

St. Michael's

Inspired Care.
Inspiring Science.

Interprofessional Strategic Plan 2016-19

Advancing Interprofessional
Excellence through Collaboration

MESSAGE FROM EXECUTIVE VICE-PRESIDENT, PROGRAMS, CHIEF NURSING EXECUTIVE AND CHIEF HEALTH DISCIPLINES EXECUTIVE



On behalf of the St. Michael's Hospital Professional Practice team, I am pleased to present the 2016-19 Interprofessional Strategic Plan – *Advancing Interprofessional Excellence Through Collaboration*. Building on our inaugural strategic plan, *Creating Interprofessional Excellence 2013-16*, our current strategic plan maps out a collaborative approach to advancing work in our corporate and professional strategic priority areas of patient care, education and research.

In this plan, we recommit to ensuring our patients remain at the center of our work, and delivery of co-ordinated and collaborative evidence-based care with increased opportunities for patient and families to engage, manage and influence their health care. As we work towards achieving our vision, we also pledge to strengthen and increase our collaborative learning opportunities so that we can continue to learn with, from and about each other.

Finally, we reaffirm our commitment to academic practice through practice-based research, quality improvement and knowledge translation activities. Each of our priority areas will be supported with areas of focus to ensure that year over year, we maintain our focus and achieve our collective vision of interprofessional excellence through collaboration.

This plan represents the thoughtful work of more than 100 stakeholders – including patients, family members, employees, community members and our external partners who have generously given their time and energy to create a meaningful, robust and exciting interprofessional strategic plan.

The deliverables of this plan will provide a work environment rich in opportunities for each of us to advance ourselves professionally and have a positive impact on patient care. I invite you to read the plan and hope that you will also consider how you can contribute to helping to achieve the outcomes outlined in our plan and ultimately improve the patient experience as well as support a collaborative work environment that recognizes and embraces the importance of interprofessional care delivery.

Sincerely,

Sonya Canzian

INTRODUCTION

Patient care is rarely, if ever, provided by one type of health professional. Quality health care is typically provided by a team of clinicians from a variety of disciplines, including, but not limited to: nursing, health disciplines and physicians. In this plan, we build on the experiences and accomplishments from our 2013-16 Interprofessional Strategic Plan and align with the St. Michael's Corporate Strategic Plan, Education Strategic Plan, Quality Strategic Plan and the People Strategy. Through this plan, we strive to identify new opportunities based on our personal learning, as well as external best, and evidence-based, practices.

OUR MANDATE

To promote an evidence-based practice environment that is patient- and family-centred and supports all health-care providers to practice to their full potential and to achieve best outcomes. We are committed to fostering an environment where safe, quality care is delivered efficiently, effectively and collaboratively with all staff, physicians, students, patients, families and community partners. Guided by our mission and values, we are dedicated to treating all persons with respect, compassion and dignity, and committed to excellence and continuous improvement.

OUR VISION

Advancing Interprofessional Excellence Through Collaboration

We envision St. Michael's Hospital as an exemplar of collaborative care, leadership, education and research, where:

- Competent, committed and engaged health-care providers have strong and valued profession-specific identities.
- We learn with, from and about each other.
- Team members roles and contributions are respected and valued.
- We practice collaboratively in and across health-care teams to enhance patient and family experience and improve quality care and clinical outcomes.
- Our health-care providers and teams will be recognized and celebrated internally and externally for their efforts and successes.
- We support the health and wellness of our health-care providers.

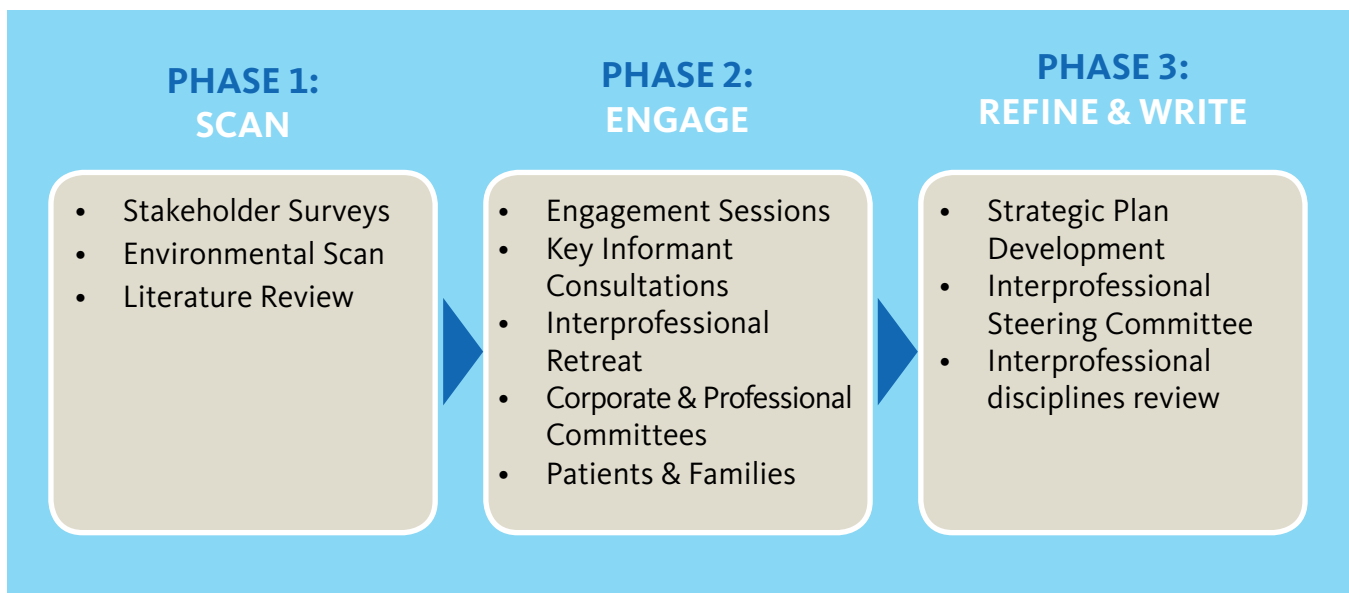
OUR PLANNING PROCESS

The development of the Interprofessional Strategic Plan was guided by a commitment to:

- An innovative process
- Communication throughout the process
- Engaging stakeholders
- Build on the inaugural interprofessional strategic plan, as well as the Corporate, Quality, Education and People strategic plans.



A three-phase multi-stakeholder process (see appendix A) was designed to incorporate and facilitate broad engagement, meaningful dialogue and challenging discussions. Throughout this process we sought to reach new perspectives, bring people together in different ways, and create conversations that evolve thinking, and explore new possibilities for the future. Over our nine-month journey, many St. Michael's team members, patients and families contributed to the development of our 2016-19 Interprofessional Strategic Plan.



OUR STRATEGIC PRIORITIES

PATIENT CARE

Our commitment

Ensure patients are at the centre of our work

- Engage patients and family members as partners in care and decision-making throughout the care continuum.
- Ensure patients and families have the tools and resources they need to access information and communicate their preferences, values and goals.

Optimize evidence-based and integrated care for patients across the care continuum

- Enhance collaboration, communication and integration between and amongst unit-based, hospital-based, specialty care, primary care teams and our community partners.
- Leverage data, technology and partnerships to support evidence-based practices.
- Enable discipline-specific best practices within a respectful and supportive collaborative environment.
- Team members, roles and contributions will be respected and valued.

Key outcomes *What will success look like in three years?*

- Patients and families will experience co-ordinated and collaborative care because health-care providers will possess the knowledge, skills and resources to practice collaboratively.
- Patients and families will have increasing opportunities to engage with, manage and influence their health care.
- Evidence-based practices will be adopted, promoted, evaluated and spread to improve patient experiences and outcomes.



I'd like to get patients to feel like we are on the same team.





EDUCATION

Our commitment

Strengthening collaborative learning as the cornerstone of education

- Embed interprofessional collaborative competencies in the development, delivery and evaluation of clinical education for all health-care providers and students.
- Develop skills, capacity and opportunities for discipline-specific and collaborative education.

- Structure a learning environment that supports continuous self-development within a collaborative team environment inclusive of patients and families.
- Actively support knowledge translation and dissemination of evidence using education best practices, data and technology.

Key outcomes *What will success look like in three years?*

- Evidence of lifelong learning through continued professional development of individuals and teams.
- Increased collaborative learning opportunities and knowledge exchange to support integrated education across disciplines.
- All health-care providers will have opportunities to teach and to lead.
- St. Michael's Hospital will be recognized as a leader in the design, delivery and evaluation of collaborative education.

RESEARCH

Our commitment

Enhancing academic practice through practice-based research and quality improvement

- Leverage opportunities to study the processes and outcomes associated with the adoption of the interprofessional collaborative competency framework.
- Advance profession specific and interprofessional research and knowledge translation capacity through consultation, opportunity and partnership.
- Promote an evaluative lens to patient care and educational initiatives to enhance measurement and generate evidence to demonstrate return on investment.

Key outcomes *What will success look like in three years?*

- Increased knowledge translation activities will inform critical evaluation of clinical practice.
- Increased participation and leadership in quality improvement and research initiatives.
- Increased academic productivity through presentations and publications led by our health-care providers.



Everybody has so much expertise in different areas. People are complex. We're very lucky to have access to all the disciplines to draw on each other's expertise. It's really what collaborative care is.



ENABLER: INTERPROFESSIONAL COLLABORATIVE COMPETENCIES (IPCC)

Interprofessional collaboration has been shown to improve patient safety and outcomes, provide satisfaction with work-life and enhance the cost effectiveness of care delivery across the spectrum of health care (WHO, 2010). In view of aging populations with increasingly complex health issues, health-care providers need to work more collaboratively in interprofessional teams in order to ensure consistent, continuous and reliable care (Bainbridge, 2010).

St. Michael's Hospital is committed to a more comprehensive interprofessional collaborative approach through its interprofessional collaborative competency framework while supporting teams. The framework is designed to assist the health-care provider and teams to focus on developing key abilities that research shows maximizes effective collaboration. It describes six domains and within each domain, specific competencies. The IPCC allow frequent self-reflection that promotes ongoing improvement of a health-care provider's collaborative skills that contribute to the larger team including patients and families.



...the patients are also involved in that discussion and can speak to any of the health discipline staff or physician... The plans are all transparent at that time. I found that very helpful as well but also involving the patient in that strategy.

“We have always concentrated our efforts within patient-care units versus being collaborative with other disciplines across care areas ... I think that is an important place to grow.



Role clarification

Team members understand their own role and the roles of other professions, and use this knowledge appropriately to establish and achieve patient, client, family and community goals.

Collaborative leadership

Team members understand and can apply leadership principles that support a collaborative practice model.

Team functioning

Team members demonstrate the principles of team dynamics and group/team processes to enable effective interprofessional collaboration.

Interprofessional communication

Team members from different professions communicate with each other in a collaborative, responsive and responsible manner.

Patient, client, family, community centred care

Team members seek out, integrate and value, as a partner, the input and the engagement of the patient, client, family and community in designing and implementing care and services.

Interprofessional conflict resolution

Team members actively engage themselves and others to constructively manage and resolve disagreements and conflict respectfully and effectively.



What happened with us is when we started purposefully planning and making steps around collaboration, everybody got in the game. Those rewards that come back are really important for the team saying I'm part of that and I am going to make sure I keep pushing forward.



APPENDIX A

Key data collection and engagement activities during the planning process include:

- **Environmental scan and literature review**
 - **Review of existing stakeholder survey results:** Health Disciplines Engagement Survey (2015), RN Engagement Survey (2015), Critical Care Departmental Survey, Nursing Health & Wellness Survey and Accreditation Survey.
 - **Review of existing strategies** including, but not limited to: Corporate Strategic Plan 2015-18, Education Strategic Plan, Quality Strategic Framework, People Strategy, Senior Friendly Strategy
Corporate and professional committees consultations: Health Disciplines Advisory Committee (HDAC), Nursing Advisory Committee (NAC), Medical Advisory Committee (MAC), Professional Practice Executive Committee (PPEC). In addition, the clinical director and clinical leader manager (CLM) groups were consulted.
 - **Key informant consultations:** Physicians, staff, patients and families were consulted via one-on-one interviews and lunch-and-listen sessions.
 - **Interprofessional retreat:** More than 75 staff, patients and families were engaged in group discussions about St. Michael's successes, achievements and opportunities related to the 2013-16 Interprofessional Strategic Plan.
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I feel like there has started to be a culture change in that the conversation that people are having [now] is about teamwork. It is about who is the best person to provide care to this person at this time... and who needs to take a lead for this patient at this time given their skill sets...

If we have a goal, we can all aim for that goal. If we all know what the goal is, we can communicate better in order to get to that place.



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