



# NETWORK *News*

December 2000

Welcome to Network News, an update on some of the new activities of the Child Health Network of the Greater Toronto Area.

## NEW ORGANIZATIONAL STRUCTURE IN PLACE

A new organizational structure has been established to help the CHN make the transition from planning to implementation of its priorities. The structure, developed following a comprehensive review by the Network Organization Committee, gives the CHN Council the responsibility for setting the broad directions to fulfil the Network's mission. At the same time the Executive Committee will guide and monitor implementation of the strategic and operating plans.

### Meet the Executive Committee

Please welcome **Sheila Jarvis** as the new Chairperson of both the Child Health Network and the Executive Committee. Currently President and CEO of the Bloorview MacMillan Centre, Sheila has been involved with the CHN since its inception, and chaired the Network Organization and Transition Committees. Along with her commitment to the CHN's vision and goals, she brings strong leadership skills and a wealth of experience with other health organizations. Sheila currently chairs the GTA Rehabilitation Network's Research Committee and OHA's Continuing Care Committee.

### Executive Committee Members

**Wayne Fyffe**, President and CEO, The Credit Valley Hospital

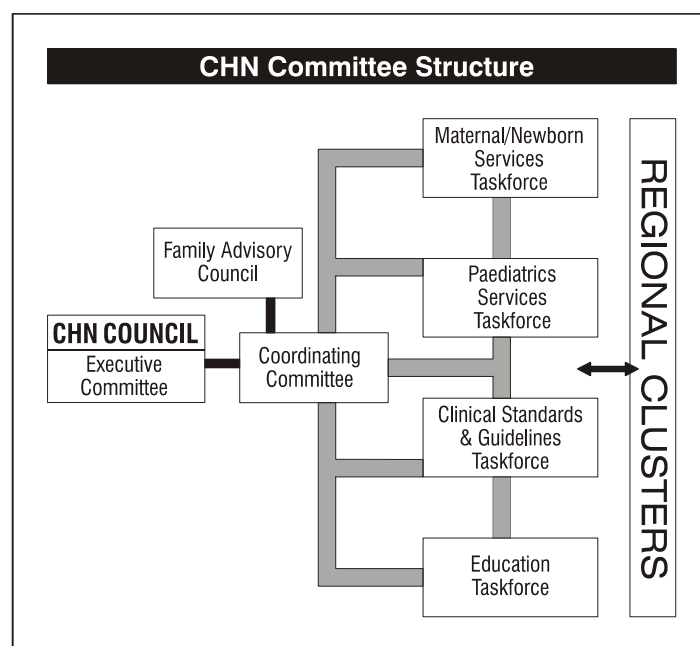
**Alan Goldbloom**, Senior Vice President of Clinical & Academic Affairs, The Hospital for Sick Children

**Stephen Handler**, Executive Director, North York Community Care Access Centre

**Suzanne Ivey Cook**, Board Member, Mount Sinai Hospital

**Murray Mackenzie**, President and CEO, North York General Hospital

**Alan Whiting**, President and CEO, Rouge Valley Health System



### NEW LOCATION

The CHN secretariat office is temporarily located at 180 Dundas Street West, Suite 2105, Toronto. We are sharing office space with **Safe Kids Canada** while searching for a permanent location.

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## NEW STAFF - New Faces at the CHN Secretariat

**Shehnaz Alidina** was appointed CHN Executive Director in August 2000. Prior to joining the CHN, Shehnaz worked as a health consultant involved in international health reform initiatives. She has several years of experience in DHC activities and served as Executive Director of the Nipissing-Timiskaming DHC from 1993 to 1998. She is a graduate of the University of Ottawa with a Masters in Health Administration and also holds a Bachelor of Science in Occupational Therapy from the University of Alberta. Contact: (416) 813-5243.

**Moya Johnson** has been appointed Clinical Advisor and Education Coordinator. A graduate of the University of Toronto, School of Nursing, Moya has been actively involved in paediatrics and neonatology throughout her career as a clinical nurse educator. She has also been involved with the Halton DHC, MOHLTC and the Municipality of the Town of Halton Hills. Moya will work with the Medical Advisor to develop, implement and monitor a common set of clinical guidelines and service standards across the CHN, and to implement education initiatives for the Network. Contact: (416) 813-6507.

**Jonathan Tolkin** has been appointed Medical Advisor for the Network and will provide leadership in developing and implementing clinical guidelines and service standards. He will also play a key role in involving physicians in all aspects of Network activities. Dr. Tolkin has been integrally involved in the work of the CHN since its inception and served as Co-chair of the Implementation Committee. His clinical work spans neonatology, paediatrics and the long-term care needs of children. He is currently a member of the Board of the Canadian Paediatric Society. Contact: (416) 753-6058.

**Heather Dawson** joined the CHN as Senior Health Planner in November. Heather brings to CHN over ten years of health policy development and planning experience gained at the Toronto DHC, the Rouge Valley Health System and the Ontario Hospital Association. While at the RVHS, Heather drafted the CHN's Surgical Services Report. She holds a Master of Health Science (Health Administration) from the University of Toronto, and a Bachelor of Science from the University of Waterloo. Contact: (416) 813-6718.

*CHN is presently recruiting a Project Manager, Evaluation and Data and an Administrative Assistant to complete our new team.*

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## RECENT INITIATIVES

### **Charting the Course: Future Directions and Priorities**

The Executive Committee has developed a draft operating plan setting the strategic directions and priorities for the Network over the next 18 months. The document has been circulated to all members for their input. It is our hope that the operating plan will promote a common understanding of – and commitment to – a concrete list of priorities, and at the same time help us to strengthen the partnerships needed to achieve our mission.

### **Improving Access to Emergency Services for Children**

CHN members have played a leadership role in developing the first paediatric supplemental guidelines to the Canadian Triage and Acuity Scale (CTAS). The guidelines, to be published in the Canadian Journal of Emergency Medicine, will improve triage of paediatric patients. A paediatric competency-based self-assessment tool for triage nurses has also been developed to ensure system-wide standards of practice. The guidelines and competency tool will be rolled out across the GTA in the New Year.

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## RECENT INITIATIVES

### Strengthening Regional Maternal/Newborn and Paediatric Services

The CHN's Maternal/Newborn and Paediatric Services Task Forces are working to develop an integrated, accessible and high-quality regionalized system for mothers, infants and children. Two documents – *Guidelines for Scope of Perinatal Services* and *Guidelines for Scope of Paediatric Services* defining the different levels of care of hospitals in the regional system have been completed. Copies of these documents will be circulated to all members in January.

### Implementation Plan Review

The MOHLTC asked the CHN to review implementation plans received from member hospitals, and comment on the extent to which the current level of service provision is consistent with the scope of service documents. Priorities resulting from the review identified the need for:

- ❖ members, CHN staff and the MOHLTC to build on the findings to support hospitals in implementing their maternal/newborn and paediatric designations;
- ❖ CHN members and staff to clarify regional clusters and roles and responsibilities of the clusters versus the Network as a whole;
- ❖ the MOHLTC to incorporate the Implementation Plan Review process with the Hospital Operating Plan process in order to integrate planning; and
- ❖ addressing the following priorities on a system-wide basis:
  - common clinical and administrative protocols and standards of care;
  - human resources issues; and
  - use of data to improve access, quality and affordability of services for mothers, infants, and children in the GTA.

### Performance Evaluation Framework

Plans are under way to develop and implement a performance evaluation framework for the CHN. Activities include:

- ❖ establishing the framework's overall goal and guiding principles;
- ❖ identifying and developing measurable indicators;
- ❖ collecting, verifying and analyzing data; and
- ❖ reporting results and proposing strategies to improve practice, increase accountability, and inform research based on the results.

Substantial progress has already been made to identify indicators in perinatal care. Data collection on some key indicators will proceed as a pilot for a more comprehensive approach to develop the framework.

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## RECENT INITIATIVES

### Pain Management Education Initiative

Improved paediatric pain management emerged from the CHN member needs assessment as a high priority. In response the CHN developed standards and a series of educational modules to manage pain in children. In October, the CHN hosted a one-day training session focussed on strategies to ensure the transfer of pain management standards into every day practice. The six education modules are included in the document *“Building the Blocks towards Understanding of Pain in Neonates, Infants, Children and Youth”*. The document was distributed to the participants.

- Module I**      Understanding Children’s Pain: An Overview
- Module II**     Pain Assessment and Management in the Neonate
- Module III**    Non-pharmacological Management of Pain
- Module IV**    Procedure-related Pain Management
- Module V**     Pain Assessment and Measurement in Children
- Module VI**    Pharmacological Management of Post-operative Pain in Children

## ACTIVITIES ON THE HORIZON

### Four Children’s Health Networks to Meet

The CHN will be hosting a meeting in January 2001 with representatives of the four children’s health networks in the province (Toronto, Ottawa-Carleton, London and Hamilton) to share information about the development of each of the networks and explore opportunities for collaboration.

### Focus on Communications

Effective implementation of a strong communications strategy is integral to the work of the CHN. Details of the Network’s communications plan, including core messages drawn from the Network’s vision and mission and strategies for communicating with stakeholders will be finalized early in the New Year.

*The Child Health Network is based on a partnership of community and hospital providers working together to build an integrated, high-quality, family-centred health system for mothers, infants, children and youth across the GTA. Current membership of the CHN includes twenty hospitals that provide maternal/newborn, paediatric services and children’s rehabilitation services and the ten CCACs in the GTA.*



**Child Health Network**  
180 Dundas Street West, Suite 2105  
Toronto, Ontario M5G 1Z8  
Telephone: (416) 813-6137  
Fax: (416) 813-8309  
[www.eCHN.ca](http://www.eCHN.ca)