



M O M E N T U M

Renewed strategic directions for The Michener Institute,
Ontario's health system education partner

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THE MICHENER INSTITUTE
FOR APPLIED HEALTH

222

St. Patrick St.



**INSTITUTE
SCIENCES**

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“The ideas didn’t stay within the walls of Toronto General Hospital – they were discussed in the community and the idea was, in my view, a grassroots development. You don’t put a lid on it and keep it isolated, you get out there and you discuss it. You let people know what you are doing, you share ideas. You don’t try to say ‘it’s mine’. It’s not mine. You need the contribution of others too. We need the discussion and the input because several people seeing something often see it more clearly than just a single person.”

Dr. Diana Michener Schatz on the very idea of a school for Medical Laboratory Technology that ultimately led to the founding (in 1958) of the Toronto Institute of Medical Technology, now known as The Michener Institute for Applied Health Sciences.





Photo: Students in Michener's joint Radiation Therapy Program with University of Toronto work with cutting edge equipment and technology unique to their field.

INTRODUCTION

Quality healthcare starts with quality education. Education that anticipates and is responsive to the constantly evolving and shifting demands of an integrated healthcare system and the patients that we are all here to serve.

For nearly 60 years The Michener Institute for Applied Health Sciences, as an education partner of the Ministry of Health and Long-Term Care, has served Ontario's healthcare system through the development and delivery of unique full-time and continuing education programs in imaging, medical radiation sciences, laboratory sciences, and primary and critical care. We are now poised to strengthen our role as an education leader with the launch of new strategic directions that expand on our ability to deliver unique education solutions that are fundamental to health system quality, transformation and sustainability.

With the launch of these new strategic directions, we're building on our expertise of rapidly designing and developing 'first-mover' curricula and education programming for applied health sciences. We're building on our capacity to

establish innovative clinical and academic partnerships that nurture new thinking in education and professional development. We're building on our experience to bring together technology and simulation to advance hands-on and contemporary education experiences for students.

Inspired by our new strategic directions and energized by our students and our partners, we're **building momentum** toward an exciting future for Michener and for applied health sciences education in Ontario, and beyond.



Maureen Adamson
President and CEO



Cliff Nordal
Chair, Board of Governors

OUR VISION

The leader in applied health science education through excellence and innovation.



Photo: Michener's redesigned Nuclear Medicine and Molecular Imaging joint program with University of Toronto is the only one of its kind in Ontario.



OUR MISSION

The Michener Institute is dedicated to the education of preeminent applied health science practitioners capable of providing transformational leadership, performance and evidence-based best practice.

This mission will be achieved in a cost effective manner. Good stewardship of resources will be demonstrated. Resources necessary to achieve our desired results will be fully pursued.



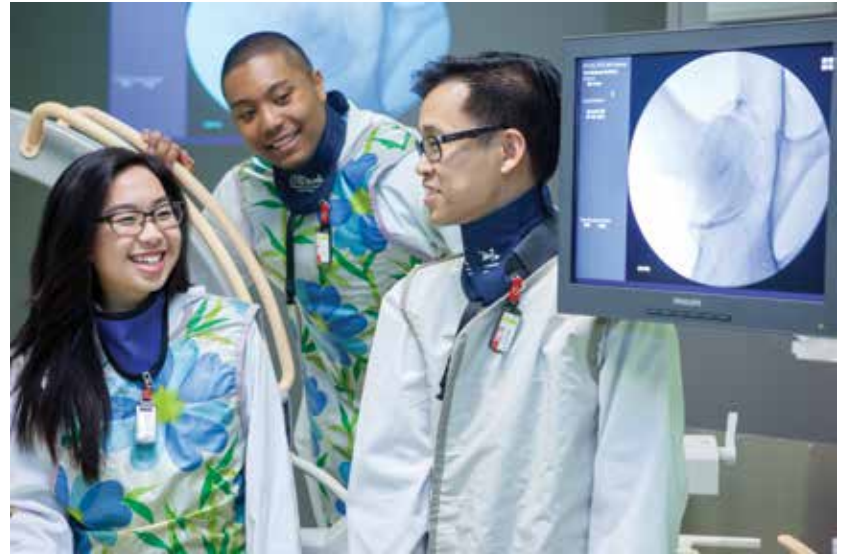
Photo: Respiratory therapy students gain contemporary clinical skills to prepare them for the diverse and complex needs of patients.

ABOUT MICHENER

Michener was created with a vision for applied health sciences education that was truly unique in Canada and remains so to this day.

Our founder, Dr. Diana Michener Schatz, recognized an urgent need for specific training for a highly specialized group of healthcare professionals. She worked hard to build a community of supporters and partners, including area hospitals and the Ministry of Health. The result was the opening of the Toronto Institute of Medical Technology in 1958.

In the years that have followed, The Michener Institute, as we are now known, has educated generations of healthcare practitioners. Today, Michener is Canada's only post-secondary institution devoted exclusively to applied health sciences education. We prepare learners so that they are equipped with the knowledge, competence, confidence and experience to provide quality care to patients, and to contribute to the future of our health system in meaningful ways.



AN INSTITUTION OF *FIRSTS* AND *ONLYS*

A unique health sciences education institution of *firsts* and *onlys*, Michener offers a broad range of full-time and continuing education programs, and is home to:

- ✓ North America's first cytogenetics diploma program and currently the only active diagnostic cytology and genetics technology programs in Ontario
- ✓ Canada's first and only English speaking chiropody program
- ✓ One of only three cardiovascular perfusion programs in Canada, and the only one in Ontario
- ✓ Ontario's first nuclear medicine program, offered jointly with University of Toronto (U of T)
- ✓ Canada's first radiation sciences degree/ diploma program, in partnership with U of T
- ✓ The first diabetes educator certificate program globally to achieve recognition from the International Diabetes Federation
- ✓ The first continuing education travelling workshops for health professionals working in northern and rural Ontario
- ✓ Ontario's first and only education program of its kind aimed at preparing applied health sciences professionals for the unique needs of seniors
- ✓ Canada's first and only continuing education certification program for intraoperative neurophysiological monitoring

Photo: Michener is home to the only genetics technology program of its kind in Ontario.



POSITIONING MICHENER TO THRIVE IN A CHANGING HEALTHCARE LANDSCAPE

Education, like healthcare, must constantly evolve to remain relevant, reliable and reflective of evolving practice needs.

A rapidly aging patient population, along with the increasing prevalence of chronic disease in our communities and the continual development of new healthcare technologies and treatments, all present unique opportunities in healthcare practice and education.

We must, therefore, ensure that learning opportunities for those entering their chosen professions, or those who are advancing established careers through professional development, have the best, most current practice skills. This means having timely access to education and professional development opportunities that provide them with support they need to acquire or enhance these skills to keep pace with, or even drive, practice innovations.

The opportunity for Michener: we can transform how we educate applied health sciences professionals and other healthcare practitioners to meet the emerging demands of our healthcare system.

Expand our expertise across the healthcare continuum

In Canada, few people are untouched by chronic disease or injuries: three out of five people over the age of twenty live with chronic disease, and four out of five are at risk. *For Michener, we have an opportunity to expand our reach beyond our traditional acute and primary care focus, and to develop programs and solutions aimed at meeting education needs across the entire healthcare continuum.*

Enable health system transformation

The Ministry of Health and Long-Term Care Healthcare Action Plan identifies the increasing importance of community based care to help support growing demand for health services. *For Michener, we believe that education is an enabler of health system transformation and can leverage our expertise to identify and implement solutions aimed at supporting changes to healthcare delivery.*

For example, Michener can:

Support better care for a changing patient population

It has been estimated that every second hospital patient in the province is a senior. Considering that the number of people over the age of 65 is set to double by the year 2034, the anticipated pressure on our health system posed by increased demand among this important patient population will be unprecedented. *For Michener, this has and continues to represent an important opportunity to help prepare future health professionals to care for seniors. Building on our recent launch of a unique Working with Seniors program, Michener is poised to expand this expertise across the province as an exemplar of our ability to rapidly develop customized education solutions.*

Expand our expertise across the healthcare continuum

Technology is an enabler, and often a driver, of healthcare innovation. Advances in technology have helped improve patient care treatment and outcomes, reduce costs and improve access to services. With the introduction of new technologies comes changes to clinical practice and to how we deliver healthcare services. *For Michener, we believe education is vital to the rapid adoption of new technologies, new practices and new models. Through exciting new partnership opportunities we can have a greater impact on accelerating both the development and adoption of innovation in our health system.*

Photo: Michener is the first education institution in North America to use a Virtual Radiotherapy Training System (VERT™) to simulate 3D practice set-ups of radiation treatment techniques.





WE LISTENED ... AND ACTED

Michener's Board of Governors and senior leadership team recognized the need to seize the opportunity to evaluate the value Michener provides the health system, our partners and our students, and how well we are delivering on our mission and vision. We initiated a comprehensive strategic review to help us define opportunities that build on our strengths and yet challenge us to continue our work in keeping pace with the shifting demands for applied health sciences education.

Through this exercise we sought the input of our academic and clinical partners, the Ministry of Health and Long-Term Care, our alumni, faculty and staff. A common theme we observed throughout this engagement was the need to build on our rich history and reputation at Michener and identify opportunities to change how we deliver programs, enhance relationships and build new partnerships.

These perspectives have helped us to develop a blueprint that will revolutionize the role Michener will play in today's and tomorrow's health system, and have directly informed our path forward with the development of four strategic directions.

OUR STRATEGIC INTENT

- ➔ Students are our most important asset
- ➔ Healthcare students must be prepared to become healthcare leaders
- ➔ Curriculum design must be responsive to unique learning and practice needs across the health system
- ➔ Michener's students can challenge the status quo
- ➔ Clinical experiences must be integrated for both students and faculty
- ➔ Michener instills and nurtures passion for continuous learning

MICHENER'S STRATEGIC DIRECTIONS

1



**BE THE
"GO TO"
EDUCATIONAL
EXPERTS
FOR APPLIED
HEALTH SCIENCES
IN ONTARIO,
AND BEYOND**

2



**BE THE
EDUCATIONAL
DESIGNERS
DRIVING
RESEARCH
TO PRACTICE**

3



**BE A
SYSTEM
LEADER
FOR HEALTH
HUMAN
RESOURCE
SOLUTIONS**

4

**BE A
NETWORK
MOBILIZER
TO SUPPORT
SYSTEM QUALITY
AND
TRANSFORMATION**



1

**BE THE “GO TO” EDUCATIONAL EXPERTS
FOR APPLIED HEALTH SCIENCES**

Photo: Michener's diagnostic cytology program is the only active program of its kind in Ontario.

1

BE THE “GO TO” EDUCATIONAL EXPERTS FOR APPLIED HEALTH SCIENCES IN ONTARIO, AND BEYOND

As an education partner for Ontario’s healthcare system, we can and will strengthen our ability to not only respond to current and emerging educational needs of the health system, but also to apply our expertise and experience as an enabler of broader health system transformation and sustainability.

We will do this by:

- ✓ Providing a central access point for provincial healthcare educational solutions
- ✓ Providing rapid response curriculum design
- ✓ Standardizing educational solutions across the province
- ✓ Identifying technological advancements that require educational solutions throughout the healthcare continuum
- ✓ Aligning healthcare education models across the continuum of care
- ✓ Addressing immediate and emerging gaps related to practice and/or professions



2

BE THE EDUCATIONAL DESIGNERS DRIVING RESEARCH TO PRACTICE

Photo: Radiological technology students benefit from experienced faculty and modern technology in this joint program offered in partnership with University of Toronto.

2

BE THE EDUCATIONAL DESIGNERS DRIVING RESEARCH TO PRACTICE

Being a leader in education isn't just about delivering programs. It is about challenging existing models and developing new ways to educate health professionals, influencing both practice changes and the adoption of new technologies.

We will do this by:



Leading new educational theory and knowledge to integrate education, applied health research, and clinical practice



Bridging system gaps between education and clinical environments to inform practice change



Advancing healthcare education and practice through partnerships



Accessing interprofessional and applied research opportunities



Collaborating with equipment manufacturers to influence technological platforms and devices utilized within the applied health sciences



3

BE A SYSTEM LEADER FOR HEALTH HUMAN RESOURCE SOLUTIONS

Photo: A student wears the frail aging simulation suit as part of the Working With Seniors curriculum designed in partnership with Baycrest to prepare students to better understand the unique healthcare needs of seniors.

3

BE A SYSTEM LEADER FOR HEALTH HUMAN RESOURCE SOLUTIONS

Our success is rooted in aligning our programs so that we graduate the healthcare professionals our system needs, and that our graduates and practising professionals have the latest, most relevant and contemporary practice skills.

We will do this by:

- ✓ Proactively identifying emerging health system trends and needs
- ✓ Anticipating health human resource implications with changes in practice
- ✓ Delivering highly trained health science professionals capable of meeting contemporary healthcare challenges
- ✓ Developing health practice leaders through continuing education and advanced practice programs
- ✓ Establishing first-mover programs responsive to healthcare trends



4

BE A NETWORK MOBILIZER TO SUPPORT SYSTEM QUALITY AND TRANSFORMATION

4

BE A NETWORK MOBILIZER TO SUPPORT SYSTEM QUALITY AND TRANSFORMATION

Our extensive network of partnerships has created an opportunity for us to play a unique role, bringing together technology experts and manufacturers, with clinical and academic experts to act as a hub that can enable the rapid adoption of new technologies, practices and models that will advance health system priorities.

We will do this by:

- ✓ Facilitating, as needed, networks to address urgent and critical system requirements
- ✓ Leveraging our comprehensive network of clinical, educational, and equipment manufacturing partners to maximize quality/relevance of educational experience
- ✓ Providing educational solutions across systems of care
- ✓ Convening applied health sciences communities of practice as a means to share, standardize and diffuse best practices throughout the healthcare continuum
- ✓ Broadening educational partnership opportunities to reflect the continuum of healthcare
- ✓ Partnering with our primary funder to access health system networks

PARTNERSHIPS

Just as Michener was founded on the strength of collaboration and partnerships, there is no question that partnerships are a core part of our strategic renewal and our future as a hub of education innovation.

Our position as a health system education partner is firmly rooted because we have developed and continue to build effective clinical and academic partnerships that support exceptional student experiences. These relationships – including clinical educators, healthcare leaders and academic experts – enable us to confidently deliver on our unique value proposition to our health system and to the Ministry of Health and Long-Term Care.

For Michener, this means that partnerships will become an even greater part not just of what we do, but how we do it. We will be looking to reinforce and strengthen existing alliances and networks and identify new partnership opportunities that will help us realize our vision and advance our strategic directions in exciting and innovative ways.



“The strength of Michener’s brand is rooted in the history of the organization, the strong focus on healthcare, and abiding respect for the general quality of education provided by the institute. It is associated with a historical focus on quality and responsiveness to emerging health system needs. Unlike other educational institutions, with a broad mandate, Michener is only associated with healthcare. Its reputation within the field of applied health sciences is its greatest asset.”

Stakeholder feedback excerpt from the Michener Strategic Review 2013



THE MICHENER COMMUNITY



From our faculty and staff, to our students, alumni and donors, the Michener community remains the foundation of our past and future successes. Each of these groups has contributed to the development of our strategic directions and they will continue to play a vital role in our efforts to advance our vision and mission.

Our students are our motivation. They are at the centre of everything we do and are our number-one focus in the development of our new strategic directions, just as they were when Michener was founded so many years ago. The commitment to our students is stronger than ever as we strive to deliver on our aspirational vision to be Canada's leading applied health sciences educator.

Our alumni are our inspiration, as they are our ambassadors within the ever-changing healthcare landscape. They are the trusted professionals who have earned the opportunity to practice within one of the best and most exciting sectors in the world. They are the trailblazers who contribute to advancements in their respective professions. And they are the leaders who help shape healthcare experiences, nurture quality and guide transformative thinking throughout the health system.

Our donors enable our imagination as they help directly contribute to student life. Every year, donor impact can be felt throughout Michener, from the annual student awards ceremony through to our convocation for those about to start their careers. Our donors are a part of Michener's fabric, and they will continue to play an invaluable role as we aspire to be more than we ever have been before.

And our faculty and staff are the foundation of our successes – past, present and future. Dedicated to our students and committed to providing exceptional experiences, our academic and support teams are our greatest assets. Consistently high student, graduate and employer satisfaction are achievements made possible through their talents and hard work. As we move forward, our faculty and staff will be directly involved in helping us bring these strategic directions to life.

CONCLUSION

Change in healthcare is a catalyst for new thinking and ideas. As an education institution devoted to meeting the needs of our health system, change is a philosophy that we have and must continue to embrace and drive.

Responsive education is one of the enablers of Ontario's Health Action Plan. We believe we are on the cusp of an important new era at Michener. Through emboldened partnerships and a renewed commitment to innovation in everything we do, we are poised for an exciting and impactful future as the leader in applied health sciences education.

“
I've always known I wanted to go into healthcare – I've always wanted to help people and I always liked sciences, so a profession like radiation therapy seemed like a natural fit. There are only a few schools for radiation therapy in Canada, but I couldn't see any other option that would provide nearly as good an opportunity as Michener would. Michener is a top notch school and we have had the good fortune to learn from some of the best.
”

- Nikolaus Gregor, Radiation Therapy Class of 2014



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Funded by the Ministry of
Health and Long-Term Care