

Department of Paediatrics

The Hospital for Sick Children and University of Toronto

Strategic Priorities

In the fall of 2007, the Department of Paediatrics undertook a Strategic Planning Initiative. The initiative included focused interviews with key stakeholders, a department-wide survey and a planning retreat held in November. Since then, the Advisory Committees (Clinical, Medical Education and Research) have worked diligently to develop a set of reasonable and rational strategic directions in each area from the information gathered during the planning process along with measurable goals/initiatives. These were distilled into a set of Strategic Priorities aligned with those of the Hospital for Sick Children.

The strategic priorities will support achievement of the department's vision

“to continuously evolve as one of the world's leading paediatric academic health science centres”

The achievement of these priorities is predicated on the notion of increasingly close collaboration between the medical leaders and child health portfolios.

This document provides the following:

- i. the five Strategic Priorities which are already guiding our progress;
- ii. a broader description of the factors associated with each priority;
- iii. the alignment of the departmental Strategic Priorities to the Strategic Directions of the Hospital for Sick Children; and
- iv. finally, the Strategic Directions of each Advisory Committee and the details of their deliberations which will guide their activities over the next 12-36 months.

Strategic Priorities

1. Provide leadership in clinical care, education and research to promote child health

We will foster an environment that defines, delivers, measures and rewards clinical and academic excellence. The department will ensure mentorship and faculty development for all job profiles. We will create opportunities to influence pediatric care nationally and internationally.

2. Develop expertise to ensure collaborative and coordinated care for children with complex healthcare needs

We will engage and support divisions and departments to create unique/novel models of care for these children and promote best practice in complex care and communicate and coordinate with other stakeholders

3. Establish sustainable resources to support current and future delivery of excellence in education

The department will encourage participation of faculty at all levels of medical and interprofessional education. We will collaborate with community paediatricians to develop new sites for undergraduate and postgraduate medical education. We will ensure appropriate training of clinician educators, provide appropriate compensation for teaching and support educational scholarship.

4. Develop and sustain a cadre of well-trained clinician researchers

The Department of Paediatrics will develop a financial model to identify and support state-of-the-art research training and develop curriculum to enhance integration of care, education and research

5. Advocate for principles that the generation of new knowledge and its application are fundamental to excellence in child healthcare

We will advocate for the importance of research and education as a cornerstone of excellent clinical care. The department will harmonize its policies and procedures with those of the Research Institute

Details of Strategic Priorities

1. Provide leadership in clinical care, education and research to promote child health

- Ensure opportunities to train physician clinical leaders
- Establish a mentoring program for physicians with a primary clinical appointment/job profile
- Explore a mechanism for communication with paediatric staff members from the Clinical Advisory Committee

- Facilitate participation of upcoming physician clinical leaders on hospital and departmental committees
 - Engage community paediatricians and subspecialists in the clinical activities of the department (physician clinical leadership, setting standards, best practices)
 - Encourage use of IT opportunities to communicate with community practitioners/caregivers to enhance patient care (those within the circle of care)
 - Create opportunities to influence paediatric care nationally and internationally
 - Revise the Clinical Categories of Achievement in all three areas: clinical, education and research
 - Collaborate in continuing work on peer assessment
 - Continue to advance clinical care opportunities for quality initiatives and other scholarly administrative activities
 - Participate in completion of the consultation, clinic attendance and wait-time projects
 - Encourage use of IT opportunities to communicate with the community (those within the circle of care)
 - Collaborate to foster an environment within the department for the dissemination of new advances in research (e.g., translational research)
 - Create the opportunity for staff paediatricians to develop knowledge and skills in health research
 - Develop a comprehensive mentorship program for faculty teachers and educators
 - Provide leadership in faculty development by appointing a Director of Faculty Development for the Department of Paediatrics
2. Develop expertise to ensure collaborative and coordinated care for children with complex healthcare needs
- Support the Paediatric Medicine initiative in creating a model of care for patients with complex care needs
 - Challenge divisions and the department to create unique and/or novel models of care provision to children with complex care needs (e.g., identify principles needed – responsible physician, provision of continuing care, transition care)
 - Evaluate and promote best practices in complex care and establish mechanisms to provide coordination of care for children with complex needs in all subspecialty areas, and encourage scholarly presentation of outcomes at local and national meetings
 - Explore mechanisms for communication and collaboration with other professional services at the hospital and in the community to advance the care of children who have complex medical problems

3. Establish sustainable resources to support current and future delivery of excellence in education
 - Define core teaching skills required for new faculty teachers and educators and provide training for these faculty members to develop these skills
 - Enhance faculty development opportunities and programs for full-time faculty and community teachers and educators
 - Encourage and support trainees to pursue academic careers in education
 - Provide leadership and mentorship in research in education with the appointment of an Education Researcher
 - Promote a community of practice in education scholarship by facilitating networking and communication among faculty teachers and educators and sharing best practices
 - Promote and facilitating networking between faculty teachers, educators and researchers in the Department of Paediatrics and faculty members of the SickKids Learning Institute, the Centre for Faculty Development, the Wilson Centre, the University of Toronto) as well as with national and international education scholars/researchers
 - Facilitate applications by faculty members for external funding to support education research
 - Support faculty teachers and educators to pursue further training in education scholarship and research
 - Encourage and support trainees to pursue research in education
 - Develop an inventory of education research projects accessible to all faculty members
 - Collaborate with the Learning Institute and other University Departments, as well as with other national and international organizations to develop innovative programs in simulation and interprofessional education
 - Advocate for, and facilitate the participation of, more full-time faculty members in education programs at all levels
 - Collaborate with, and provide support for, community paediatricians to develop new teaching sites for undergraduate and postgraduate trainees in their private offices and community hospitals
 - Improve recognition of, and compensation for, teaching activities of part-time and community paediatricians

4. Develop and sustain a cadre of well-trained clinician researchers
 - Develop a financial model to support ‘state-of-the-art’ research training
 - Develop a mechanism to identify outstanding candidates early in their career and foster interaction with the Department of Paediatrics
 - Improve mentorship by identifying and nurturing a cadre of outstanding research mentors utilizing expertise both within the Department of Paediatrics and the University of Toronto
 - Develop a research training curriculum to enhance professional skills needed to succeed as a researcher that functions within an interdisciplinary clinical research environment

5. Advocate for principles that the generation of new knowledge and its application are fundamental to excellence in child healthcare
 - Advocate the importance/impact of child and youth health research within the Department of Paediatrics and to external research funding agencies, government agencies and health advocacy groups
 - Advocate for the integration of research into the daily practice of clinical paediatrics at SickKids and its affiliated institutions.
 - Identify foci of excellent research within the “community” of researchers and develop collaborations for the purpose of strategic planning, training and research with our partner Research Institutes and the University of Toronto
 - Ensure adequate departmental representation within external organizations both to represent our Department’s interests and to influence and be influenced by the directions of partners
 - Create the operational capacity to respond in a prompt and informed manner to funding opportunities
 - Strengthen connections to research groups whose methodological expertise (policy, services, technology assessment, etc.) could be leveraged to include child and youth health research
 - Develop a process by which an external group of reviewers assesses, on a 3-5 year basis, departmental research and describes deficiencies and needs
 - Develop an inventory of departmental research activities and make these accessible to all departmental members
 - Develop a process to identify cross-cutting themes not contained within departmental research activities
 - Assign resources to fill gaps
 - Establish a mechanism to facilitate integration of new knowledge and best practices in education into education programs at all levels

Link to SickKids Strategic Directions

SickKids Strategic Directions 2006-2009

- A. Leading nationally and internationally*
- B. Enhancing system capabilities*
- C. Strengthening integration of care, education and research*
- D. Establishing our areas of focus in care, education and research*
- E. Achieving operational excellence*

Department of Paediatrics Strategic Priorities:

1. Provide leadership in clinical care, education and research to promote child health (A)
2. Develop expertise to ensure collaborative and coordinated care for children with complex healthcare needs (B, C)
3. Establish sustainable resources to support current and future delivery of excellence in education (B, D)
4. Develop and sustain a cadre of well-trained clinician researchers (A-E)
5. Advocate for principle that the generation of new knowledge and its application are fundamental to excellence in child healthcare (C, D, E)

Advisory Committees' Strategic Directions and Goals and Objectives

Strategic Directions, Clinical

Strategic Direction 1:

Provide leadership at all levels to promote child health

- 1.1 Ensure opportunities to train physician clinical leaders
- 1.2 Establish a mentoring program for physicians with a primary clinical appointment/job profile
- 1.3 Explore a mechanism for communication with paediatric staff member from the Clinical Advisory Committee
- 1.4 Facilitate participation of upcoming physician clinical leaders on hospital and departmental committees
- 1.5 Engage community paediatricians and subspecialists in the clinical activities of the department (physician clinical leadership, setting standards, best practices)
- 1.6 Encourage use of IT opportunities to communicate with community practitioners/caregivers to enhance patient care (those within the circle of care)
- 1.7 Create opportunities to influence paediatric care nationally and internationally

Strategic Direction 2:

Foster an environment that defines, delivers, measures and rewards excellence in clinical care

- 2.1 Continued activities in defining clinical excellence including revision of the Clinical Categories of Achievement table with provision of appropriate weighting for clinical, research and educational activities
- 2.2 Collaborate in continuing work on peer assessment
- 2.3 Continue to advance clinical care opportunities for quality initiatives and other scholarly administrative activities
- 2.4 Participate in completion of the consultation, clinic attendance and wait-time projects
- 2.5 Encourage use of IT opportunities to communicate with the community (those within the circle of care)

- 2.6 Collaborate with the Research Advisory Committee to foster an environment within the department for the dissemination of new advances in research (e.g., translational research)

Strategic Direction 3:

Develop systems, processes and generate expertise to enable collaborative and coordinated care for patients with complex healthcare needs

- 3.1 Support the Paediatric Medicine initiative in creating a model of care for patients with complex care needs
- 3.2 Challenge divisions and the department to create unique and/or novel models of care provision to children with complex care needs (e.g., identify principles needed – responsible physician, provision of continuing care, transition care)
- 3.3 Evaluate and promote best practices in complex care and establish mechanisms to provide coordination of care for children with complex needs in all subspecialty areas, and encourage scholarly presentation of outcomes at local and national meetings
- 3.4 Explore mechanisms for communication and collaboration with other professional services at the hospital and in the community to advance the care of children who have complex medical problems

Strategic Directions, Research

Strategic Direction 1:

Advocate for the principle that new knowledge generation and its application is fundamental to excellence in clinical care

- 1.1 Advocate the importance/impact of child and youth health research within the Department of Paediatrics and to external research funding agencies, government agencies, and health advocacy groups
- 1.2 Advocate for the integration of research into the daily practice of clinical paediatrics at SickKids and its affiliated institutions.
- 1.3 Create the opportunity for staff paediatricians to develop knowledge and skills in health research

Strategic Direction 2:

Forge connections and generate alignment with relevant stakeholders and resources to enable excellence in research

- 2.1 Identify foci of excellent research within the “community” of researchers and develop collaborations for the purpose of strategic planning, training and research with our partner Research Institutes and the University of Toronto
- 2.2 Ensure adequate departmental representation within external organizations both to represent our Department’s interests and to influence and be influenced by the directions of partners
- 2.3 Create the operational capacity to respond in a prompt and informed manner to funding opportunities
- 2.4 Strengthen connections to research groups whose methodological expertise (policy, services, technology assessment, etc.) could be leveraged to include child and youth health research

Strategic Direction 3:

Develop and sustain a cadre of well-trained clinician researchers

- 3.1 Develop a financial model to support ‘state-of-the-art’ research training
- 3.2 Develop a mechanism to identify outstanding candidates early in their career and foster interaction with the Department of Paediatrics

- 3.3 Improve mentorship by identifying and nurturing a cadre of outstanding research mentors utilizing expertise both within the Department of Paediatrics and the University of Toronto
- 3.4 Develop a research training curriculum to enhance professional skills needed to succeed as a researcher that functions within an interdisciplinary clinical research environment

Strategic Direction 4:

Identify gaps in research direction, take action to address these gaps, and align the departmental human resource plan with these initiatives

- 4.1 Develop a process by which an external group of reviewers assesses, on a 3-5 year basis, departmental research and describes deficiencies and needs
- 4.2 Develop an inventory of departmental research activities and make these accessible to all Departmental members
- 4.3 Develop a process to identify cross-cutting themes not contained within Departmental research activities
- 4.4 Assign resources to fill gaps

Top 4 action items for the near-term:

1. Advocate for the integration of research into the daily practice of clinical paediatrics at SickKids and its affiliated institutions.
2. Identify foci of excellent research within the “community” of researchers and developing collaborations for the purpose of strategic planning, training and research with our partner Research Institutes and the University of Toronto.
3. Improve mentorship by identifying and nurturing a cadre of outstanding research mentors utilizing expertise both within the Department of Paediatrics and the University of Toronto.
4. Develop a process to identify cross-cutting themes not contained within Departmental research activities.

Strategic Directions, Education

Strategic Direction 1:

Foster an environment that defines, delivers, measures and rewards excellence in education

- 1.1 Revise the CDCP categories of achievement for education and facilitate the collection of standardized, relevant data required to appropriately evaluate and recognize these achievements
- 1.2 Define core teaching skills required for new faculty teachers and educators and provide training for these faculty members to develop these skills
- 1.3 Enhance faculty development opportunities and programs for full-time faculty and community teachers and educators
- 1.4 Develop a comprehensive mentorship program for faculty teachers and educators
- 1.5 Provide leadership in faculty development by appointing a Director of Faculty Development for the Department of Paediatrics
- 1.6 Establish a mechanism to facilitate integration of new knowledge and best practices in education into education programs at all levels
- 1.7 Encourage and support trainees to pursue academic careers in education

Strategic Direction 2:

Foster an environment that advances scholarship and innovation in education with national/international impact

- 2.1 Provide leadership and mentorship in research in education with the appointment of an Education Researcher
- 2.2 Promote a community of practice in education scholarship by facilitating networking and communication among faculty teachers and educators and sharing best practices
- 2.3 Promote and facilitate networking between faculty teachers, educators and researchers in the Department of Paediatrics and faculty members of the SickKids Learning Institute, the Centre for Faculty Development, the Wilson Centre, the University of Toronto) as well as with national and international education scholars/researchers

- 2.4 Facilitate applications by faculty members for external funding to support education research
- 2.5 Support faculty teachers and educators to pursue further training in education scholarship and research
- 2.6 Encourage and support trainees to pursue research in education
- 2.7 Develop an inventory of education research projects accessible to all faculty members
- 2.8 Collaborate with the Learning Institute and other University Departments, as well as with other national and international organizations to develop innovative programs in simulation and interprofessional education

Strategic Direction 3:

Establish sustainable resources to support the current and future delivery of excellence in education, taking into account the anticipated expansion of training programs

- 3.1 Advocate for, and facilitate the participation of, more full-time faculty members in education programs at all levels
- 3.2 Collaborate with, and provide support for, community paediatricians to develop new teaching sites for undergraduate and postgraduate trainees in their private offices and community hospitals
- 3.3 Improve recognition of, and compensation for, teaching activities of part-time and community paediatricians