

# Co-Designing a Collaborative Practice Model and Governance Structures to Achieve the Quadruple Aim: Sinai Health System Journey

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

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

Nely Amaral, Director of Nursing Quality and Performance

Lianne Jeffs, Research and Innovation Lead Scholar in Residence Nursing and Health Disciplines

Leanne Ginty, Professional Practice Nursing

# Key Objectives

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- Background and Context
- Engagement and Planning
- Academic Practice Strategy, Model and Governance
- Aligning Priorities and Initiatives
- Lessons Learned
- Next Steps

# Sinai Health System



# Our System



**Mount Sinai Hospital  
Joseph & Wolf Lebovic Health  
Complex**  
Acute Care



**Bridgepoint  
Active Healthcare**  
Complex and Rehabilitative Care



**Circle of Care**  
Home and  
Community Care



**Family  
Health Teams**  
Primary Care



**Lunenfeld-  
Tanenbaum  
Research Institute**

# Academic Practice Strategic Planning Process

## Strategic Planning Steering Committee

Determine planning and strategy map framework

## Strategic Visioning Retreat

- Discuss SHS strengths and opportunities
- High level review of draft Strategy Map

## PPM & Governance Structure

- Professional Practice Model
- Governance Structure

## Evaluation

## Stakeholder Engagement

- Internal/External Assessment
- Stakeholders Interviews

## Craft the Strategy (Working Groups)

- Gap analysis
- Plan for strategy

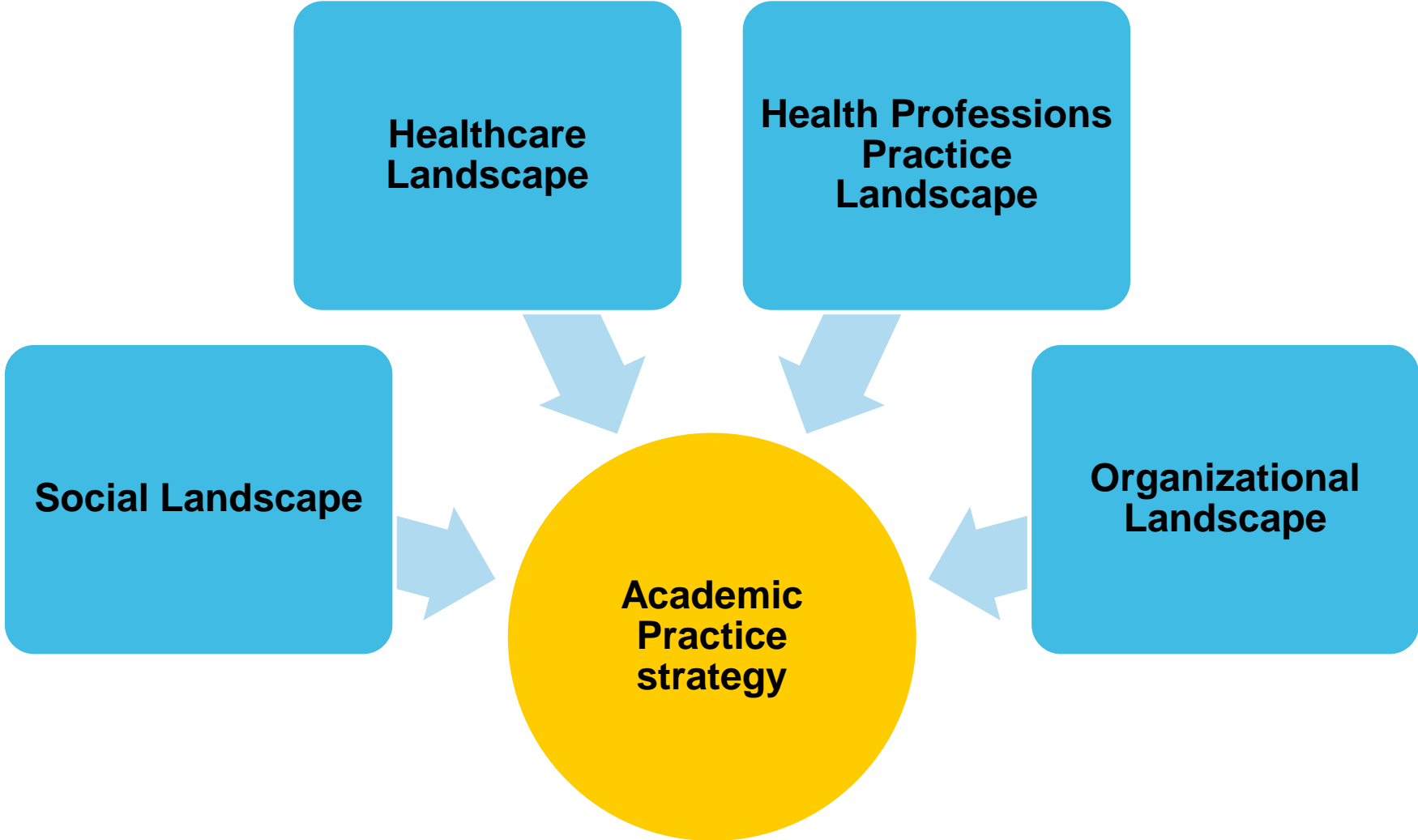
## Complete the Strategy

- Identify indicators/ create the scorecard
- Validating the Strategy
- Communicating the Strategy

## Journey begins

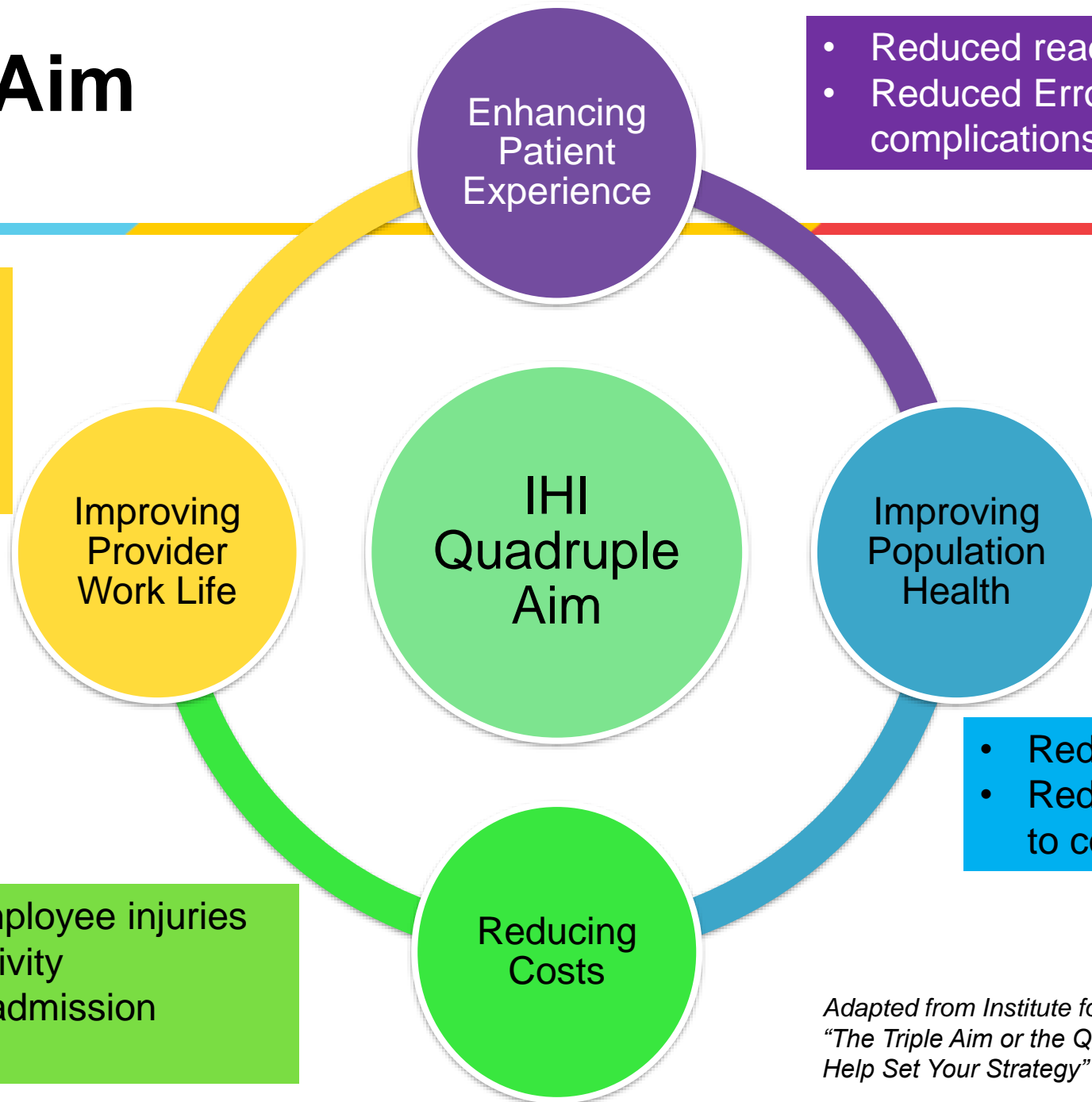
- Begin implementing strategic priorities, initiatives, and Professional Practice frameworks

# Our Academic Practice Strategy Influencers



# Quadruple Aim

- Improves employee satisfaction and turnover
- Reduces workplace injury
- Improves patient satisfaction



- Reduced readmission
- Reduced Error related complications

- Reduced readmission
- Reduced error related to complications

- Reduced employee injuries
- Lost productivity
- Reduced readmission expense



*Adapted from Institute for Healthcare Improvement  
"The Triple Aim or the Quadruple Aim? Four Points to Help Set Your Strategy" By Derek Feeley*

# Participants

500+





# Planning Phases



**Understanding the Current Internal and External Environments**

**Academic Practice Strategic Visioning Retreat**

**Academic Practice Working Group Workshops**

**Creation of a Professional Practice Model**

**Creation of an Academic Practice Strategy**

# SHS Strategic Plan 2015-2020 Framework

## Vision

Canada's leading integrated health system, pushing the boundaries to realize the best health and care from healthy beginnings to healthy aging, for people with complex health needs.

## Mission

Sinai Health System delivers exceptional care in hospital, community and home, focusing on the health conditions with the greatest impact on the overall health of the population. We discover and translate scientific breakthroughs, develop practical health solutions, educate future clinical and scientific leaders, and lead efforts to eliminate health inequities.

## Values

### Strategic Priorities:

Clinical Excellence

Operational Effectiveness

Growth and Investment

Research and Education

## People Plan / Academic Practice Plan

# Aligning with Magnet



Components	Empirical Domains of Evidence
<b>Transformational Leadership</b>	<ul style="list-style-type: none"> <li>• Strategic Planning</li> <li>• Advocacy and Influence</li> <li>• Visibility, Accessibility and Communication</li> </ul>
<b>Structural Empowerment</b>	<ul style="list-style-type: none"> <li>• Professional Engagement</li> <li>• Commitment to Professional Development</li> <li>• Teaching and Role Development</li> <li>• Commitment to Community Involvement</li> <li>• Recognition of Nursing</li> </ul>
<b>Exemplary professional practice</b>	<ul style="list-style-type: none"> <li>• Professional Practice Model</li> <li>• Staffing, Scheduling and Budgeting Processes</li> <li>• Interdisciplinary care</li> <li>• Accountability, Competence and Autonomy</li> <li>• Ethics Privacy, Security and Confidentiality</li> <li>• Diversity and Workplace Advocacy</li> <li>• Culture of safety</li> <li>• Quality Care Monitoring and Improving</li> </ul>
<b>New Knowledge, Innovations and Improvements</b>	<ul style="list-style-type: none"> <li>• Research</li> <li>• Evidence Based Practice</li> <li>• Innovation</li> </ul>
<b>Empirical Quality Outcomes</b>	<ul style="list-style-type: none"> <li>• Outcomes</li> </ul>



*Nursing & Health Professions*

# **Academic Practice Strategy 2018 - 2023**

*Where innovative care & collaboration connect*

# The Strategy in a Nutshell

- Articulates a shared vision and common focus for the future.
- Introduces our Professional Practice Model, including desired outcomes.
- Outlines a roadmap and tactical plan where all Health Professions can be involved and impact.
- Identifies key priorities and initiatives to sequence activities.
- Defines a new professional governance & accountability structure.
- Sets clear expectations about our commitment to AP.

# 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

# Academic Practice - Defined

## What?

Optimized Health **Outcomes**, Patient Experience, Work Environments

## How?

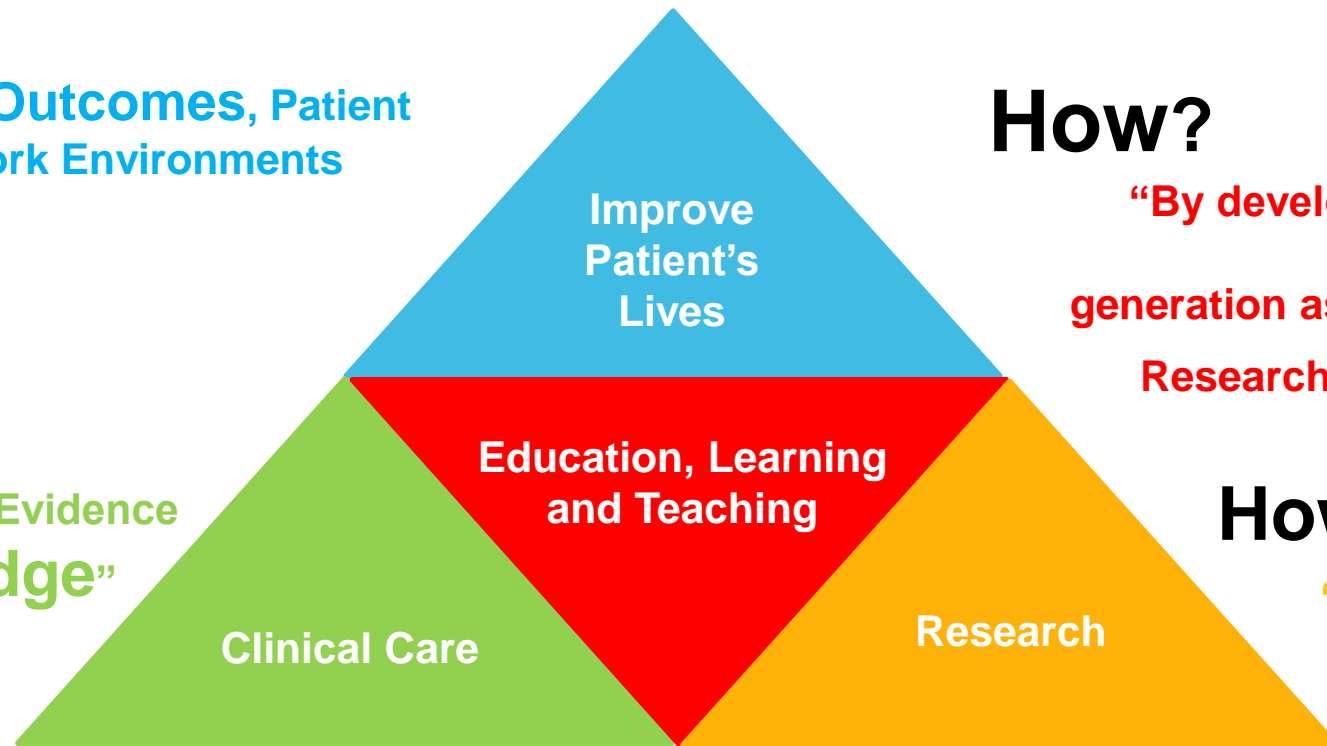
“By developing ourselves and the next generation as Providers, Educators, Researchers & **Leaders**”

## How?

“Through Application of Evidence Informed **Knowledge**”

## How?

“Ongoing **Scholarly Inquiry**”



# Our Approach



**Phase 1:** Solidifying the Foundations for Academic Practice

**Phase 2:** Expand our ability to engage in academic practice

**Phase 3:** Achieve Exceptional Outcomes through Scholarly Practice and Innovation



# Vision and Five Year Success Statement

## Our Vision

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

## Five Year Success Statement

We are engaged in academic and collaborative practice that demonstrates meaningful and measureable advances for patients, our staff, and the healthcare system

# Ensuring Exceptional Care

Enabling **all** clinicians with the structures, tools and processes they need to deliver outstanding care.



# Academic Practice Outcomes

**Outstanding Quality, Safety and Patient Experience**

**A Vibrant Collaborative Practice Environment**

**Academic Leadership and Innovation with Impact**

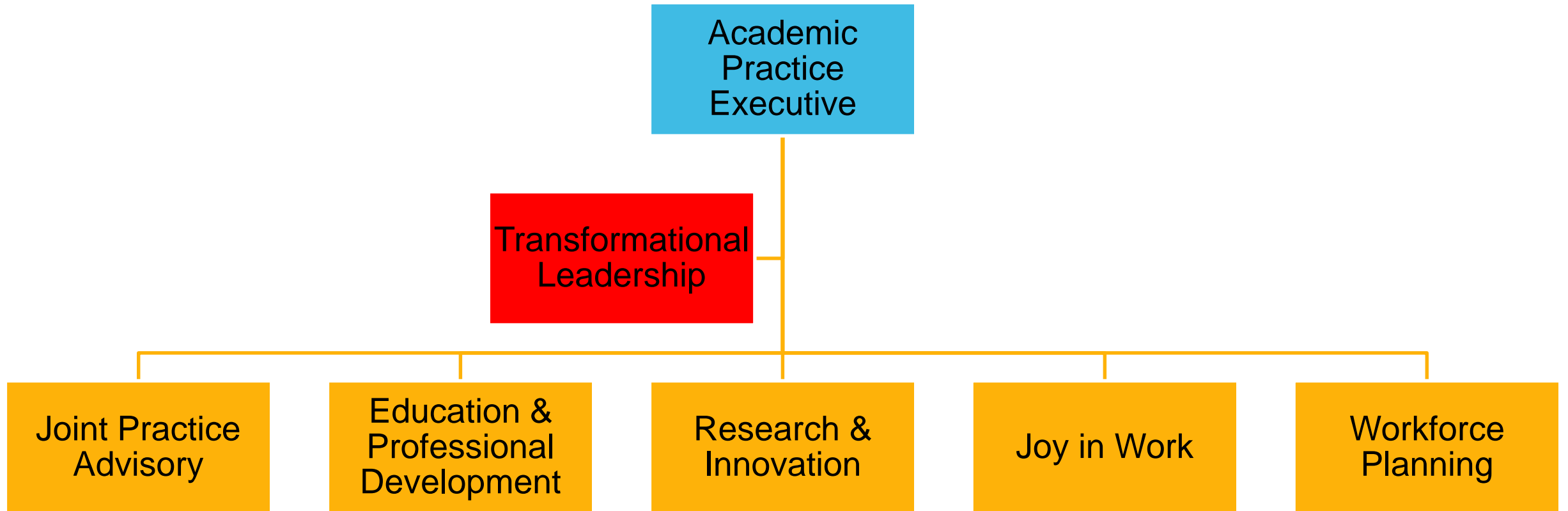
**High Performing and Engaged Professionals**

**Efficiency in Care**

# Dimensions of Academic Practice



# Governance Structure



# Bringing Academic Practice to Life

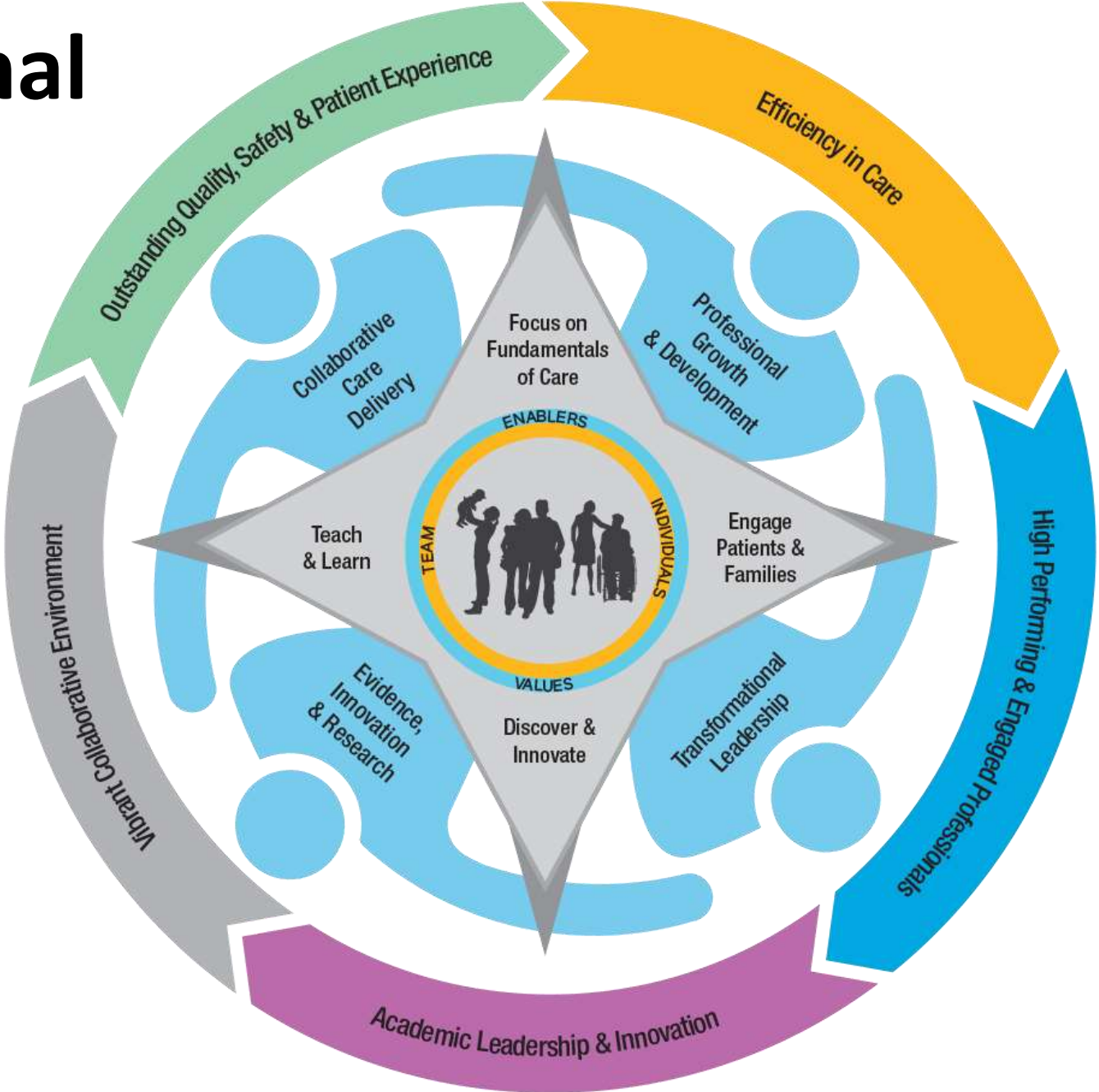
- ✓ Committee governance structures launched
- ✓ Integrated framework for development and approval of clinical guidance documents
- ✓ Proposed Science of Caring framework for Research & Innovation
- ✓ Unit Council Advisory Committee
- ✓ Education Funding Support Policy & Procedure
- ✓ Education & Research needs assessment



# Key Messages

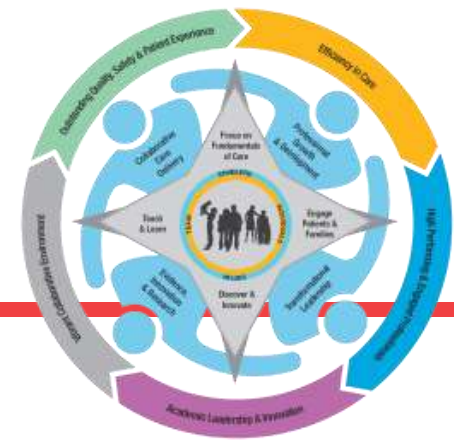
- Academic Practice is foundational work that will allow us to demonstrate meaningful and measureable advances for patients, our staff, and the health care system.
- We have a clear vision, roadmap, priorities and workplans to achieve our goals and outcomes.
- This AP Strategy is key to delivering on our vision and aligns strongly with our Quality Aims, People Plan, as well as our Magnet re-designation.
- By committing to this plan we are committing to building capacity of all of our clinicians and participating in scholarly activities.

# Professional Practice Model





# Professional Practice Model



## What is a Professional Practice Model?

- A schematic that symbolizes our beliefs, values, theories, and systems for clinical practice
- Depicts all the key components of academic practice at SHS and represents nursing and health discipline practice in every setting
- Represents our academic practice strategy and priorities
- Aligned with Magnet domains

# Professional Practice Model

## Outer circle

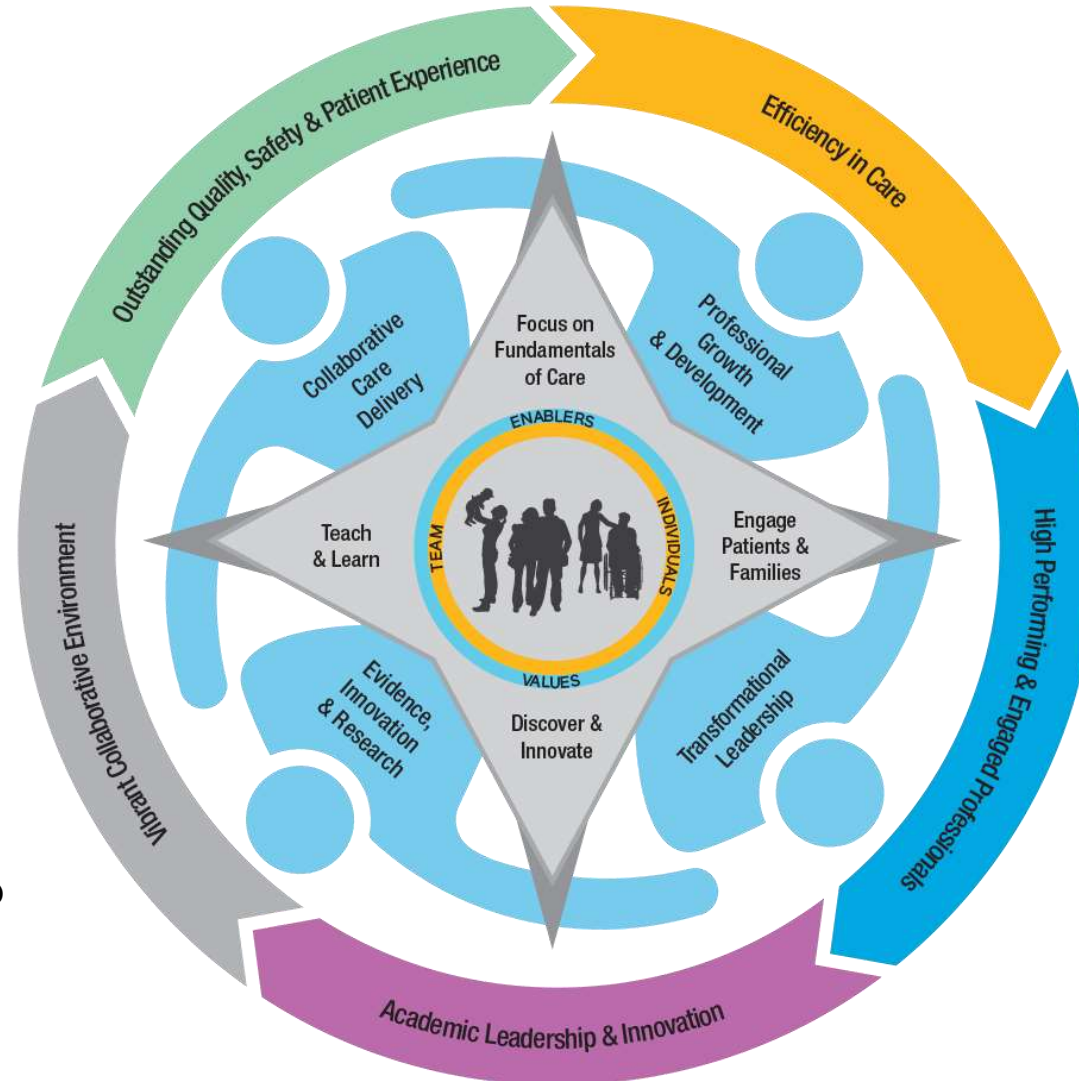
- Desired outcomes
- Clear direction and movement
- Dynamic and continuously moving to improve

## People Figure

- Theoretical knowledge
- Strategic direction
- Collaborating and supporting each other

## Compass

- Guidance and direction to keep us on track with our corporate objectives and strategic plan



## Blue and Yellow Rings

- Systems that support professional practice and achievement of outcomes
- High performing and engaged individuals and teams working collaboratively to develop integrated plans of care

## Patients and Families

- Individuals who are central and core to our work
- Diverse populations we serve

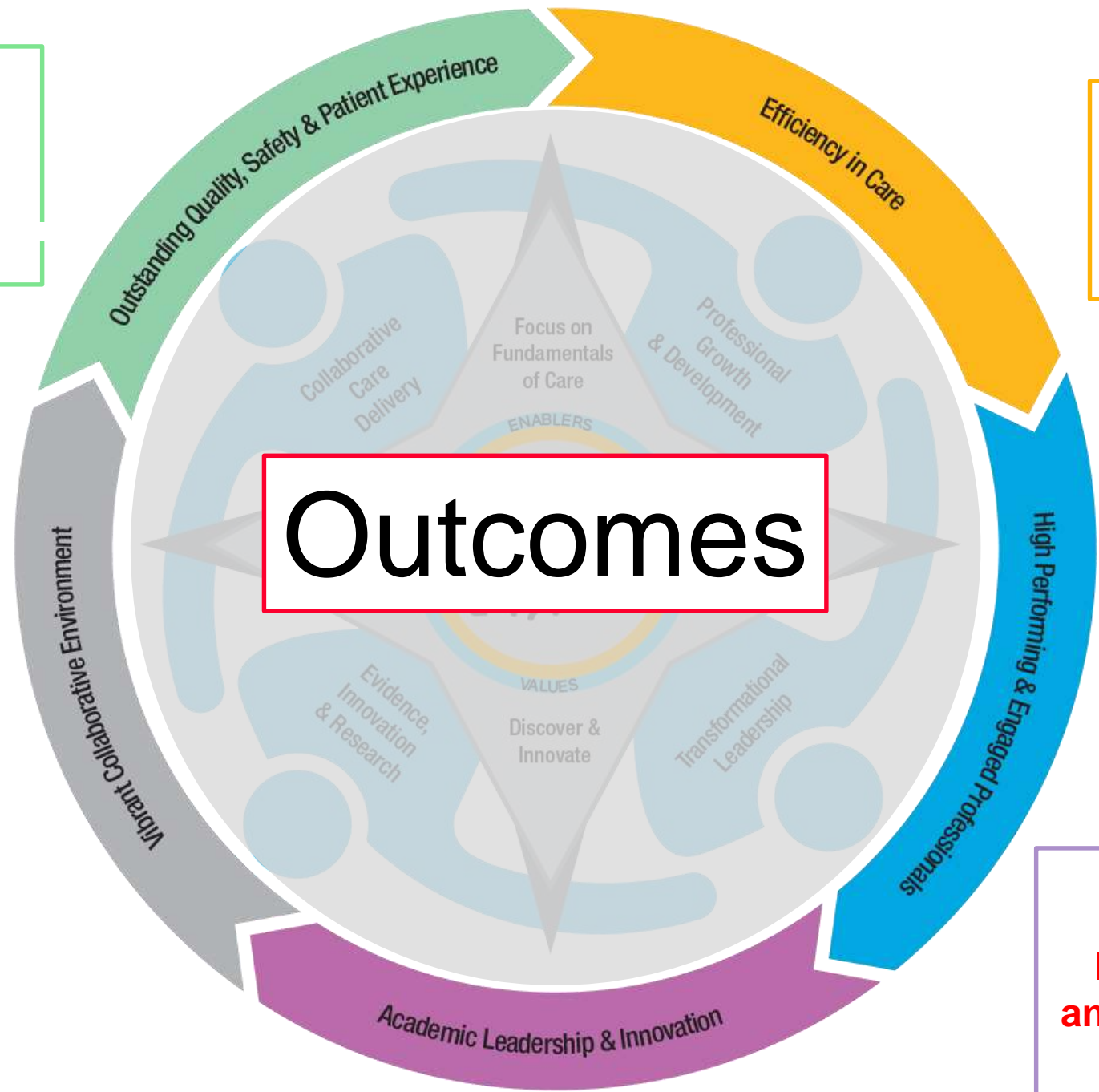
**OUTSTANDING  
QUALITY, SAFETY  
and PATIENT  
EXPERIENCE**

**EFFICIENCY IN  
CARE**

**HIGH  
PERFORMING and  
ENGAGED  
PROFESSIONALS**

**ACADEMIC  
LEADERSHIP  
and INNOVATION**

**VIBRANT  
COLLABORATIVE  
ENVIRONMENT**



**Outcomes**

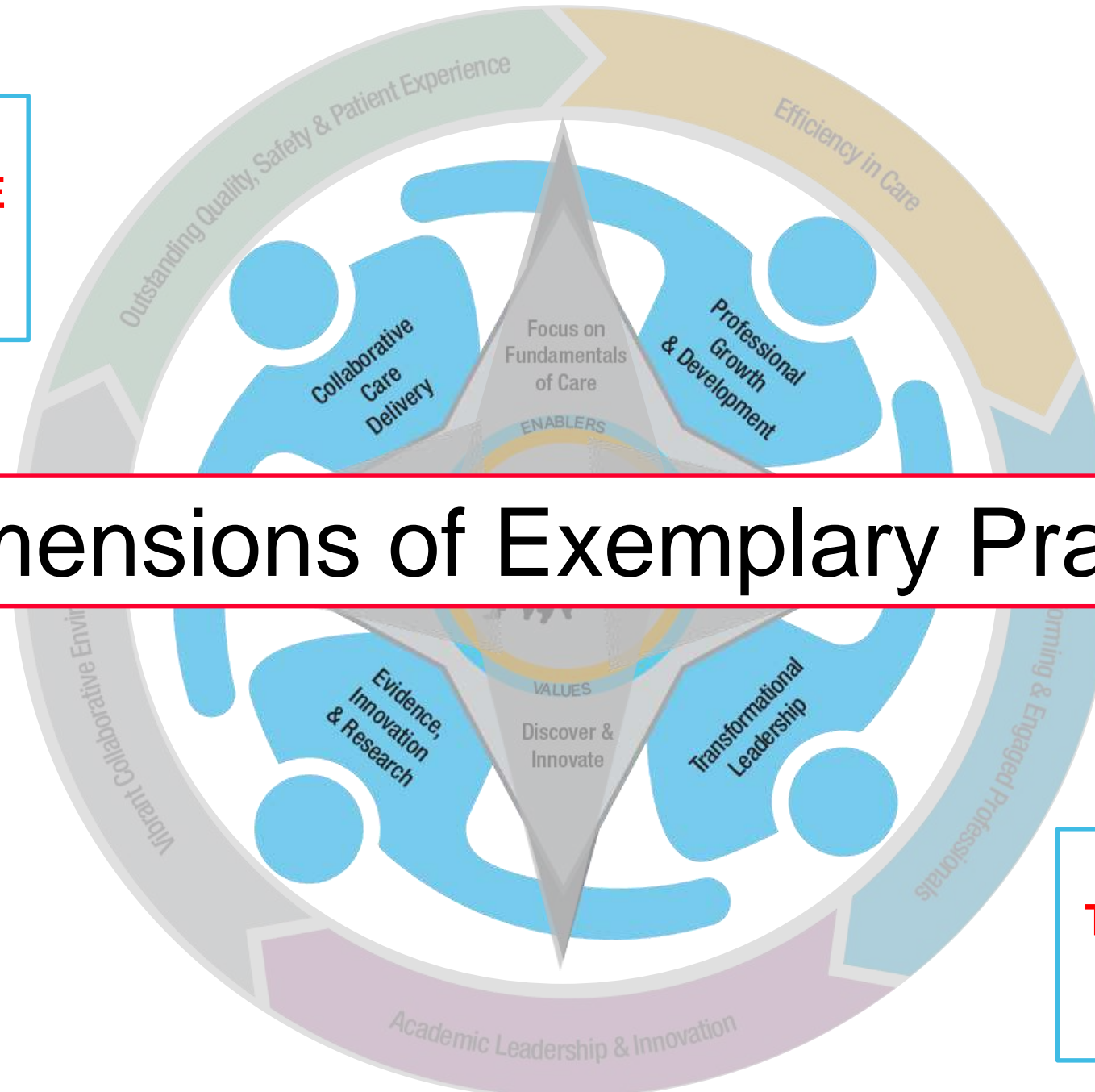
**COLLABORATIVE  
CARE DELIVERY**

**PROFESSIONAL  
GROWTH and  
DEVELOPMENT**

# Dimensions of Exemplary Practice

**EVIDENCE,  
INNOVATION and  
RESEARCH**

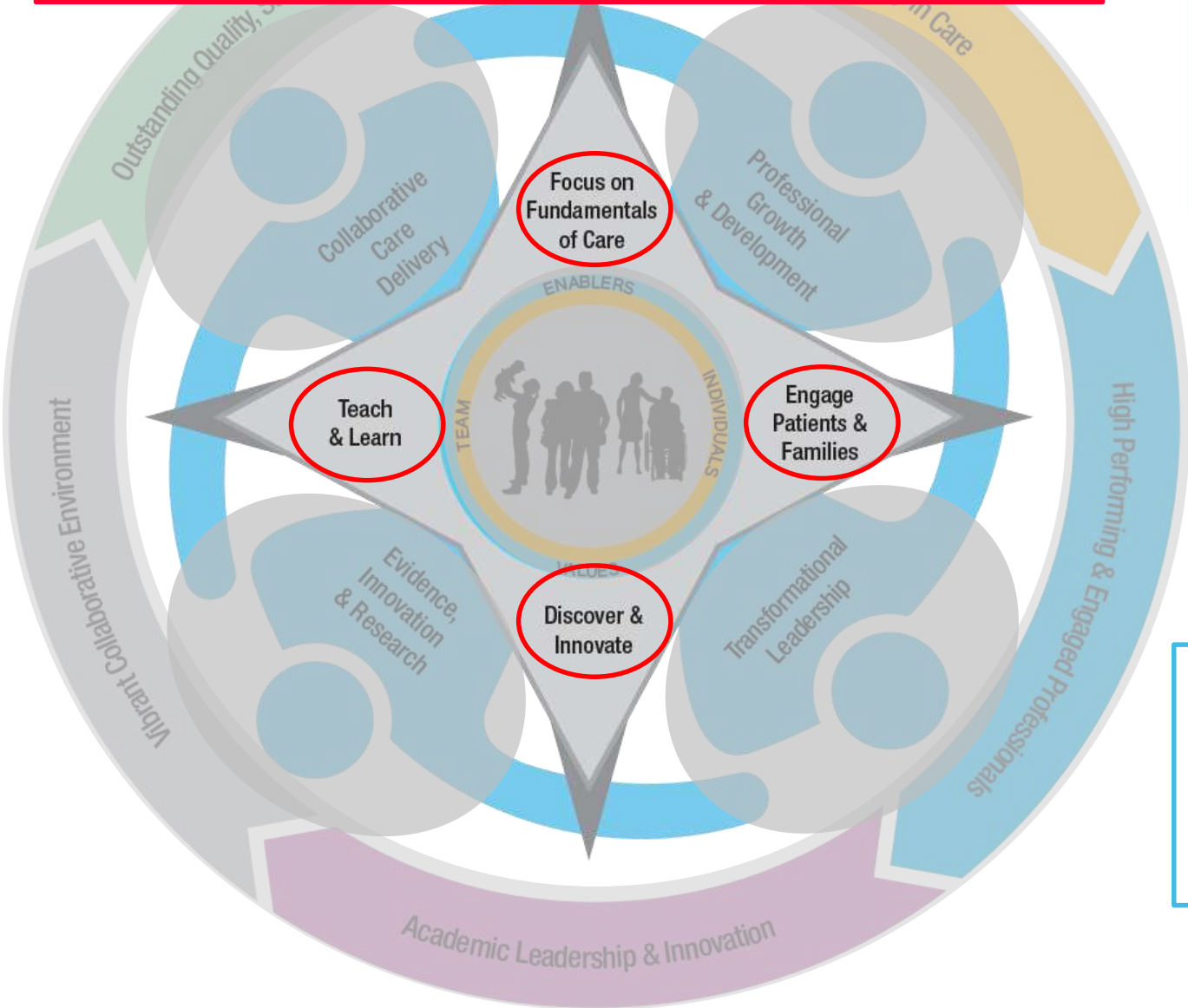
**TRANSFORMATIONAL  
LEADERSHIP**



# Strategic Actions

**TEACH and LEARN**

**FUNDAMENTALS of CARE**



**DISCOVER and INNOVATE**

**ENGAGE PATIENTS and FAMILIES**

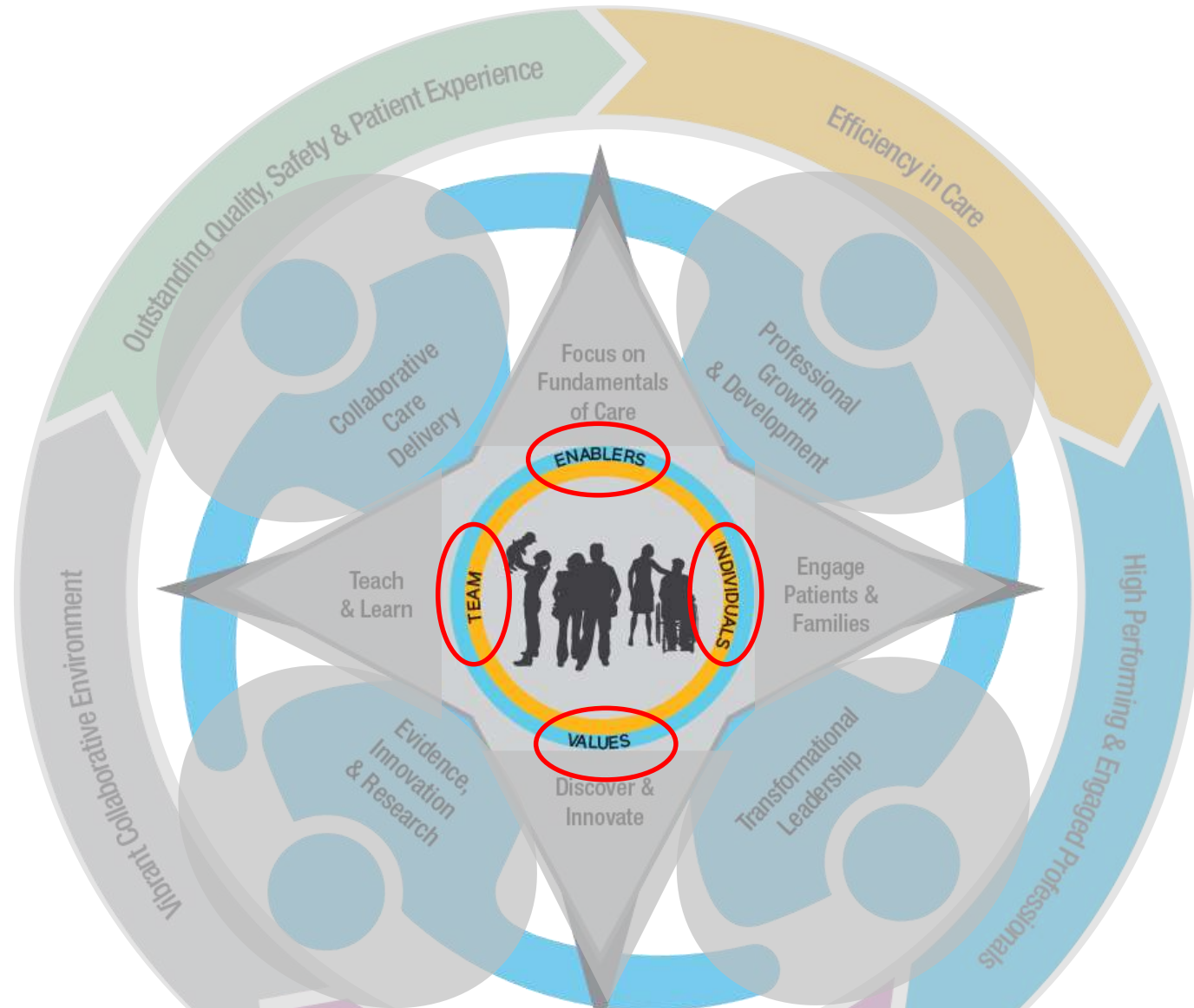
**TEAM**

**ENABLERS**

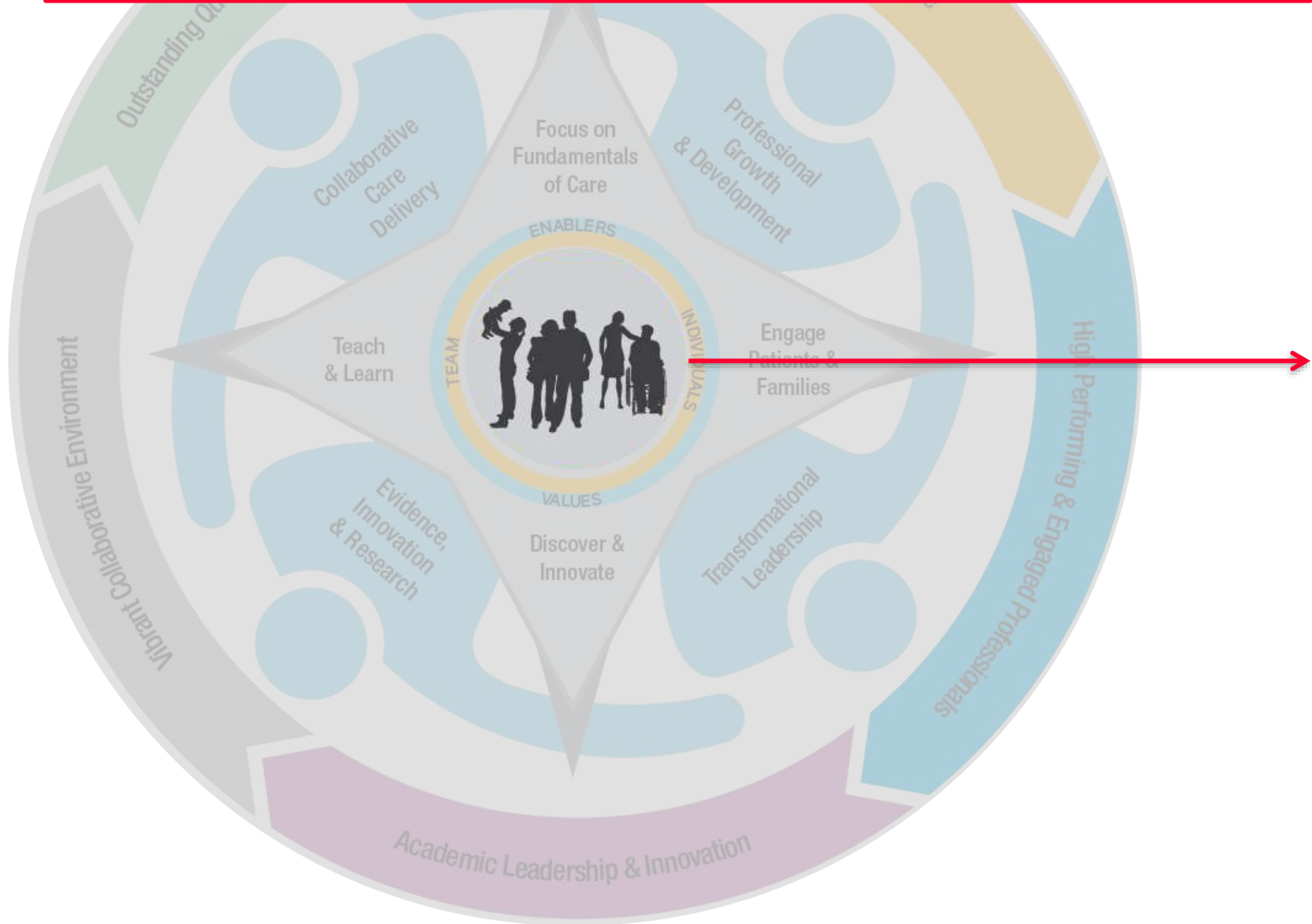
**VALUES**

**INDIVIDUALS**

**Strategic Direction Alignment**



# Patients and Families



**PATIENTS and FAMILIES**

Core concept of the *journey* from healthy beginnings to healthy aging

Clinicians partnering with patients/families in designing and implementing care/services

# Bringing the PPM to Life



What was the episode of care?

Who was involved?

Where components of the PPM were present?

How can we use the PPM to improve care?



# Our Team's Quality Initiative

Background	Goal/Aim	Description of Initiative or Intervention	Participants	Outcomes	Link to PPM
<p>11S Unit Council RN to RN handover was typed out or handwritten</p> <ul style="list-style-type: none"> <li>was viewed as cumbersome and not efficient that lacked patient focus</li> </ul>	<p>Improving communication at "transfer of accountability" (handover) for patient safety and patient engagement</p>	<ul style="list-style-type: none"> <li>External review</li> <li>Review of literature</li> <li>Review other units</li> <li>Develop standardized method to bedside handover</li> <li>Modify Kardex</li> <li>Changed name of Kardex to Patient Information Template</li> </ul>	<p>11S Unit Council NNA CNS</p>	<ul style="list-style-type: none"> <li>Patients can actively participate (safety)</li> <li>More efficient</li> <li>Consolidation of information</li> <li>Staff satisfaction</li> <li>Patient satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>Collaborative Care Delivery</li> <li>Transformational Leadership</li> <li>Innovative</li> <li>Focus on Fundamentals of Care</li> <li>Engage patients and families</li> </ul>





# Unit Council: (insert here) “Report Out”



**What was your biggest success in the last year?**

**What is your biggest challenge or barrier?**

**Unit Council next to accomplish**



# Quality Aims



## Safe

**Eliminating preventable** harm or death caused by **healthcare associated infections** (HAI) commonly experienced by patients in the delivery of care.



## Timely

Advancing our **system focus on throughput** to ensure **timely access** to acute, complex, rehabilitative and community care for complex and specialized patients.



## Effective

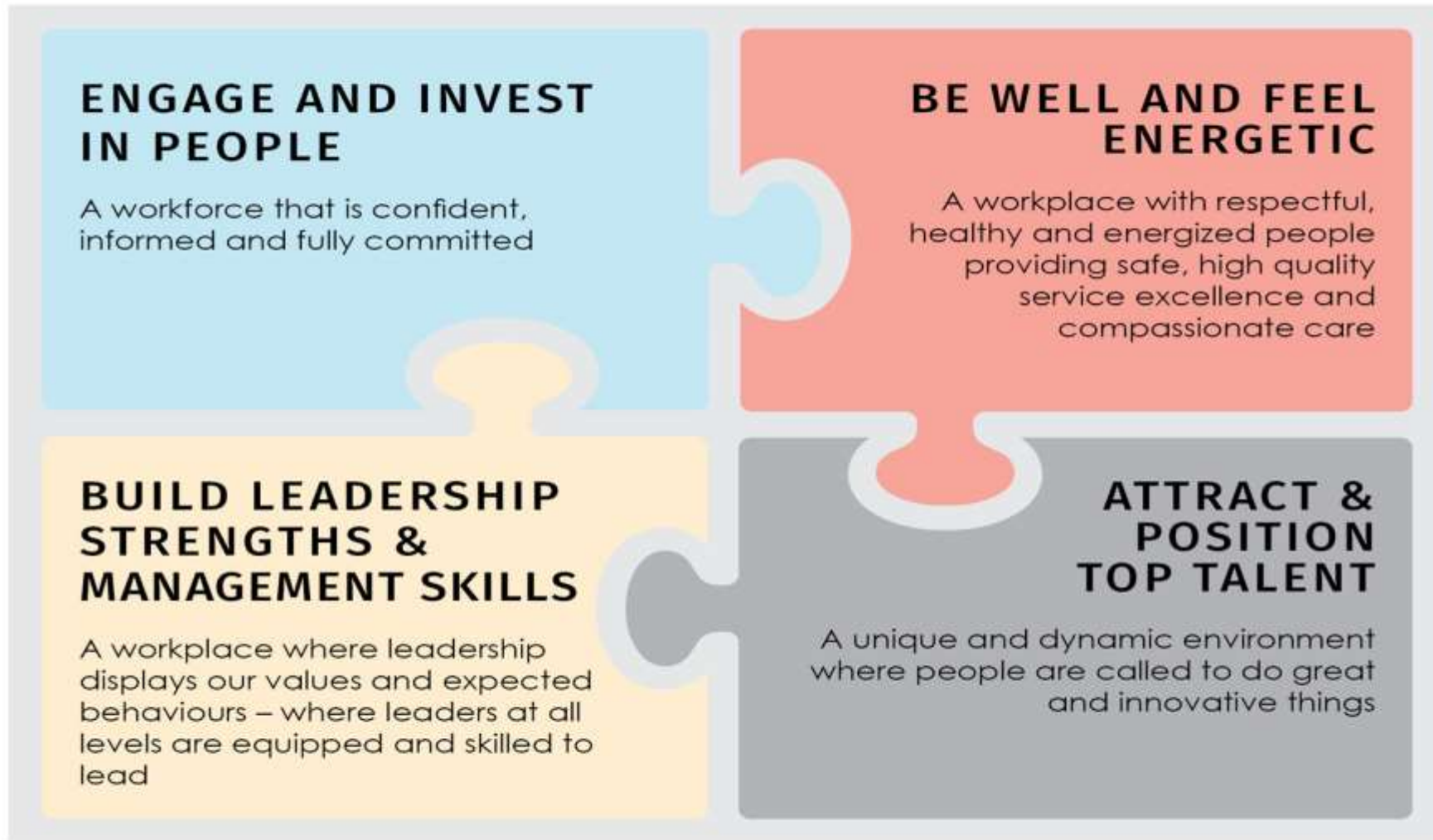
**Improving** care **outcomes** by **embedding best practices** and innovation **to meet fundamental** patient **care needs**.



## Person Centred

Being a top system performer in **patient and staff experience** through enculturation of **Joy in Work** and **Patient & Family engagement** strategies.

# People Plan



# Lessons Learned

- Accountabilities for development & implementation
- Integration of strategic initiatives
- Optimizing governance structures
- Engaging nursing and health disciplines across the system
- Managing change and respecting organizational culture and history
- Appreciating the journey

# Next Steps

- Implementing the strategy and creating meaning for clinical staff
- Engaging physicians
- Evolving leadership accountabilities & responsibilities
- Onboarding and orientation
- Monitoring & evaluating outcomes



# Thank You!

## **Kara Ronald**

Vice President Professional  
Practice, Nursing and Health  
Disciplines

[Kara.Ronald@sinaihealthsystem.ca](mailto:Kara.Ronald@sinaihealthsystem.ca)

## **Nely Amaral**

Director of Nursing Quality and  
Performance  
and Magnet Program Director

[Nely.Amaral@sinaihealthsystem.ca](mailto:Nely.Amaral@sinaihealthsystem.ca)

Presenting on behalf of

## **Jane Merkley**

Chief Nurse Executive, Executive Vice President  
and Chief Operating Officer

