



Nursing & Health Professions

Academic Practice Strategy 2018 – 2023

Where innovative care & collaboration connect



A Message from Dr. Gary Newton, President & CEO and Jane Merkley, Executive Vice President, Chief Nurse Executive & Chief Operating Officer

Dear Colleagues

Delivering high quality patient care and experience is at the core of everything we do. It's a major component of our strategic priorities and our Quality Aims, and key to achieving our vision of being Canada's leading integrated health system. Every day, our clinicians are in the best position to help us deliver on that vision, which is why the development of our first Academic Practice Strategy was a crucial next step for Sinai Health.

This Strategy is the result of tremendous dedication, support, energy and collaboration between health care professionals, our patients and their families, senior leaders, and our academic partners.

By articulating a roadmap for scholarship and innovation in professional practice, it lays out a framework for ensuring that patients have access to, and receive, the highest quality professional care throughout their experience at Sinai Health. This multi-year plan recognizes the important relationship between the professional services our employees deliver and having a rich and vibrant practice environment that emphasizes high standards of evidence-based clinical care, clinical education and professional development, research and innovation, and healthy work places to achieve exemplary practice.

The plan articulates a set of priority initiatives under the five key dimensions outlined in the Strategy to mitigate gaps and accelerate the transition to our future state. It also highlights key enablers for success, including governance, accountability and reporting structures, metrics, the use of technology, and transformational leadership to influence the change at a system level and achieve our organizational goals and our academic practice vision.

While it is in its early phases, it requires commitment from our leaders and engagement with everyone to implement, evaluate and sustain academic practice at Sinai Health. This plan builds on our many strengths and achievements to date. It brings together an integrated, forward thinking strategy to accelerate the achievement of our hospital-wide vision to be an example in transforming care through research, scholarship, leadership and innovation.

Dr. Gary Newton
President and CEO

Jane Merkley
Executive Vice President,
Chief Nurse Executive and
Chief Operating Officer

What is Academic Practice?

“Academic Practice is the intentional application of evidence-informed knowledge and ongoing scholarly inquiry to optimize health outcomes, patient experience, resilient work environments, and the development of health care providers, educators, researchers and leaders.”

- Toronto Academic Health Science Network

Sinai Health is an academic health sciences centre fully affiliated with the University of Toronto. As part of the Toronto Academic Health Science Network, our mandate is to lead in providing safe, high quality care, accelerating discoveries, finding solutions and applying innovations. We will do this by:

1. Accelerating innovations in **clinical care** and the application of evidence informed knowledge.
2. Advancing the scope of practice and competency of our clinicians through ongoing **clinical education and research development**.
3. **Developing our next generation** of clinicians, educators, researchers and leaders.
4. Advancing the science of care by **researching new and innovative models**.
5. **Creating healthy work environments and a resilient workforce** so we are seen as the best place to both deliver and receive care.

Our ultimate focus within academic practice is to foster excellence and innovation in patient, family caregiver experience and outcomes, and improve the lives of our patients and employees. It is the intersection of these various components that make up academic practice and support the achievement of these outcomes.

Our Vision for Academic Practice

A leader in providing evidence-informed, integrated, and patient-centred care through a culture of compassion, scholarship, and innovation

Our Five Year Success Statement

We engage in collaborative and academic practice that advances care for patients, our professions and the health care system

By 2023, our Academic Practice Strategy will enable us to achieve and measure five important outcomes.

Outcomes

Outstanding Quality, Safety and Patient Experience

We optimize patient health and well-being through exceptional care along the key dimensions of quality (safe, effective, efficient, timely, patient-centred, and equitable).

A Vibrant Collaborative Practice Environment

We establish partnerships among all clinicians, patients and families, and the various practice areas, programs and services. We have collaborative teams that are steeped in respect, equal contribution, diversity and efficiency. Our interprofessional networks create new approaches and solutions to patient management across the continuum of care.

Academic Leadership and Innovation with Impact

We share new knowledge and influence our learners, the system, and our partners with best models and practices for high needs and complex patients.

High Performing and Engaged Professionals

We possess the essential competencies to achieve the vision and everyone has a positive emotional connection and dedication to their work. We foster a healthy work environment driven by transformational leaders and a supportive infrastructure that results in empowered and engaged clinicians.

Efficiency in Care

We drive value for our patients and the system through more streamlined processes, care delivery models and pathways. We achieve this outcome through the specific allocation or re-allocation of resources, improved team processes, and the utilization of technology.



Academic Practice in Action

Who is this strategy for?

Augmentative and Alternative Communication Clinic Technologists
Chiropractors
Clinical Neuropsychologists
Communicative Disorders Assistants
Dietitians
Diet Technicians
EEG Technologists
EMG Technologists
Medical Laboratory Technologists
Medical Radiation Technologists
Nurses (RN, RPN, NP)
Occupational Therapists
Occupational Therapist Assistants
Orthotists
Personal Support Workers/Patient Care Assistants
Pharmacists
Pharmacy Technicians
Physician Assistants
Physiotherapists
Physiotherapist Assistants
Psychologists
Psychotherapists
Recreation Therapists
Recreation Therapist Assistants
Respiratory Therapists (RRT, AA)
Seating Specialists
Social Workers
Speech Language Pathologists
Spiritual Care Professionals

“Collaborative practice, built on mutual trust and respect, optimizes both the unique and shared knowledge and skills of patients and care providers for the best patient outcomes. Together we are better!”

Kara Ronald
Vice President, Professional Practice, Nursing and Health Disciplines



“With respiratory therapists working across the hospital and Sinai Health, we often bring a diverse perspective. Our versatility allows us to participate in a variety of projects that improve process for our colleagues and care for our patients.”

Michelle Baczynski
Respiratory Therapist



“Seeking both formal and informal education enhances personal fulfillment, helps to develop competency and career development. It also requires a constant commitment to insightful self-reflection on professional practice.”

Kate Pettapiece
Advanced Practice Nurse



“Every time we take the opportunity to learn, by asking a question or offering a solution we inspire and empower others to commit and perform at their very best.”

Nely Amaral
Director, Nursing Quality and Performance

“Because I have been supported to develop my research skills, I have been able to conduct research on how to improve the quality of care we provide patients and whether new strategies help staff feel safer at work.”

Carla Loftus
Clinical Nurse Specialist

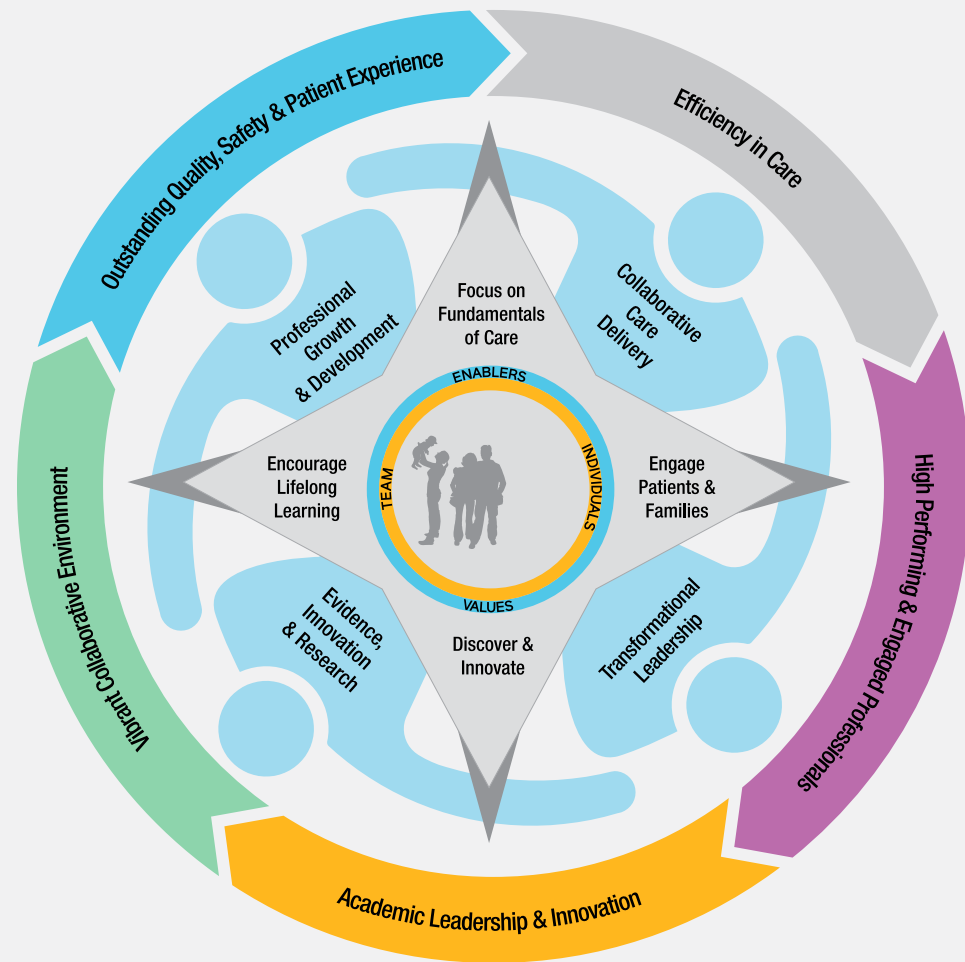


“A simple communicative gesture, like a smile or congratulatory “Good Job!” can set the tone for an inclusive and supportive work environment. Joining patients in celebrating their successes, both large and small, also adds to the joy and pride of what we do.”

Ryan Wood
Speech Language Pathologist



Our Academic Professional Practice Model



Our Professional Practice Model describes the essence of our **Academic Practice Strategy**, it conceptualizes the interrelationship between practice, research, education, professional growth and transformational leadership.

Our model is our **guiding framework** for our daily clinical practice, advances our academic mission by emphasizing our priorities of **patient and family engagement, learning, the safe delivery of the fundamentals of care, and the discovery of new knowledge and innovation.**

All the elements in the model enable our high performing and engaged clinical teams to **achieve outcomes** in clinical care related to outstanding quality, safety and patient experience.

Dimensions of Academic Practice

There are **five dimensions** in our Academic Practice Strategy. Underlying all the dimensions is the key enabler of transformational leadership where clinical leaders are driving the quality, safety and professional practice agenda and influencing at a system level to achieve our academic practice vision.

The five dimensions in our Academic Practice Strategy are:

1. Collaborative Practice
2. Clinical Education & Professional Development
3. Research & Innovation
4. Joy in Work
5. Workforce Planning & Efficiency in Care





1

Collaborative Practice

Advance collaborative, patient-centered care through professional autonomy and empowerment, clinical standardization, evidence-based practice and a focus on continuous measurement and values-driven outcomes.

What does success mean?

Deliver outstanding quality, safety and patient experience through a rich and vibrant collaborative practice environment.

Key priorities

- Enhance clinical governance and interprofessional collaborative practice through shared decision making and accountability structures to maximize clinical engagement, empowerment and autonomy.
- Focus on clinical standardization, evidence based practice and system harmonization in alignment with Quality Aims and the professional practice model.
- Provide practice guidance and direction on the most appropriate processes for persistent and emerging clinical challenges.
- Advance Quality Aims and change ideas within the Quality Improvement Plan to improve clinical outcomes and outperform national benchmarks.
- Advance nursing sensitive indicator work plans aligned with Magnet Recognition Program to improve clinical outcomes and outperform national benchmarks.
- Drive the advancement of the electronic health record and technological innovations to support communication, workflow, clinical decision-making and interprofessional care planning.
- Advance person-centered care and clinical outcomes by:
 - Ensuring meaningful patient and family caregiver engagement and partnerships in the design and delivery of care.
 - Focusing on and embedding the fundamentals of care and compassion into clinical practice.
 - Fostering self-management capacity through patient education and a live well philosophy into clinical care.
- Foster interprofessional collaborative practice and person-centered goal setting through a variety of mechanisms (i.e. unit and clinical processes, competency and relationship-based care models, documentation tools) to ensure effective transitions, care coordination and continuity of care.

2

Clinical Education & Professional Development

Maximize opportunities that encourage lifelong learning, professional advancement and teaching.

What does success mean?

An enriching learning environment encourages interprofessional education and opportunities for competency development, professional advancement and academic progression to foster high performing and engaged professionals.

Key priorities

- Integrate the health professions student education function and processes across Sinai Health to enhance the student experience.
- Develop and implement a practice-based corporate level education road map to optimize clinical scope of practice and advance unit based/specialty knowledge and training.
- Leverage technology-enabled learning solutions and innovative education initiatives to support our academic goals.
- Support the development of our clinician faculty through advanced teaching methods, program development and evaluation skills.
- Enable professional advancement and succession planning.
- Adopt a corporate Practice Transition Accreditation Program to support new graduates and experienced clinicians in acquiring the necessary knowledge to deliver safe, quality care in a specific clinical setting.



3

Research & Innovation

Empower clinicians with a spirit of discovery and innovation to contribute to the generation and translation of new knowledge that advances the science of care and evidence informed practice.

What does success mean?

A culture of inquiry and scholarship where every clinical employee is encouraged and supported to engage and contribute to research and innovation that results in actionable knowledge that has meaningful impact on patient and caregiver experience and outcomes, and a resilient workforce.

Key priorities

- Establish a strategic road map that grows nursing and health discipline scholarship and innovation based on identification of priority areas of research.
- Build infrastructure and capacity for nurses and health disciplines to learn about, engage in and/or lead research and innovation that advances practice alignment with Sinai Health's organizational and program specific priorities, and the Lunenfeld-Tanenbaum Research Institute's strategic plans.
- Co-design and evolve an evaluation framework to monitor and evaluate the impact of the implementation of practice based research and innovation strategy on patient, caregiver, clinical employee and organizational outcomes.



4

Joy in Work

Promote a healthier workforce by creating supportive and innovative strategies to enable clinical safety, wellness, resilience and joy in work.

What does success mean?

A safe work environment with respectful, healthy and energized people providing high-quality service excellence and compassionate care.

Key priorities

- Be a proactive leader in supporting workplace psychological safety and well-being.
- Commit to ensuring a safe and healthy physical work environment where all people feel safe and respected at work.
- Establish meaningful connections between individual practices to the organization's vision, mission and goals.
- Work in conjunction with Human Resources to deliver the People Plan.

5

Workforce Planning & Efficiency in Care

Ensure a sustainable workforce that maximizes the full potential of clinicians to deliver value for our patients and our health system.

What does success mean?

Continued cultivation of a dynamic, efficient and sustainable workforce to deliver excellence in patient care and enabling clinicians to work to full scope of practice.

Key priorities

- Design and implement effective staffing models and professional care delivery systems in order to ensure the delivery of high quality care and services.
- Create and operationalize a HR/workforce performance dashboard to proactively monitor trends, risks and opportunities.
- Explore innovative staffing and scheduling systems that respond to dynamic system needs.
- Develop long-term sustainability of our workforce through anticipation of required human capital and strategic workforce planning.

Key Enabler: Transformational Leadership

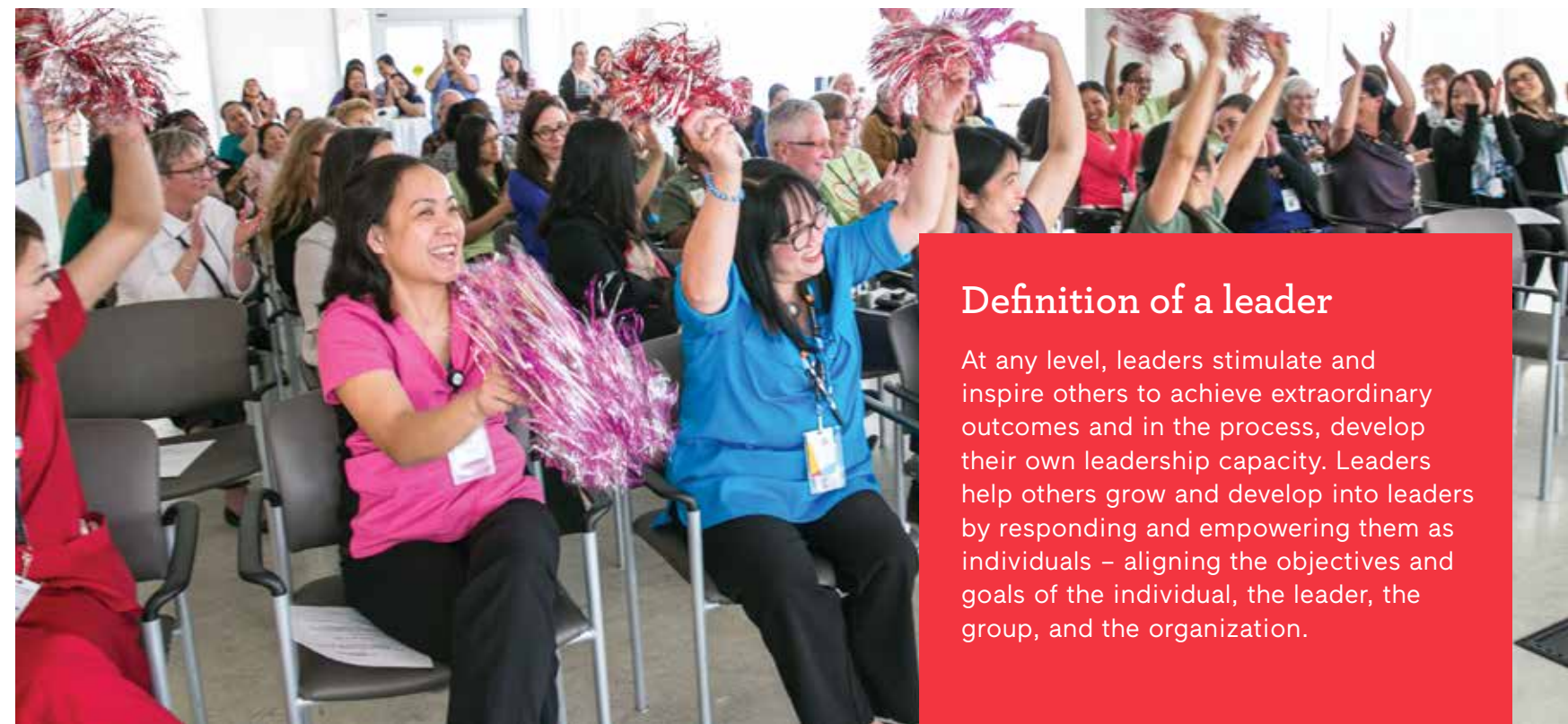
Clinical leaders drive our quality, safety and transformation agenda, and influence change at a system level to achieve our organizational goals and Academic Practice Strategy vision.

Transformational Leadership

Inspire, advocate for and empower others to perform at their very best; improve clinical practice and outcomes, advance education, scholarship, research and innovation, and find joy in work.

Key priorities

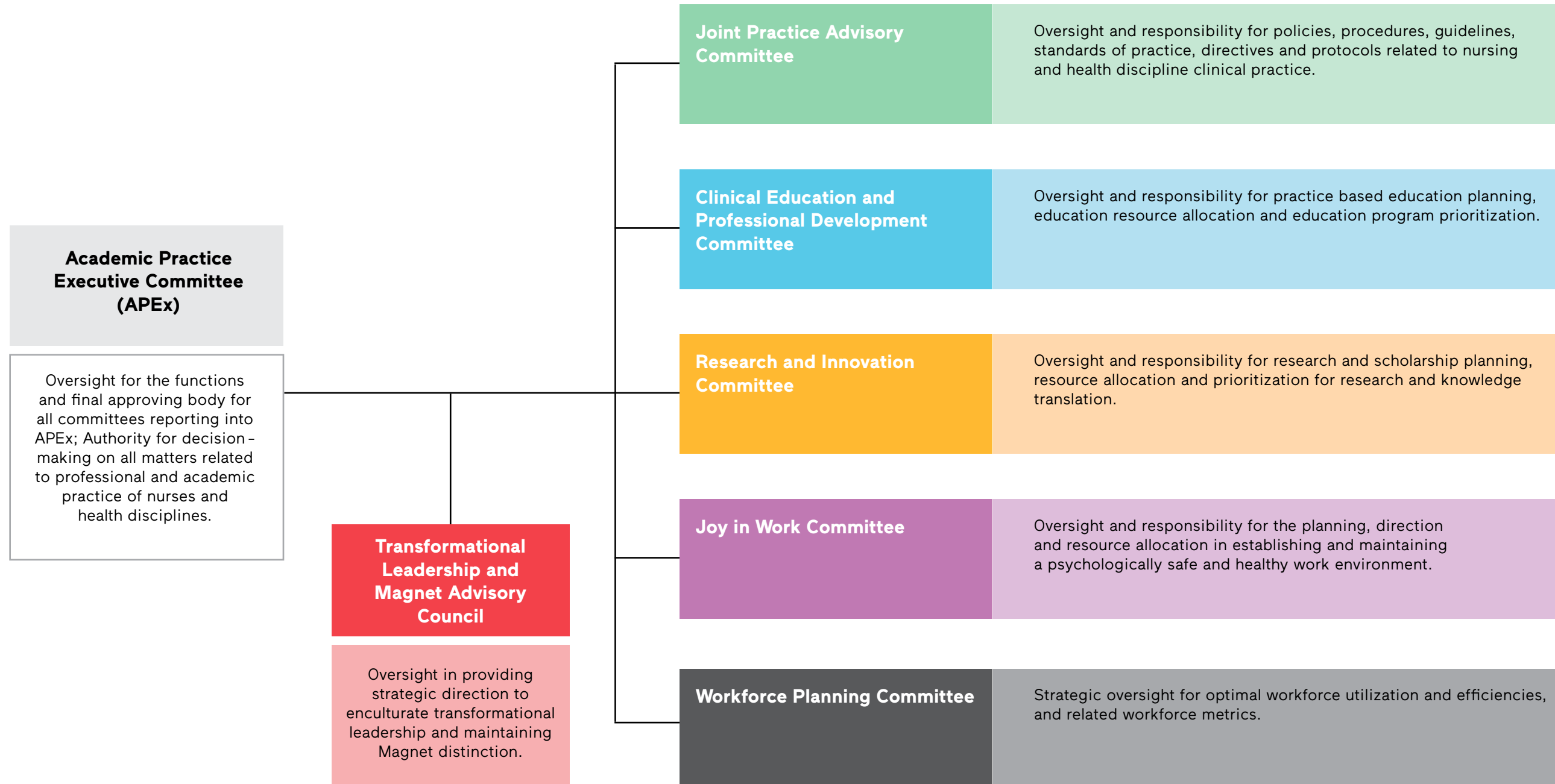
- Strengthen leadership and management development and capacity of current and emerging leaders.
- Enhance leadership visibility and accessibility.
- Operationalize a shared governance and decision-making structure to engage clinicians across Sinai Health in the achievement of our vision (clinical decision-making and empowerment).
- Ensure contributions are rewarded and recognized.



Definition of a leader

At any level, leaders stimulate and inspire others to achieve extraordinary outcomes and in the process, develop their own leadership capacity. Leaders help others grow and develop into leaders by responding and empowering them as individuals – aligning the objectives and goals of the individual, the leader, the group, and the organization.

Academic Practice Governance Structure



Five Year Strategic Road Map

Academic Professional Practice Strategy 2018-2023



PLANNING

Established Core Planning, Steering And Working Groups

Engaged with over 500 internal and external stakeholders

Strategic visioning retreat with 90 members of health discipline and nursing staff



PHASE 1

Solidify The Foundations For Academic Practice

Establish an integrated professional practice governance structure and unit-based councils

Develop the academic practice scorecard to monitor progress and impact



PHASE 2

Support learning and development activities

Engage in research, innovation; and/or teaching; and obtain academic appointment

Expand Our Ability To Engage In Academic Practice

Establish a strategic roadmap to grow nursing and health discipline research

Integrate the health profession student education function & adopt a practice transition national program

Advance the EHR and technology to support clinical workflow and decision making

Develop, standardize and harmonize clinical care to align with best practices and Quality Aims



PHASE 3

Advance interprofessional and collaborative care

Optimize recruitment and retention

Provide access to resources and data required to deliver the best possible care

Transform integrated patient care across the continuum

Achieve Exceptional Outcomes Through Scholarly Practice And Innovation

Implement and evaluate innovative programs, models of care, and collaborative academic practice

Measure results and outcomes, while assessing our impact on our patients, and the health care system

Enculturation of collaborative academic practice

