

2017-2020



# STRATEGIC PLAN

**SickKids<sup>®</sup>**

LEARNING  
INSTITUTE

## INTRODUCTION



I am delighted to share with you the Learning Institute's Strategic Plan for 2017-2020. You will see in the pages to come that we have big ideas for our future and are relentlessly pursuing our vision to improve child health outcomes and systems of care worldwide through learning and education.

Education and learning is our passion. We are keen to make a difference in the lives of children and their families through our work with learners, using innovative learning approaches and technologies facilitated by expert faculty. We strive to be exceptional collaborators, empowering individuals and teams to be the very best they can be through supportive educational programming and continuous learning.

Whoever you are as a learner we are excited to work with you! Whether you are a new staff member building a career in paediatrics or a seasoned professional expanding your knowledge and deepening your expertise, we are here to support your learning. Perhaps you are a community provider or an international learner wanting to know more about

leading practices in children's health care; or an engaged patient or family member seeking reliable health information – we are here for you too.

Education is fundamental to SickKids' vision: Healthier Children. A Better World. Every day we work to advance a learning culture at SickKids that is creative and dynamic, we aspire to have our organization known worldwide as a place where we learn from and with each other at all times. The Learning Institute is celebrating 10 years of continued growth. Our investment in education continues and our efforts will unleash potential and possibilities for the years to come. Please take a look at our Strategic Plan and join us in our exciting journey.

Sincerely,

A handwritten signature in black ink, reading 'P. Hubley'.

Pam Hubley,  
VP Education & Academic Practice  
Chief, International Nursing



## ABOUT THE LEARNING INSTITUTE



**As** a world-renowned academic health sciences centre, The Hospital for Sick Children (SickKids) embraces and promotes the value and importance of education as one of three pillars within our organization. Care, learning and research define us and have been long-standing core activities at SickKids. The Learning Institute was founded in 2007 to support and enhance education and teaching activities across the organization and beyond. Our mandate is broad as we support all types of learning, including the education of academic students and trainees, development of specialty knowledge and skills, continuing professional development of staff, education of children and their families, and knowledge exchange with local, national and international communities. Learning and education are also critical to the creation and sustainability of a High Reliability Organization (HRO). SickKids is on a journey to become a leading HRO in health care, and the Learning Institute is a key enabler of that vision. We provide exceptional learning experiences to deepen knowledge and expertise in the delivery of high quality paediatric care.

The Learning Institute embraces interprofessional approaches and brings together educators from all disciplines. We are a community of educators and learners; multiple networks of passionate and engaged people with diverse knowledge and skills who teach, coach and mentor individuals and groups to grow and thrive professionally. We offer programs and services that support our hospital community to create, deliver and evaluate education and training. Our unique services are also offered to external partners who wish to participate in our exceptional educational offerings or to those looking for customized learning experiences.

The Learning Institute connects people, spaces and learning products in multiple ways. Through virtual communities and physical space we promote excellence in education and learning. We are creative and strive for excellence in everything that we do. We seek new partnerships and promote networks that enhance learning, advance education scholarship, improve knowledge translation and offer creative education solutions and services to ultimately improve outcomes for children and their families.

# ABOUT THE LEARNING INSTITUTE

## OUR VISION

Improve child health outcomes and systems of care worldwide through learning and education.

## OUR MISSION

Using learner-centred educational practices and state-of-the-art technologies, we will create and deliver exceptional learning experiences that advance practice and transform care. Through advanced thought leadership, knowledge dissemination and scholarship we will stimulate change and drive innovation in education.

## OUR MANDATE

Improve Outcomes; Cultivate Learning; Build Capacity

## OUR VALUE PROPOSITION

The Learning Institute is a catalyst for change, with a focus on continuous improvement. We partner to advance education and learning, accelerating knowledge implementation.

Our training efforts result in high quality care delivery. Our emphasis on scholarship, faculty development, use of best practices and technologies to support learners, enriches our academic hospital and many stakeholders locally, nationally and around the globe. Our approach to collaboration is respectful and culturally responsive for all learners.

Whether we are working with children and their families, parents, students, international learners, staff or faculty, we seek the balance between process and outcome. We believe in the importance of empowering people, and building capabilities through collaboration. We use evidence informed best practices in education and learning, and facilitate systems transformation for sustainable results.

## OUR COMMITMENT

We will:

- advance a learning culture and create learning environments that enable all learners to grow and thrive in fast paced, ever changing environments;
- pro-actively educate children and their caregivers as essential healthcare team members, encouraging them as partners in their own health and well-being;
- ensure a learner-centred and meaningful learning experience through relevant programming that supports the delivery of safe and effective paediatric care;
- invest in faculty development, creating a cadre of education specialists who use best practices in education to support learners and evaluate programs and learning outcomes;
- support the development of the next generation of health professionals to become exceptional providers of paediatric care wherever they are in the world;
- advance scholarship in education and celebrate our impact as innovators and catalysts of change.

**The Learning Institute strives for excellence in all that we do with the ultimate goal of attaining our collective SickKids' vision, Healthier Children. A Better World.**

# OUR STRATEGY

## 2017-2020 SICKKIDS LEARNING INSTITUTE STRATEGIC PLAN

The SickKids Learning Institute 2017-2020 Strategic Plan will enable SickKids to be a strategic systems partner in children's health locally, nationally and internationally. It will advance our education mission and expand our educational outreach, and reinforce our position as a world-class leader in achieving excellence in child health through exceptional and specialized education and learning. This road map will inspire us to achieve SickKids' vision, Healthier Children. A Better World.

THE LEARNING INSTITUTE HAS SIX KEY PRIORITIES FOR THE NEXT 3 YEARS



1. Leverage Education for Impact
2. Build Exceptional Faculty
3. Enhance Learning Technologies & Spaces
4. Transform Patient & Family Education
5. Expand Outreach Programs
6. Strengthen Our Identity

## PRIORITY #1: LEVERAGE EDUCATION FOR IMPACT



### STRATEGIC DIRECTIONS:

1. Build visibility of education programs across SickKids
2. Create new collaborations between a broad and diverse range of stakeholders, leveraging Learning Institute expertise
3. Drive Quality Improvement (QI) and High Reliability Organization (HRO) teaching and learning cultures

### INITIATIVES:

1. Review all educational offerings and analyze for relevance and impact, ensuring alignment with clinical and academic priorities
2. Update the inventory of educational offerings (create a centralized catalogue) and revise Learning Institute website to showcase programs and learning opportunities
3. Optimize best educational practices in support of learner-centred programming and co-design programming with emerging partners to meet their needs
4. Centralize processes and oversight for academic students and trainees
5. Create a community of educators that is highly networked and cross-functional
6. Establish an outcomes evaluation framework and develop tools to assess and evaluate the quality of all education, learning and teacher impact
7. Embrace HRO, quality improvement and implementation science approaches as foundational knowledge for healthcare providers and incorporate key principles and tools within educational programming where relevant
8. Review University of Toronto (UofT) promotion criteria for all health science disciplines and build awareness of the Creative Promotion Activities (CPA) Framework to recognize scholarship activities

### OUTCOMES:

- Increased relevant and impactful educational offerings across multiple stakeholders and partner organizations
- Accelerated use of best practices in education and learning
- Enhanced evaluation capabilities



## PRIORITY #2: BUILD EXCEPTIONAL FACULTY



### STRATEGIC DIRECTIONS:

1. Support career pathways for educators
2. Address developmental needs of educators from novice to expert
3. Inspire a highly engaged educator workforce
4. Increase scholarly productivity and output

### INITIATIVES:

1. Map career pathways for educators
2. Adopt a competency framework for educators and plan to ensure mastery of unique knowledge and skills
3. Create an orientation program for newly hired educators and advance faculty development opportunities for all staff
4. Develop/adopt tools to assess teacher effectiveness
5. Increase utilization of the Mentorship Academy to enhance teacher effectiveness
6. Promote the Learning Institute Training Experience (LITE) Program as an opportunity to provide electives, certificates and fellowships in health professions education
7. Develop educator skillset to leverage emerging technologies such as simulation and augmented reality to improve the learner experience, uptake and application of new knowledge
8. Increase the number of educators who hold appointments within the Research Institute, UofT Health Sciences faculties and other Universities
9. Leverage health clinician scientist roles to enhance knowledge sharing among clinical teams and optimize continuous improvements with evidence informed practice

### OUTCOMES:

- Knowledgeable and skilled educators thriving in their roles and delivering effective educational programs
- Increased engagement and involvement of education experts in relevant knowledge generation and translation activities
- Growth and visibility of excellence in education scholarship

## PRIORITY #3: ENHANCE LEARNING TECHNOLOGIES & SPACES



### STRATEGIC DIRECTIONS:

1. Advance use of technology to empower teaching and learning
2. Build a robust learning ecosystem to support teaching and learning

### INITIATIVES:

1. Revise the Learning Management System (LMS) and leverage state-of-the-art solutions that empower staff and cultivate learning
2. Identify and implement a technology solution that supports centralized registration, on-boarding and management of academic students
3. Seek philanthropic support to create a state-of-the-art, technology enabled health care learning hub
4. Increase partnerships to capitalize on available and emerging education technology platforms (e.g. simulation, virtual reality, augmented reality, Facebook, Instagram, etc.)
5. Expand use of simulation across low – high fidelity approaches, the e-learning ecosystem and use of mobile learning tools to support clinical practice and learner needs (individual and team training)
6. Support evolving learning needs at the point of care including just in time training and in-situ learning
7. Enhance learning via video conferencing and unified communication technologies to support local, provincial, national and international partners
8. Leverage AboutKidsHealth resources to advance clinical care pathway development and optimize teaching tools within our Health Information System
9. Identify opportunities to enhance education spaces into state-of-the-art learning environments that support and inspire a community of learning
10. Actively participate in Project Horizon and position the Learning Institute's future associated with disruptive technologies for deep learning such as artificial intelligence, big data, the internet of things and machine learning
11. Implement Ministry of Health & Long Term Care funded ECHO (Extension of Community Healthcare Outcomes) projects

### OUTCOMES:

- Strengthen internal systems and introduce new technologies to support teaching and learning
- Expanded use of simulation, virtual reality and innovative learning tools
- Enhanced collaborative learning spaces



## PRIORITY #4: TRANSFORM PATIENT & FAMILY EDUCATION



### STRATEGIC DIRECTIONS:

1. Adopt a best practices framework for the process of developing patient and family education materials
2. Increase participation and partnership with clinical and research teams who are creating and testing educational products for children and families/consumers

### INITIATIVES:

1. Establish standards and supporting guidance tools for developing patient/family education
2. Increase knowledge about AboutKidsHealth (AKH) content and processes to facilitate integration of AKH clinical practices as an assistive tool, both internally and externally
3. Establish new partnerships to optimize evidence based, timely, technology-enabled solutions in consumer education and advocacy
4. Align and collaborate with the Family Centre and Hincks-Dellcrest partnership to optimize patient engagement in education initiatives as well as, uptake of materials by children, parents and community consumers
5. Seek new opportunities to secure funding that advances production of patient and family education opportunities
6. Expand the AKH content catalogue through the development of content collaborations and creative partnerships with other paediatric centres and associations

### OUTCOMES:

- Further integration of child and parent educational resources into clinical processes
- Effective patient and family education materials
- Optimized distribution and utilization of educational materials and just in time information within a patient's care journey

## PRIORITY #5: EXPAND OUTREACH PROGRAMS



### STRATEGIC DIRECTIONS:

1. Promote entrepreneurship, develop new partnerships and expand networks
2. Increase revenue streams

### INITIATIVES:

1. Extend the International Education partnership strategy to seek new and innovative partnerships, locally and nationally (e.g. Kids Health Alliance, etc.)
2. Create a costing framework and internal revenue sharing model for educational offerings
3. Establish a revenue framework for partnerships in education and learning
4. Seek opportunities to engage with external agencies/partners to commercialize educational tools and resources
5. Engage internal stakeholders in for profit educational offerings

### OUTCOMES:

- Increased in cross-sectorial partnerships in education
- Meaningful programs offered to the community at large
- Expanded innovative educational solutions locally, nationally and internationally
- Diversification and growth in revenue streams

## PRIORITY #6: STRENGTHEN OUR IDENTITY



### STRATEGIC DIRECTIONS:

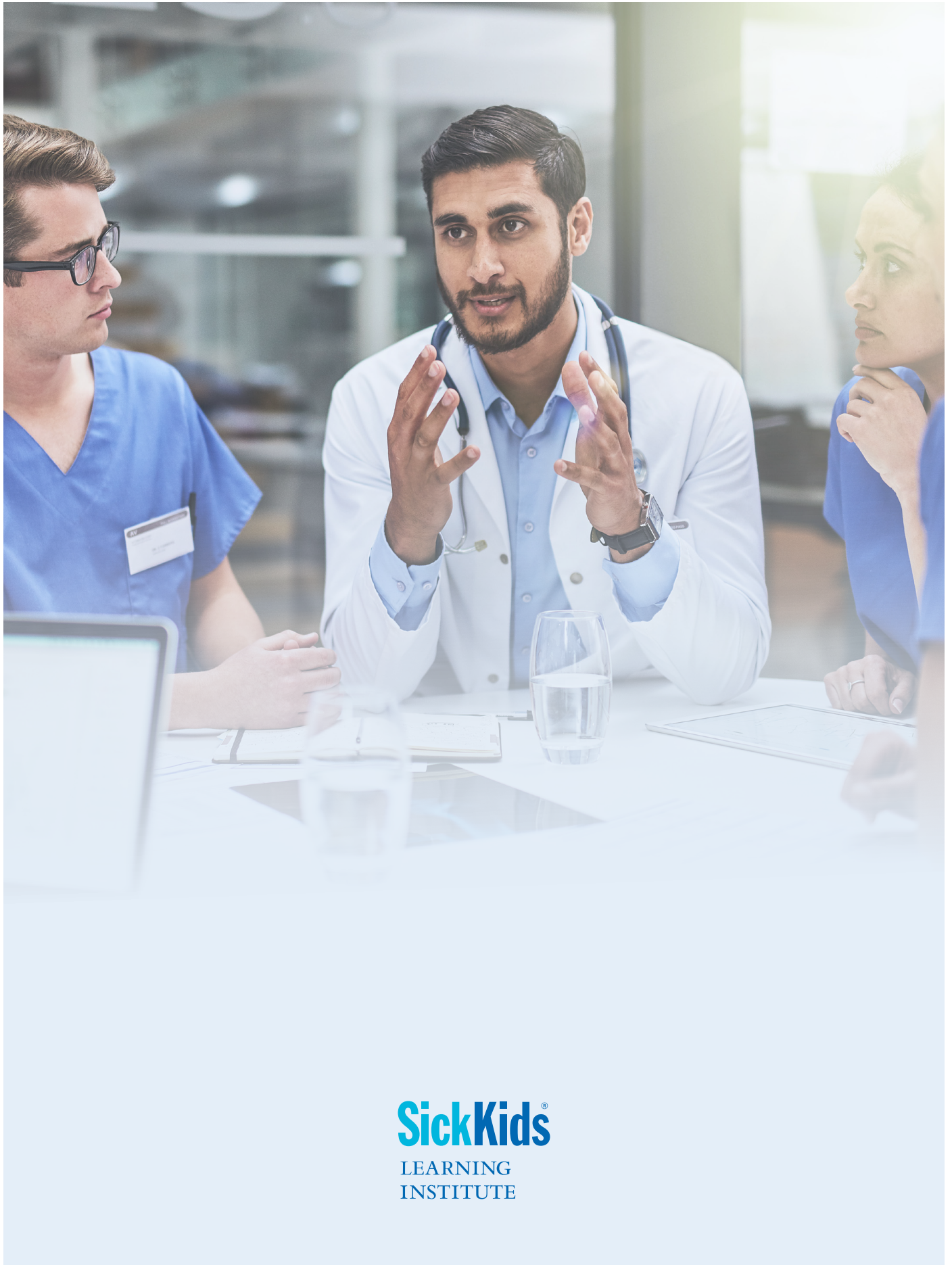
1. Strengthen identity and awareness of the Learning Institute's mandate and services
2. Expand and integrate the community of educators across the SickKids enterprise and partner organizations
3. Build visibility of education programs across SickKids and into the community at large

### INITIATIVES:

1. Collaborate with Communications & Public Affairs to develop and implement communications and marketing plan
2. Profile experts within the Learning Institute to build awareness of talent/expertise
3. Align and integrate Learning Institute programs with the organizational quality and safety mandate
4. Investigate the opportunity to introduce Profiles RNS, in collaboration with the Research Institute, to advance networking and mentorship
5. Build and enable new partnerships within the evolving Kids Health Alliance, Hincks-Dellcrest integration and broader systems integration strategy
6. Establish Communities of Practice (CoP) that foster identity with the Learning Institute

### OUTCOME:

- Enhanced reputation
- The Learning Institute will be known by internal and external stakeholders as a thought leader driving change and improvement through education and learning



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