A Commitment to Nursing
Nursing Leadership, Organization, and Policy Theme

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A report prepared to highlight the Canadian Health Services Research Foundation’s commitment to nursing.

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The Nursing Research Fund: the Federal Government’s Commitment to Nursing Research

Background

The Nursing Research Fund was created in 1999 by the federal government in response to concerns raised by the nursing community around the need to develop nursing research and support research on nursing recruitment, retention, management, and the issues emerging from health system restructuring. The fund provides an additional total of $25 million to the Canadian Health Services Research Foundation’s endowment, an average of $2.5 million per year for 10 years, allowing the foundation to focus more of its funding on nursing researchers and research in nursing within our existing competitions. Of this, funds are allocated to the foundation’s Research, Exchange, and Impact for System Support (REISS) new program funding competition, as well as to the Canadian Institutes of Health Research’s Partnerships for Health System Improvement granting initiative. Research and capacity-building are also supported through funding of the chair awards, regional training centres, Career Reorientation Awards, Postdoctoral Awards, syntheses of research, dissemination, and other special projects. The Canadian Health Services Research Foundation, through the Nursing Care Partnership, provides the Canadian Nurses Foundation with supports from the Nursing Research Fund to partner with other stakeholder groups to fund research on nursing care. In addition to the Nursing Research Fund, the knowledge transfer and exchange activities of the foundation also support the creation, sharing, and use of knowledge on nursing issues.

Committed to Nurses: The Foundation’s Nursing Leadership, Organization, and Policy Theme

The Canadian Health Services Research Foundation is supportive of the needs of nurses and the profession. Its commitment to and support of the profession is evident through the creation of the nursing leadership, organization, and policy theme. This theme is a priority for the foundation, with goals over the next three to five years being:

1. To create high-quality new knowledge on nursing issues that is useful to, and used by, decision makers and managers by:
   - funding the creation of new research on nursing-related issues;
   - support the development of applied research; and
   - supporting the development of new researchers.

2. To increase knowledge exchange between researchers and decision makers so that relevant information is available to policy makers and managers in the nursing field at the right time by:
   - identifying key decision makers and their needs;
   - identifying and developing the appropriate vehicles for dissemination of research results and synthesized information to meet the needs of key decision makers; and
   - supporting knowledge brokering, both nationally and internationally, in nursing health services research so that linkage and knowledge transfer and exchange activities are facilitated between researchers and decision makers.
3. To increase the capacity and opportunities for health system managers and decision makers to make evidence-based decisions in their work by:
   - creating a knowledge network in the nursing theme where decision makers and researchers exchange information and needs regarding new knowledge; and
   - providing training to health services executives and managers able and willing to act as champions of evidence-based decision-making in nursing.

The Canadian Health Services Research Foundation supported, in whole or in part, the following nursing-related projects and awards between 1999 and 2004:
   - 47 Open Grants Competition projects and programs;
   - five nursing-specific chairs and three nursing-related chairs;
   - 10 postdoctoral students;
   - two Career Reorientation Awards;
   - three regional training centres;
   - more than 19 special project grants or awards; and
   - the Nursing Care Partnership.

Not only has the foundation successfully supported research and capacity development of research and researchers in nursing issues, it has fostered the creation of partnerships to contribute to funding nursing-relevant research and training. Through partnerships, the foundation has obtained an estimated $15 million in co-sponsorship funds.

**Support for Nursing Relevant Research**

**Open Grants Competition**

The Open Grants Competition funded research by nurses and researchers in nursing issues, thereby creating new knowledge in the nursing theme. It also required decision makers to be involved in the research from the outset, thereby increasing the relevance of the research to the policy and management arena. Since 1999, approximately 47 Open Grants Competition awards have been wholly or partially funded by the Nursing Research Fund.

**Research, Exchange, and Impact for System Support**

In 2004, most Open Grants Competition projects were successfully transferred to the Canadian Institutes of Health Research. Following this successful transfer, the foundation launched its new flagship program funding competition, Research, Exchange, and Impact for System Support (REISS). In its first year, the competition received eight nursing research letters of intent.

**Nursing Care Partnership**

The creation of clinical knowledge is supported by funding clinical research on nursing care issues through the Nursing Care Partnership. This is a distinct 10-year program component of the Nursing Research Fund administered by the Canadian Nurses Foundation, which receives $525,000 per year to administer the partnership. The intent is to use these funds to leverage existing applied nursing research funds and to encourage new supporters of research on nursing care issues. The partnership has successfully leveraged research funds from partner organizations. For example, in 2004, the Nursing Care Partnership committed $465,846.60 and partners committed $1,084,307.39, for a total of $1,550,154.19 invested in nursing care research.
Support for Nurse Researchers

Capacity for Applied and Developmental Research and Evaluation (CADRE) in Health Services and Nursing

The Nursing Research Fund provides support to the Capacity for Applied and Developmental Research and Evaluation (CADRE) in health services and nursing program; this is a partnership between the foundation, the Canadian Institutes of Health Research, and others to develop increased capacity in applied health services and policy research, including nursing leadership, organization, and policy issues. This program not only increases capacity and knowledge development but creates partnerships and linkages. Partner contributions account for more than 50 percent of monies to cover award costs for this program. The CADRE program is comprised of four initiatives:

- CHSRF/CIHR Chair Awards;
- CHSRF/CIHR Regional Training Centres;
- Career Reorientation Awards; and
- Postdoctoral Awards.

CHSRF/CIHR Chair Awards

The chair awards are funded for a 10-year period; there are five nursing-specific and three nursing-related chairs. Most of the chairs are based in Ontario, three of which are at the University of Toronto. The chair awards provide a focal point for the education and mentoring of applied health services researchers who will provide relevant research for nursing leadership, organization, and policy.

Each fully funded chair gets a maximum of $170,000 from the fund per year for 10 years, which is a cost-shared program between the Canadian Institutes of Health Research and the foundation. Each chair undergoes a fourth-year evaluation process to evaluate how each is progressing towards its objectives and to assess each program’s future viability.

Nursing and Nursing-Related Chairs

<table>
<thead>
<tr>
<th>Name</th>
<th>Focus</th>
<th>University</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nancy Edwards</td>
<td>Community Nursing</td>
<td>University of Ottawa</td>
</tr>
<tr>
<td>Linda O’Brien-Pallas</td>
<td>Nursing Human Resources</td>
<td>University of Toronto</td>
</tr>
<tr>
<td>Janice Lander</td>
<td>Evaluating Nursing Care</td>
<td>University of Alberta</td>
</tr>
<tr>
<td>Lesley Degner</td>
<td>Oncological Nursing</td>
<td>University of Manitoba</td>
</tr>
<tr>
<td>Alba DiCenso</td>
<td>Nurse Practitioners/Advanced Practice Nursing</td>
<td>McMaster University</td>
</tr>
<tr>
<td>Paula Goering</td>
<td>Best Practices in Mental Health</td>
<td>University of Toronto</td>
</tr>
<tr>
<td>Peter C. Coyte</td>
<td>Homecare</td>
<td>University of Toronto</td>
</tr>
<tr>
<td>Pat Armstrong</td>
<td>Policy and Women’s Studies</td>
<td>York University</td>
</tr>
</tbody>
</table>
Regional Training Centres
Similar to the chair awards, the three nursing-related training centres also exist to build capacity in nursing research issues. These centres are designed to increase the number of qualified applied health services and nursing researchers at the master’s and PhD levels. Emphasis is placed on creating opportunities to share issues and ideas through student placements with decision-making organizations.

Planning for the fourth-year evaluations for the training centres has begun and evaluations are set to begin in 2005.

Nursing-Related Training Centres

<table>
<thead>
<tr>
<th>Name of Centre</th>
<th>Partners (Universities)</th>
<th>Focus</th>
<th>Region</th>
</tr>
</thead>
<tbody>
<tr>
<td>FERASI</td>
<td>University of Montreal</td>
<td>Nursing Administration</td>
<td>Quebec</td>
</tr>
<tr>
<td></td>
<td>McGill University</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Université Laval</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Centre for Knowledge Transfer (50% funded by Nursing Research Fund)</td>
<td>Université Laval, University of Manitoba, University of Saskatchewan, University of Alberta</td>
<td>Knowledge Transfer</td>
<td>Alberta (national mandate)</td>
</tr>
<tr>
<td>Ontario Training Centre</td>
<td>McMaster University, York University, University of Ottawa, Laurentian University, Lakehead University, University of Toronto</td>
<td>Health Services and Policy Research</td>
<td>Ontario</td>
</tr>
</tbody>
</table>

Career Reorientation Awards
There were two award recipients from the nursing community between 1999 and 2004. These awards provide established researchers working in nursing care with support to work with a mentor for one year to develop the knowledge base and necessary skills to reorient their research towards nursing management or health services research, thereby creating new knowledge. Each recipient receives $50,000 in salary support for one year from the fund; the fund also provides $10,000 to the mentor. These are cost-shared between the Canadian Institutes of Health Research and the foundation through the Nursing Research Fund.

Career Reorientation Awards

<table>
<thead>
<tr>
<th>Name</th>
<th>Year</th>
<th>Mentor</th>
<th>University</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manon Lemonde</td>
<td>2000</td>
<td>Linda O’Brien-Pallas</td>
<td>Laurentian University</td>
</tr>
<tr>
<td>Anne Dewar</td>
<td>2001</td>
<td>Janice Lander</td>
<td>University of British Columbia</td>
</tr>
</tbody>
</table>

Postdoctoral Awards
The Nursing Research Fund has supported 10 postdoctoral students. Five nursing applications were received in 2004, from which two new awards were granted. The postdoctoral awards are designed to build capacity through focused development of new researchers with the aim of increasing high-quality new evidence and research in the future. Emphasis is placed on working with managers and policy makers, as well as on acquiring skills that maximize the dissemination and use of their future research.
Nursing Research Fund Postdoctoral Students

<table>
<thead>
<tr>
<th>Year</th>
<th>Name</th>
<th>Supervisor(s)</th>
<th>Province (University)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1999-2000</td>
<td>No competition for postdoctoral awards was held this year.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2000</td>
<td>Maureen Dobbins</td>
<td>Donna Ciliska/ Rejean Landry</td>
<td>Ontario (McMaster University)</td>
</tr>
<tr>
<td>2001</td>
<td>Judy Mill</td>
<td>Nancy Edwards</td>
<td>Ontario (University of Ottawa)</td>
</tr>
<tr>
<td>2002</td>
<td>Anita Kothari</td>
<td>Nancy Edwards</td>
<td>Ontario (University of Ottawa)</td>
</tr>
<tr>
<td></td>
<td>Melanie Lavoie-Tremblay</td>
<td>Linda O’Brien-Pallas</td>
<td>Ontario (University of Toronto)</td>
</tr>
<tr>
<td></td>
<td>Joanne Profetto-McGrath</td>
<td>Carol Estabrooks/ Rejean Landry</td>
<td>Alberta (University of Alberta)</td>
</tr>
<tr>
<td></td>
<td>Deborah Tregunno</td>
<td>Diane Irvine Doran</td>
<td>Ontario (University of Toronto)</td>
</tr>
<tr>
<td>2003</td>
<td>Karen Benzie</td>
<td>Suzanne Tough/ Nancy Edwards</td>
<td>Alberta (University of Calgary)</td>
</tr>
<tr>
<td></td>
<td>Denise Bryant-Lukosius</td>
<td>Alba DiCenso/ Lesley Degner</td>
<td>Ontario (McMaster University)</td>
</tr>
<tr>
<td>2004</td>
<td>Sonia Semenic</td>
<td>Nancy Edwards/ Jean-Louis Denis</td>
<td>Québec (McGill University)</td>
</tr>
<tr>
<td></td>
<td>Susan Jack</td>
<td>Harriet MacMillan/ Carole Estabrooks</td>
<td>Ontario (McMaster University)</td>
</tr>
</tbody>
</table>

Connecting Nursing Researchers and Decision Makers

The Canadian Health Services Research Foundation promotes knowledge exchange between researchers and decision makers so that relevant information is available to policy makers and managers in the nursing field at the right time.

Connecting Nurses
The Nursing Knowledge Network

A priority of the nursing leadership, organization, and policy theme for 2004-05 is to create a nursing knowledge network. The goal of this network is to increase knowledge exchange between researchers and decision makers to ensure relevant information is available at the right time, in the right format, to the right people. This will involve identifying the relevant stakeholders in addition to holding an initial workshop or meeting on health human resources issues in nursing.

A nursing knowledge network consultation meeting was held on November 16, 2004 with key representatives of the nursing community. The meeting allowed for input from stakeholders on the development of a knowledge network for the nursing leadership, organization, and policy theme. The consultation provided insight into the purpose, values, structure, and key initiatives to be considered in further planning of the network. Continued development of the nursing knowledge network is planned for 2005.

Work is ongoing to establish a knowledge network in 2005 under the direction of the new nursing leadership, organization, and policy theme officer, Jennifer Ellis.
Knowledge Brokering and Exchange

In 2005, two nursing knowledge brokering workshops were held in Ontario to support nurses in their ability to interact, share, and exchange knowledge. The workshops were funded by the Nursing Secretariat of the Ontario Ministry of Health and Long-Term Care. The workshops were well-attended by nurses, nurse managers, and researchers. Continued efforts by the Foundation support knowledge exchange and linkages among the nursing community.

Connecting Decision Makers with Research

The Canadian Health Services Research Foundation aims to increase the capacity and opportunities for health system managers and decision makers to make evidence-based decisions in their work. The foundation’s CADRE and Executive Training for Research Application (EXTRA) programs are initiatives that aim to build capacity of nurse decision makers to use research. These two programs are in line with the Nursing Research Fund’s mandate to fund and build capacity of nurse researchers and research on nursing issues. Other ways of connecting decision makers with research involve the creation of knowledge, in a form that is usable and applicable to their needs.

Capacity for Applied and Developmental Research and Evaluation (CADRE) in Health Services and Nursing

In addition to the creation of new knowledge, the CADRE program supports capacity development for health system researchers and decision makers.

Executive Training for Research Application (EXTRA) Fellowships

EXTRA is a national training program that supports health system managers and health services executives in developing or enhancing the skills needed to better use research in their daily work. Eight nurse executives received fellowships in the 2004 competition from a total of 19 applications. Ten more were recently announced for the 2005 cohort, with two of these supported by the Ontario Ministry of Health and Long-Term Care’s Nursing Secretariat.

Creating Useable Knowledge for Nurses

Nurses have identified the need for “useable” knowledge. The creation of new knowledge through research is supported by the foundation. In addition, the foundation is committed to helping nurses create and share knowledge through the commissioning of policy and action-oriented research and through the transformation of knowledge into user-friendly formats.

Development of Fact Sheets and Summaries

Synthesized information on relevant health services issues in the form of fact sheets were discussed during the 2004 nursing advisory committee consultation process. The need for knowledge presented in a form useable to decision makers and stakeholders was identified. Planning to ensure the selected topics meet the needs of the audiences will be part of the nursing knowledge network’s activities for 2005.
Synthesis on Nurse Staffing and Patient Safety

In 2004, the foundation, along with key partners including the Canadian Nurses Association, the Ontario Ministry of Health and Long-Term Care, the Canadian Patient Safety Institute, Health Canada’s Office of Nursing Policy, the Canadian Council of Practical Nurse Regulators, and the Registered Psychiatric Nurses of Canada, began the groundwork to commission a synthesis on nurse staffing and patient safety. The foundation was approached by the Canadian Nurses Association to lead a synthesis in this area. It was felt this is a critical topic area among many key nursing stakeholders and decision makers, who would benefit most from a synthesis of the research on this topic, presented with directions for policy and action. The synthesis is expected to be completed in 2006.