

# nursing newsletter



## A WORD FROM THE ASSOCIATE DIRECTOR – MONTREAL CHILDREN'S HOSPITAL AND WOMEN'S HEALTH MISSION

Dear colleagues,

As we wrap up another remarkable year, I want to honor the extraordinary dedication and resilience of all nursing teams at the MUHC. Every day, your commitment and excellence reflect the compassion that defines our profession.

I would like to extend special thanks to the staff of the Montreal Children's Hospital (MCH) and the Women's Health Mission, who work tirelessly to support some of our most vulnerable patients.

This year is highlighted by several key achievements. We turned our commitment into action by eliminating pediatric surgical waitlists of over one year. To promote cultural safety for Indigenous women, the Women's Health Mission launched Birth Stories, sharing their experiences of giving birth away from their communities. The Pediatric ReConnect line now offers continuity of care and 24/7 support from a dedicated nurse after discharge. Finally, the MCH is set to launch an upgraded Canadian Triage and Acuity Scale in the Emergency Department (ED), with ED nursing staff now trained to better assess and prioritize patients.

Together, we've accomplished many wonderful initiatives - so many reasons to celebrate!

As the holiday season approaches, I hope you find time to relax, recharge, and enjoy precious moments with those who matter most.

Wishing you peace, joy and good health in the New Year!

Cindy McCartney

## OPEN HOUSE FOR NURSES AND CPNPS

### Open house: 187 visitors, 97 applications

Our November 25 open house was a great success: nearly 187 nurses and CPNPs candidates visited our four sites. So far, we have already received and processed 97 applications.

The program included **guided tours** at all sites for participants, as well as **meetings and discussions** with our teams and with representatives from Human Resources, Training and the Comité de la relève infirmière (CRI). They had the opportunity to learn about our job openings, our application process, our support services from both Human Resources and Nursing Directorate, and the guidance offered by the CRI to help ensure a smooth integration and professional development.

We extend our warmest thanks to **all units** for their involvement, their warm welcome, and the thoughtful way they highlighted their teams, clinical sectors, mission, and the opportunities available to future candidates.

A special thank you as well to the planning committee, tour guides, CRI members, the recruitment and talent acquisition team, managers, nurses and volunteers. Thanks to your efforts, this event was filled with connections and meaningful professional exchanges.



Jessica Dumoulin, Coordinator - Nursing Workforce Planning and Management of the Float Team

## MEWS & PEWS: Detect Early, Act Quickly, Save Lives

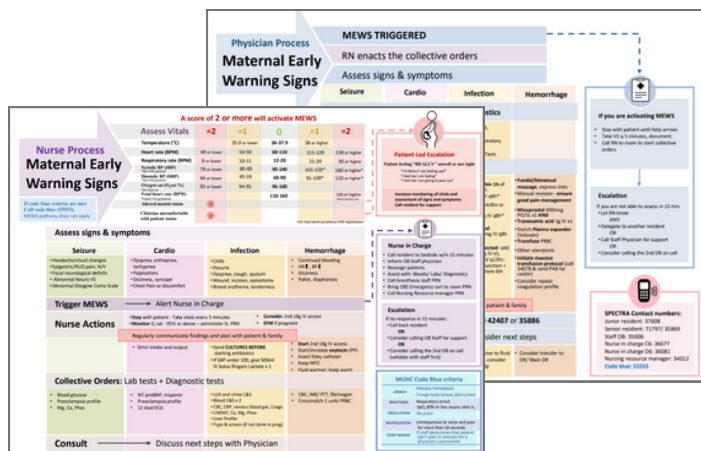
Now fully deployed across the MCH and the Women's Health, early warning systems play a key role in preventing serious events by facilitating early detection in maternal and pediatric care.



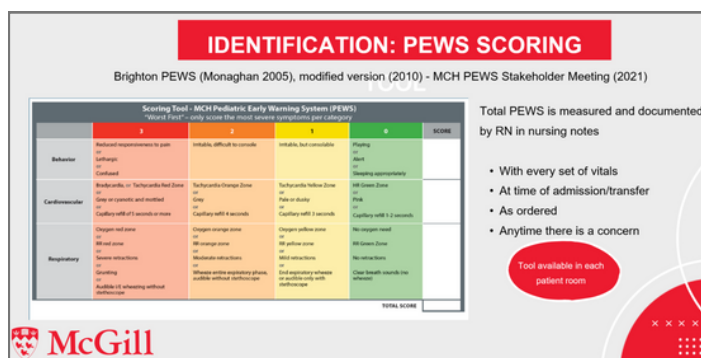
### DETECT EARLY, ACT QUICKLY

Sentinel events occur in **12.66** per 1,000 pediatric admissions, often due to missed subtle changes in vital signs. Severe maternal morbidity (SMM) affects **1-3%** of Canadian births and has risen steadily since 2007.

Both **Pediatric (PEWS)** and **maternal (MEWS)** early warning systems help identifying deterioration in the condition of hospitalized children and women during the perinatal period at an early stage. This enables prompt intervention to prevent serious complications and reduce the risk of morbidity and mortality.



The MEWS algorithms, for nurses and doctors



The PEWS assessment tool

### BUILT WITH EMPATHY



Developed collaboratively with pediatric and obstetrical nurses, physicians, internists PEWS and MEWS use a **human-centered approach** to address complex challenges and ensure adoption and sustainability.

### SHARED FRAMEWORK: DETECT, ACT, SAVE



#### Early Identification:

- Vital signs tailored to pediatric and obstetric populations
- Clinical pathways (PEWS: Behavior, Cardiovascular, Respiratory; MEWS: Seizure, Sepsis, Hemorrhage, Cardiopulmonary)
- Patient safety culture

#### Early Intervention:

- Clear algorithms for nurses and physicians
- Standardized orders and escalation processes

### TURNING TRAINING INTO IMPACT



Implementation included **in-services, simulations, leadership support** and **onboarding integration**. They provide tools and shared language that enhance autonomy, confidence and multidisciplinary collaboration for timely, safe care.

PEWS launched in June 2022 and expanded hospital-wide; MEWS has been activated **at least 87 times** in the past nine months!

### THANK YOU



Thank you to every member of our multidisciplinary teams for your unwavering commitment to keeping our patients safe.

Your collaboration, vigilance, and heart make early action and better outcomes possible daily.

Stay tuned: this article will soon be published on the MUHC's social media.

We invite you to comment and share!



## Open House, Community Spirit, and Holiday Greetings

In November, the CRI was proud to take part in the MUHC Open House across all sites, meeting nurses, students, and colleagues from various programs and units.

Your enthusiasm, questions, and openness reminded us how essential it is to build a strong and engaged nursing community and to support the next generation in their professional development.



**As the holiday season approaches, we send you our warmest wishes. May you enjoy rest, joy, and a wonderful year ahead!**

By Ian Truong, Nurse Clinician, RVH Emergency, Member of the CRI



For any questions or if you'd like to get involved, reach out to the CRI team, on-site or online:

[cri@muhc.mcgill.ca](mailto:cri@muhc.mcgill.ca)

[crimuhc](https://www.facebook.com/crimuhc)

[@cricri.muhc](https://www.instagram.com/cricri.muhc)

## CLINICAL UPDATES

Adult + Pediatric

### New Quality Calendar: More Time, More Impact!

In **January 2026**, the new Quality Spotlights calendar will begin, covering the same topics as in 2025, but spread over **18 months** instead of 12.

The goal is to help teams maintain a more balanced pace and allow them to take more time to review or dive deeper into the work related to each Spotlight.

We will begin the year with **2 months dedicated to preparation and the Accreditation Canada visit**, a key step in strengthening our practices and demonstrating our ongoing commitment to quality.

The calendar may be modified by the Nursing Directorate based on clinical needs and/or recommendations from the upcoming Accreditation Canada visit.

By Marie-Ève Leblanc, Nursing Practice Consultant

| DIRECTION DES SOINS INFIRMIERS   NURSING DIRECTORATE          |                                                                                          |                                                                                             |
|---------------------------------------------------------------|------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|
| QUALITY SPOTLIGHTS QUALITÉ                                    |                                                                                          |                                                                                             |
| JAN<br>Accréditation Canada<br>Accreditation Canada           | FEB   FEB<br>Accréditation Canada<br>Accreditation Canada                                | MAR<br>Sécurité des médicaments<br>Medication Safety                                        |
| AVR   APR<br>Douleur<br>Pain                                  | MAI   MAY<br>Hygiène des mains<br>Hand hygiene                                           | JUIN   JUNE<br>MST / VBIT<br>Double identification                                          |
| JUILLET   JULY<br>OFF                                         | AOÛT   AUG<br>OFF                                                                        | SEP<br>Prévention du suicide<br>Suicide prevention                                          |
| OCT<br>SACC / CLABSI                                          | NOV<br>Prévention des plaies de pression<br>Pressure injury prevention                   | DEC<br>OFF                                                                                  |
| JAN 2027<br>Prévention des chutes<br>Falls prevention<br>AAPA | FEB   FEB<br>Communication aux points de transition<br>Communication at care transitions | MAR<br>Sécurité des médicaments<br>Medication Safety<br>Pompes à perfusion<br>Pumps / pumps |
| AVR   APR<br>Contaminants<br>Restraints                       | MAI   MAY<br>Hygiène des mains<br>Hand hygiene                                           | JUIN   JUNE<br>Surveillance patients à risque - HARB<br>At-risk patient monitoring          |

Adult

### Quality Spotlight: Pressure Injury Prevention



Pressure injuries have a significant impact on patient condition that can be preventable and foreseeable.

**1 Predict:** Risk assessment as of admission using Braden scale and doing a skin assessment daily

**2 Prevent:**

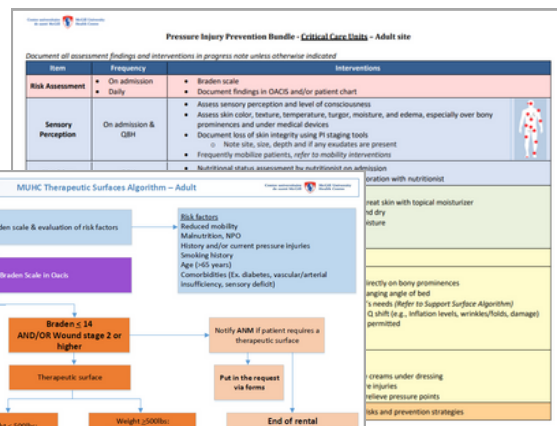
- Therapeutic surface
- Risk-specific interventions (see new tools)
- Patient and family teaching to engage them in care

**3 Take charge:** multidisciplinary team work



**Take a peek at the new tools:**

- Therapeutic surfaces algorithm
- Pressure injury bundle of interventions to help target the right intervention for the patient:
  - Critical care area
  - All in-patient units



By Samia Saouaf, Nursing Practice Consultant

Adult

## Council of Nurses Grand Rounds: Tuesday December 9, 12:00-13:00 on Teams



### Wound Care Consult Service Mandate

#### Objectives:

- Provide clear picture of service offer
- Discuss new workflow tools
- Clinical approach to wound healing



**Maria Kozma**, Clinico-administrative coordinator for the Surgical Ambulatory Division & Manager of the Wound and Ostomy Care Team

**Marcel Lamontagne**, Wound Care Nurse Clinician

## RESEARCH & QI

Adult

### Three nominations for our team at the International Tracheostomy Symposium



We are happy to announce that three members of our nursing team have been nominated for individual awards at the 9th International Tracheostomy Symposium.

**Congratulations to them for their outstanding contributions to advancing tracheostomy care practices!**



#### JASMINE LEE HILL – “Research Innovation” award Nursing Practice Consultant

Jasmine has dedicated 11 years of her career as an Advanced Practice Nurse (APN) in surgery to improving care for patients with tracheostomies.

In collaboration with a multidisciplinary team, she designed and implemented a program across three adult sites, enhancing both the safety and quality of care. She assessed the educational needs of 400 nurses and developed over 20 policies, a patient education booklet, a biannual workshop, documentation tools, and established biweekly patient follow-ups. She also led a research project on tracheostomy weaning, published as the lead author in the journal *Tracheostomy*.



#### HEATHER PERKINS – “Excellence in Education” award Advanced practice nurse, Neurosurgery

Heather has been a Neurosurgery Advanced Practice Nurse (APN) since 2018. She co-led the creation of a certification program for Licensed Practical Nurses (LPNs) caring for patients with a tracheostomy tube. In collaboration with a multidisciplinary team, she also developed a series of 15 online bilingual training videos. This innovative project, initiated by Ashraf Emara (interim APN), strengthened LPNs competencies and improved the quality of clinical practices.

Heather is also the lead facilitator of biweekly multidisciplinary rounds for patients with tracheostomies, overseeing patient follow-ups and supporting teams in managing complex cases, while leading workshops, simulations, and debriefing sessions.



#### EMILIE GENTY – “Excellence in Education” award Advanced practice nurse, Neurosurgery

Émilie has been providing care to patients with a tracheostomy tube for over 20 years while sharing her expertise. Initially as a bedside nurse, she quickly became involved in training her colleagues. As a nurse in the Transport Service, she developed protocols to ensure the safe transport of tracheostomy patients.

Since 2020, as Nursing Professional Development Educator, Émilie supports and trains teams caring for chronic ventilator-assisted patients, from daily care to emergency situations. She played a key role in creating a tracheostomy training program and 15 online bilingual training videos in collaboration with Heather Perkins, a project initiated by Ashraf Emara (Interim APN).



## A strengths-based training offered to 10 managers

In partnership with the Ingram School of Nursing, 10 managers have the opportunity to participate in a 21-hour accredited online training on **Strengths-Based Nursing and Healthcare Leadership (ASFF)**, fully supported through funds granted to the Nursing Directorate:

- Kelly Cummins
- Marie-Eve Dagneau
- Christine Durand
- Kimberly Ann Gutierrez
- Coralie Hervieux
- Malisa Khongkham
- Mélanie Langelier
- Ingrid Merzbacher-Boucher
- Annik Plamondon
- Alejandro Ramirez

The training runs from September 29th to December 12th and aims to strengthen leadership skills while fostering **equitable, inclusive, and culturally safe workplaces**, where each staff member's strengths guide care and collaboration.



*Congratulations to our managers for taking this important step in their professional journey!*

*By Josée Lizotte, Nursing Practice Consultant*

## ANNOUNCEMENTS

### Andrea Laizner: a gesture that reflects 50 years of generosity

At her retirement celebration, Andrea Laizner chose to donate the \$1,280 that had initially been intended for her gift to the Montreal General Hospital Foundation. This amount will be used to support nursing care.

After 50 years of dedication to the MUHC, Andréa leaves a legacy shaped by her passion for research, collaboration, and the continuous improvement of care. Her generous gesture perfectly illustrates the kindness and constant pursuit of progress that have guided her entire professional life.

*"Andrea's generosity, curiosity, and deep sense of altruism have profoundly shaped nursing at the MUHC", says Alain Biron. "Her contributions to countless initiatives strengthened our profession's identity. She will be deeply missed."*



## Change management: New tools and trainings



The Change Management Office invites you to explore its new page featuring tools, training, and a variety of resources designed to better support managers during periods of change within their teams. On this page, you will find a **practical toolbox**, **recommended readings**, **workshops** and **personalized coaching sessions**.

This page was developed by the Directorate for Quality, Innovation and Performance (DQIP), based on the suggestions collected during the survey conducted this summer among managers.

**Visit the page today!**



*May this holiday season give you a bright and joyful break filled with laughter, comfort, and little sparks of happiness!*

### CO-EDITORS OF THIS NEWSLETTER:

Marie-Ève Leblanc, Nursing Practice Consultant, Nursing Directorate  
Silvia Rizeanu, Communications Agent

Please submit your articles and photos for the next newsletter before **January 6**.

**Consult the 2026 Nursing Newsletter Calendar**

