

VISION 2023



DEAR FACULTY AND STAFF,

As the Department of Paediatrics looks ahead to the next five years, one of the most essential ingredients to ensure we realize positive impact and remain vigilantly focused will be our strategic plan. I am excited to announce the launch of our new strategic plan, **VISION 2023**.

Created by faculty, staff, patients, families, and our stakeholder community, our five-year strategic plan will provide guidance to leverage our strengths and ensure we pursue the right combination of opportunities and collaborations, which together will create positive change in child health and will help to define our success into the future.

Guided by this plan, our efforts will focus on the following strategic directions:

- **STRENGTHEN CLINICAL CARE MODELS ACROSS THE HEALTH SYSTEM**
- **ADVANCE CHILD HEALTH OUTCOMES THROUGH TRANSFORMATIVE RESEARCH AND DISCOVERY**
- **PROMOTE ENGAGEMENT AND EXCELLENCE IN OUR FACULTY, LEARNERS AND STAFF**
- **ADVANCE SOCIAL ACCOUNTABILITY, EQUITY AND IMPACT**
- **PROMOTE EXCELLENCE IN TEACHING AND LEARNING ACROSS THE SPECTRUM OF LEARNERS**

As we begin to move into our new strategic framework, we will continue to focus on diversity and wellbeing; building an inclusive and thriving environment for all staff, faculty, and learners to experience.

As we expand the boundaries of knowledge, eliminate barriers to innovative research, evolve clinical care models to better align to the needs of our patients and families, and champion excellence in the learning experience, we will need your help. I encourage you to engage with us to help implement the plan's initial priorities of focus.

The possibility of positive change is real.

Sincerely,



Dr. Ronni Cohn



OVERVIEW

Our future success will depend on our ability to identify strategies, structures, priorities and accountabilities to achieve our targeted goals. Through the implementation of our strategic plan, we aim to enhance paediatric health care delivery, improve child health outcomes through research and education and embrace innovation in data science and precision medicine to build robust and clinically relevant care models. Concurrently, we will prepare learners and enable our faculty and staff to lead in meeting these challenges.

‘The possibility of positive change is real’

We know that our vision can only be fulfilled through ongoing collaboration with a broad community of local, national, and international partners that together will create positive change in child health. Building on our successes and preparing for the future of care delivery, research, and education, the ultimate goal of our endeavours remain the same – to facilitate excellence in health care for children and youth.

ABOUT THIS DOCUMENT

The strategic plan is a product of broad consultation led by members of our Paediatrics Executive Team. Commencing in 2018, consultations were held beginning with faculty and staff from across our 17 Divisions and Medical Education Office as well as a number of targeted focus groups. We have since solicited feedback from a variety of stakeholders as well as our Family-Centred Care Advisory Council and Children’s Council. Consultation has been essential to create a strategy that is inclusive and forward-thinking as well as adaptable to and reflective of the many opportunities and challenges within the Department of Paediatrics. In total, over 400 individuals were engaged in the development of the plan.

A NOTE TO OUR STAKEHOLDERS

The strategic plan could not have been developed without your thoughtful insights and feedback. As the Department begins on the journey to develop and refine our road-map for implementation, we encourage active participation and engagement, and will continue to call on the diverse skills and talents of our community to contribute to the execution of our plan.



VISION:

Healthier Children. A Better World.™

MISSION:

We will push boundaries to enable discovery and enhance research and education to provide transformational and equitable patient and family-centred paediatric health care.

CORE VALUES:

We are guided by the following values:

- Excellence
- Integrity
- Compassion
- Collaboration
- Equity & Inclusion
- Transparency



STRATEGIC DIRECTIONS AND PRIORITIES

1 **STRENGTHEN CLINICAL CARE MODELS ACROSS THE HEALTH SYSTEM**

- 1-1 Improve health system integration and care coordination at the local and regional level
- 1-2 Promote stakeholder engagement to advance training and clinical care delivery through shared decision making and collaboration
- 1-3 Exemplify a culture of continuous quality improvement and patient safety to drive better patient outcomes
- 1-4 Enhance patient and family-centred care through partnership, shared decision making and inclusive co-design

INITIAL PRIORITIES

- **Develop guiding principles and pilot new models for the management of capacity, access and coordination of care within the Department, the Hospital and among community partners**
- **Enhance access and service delivery through technologies including virtual care**
- **Collaborate to ensure models of care are agile and address the unique needs of our patients**
- Advocate, through active engagement with the MOHLTC, for the strategic alignment of resources within the Department
- Build effective dialogue with children, youth and families, community partners and stakeholders including primary care practitioners, subspecialists and community and academic leaders to optimize care for children and youth across the health system
- Leverage quality improvement research and education activities and secure resources to increase capacity in quality improvement and implementation science
- Enhance a culture of iterative evaluation to allow for timely adoption and innovation to respond to the evolving demands of inpatient and ambulatory care
- Advance the complement of services available to support the transition of children and youth to adult care

STRATEGIC DIRECTIONS AND PRIORITIES

2 ADVANCE CHILD HEALTH OUTCOMES THROUGH TRANSFORMATIVE RESEARCH AND DISCOVERY

- 2-1 Identify and eliminate barriers to innovative, disruptive research
- 2-2 Implement precision medicine, across social, biological and environmental domains, to improve diagnosis, treatment and prevention of child and adolescent conditions
- 2-3 Leverage the application of artificial intelligence to transform clinical care
- 2-4 Expand capacity of the next generation of paediatric scientists

INITIAL PRIORITIES

- **Lead, with the Research Institute, to promote initiatives that enable innovative translational research and clinical trials locally and nationally**
- **Leverage and expand funding to support disruptive investigator-driven discovery and translational research with institutional partners**
- **Lead, with the Research Institute, initiatives to operationalize and accelerate research in artificial intelligence**
- Pursue opportunities to enhance collaboration and interactions using the REACH networking database
- Create sustainability and performance measures for the Scientist Transition Position to increase recruitment and retention of physician-scientists

STRATEGIC DIRECTIONS AND PRIORITIES

3 PROMOTE ENGAGEMENT AND EXCELLENCE IN OUR FACULTY, LEARNERS AND STAFF

- 3-1 Support individualized career development, leadership and growth opportunities
- 3-2 Increase individual and team resilience and well-being
- 3-3 Create sustainable recruitment and retention models including proactive and collaborative resource planning
- 3-4 Emphasize fairness, equity, civility and accountability in our work and learning environments

INITIAL PRIORITIES

- **Promote sustainable and competitive salary realignment within the Department for faculty and trainees through the re-negotiation of the AFP and alignment to the CAHO-PARO agreement**
- **Engage with Human Resources and Occupational Health in collaborative action planning to promote work-life balance and address burnout among leadership, faculty, staff and learners**
- **Complete analyses of equity, diversity and inclusion within the Department and implement recommendations based on findings**
- Create opportunities to better enable career transitions, succession planning and leadership development
- Develop strategies to better align the Department of Paediatrics, Research Institute and University annual/triennial assessment workflows and requirements
- Provide support for new Departmental and Divisional recognition and appreciation activities

STRATEGIC DIRECTIONS AND PRIORITIES

4

ADVANCE SOCIAL ACCOUNTABILITY, EQUITY AND IMPACT

- 4-1 Grow capacity to engage decision-makers to inform public policy across the continuum of child and youth health and well-being
- 4-2 Leverage partnerships to advocate for and facilitate accessible, equitable and compassionate care
- 4-3 Lead and collaborate globally with clinical care, education and research networks to impact child health
- 4-4 Address determinants of health to develop more responsive research, education and clinical care models

INITIAL PRIORITIES

- **Develop new equity, diversity and inclusion (EDI) initiatives for the Department through the creation of an Associate Chair of EDI and Faculty Development**
- **Launch the Child Health Institute (CHI) and define the Institute's strategic areas of focus and framework to enable policy-relevant research and knowledge translation**
- **Promote skill development required for faculty and trainees to engage decision-makers**
- **Develop infrastructure to support opportunities for and recognition of collaborative team-based research in the areas of alignment to the CHI**
- Reach beyond the walls of the Department and the Hospital to develop advisory partnership tables dedicated to advancing health equity priorities
- Explore opportunities to engage in rapid-response requests for decision and policy makers
- Promote collaborative research and care efforts with the Medical Psychiatry Alliance for children and youth with complex medical disorders

STRATEGIC DIRECTIONS AND PRIORITIES

5 PROMOTE EXCELLENCE IN TEACHING AND LEARNING ACROSS THE SPECTRUM OF LEARNERS

- 5-1 Drive innovation in education through the development of educational scholarship among faculty and learners
- 5-2 Promote the acquisition of excellent teaching skills and widespread adoption of best practices in education within hospital and community settings
- 5-3 Leverage emerging technologies to enhance teaching and learning
- 5-4 Align opportunities for training and learning with future paediatric health care needs in Canada and beyond

INITIAL PRIORITIES

- **Lead the implementation of the Royal College of Physician and Surgeons of Canada Competence-by-Design curriculum for paediatrics and paediatric subspecialties**
- **Promote career-directed training pathways for trainees**
- **Partner with the Learning Institute to increase the utilization of technology including simulation and augmented reality to improve the learner experience and the application of knowledge**
- **Continue to recruit, develop and mentor international trainees to grow expert paediatric care capacity nationally and globally**
- Enhance the recognition of community teachers and educators
- Build collaborative networks with learners to enhance quality and safety capacity
- With the Medical Psychiatry Alliance, support efforts to improve and enhance mental health literacy



We would like to acknowledge our affiliates within the University of Toronto,
Department of Paediatrics, Faculty of Medicine and our collaborators within Ontario.

Visit www.sickkids.ca/paedsstratplan to read more