moving forward, the institute will focus on sustainability and continued growth. We will foster strong relationships with our new and existing partners and stakeholders; provide high quality courses to meet the needs of health care professionals for ongoing knowledge and skills acquisition; and support a cancer care system that provides the best care for patients and families in Ontario and across Canada.

Summary of de Souza Achievements in the First Five Years



de Souza Institute Five Year Audited Financial Statement
(see attached original)

University Health Network
Anna Maria de Souza Knowledge Transfer Institute for Oncology Nursing

STATEMENT OF CONTRIBUTIONS AND EXPENDITURES

Year ended March 31

| | 2009 \$ | 2010 \$ | 2011 \$ | 2012 \$ | 2013 \$ |
|---------------------------------|------------------|------------------|------------------|------------------|------------------|
| CONTRIBUTIONS | | | | | |
| Base contributions | 3,000,000 | 3,000,000 | 3,000,000 | 3,000,000 | 3,000,000 |
| Return of unspent funds | — | — | (119,587) | — | — |
| Interest | — | — | 2,841 | 563 | 506 |
| Total contributions | 3,000,000 | 3,000,000 | 2,883,254 | 3,000,563 | 3,000,506 |
| EXPENDITURES | | | | | |
| Human resources <i>[note 2]</i> | 383,398 | 1,012,167 | 1,413,285 | 1,597,493 | 1,807,299 |
| Information technology | 897,275 | 323,939 | 192,807 | 120,270 | 113,013 |
| Products | 843,035 | 1,082,390 | 1,118,469 | 949,397 | 889,444 |
| Infrastructure | 729,528 | — | — | — | — |
| Operations | 111,752 | 265,535 | 184,529 | 95,179 | 105,322 |
| Communication | — | — | — | 124,427 | 123,161 |
| Administrative | 150,000 | 150,000 | 150,000 | 150,000 | — |
| Total expenditures | 3,114,988 | 2,834,031 | 3,059,090 | 3,036,766 | 3,038,239 |

See accompanying notes

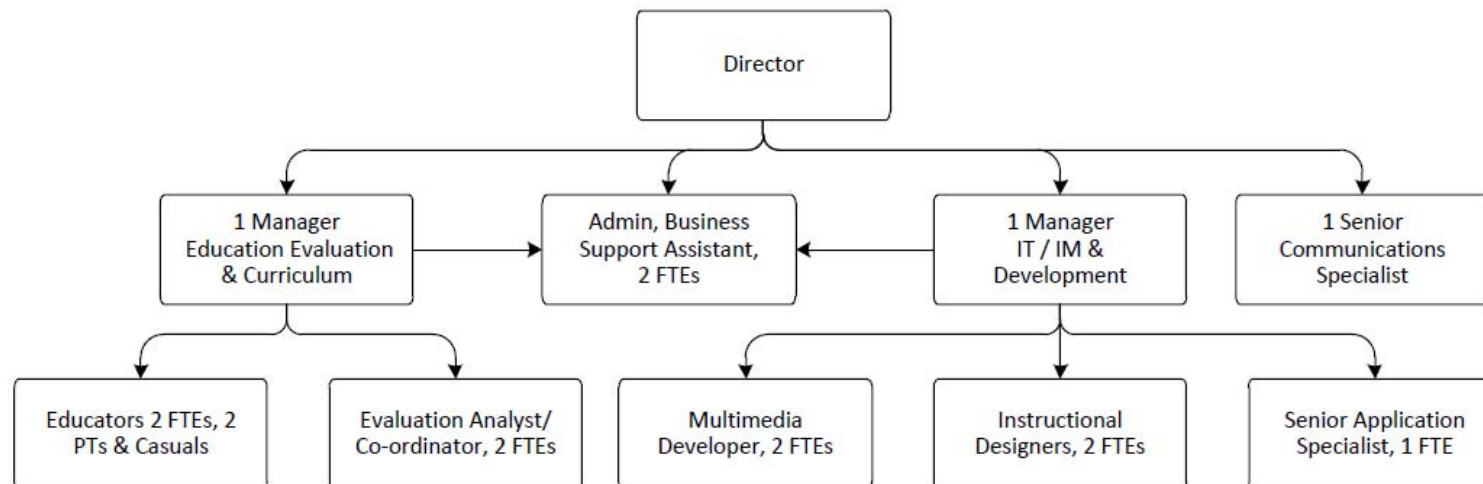
Appendix A

Organizational Structure

The *de Souza Institute* at the end of the 2012/13 fiscal year consisted of a core team including:

- Management: 1 Director, 2 Managers, 1 Senior Communications Advisor;
- Administrative Coordination: 1 Administrative Coordinator, 1 Business Support;
- Educator: 4 Educators (2 full time, 2 part time educators, plus external sessional educators as per needed)
- Evaluation: 2 Analysts (1 on grant);
- Online development: 2 Instructional Designers, 2 Multimedia Developer, 1 Senior Application Specialist;
- Students (COOPs), interns.

de Souza Org Chart – April 1, 2013



International Advisory Committee

- Professor Sanchia Aranda, Past President, International Society of Nurses in Cancer Care (ISNCC), University of Melbourne, Australia
- Dr. Greta Cummings, President ISNCC, University of Alberta
- Professor Helen Langton, Pro Vice Chancellor and Executive Dean, Faculty of Health and Life Sciences, University of the West of England
- Brenda Nevidjon, President, Oncology Nursing Society, USA
- Dr. Yuri Quintana, Director, Education and Informatics, International Outreach Program, St. Jude's Hospital, USA
- Paula Reiger, CEO, Oncology Nursing Society, USA
- Jennifer Wiernikowski, President, Canadian Association of Nurses in Oncology, Chief of Nursing, Juravinski Cancer Program, Hamilton Health Sciences.
- Dr. Joan Bottorff, Professor, School of Nursing, Chair in Health Promotion and Cancer Prevention, UBC Okanagan.
- Dr. Deborah McLeod, Associate Professor, Dalhousie University and President-elect, Canadian Association of Psychosocial Oncology

Media Collection

April 2012 – May 2013

de Souza Nurse Branding

The banner features four nurses, each holding a white sign with a question. The de Souza INSTITUTE logo is in the top left corner. The nurses and their locations are: Carolyn, RN, Sarnia; Kunsang, RN, Toronto; Nicole, RN, Sudbury; and Soma, RN, York Region. The signs ask: 'Are you a nurse who cares for patients living with cancer?', 'Want to be a part of the latest standard in cancer care?', 'Interested in professional development?', and 'Looking for online or in person courses that suit your schedule?'. A blue bar at the bottom contains the text: 'Earn your de Souza Designation by visiting www.desouzanurse.ca'.

de Souza
INSTITUTE

Carolyn, RN
Sarnia

Kunsang, RN
Toronto

Nicole, RN
Sudbury

Soma, RN
York Region

Are you a nurse who cares for patients living with cancer?

Want to be a part of the latest standard in cancer care?

Interested in professional development?

Looking for online or in person courses that suit your schedule?

Earn your de Souza Designation by visiting www.desouzanurse.ca

The Patient Experience Video



[Home](#) \ [News](#) \ [Videos](#) \ The Patient Experience

The Patient Experience



Over the next 10 years, Ontario will see a 40 percent increase in the number of people living with cancer. As an innovative centre of learning dedicated to nursing excellence for patients with cancer and their families, de Souza Institute is helping to manage that demand.

Kitchener Post Coverage of the First de Souza Nurse (May 10, 2012)

Janet switched her car and home insurance

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Thursday, May, 10, 2012 - 1:01:49 PM


Nurse recognized


Kitchener Post staff

Carol Gunsch, right, a nurse navigator at the Grand River Regional Cancer Centre, was honoured Monday for becoming the first nurse to achieve the de Souza Designation, a provincial standard of cancer care nursing excellence. Gunsch has been working toward the designation since 2008. Also pictured are Grand River Regional Cancer Centre vice-president Craig McFadyen and de Souza Institute director Mary Jane Esplen.




Ryan Flanagan photo

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Most Popular

Ontario Nursing Association Article (May 28, 2012)

SHARE   

Sign up for free oncology and hospice care education offered by the de Souza Institute

May 28, 2012

The [de Souza Institute](#) is offering free support, training and education for registered nurses interested in upgrading their oncology and hospice palliative care skills.

Now in its fourth year of operation, de Souza Institute – in partnership with Princess Margaret Hospital and Cancer Care Ontario and funded by Ontario's Ministry of Health and Long-Term Care – has provided support and continuing education at no cost to more than 4,000 Ontario nurses. This initiative has resulted in a 40 per cent increase in the number of nurses who have become certified in oncology or hospice palliative care.

[Check out this article](#) for more information and how you can sign up for the free training.

[Back](#)

de Souza Institute coverage in the Toronto Star (September 14, 2012)

Photos

[View gallery](#)



The Institute was created in 2008 by the provincial government with \$15 million, to honour the contribution Anna Maria de Souza began making in 1966. It provides education support, professional development and career counselling to oncology nurses at no cost to them, and has set a new standard in oncology nursing excellence.

The couple learned much about the disease after Anna was diagnosed, de Souza says. They felt specific education about the complexities of the disease was sorely lacking. "Both Anna and I noticed it when she was in Princess Margaret — there was no consistency," he recalls. "Some (nurses) were very good, some were not. It's because they didn't have the training."

So he's focusing his efforts on the Institute and elevating oncology nursing to higher standards.

And it's working.

Since its launch nearly four years ago, 5,000 nurses have taken free courses and workshops, resulting in an almost 80 per cent increase in nurses with specialized certification in oncology and hospice palliative care.

With 27 current courses and more in development, the Institute is providing training in Alberta, as well as other countries like Kuwait and Brazil. Some courses are practical: chemotherapy and biotherapy, pain assessment and management. Others provide equally essential skills: psychosocial care, managing grief and loss. Still others are geared to supporting caregivers and nursing self-preservation.

"Ontario has the highest number of nurses with certification in oncology as a result of our courses," says Shanna Brisebois, Institute spokesperson.

Nurses also have the option of working towards a designation as a "de Souza Nurse," signaling the highest expertise in cancer care.

After starting courses in 2009 and getting hooked, Sudbury oncology nurse Nicole Foy achieved that designation. "There's nothing like it in any other field of nursing," she notes in a telephone interview.

Foy won a battle with cancer herself 20 years ago, but still found oncology nursing daunting when she began. The courses were a huge help, she says.

"It's really given me the knowledge and confidence to be an oncology nurse," Foy says. "I think it makes a big difference to the care I deliver to my patients."

Foy says being comfortable and capable when delivering news, for example, telling a young person that their treatment is not curative but palliative, can have an enormous effect. "It's a privilege to help them go through their journey," she says. "That's one of the most important things you can do as a cancer nurse."

**CTV News Oncology Nursing Day – 3rd de Souza Nurse @ London Regional
Cancer Centres (April 2nd, 2013)**



London Community News: Recognition for Cancer Nurses at LHSC (April 3, 2013)

Apr 03, 2013 | Vote 0 0

Recognition for cancer nurses at LHSC

London Community News

By Mike Maloney

Tuesday (April 2) marked Canadian Oncology Nursing Day across the country so it was a fitting opportunity for oncology nurses at London Health Sciences Centre (LHSC) to be honoured and recognized for excellence in cancer care by the de Souza Institute.

Designed to enhance the skills and education of nurses involved in cancer care, the institute was established by the Ministry of Health and Long-Term care in 2008. Since that time it has provided educational support and career counselling to an estimated 5,000 nurses from across Ontario.

To date, 150 nurses from LHSC have participated in de Souza cancer care courses, something deemed "critically important here at LHSC," said Dr.

Vanessa Burkoski, vice-president and chief nursing executive, Quality, Patient Safety and Professional Scholarly Practice.

"Because we are a regional program, we want to ensure that our nurses have all the skills, knowledge and confidence that is necessary to deliver the very best care to patients that come through our cancer program," Burkoski said.

PHOTO GALLERY

A perfect example of that desire to deliver the best is Fiona Barham, a registered nurse with the London Regional Cancer Program (LRCP) at LHSC who was individually presented with a plaque for achieving her de Souza Nurse designation. She is the first at LHSC and only the third in the province to be recognized for this achievement.



Nurses03-020413-MM.jpg

Mike Maloney

LHSC nurse Fiona Barham is presented her de Souza Nurse Designation by Dr. Mary Jane Esplen, Director of the de Souza Institute.

3/8



Hospital News (April 2013)

vance this patient care by providing more liv-
l therapy space; includ-
ger, accessible therapy
and shared dining space
ry patient floor. It also
es increased ambulatory
for outpatient and com-
r programming, a larger

therapeutic pool, green spaces
and a labyrinth. The facility
now fully supports the individ-
ualized care Bridgepoint pro-
vides to each of its patients.

A highlight of the cer-
emony was a touching speech
from Jordan Patterson, one
of Bridgepoint's own past

patients. After being diagnosed
with motor neuropathy at age
40, a form of ALS, Patterson
found himself at Bridgepoint
in what he refers to as his
"last hope". It was not until he
arrived at the hospital that he
received the specialized care
he so desperately needed.

building. Construction of the
new Bridgepoint Hospital
began in fall 2009. Patients
will move into the new hospi-
tal on April 14, 2013.

*Samantha Shantz is a
Communications Coordinator
at Bridgepoint active health-
care*

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to Call Home
for Over
35 Years!*



ver after an illness,
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de Souza Institute Celebrates Nurses Transforming the Cancer Experience on Oncology Nursing Day

By Shanna Brisebois

I never imagined that I
would have cancer at 35,"
says Mary Alton, cancer
survivor.

Cancer is unforgiving. It's
life-threatening, life-altering
and it's the hardest journey
that patients and families will
have to face.

According to the Canadian
Cancer Society, over the next
hour, 21 Canadians will find
out the earth-shattering news
that they have cancer. These
21 Canadians will feel over-
whelmed by thoughts: "How
am I going to tell my children?
What are my options? Would
the side-effects from my treat-
ment be difficult to bear? How
will I cope with the pain? Am
I going to die?"

Navigating, supporting,
and managing complex care
for patients throughout this
time of uncertainty and vul-
nerability are often nurses. In
Ontario, patients and families
may be supported by cancer
nurse experts, also known as
de Souza Nurses.

Today, on Oncology
Nursing Day, a day to recog-
nize the incredible role oncol-
ogy nurses play, de Souza
Institute celebrates oncology
nurses committed to cancer
care excellence.

In 2008, the Ontario gov-
ernment acknowledged that
increasing incidence of cancer
and advances made to screen
for and treat this disease.
The demand for nurses with
specialized cancer knowledge
and skills – beyond a nursing

degree or diploma was and
still remains imperative.

To address this need, the
government created de Souza
Institute, an innovative centre
of learning dedicated to can-
cer care excellence. Since its
inception, nurses and health
care providers have turned
to de Souza Institute to offer
high quality, more effective
cancer care by learning evi-
dence based practice and latest
advances in cancer care, wher-
ever they work.

Nurses like Nicole Foy,
herself a cancer survivor says,
"I was diagnosed with cancer.
I think that people with cancer
deserve the best care that a
nurse can give them. If there's
one wish that I had when I

Continues on page 21

Globe and Mail (May 10, 2013)

TRY GLOBE UNLIMITED - 1 MONTH FOR JUST 99¢



- Can I see a nurse practitioner instead of a family doctor?



VIDEO

Video: Should all health care workers get a flu shot?

Angela Wolff, director of clinical education, professional practice and integration at Fraser Health Authority, said specialization for nurses is, in large part, a response to the fact that the population is living longer and many patients are struggling with a number of medical conditions. Plus, more care is being provided at home rather than in a hospital setting, and advances in health care are continuing at a rapid pace.



VIDEO

Video: Options for supplemental health care

"I think there's just growing recognition that to be able to provide patient care, there is a lot of knowledge and expertise that's required," Wolff said. "Sometimes you just can't get it on the job."

The de Souza Institute is an example of the effort to provide nurses with specialization in the area of oncology. The institute offers a program, accessible to all nurses in Ontario, to teach new skills and knowledge that can be applied in the work force, said institute director Mary Jane Esplen.

One of the goals is to address important gaps in care identified by patients and their families, such as emotional support and better communication, Esplen said. Given the fast pace of change, it's important for nurses to learn new practices, emerging evidence and changes in techniques, Esplen said. It's "almost impossible to keep up" without specialty training, she said.

She noted the institute is working with Cancer Care Ontario, which now strongly encourages all nurses delivering chemotherapy to be certified by the de Souza Institute.

Wolff said that advances in nursing specialization may not be equal across the country and that opportunities may not be available in some provinces. That will become an area to address in the future as specialization increasingly becomes the norm for nurses, she said.