

The Michener Institute of Education at UHN

SCHOOL OF APPLIED HEALTH SCIENCES

2021 ANNUAL REPORT



*Moving Forward and
Growing with Confidence*



Harvey Weingarten, PhD
Principal, School of Applied Health Sciences

Reflections from our Principal

A major goal of Canada's higher education system has always been to graduate students with the knowledge, skills and competencies to lead successful and fulfilling lives, both personal and professional. Now, more than ever, the country is focussed on the urgent need for a workforce with the skills and competencies to support a robust and internationally-competitive economy. The pandemic has amplified this national imperative, especially in health care. Shortages in the number and type of health professionals were evident even before the arrival of COVID. The pandemic has underscored these deficiencies, and predictions are that shortages in health human resources will be even more acute and pronounced post-pandemic.

I am proud to be part of a higher education institution that, since 1958, has been a Canadian leader in the education of applied health professionals and in anticipating the future needs in health care. I know that so much of the discussions about our health care system focusses on the roles of doctors and nurses. But I also know that without the efforts and contributions of a raft of applied health professionals, the type of health professional educated at Michener, our health care system would simply collapse. In my opinion, the contribution of this huge number of applied health professionals so vital to the sustainability of Canada's health care systems are not adequately acknowledged or appreciated.

Michener's value and contribution to the Canadian health system has perhaps never been

better illustrated than by our response to the global pandemic.

Beginning last March, Michener's School of Applied Health Sciences collaborated quickly and effectively with the Province of Ontario by preparing students and deploying graduates to the front line service earlier than planned to address increased service demand. This included Respiratory Therapists and Medical Laboratory Technologists – critical roles in testing for and treating COVID-19. Faculty and staff rapidly designed online learning and a summer simulation semester so that no one's education was interrupted and everyone could graduate

“Canada needs more Michener!”

on time. As you will read in this annual report, Michener's ability to adapt so quickly without compromising on the quality of the education we deliver was held up as a model for other international educators.

Pandemic aside, Michener continues to create programs that address our most urgent patient priorities. The Advanced Chiropody Wound Care program, developed in 2019, graduated its first Fellow last year. Michener also recently launched a new program in Digital Health and Data Analytics, designed to meet our health care system's need for digitally literate health

professionals. This program is also filling an education need for those who want to translate their interest in topics like big data, artificial intelligence, robotics and virtual care into improved patient outcomes.

I have worked in the higher education system in Canada for many years. My conclusion? Canada needs more Michener! This annual report shines a light on what Michener's students, staff, faculty, partners and alumni have accomplished over the past year. But we must do more. Our graduates are needed as much as ever to sustain the health care system Canadians want and merit. So, we are poised for growth. More students and more programs. To grow, we will hire more faculty and staff, foster current relationships and partnerships and develop new ones, and seek out additional and more diverse revenue sources. I can assure you of one thing – we will manage our growth without compromising or undermining the high quality of our programs or our impressive alumni.

We are moving forward and growing with confidence and resolve. The large number of high-quality applicants Michener receives, our highly-focussed, unique and distinctive suite of academic programs, the high satisfaction levels of our graduates and the laudatory feedback from employers about the high quality, value and worth of our students, motivates us to do more and more. Our integration with UHN, Canada's largest and highest reputation hospital system, our unique funding arrangements with the provincial government, and our extensive partnerships with clinical sites across the country, positions Michener to become Ontario's and Canada's premier education institution in the applied health sciences, and to be understood to be among the best such institutions in the world. I think our founder Dr. Diana Schatz, whose life was dedicated to public service and progressive education in applied health sciences, would be proud to see how her vision is evolving.



Diana's legacy extends far beyond Michener

For Roy Schatz, it's toward the end of the evening that he misses her most ... when he picks up their wedding album and remembers his glowing young bride. For her daughters, it's when they reach for the phone to ask a question or just to hear her say "Hi Sweetie." The Michener community will forever miss seeing her connect with students at the annual Student Awards ceremonies and hearing her humbly reflect on her legacy.

Diana Schatz was larger than life in the world of health care education and science, but she was also a renaissance woman in the truest sense to her family and her community.

Diana's many professional accomplishments were well recognized when she passed in October 2020, but her daughters Joan and Laura and husband Roy have a wealth of stories about Diana's incredible feats outside of her working life. Few would know, for example, that Diana lettered



in ice hockey at the University of Toronto and played on the Canadian makeshift national women's lacrosse team, or that she worked with the NASA space program.

"She would never speak of herself unless someone else brought it up," says daughter Laura Schatz. "My daughter mentioned she was doing a project on Roberta Bondar for school over Sunday dinner and Mom said 'Oh she's a lovely person ... we went to NASA together.' It turns out she had been part of a research project to determine how to do blood and lab tests in space. She had never mentioned this."

Whether it was baking her famous themed cakes for every family birthday, strong-arming her church's minister into allowing girls into the previously all-male junior choir, saving historic sites, or installing the plumbing in her beloved Georgian Bay cottage, Diana never met a challenge she couldn't address head on.

"If it was important to her, no matter what it was, she just did it," reflects Roy. "Where most people think a step or two ahead, she was 10-15 steps ahead and she would work until the job was done. She broke all the barriers in terms of stereotypical roles ... in leadership and at home. All the power tools were hers."

"I never knew stereotypes existed until someone in high school said girls don't do math and science," adds daughter Laura Schatz.

Diana passed this spirit along to her family, through her complete lack of judgment and constant positive encouragement and pride in them. Flipping through the many beautifully curated photo albums Diana created is a visual reminder of what she meant to her family and beyond, but her spirit thrives beyond the images ... in all that she did and all that she was.



Our Students



during their second year, Tahlia was excited by the opportunity to apply for this scholarship as the financial support would help her to manage the additional semester's tuition fees.

"As a Black woman, I have experienced discrimination from the health care system. I know what it feels like to be dismissed and to not have my concerns taken seriously," she says. "I've written a few scholarship essays before but I was looking forward to this one as it allowed me to reflect on my experiences, especially within the last year."

Tahlia says she is glad Michener has taken the step to offer this opportunity to its Black students, and hopes that opportunities such as this will encourage more Black individuals to attend Michener and pursue a career in health care.

"Receiving this scholarship has taken the pressure off of me to take on extra shifts at my

part-time job, giving me more time to focus on my academics," she says. "It has also allowed me to purchase extra supplies so I can practice my skills at home, as Chiropractic students haven't been able to participate in all of our regular labs on-site due to the pandemic."

After graduating next year, she plans to work in a private foot clinic and eventually open her own practice.

"I hope that by being a Black Chiropractor, other Black individuals in the community will feel more comfortable seeking foot care," says Tahlia. "I want my patients to feel confident that their concerns will be heard and that I'm committed to giving them the best care possible."

Last year, MyHealth established the Award for an Outstanding Black Student. This new award is given to a Black individual enrolled in a full-time program at Michener's School of Applied Health Sciences who demonstrates a commitment to Black community involvement and a desire to enhance Black lives through their education and career choices.

The first recipient of the award in 2020 was second year Chiropractic student Tahlia Berkhof.

"I chose to attend Michener because it's the only school in Canada that offers a Chiropractic program, and I love that the school allows students to get hands-on experience starting from their first year in the Chiropractic Clinic," says Tahlia.

As Michener's Chiropractic program requires students to complete a summer semester

"...the school allows students to get hands-on experience starting from their first year..."



Chiropractic student receives first MyHealth Award for an Outstanding Black Student



Michener's first fellowship student

With a background in medicine and a 15-year career as a family physician, when Maryam Dadgar moved to Canada, she sought out a way to advance her career in health care.

After consulting with friends who share a background in health care and experiencing difficulties entering the Canadian health care sphere, Maryam decided to find a program that could elevate her skills and take her career forward. She decided on Michener's Chiropody program because as a physician, the feet are

often overlooked, and this would give her the opportunity to treat the body as a whole and consider the feet in diagnosing and treating patients.

After graduating and working in a private clinic and community centre, Maryam learned of the Advanced Wound and Footcare Fellowship. The opportunity to treat patients as part of a collaborative interprofessional health care team piqued her interest, in order for her to excel her foot wound skills.

The Advanced Foot and Wound Care Practice-Based Fellowship offers learners the opportunity to specialize in an interprofessional team advanced clinical care for patients while under the clinical supervision of a foot-wound care specialist.

As a Fellow, Maryam would have the chance to collaborate with various specialists to create complete care plans for patients. Unfortunately,

due to COVID-19 Maryam's experience in the fellowship was altered. Although interaction with a larger team of health care professionals was limited, Maryam found herself in a position to educate those on her team of the possible severity of a foot wound or ulcer.

The fellowship offers a unique learning experience for both the Michener Fellow and their clinical associates. Learning how to incorporate foot and wound care into a care plan gives the patient a higher chance of avoiding an amputation, preserving their quality of life. Ontario (Canada's most populous province) spends about \$500 million per year on lower limb amputations (Diabetes Canada 2016 Report on Diabetes in Ontario). While diabetes and peripheral artery disease together account for more than 80% of lower limb amputations in Canada, 85% of these amputations are preventable with early prevention and intervention measures.

MICHENER BY THE NUMBERS



930

STUDENTS IN THE SCHOOL OF APPLIED HEALTH SCIENCES



794

TEACHING STAFF IN THE SCHOOL OF APPLIED HEALTH SCIENCES
(THIS NUMBER INCLUDES CLINICAL SUPERVISORS)



146

CLINICAL PARTNERS



1,011

CLINICAL PLACEMENTS FOR OUR STUDENTS



Our donors supporting the Michener community

Last fiscal year, Michener's generous donors allowed us to award 68 scholarships and bursaries worth a total amount of \$86,1680 to our deserving students. The COVID-19 pandemic has put an additional financial strain on students, many of whom have not been able to work part-time, and so we are especially grateful for the continued support of our alumni and funding partners.

We would also like to thank the family and friends of our late founder, Dr. Diana Schatz, who chose to donate to the Dr. Diana Schatz Scholarship in lieu of flowers after she passed. This act of generosity added an incredible \$14,659 to the fund. Over many years, this scholarship has recognized and rewarded dozens of students who have undertaken a career transition while achieving academic excellence, exemplifying innovative thinking in their chosen applied health profession and contributing to the betterment of the Michener community.



Celebrating the outstanding accomplishments of our students

Faculty, students and staff at The Michener Institute of Education at UHN gathered virtually this past November to honour Michener's 2020 scholarship and bursary winners.

One such award recipient was Chiropody student Braveenan Nirmalan, who received the President's Scholarship. Established in 1997, this scholarship is presented to a student in their graduating year who has contributed to student life, demonstrated leadership and set an example as a team player in the lab and classroom.

"Treating patients in the Michener Chiropody Clinic was a very profound experience for me, as this was the first time I was able to work directly with patients and experience what my future career had in store for me," he says. "After getting a taste of that, I haven't looked back once!"

After graduating this year, Braveenan hopes to work in the Greater Toronto Area and maximize his competence, confidence and network so he can eventually open his own clinic and serve the communities he has been a part of for years.

Another recipient was Jaffer Shaikh, who

received the Dr. Diana Michener Schatz Scholarship. Established in 1996 in honour of Dr. Schatz, founder and former President of The Michener Institute, this award is presented to a student who has undertaken a career transition while achieving academic excellence, exemplifying innovative thinking in their chosen applied health profession and contributing to the betterment of the Michener community.

Prior to studying Chiropody at Michener, Jaffer was an International Medical Graduate specializing in Otorhinolaryngology (diseases of the ear, nose and throat, or ENT), and worked as an ENT surgeon in five different countries over 22 years. Wishing to continue his education in Canada, he applied to several programs, including a Masters in Health Care Simulation, Health Information Management and Hearing Instrument Specialist programs, as well as Michener's Chiropody program. Despite being offered admission to every program he applied to, he chose to accept Michener's offer.

"I was deeply inspired by the journey of Dr. Schatz," Jaffer says. "The Michener Institute stands as a symbol of national pride in allied health care education and I'm proud to be a part of this esteemed institution."

"The Michener Institute stands as a symbol of national pride in allied health care education."



Our Programs

Integrating digital solutions into health care

The idea had been kicking around for a while, but by late 2020 its time had come. Michener's newest program - Digital Health and Data Analytics – has now come to life, filling an essential need in our health care system for a digitally-literate workforce. This program is also filling an education need for those learners and health professionals who want to translate their interest in topics like big data, artificial intelligence, robotics and virtual care into improved patient outcomes.

"People were thinking about the need for a program like this before I ever got to Michener," says Dr. Harvey Weingarten, Principal of the School of Applied Health Sciences and a member of the program steering committee.

"When we decided to move on creating it, we organized a steering group led by Wanda Peteanu and guided by myself, Fiona Cherryman and David Wiljer, with early guidance from School of Continuing Education Director Mohammad Salhia. The Michener Board provided enthusiastic and very tangible support for the program. We assembled an international Program Advisory Council of experts in the field who validated the urgent need for this program, helped inform the curriculum, and expressed an enthusiasm to engage and hire program graduates."

Virtually every Michener department supported the development of the program, from labour market analysis to curriculum design to its launch on April 1, 2021, and now onward to admissions. And the rigorous process to evaluate the program was made possible



with a grant from the Future Skills Centre, an organization dedicated to supporting skills development in Canadian labour markets.

"The program was developed using the same rigorous academic development and approval processes Michener applies to all of its programs, and which continues to make us the school of choice for the brightest applied health care professionals who aspire to be contributing members and leaders in their fields," says Harvey.

Catherine Wang is the Vice President, Clinical at the University Health Network (UHN), and administrative lead for the Joint Department of Medical Imaging (JDMI), which encompasses

medical imaging across UHN, Women's College Hospital and Sinai Health System. She is also a member of the Program Advisory Council that supported the program development. She sees the need for this type of health professional in her practice daily, and sees Michener as uniquely qualified to design and deliver it.

"In the past it's always been about how to make a better tool, but the conversation is no longer about equipment," says Catherine. "Now the next frontier is taking the imaging and manipulating and extracting better data, taking analytics and mapping the patient journey in a longitudinal approach ... which all requires data science."

The Wanda Peteanu Award in Digital Health

In the spring of 2021, Michener announced a new student award for the 2021-22 academic year - the Wanda Peteanu Award in Digital Health.

Named after Wanda Peteanu, Michener's past Director of Information Management and Program Lead for the Digital Health and Data Analytics program, the award recognizes Wanda's significant contributions to Michener and her efforts to promote and advance the roles of women in STEM (science, technology, engineering and mathematics) disciplines. It is awarded based on academic merit to a student admitted into Michener's Digital Health and Digital Analytics program.

Michener innovates to deliver simulation semester online



With no indication of physical distancing measures changing in the near future, the Centre for the Advancement of Simulation Education at Michener is finding innovative ways to safely deliver the summer simulation semester.

Michener's Communication course, which runs yearly in March for many internal programs, is designed as an interprofessional in-person opportunity for students to explore their communication skills and engage with actors trained to portray authentic roles, followed by feedback and facilitated discussion.

"We believed there was an opportunity to further develop the content covered in this course, building in additional complexity for the students as preparation for entry to practice," says Nancy McNaughton, Education Scholar, Centre for Learning, Innovation and Simulation. "The difference and challenge was in developing and

designing this solely as an online offering while maintaining keen student interest."

Summer semester typically runs from early May to the end of July. With approval and support from faculty and program Chairs, a four-day framework for "Entry to Practice Communication" was conceived and designed, drawing in part from existing content expertise and eliciting involvement from opinion leaders and professionals on the front lines as presenters.

"Course co-lead Nancy and I were technologically unprepared for this huge endeavor, despite having designed the program and being familiar with our own content areas," says Kerry Knickle, Director, Simulated Participant Program. "It cannot be overstated how instrumental the Michener team was in supporting the course organization, administration and technology requirements."

Michener becomes first Canadian school to offer a Master's degree in Cardiovascular Perfusion













The Ontario Ministry of Colleges and Universities has granted consent to The Michener Institute of Education at UHN's School of Applied Health Sciences to offer a Master of Science in Cardiovascular Perfusion (CVP). This is the first time an Ontario college has been approved to offer a Master's program, and makes Michener the only school in Canada to offer a Master's degree in this complex and important health profession.

Cardiovascular perfusionists are critical members of cardiac surgical teams. They operate heart-lung machines during cardiac and transplant surgeries,

but there is an increased need for perfusionists beyond cardiopulmonary surgery. Perfusionists are also specialists in extracorporeal membrane oxygenation (ECMO), and their work stood out during the heights of each successive COVID wave as the sickest patients required life-saving procedures.

The Michener Institute has offered its in-demand, advanced diploma in Cardiovascular Perfusion for more than 40 years. As Canada's only school within a research hospital network, Michener is uniquely positioned to improve patient care through research in cardiovascular perfusion by learning from today's critical care events to inform future technologies and advances in critical care

OUR PROGRAMS ARE IN DEMAND

	APPLICATIONS RECEIVED	2020 FALL INTAKE
 Cardiovascular Perfusion	223	13
 Chiropody	149	36
 Diagnostic Cytology	129	16
 Genetics Technology	170	16
 Medical Laboratory Science	552	76
 Nuclear Medicine and Molecular Imaging	82	15
 Radiation Therapy	137	47
 Radiological Technology	128	37
 Respiratory Therapy	451	36
 Ultrasound	505	24
 Anesthesia Assistant	23	16
 Magnetic Resonance Imaging	48	30





Our Faculty and Staff



Michener faculty share expertise on world stage

As a result of federal and provincial emergency orders to slow the spread of COVID-19, the School of Applied Health Sciences transitioned all teaching to a virtual format in March 2020. This meant a big change in how lectures and labs are typically delivered, as well as professional development opportunities.

"We had less than a week to get all the learning material online and look for resources to help students understand concepts, but Michener's faculty really stepped up to the challenge" says Reshika Balakrishnan, faculty in the Radiation Therapy program.

A team of faculty and staff also developed new virtual rounds about online education. The idea grew out of discussions with The Institute for Education Research (TIER), Learning, Innovation and Research, the Centre for Academic Quality and the Learning Resource Centre about how to support faculty who are working virtually. The rounds now provide

an ongoing forum to share experiences and expertise backed by research.

“...Michener’s faculty really stepped up to the challenge...”

Despite being unable to gather in-person, Michener staff were still able to share their expertise on the world stage. On June 10, 2020, representatives from Michener presented to the Elekta Global Education team on *The Big Pivot – Teaching and Learning in the Time of COVID-19*. Elekta asked Michener to share how the school shifted to virtual teaching to give them ideas on how to adapt their vendor support training for their clients around the world.

"When we entered into this new era and had to pivot, we had

somewhat of a roadmap because the faculty were able to leverage the experience they had from the online delivery component of our programs that are delivered outside of Toronto," said Radiation Therapy Chair Catherine Ladhani.

Later that month, Michener faculty presented at *Simulation-Based Education in Radiography/Medical Radiation Sciences: A Response to COVID-19*. This event brought the medical radiation sciences educational programs together to discuss the potential role of simulation resources, techniques and placements as temporary solutions to the challenges posed by the COVID-19 pandemic. More than 800 delegates from around the world attended, which proved to be a fantastic opportunity for the various programs to network and learn from each other.

The pandemic has also allowed the school to use new and existing technologies in a greater capacity. This past October, a leading provider of virtual reality training systems invited Radiation Therapy Professor Rahul Mohla to speak about how Michener has been using their technology for virtual teaching. More recently, Radiation Therapy Professor Martin Chai helped organized an annual meeting in March aimed at advancing the science and practice of Radiation Therapy, showcasing the latest research and clinical innovations.



Behind the scenes at Michener's 2020 virtual convocation

Like most milestones in 2020, Michener's convocation was certainly one to remember. Due to the COVID-19 pandemic and the public health guidelines around physical distancing, this year's convocation was a virtual event that went live on October 17 with more than 900 people tuning in. Despite the challenges of putting together a digital event of this size – and a first for Michener – the event gave graduates the recognition they deserved.

To maintain the celebratory spirit and to honour the 2020 grads, many of whom have been

working on the frontlines and caring for patients with COVID-19 since March, the virtual ceremony included pre-recorded speeches from Michener and UHN leadership, as well as personal video messages from faculty, alumni and fellow grads.

"We were concerned that a virtual ceremony would miss the intimate tone of an in-person event, so we did what we could to add a special touch from faculty and the people who grads connected with throughout their program," says Heather Wood, Administrative Assistant, Convocation.

Ray Nielsen, Director of the Student Success Network and Clinical Education, took it one step further to connect with grads. Ray and his team put together packages for each grad with Michener swag and a personal message from leadership. The team shipped the packages directly to grads' doorsteps.

"We wanted to acknowledge that although we couldn't celebrate in person, this day is still all about the grads," says Ray. "We're all so far away from each other now – some grads are across the country – and I think they needed this extra recognition."

The Michener convocation team recruited a videographer to film the speeches and edit the footage so that the online event had a seamless and professional feel. But it was up to the convocation team to work closely with the videographer, coordinate the video footage and make sure the content was appropriate for a virtual audience, all while ensuring the event was a special day for grads.

"We needed to have a different vision with a virtual event," says Heather. "We watched so many other virtual convocations online to get a sense of how to do this,

but every school did something different. There was no standard because everyone had to pivot quickly."

For the faculty who participated in the virtual ceremony, it was an opportunity to speak to grads the way they're used to: natural, relaxed and without the formalities of a ceremony.

Alan Joson, Michener's Graphic Designer who worked closely with the professional videographer on the event footage, was happy to see faculty showing their creative side in the video messages.

"I loved working with the faculty on their videos because it was the perfect way to personalize the event, and it brought out their creative side," says Alan. "They put so much thought into it."

In the end, some faculty recorded messages from their backyards while others were in their offices. Some leadership speeches were more formal while others were easy-going. And despite the hiccups along the way (including technical difficulties on the morning of the event), the message throughout the virtual convocation ceremony was always consistent: we are so proud of Michener's class of 2020.



Michener's Diversity, Inclusion, Values and Equity Committee

In February 2020, a small group of Michener staff came together to talk about how they could better support Michener's diverse staff

and student community. The group grew quickly and a few months later, Michener's Diversity, Inclusion, Values and Equity Committee (DIVE) officially launched.

Now with 11 staff members and three student representatives, the DIVE Committee works to create an inclusive, accessible and welcoming space at Michener. The broader goal is to support and empower Michener staff to bring their full selves to the workplace every day. Although led by staff, the group's activities and messages offer a voice to all marginalized employees and students on Michener's campus.

Alan Joson, Michener's Graphic Designer, is one of DIVE's founding members. For him, DIVE is more than just recognizing important

cultural events and initiating discussion; it's about celebrating the accomplishments of Michener's diverse community.

"The committee encourages us to tell stories about the amazing things that diverse staff and students are doing," Alan says. "DIVE has helped draw awareness to stories like the student who received the first MyHealth Award for an Outstanding Black Student, and this is so great to see."

As part of Michener's Convocation planning team, Alan has also discussed ways to make land acknowledgments more meaningful.

"We're trying to be mindful and learn ways to make these acknowledgments more personal and relevant," he says.



Key appointments at the School of Applied Health Sciences

As Michener's School of Applied Health Sciences looks forward to expanding its impact across Canada and beyond, several key strategic positions were created or filled over the past year.

In September 2020, Dr. Harvey Weingarten was appointed as the first Principal of the School of Applied Health Sciences. This position provides leadership, strategic advice and guidance

to the school and Michener overall as it expands to provide greater applied health sciences programming to Ontario and the rest of Canada. Dr. Weingarten was formerly Vice-President (Academic) and Provost at McMaster University, President of University of Calgary and most recently, President and CEO of the Higher Education Quality Council of Ontario.

Fiona Cherryman transitioned from Senior Director of Academic Programs to the newly created position of Head of Academic Affairs and Operations. In her new position, Fiona provides operational leadership for all academic activities and all operations that support the academic work of the School. This includes the planning, design, development and delivery of programs with a mandate to continuously advance the organization's strategic directions. Fiona is also responsible for promoting inclusion and equity at the School. Fiona has a clinical background as a Radiation Therapist and first joined Michener as faculty in the new joint Medical Radiation Sciences degree with the University of Toronto 20 years ago.

Following the departure of the School's Registrar and Dean of Students in late 2020, Michener welcomed two key new team members in early 2021. Dr. Melanie Spence-Ariemma is Michener's

new Dean of Student Affairs. Melanie has an impressive history and considerable experience in applied health care and in post-secondary education and administration. She has been a faculty member in Michener's joint Radiation Therapy programs and has served as a faculty member and clinical coordinator in the Mohawk-McMaster Medical Radiation Science program.

Miranda Cheng is Michener's new Registrar, coming to the School from the University of Toronto. As the inaugural Director of the International Student Exchange Office and the Centre for International Experience at the University of Toronto, Miranda initiated a suite of programs that successfully recruited international students, expanded the supports available to them, and enhanced their academic experience. Most recently, she has served as the Assistant and now the Associate Registrar at St. Michael's College of the University of Toronto.

An indigenous healing garden is taking root at Michener

From design to implementation, the garden – located at the corner of Elm and McCaul Streets in downtown Toronto – is Indigenous-led, following the practices and protocols for planting a Gitigan (the Anishinaabemowin word for garden) that have been passed down through generations. The Gitigan is a place to grow plants native to the area, traditional medicines and many plants used by Indigenous nations for their healing properties to help improve physical, mental, emotional and spiritual health.

"This project has me so excited," says Ashley Migwans, Program Coordinator, Indigenous Health & Population Health and Social Medicine, UHN. "The garden is a place to reflect and honour our Indigenous culture, our history, our stories, our language, our traditional medicines and how



all of that is interconnected within the healthcare and education system, the teachings and values."

In the past, the location of the healing garden has been used as a flower garden, overseen by Michener's Director of Facilities Paul Martin.

Paul said he connected with the Indigenous Health Program after a student alerted him to a dogwood plant in the garden and its uses in Indigenous culture and medicine – from pipe ceremonies to relief from poison ivy.

"That discovery got the ball rolling," says Paul. "So I told them, 'I have a garden, I have a budget – there's no barrier.'"

From there, a group was formed to design and plant UHN's first Indigenous healing garden. The group includes Ashley, experienced

Indigenous Earth Worker Kateri Gauthier – who was recruited to design the layout – as well as the Energy and Environment team and Paul's team at Michener, who are part of the Facilities Management-Planning, Redevelopment & Operations Department (FM-PRO) at UHN.

The healing garden was planted in June, and the team is working to install educational plaques throughout the site. The plaques will hold a land acknowledgement of the Indigenous nations across Turtle Island as well as a message welcoming visitors to the space. There will also be QR codes dispersed throughout the garden, so visitors can learn more about each plant, its Indigenous names, uses and healing properties.

Ashley sees the garden as an opportunity to include Indigenous health and wellbeing practices into Michener programming, so that students – and UHN staff – have awareness and understanding when working with Indigenous patients.

"It can serve as a way to build bridges between institutions and Indigenous ways of knowing, health and wellbeing," Ashley says. "The garden just really aligns with everything that the Indigenous Health Program is striving for."



Our Partners



Clinical Educators' Day honours the contributions of our clinical partners

For many full-time students at Michener's School of Applied Health Sciences, clinical placements are the first opportunity they have to put the knowledge and skills learned in the classroom, labs and simulation exercises into practice. This vital learning experience and critical career step is only made possible by some very important partners.

Every year, Michener hosts Clinical Educators' Professional Development Day to show appreciation for these clinical educators and to support them in their education roles. Due to the ongoing pandemic, this was the first year the event was hosted virtually and the seminar sessions reflected these challenging times. While it typically has been a full-day program, the organizing team recognized keeping

people online for a full day wasn't going to provide a great experience, so they made some changes for the February event.

During the online event, Degan Davis and Stephanie Furlott from the Student Success Network presented strategies to support students and colleagues during COVID-19. Jordan Holmes, Senior Manager at the Centre for Learning, Innovation and Simulation, also hosted a workshop focused on training for clinical readiness and the impact of COVID-19.

"We were still able to recognize our clinical partners who were nominated by our students for Clinical Recognition Awards," says Ray Nielsen, Director, Student Success Network and Clinical Education. "Although not in-person, it was still an important chance to thank everyone for the work they do to educate our students."

"Clinical Educators' Day allows us to recognize the efforts of our vital partners..."

On the plus side, many clinical partners who might otherwise not have been able to participate, especially those who are incredibly busy with the added clinical pressures of the pandemic, were able to attend the event. But

participants still missed the ability to network and connect in-person – something the Michener community has been missing throughout the COVID-19 pandemic.

"Clinical education is essential real-world experience for our students," says Ray. "Hosting an event like

Clinical Educators' Day allows us to recognize the efforts of our vital partners and hopefully provide some relevant professional development workshops to support the work they do."

Without our clinical partners, Michener would not be able to offer the high quality programs that we do. Their contribution to our programs, the student experience and the health care system at large is invaluable.



Ensuring quality in microcredentials

The School of Applied Health Sciences developed an important new partnership with eCampus Ontario in 2020. This publicly-funded organization builds systems in partnership with schools like Michener to support the future of learning and future workforce needs.

As a result of this partnership, Michener is helping Canada's health care professionals be more adaptable to changing technologies, patient needs and labour market realities.

Led by Lori Peppler-Beechey, Chair of Michener's critical care programs, and School of Applied Health Sciences Principal Harvey Weingarten,

Michener prepared a report for eCampusOntario called *Micro-credentials in the Applied Health Sciences: A Cautionary Tale about Quality*. The report points out that in the absence of a framework that sets out quality control measures and standards, employers can't reasonably assess the value or meaning of micro-credential awarded. The report makes eight key recommendations aimed at addressing this and other challenges specific to how micro-credentials are developed and offered in the applied health sciences across Canada, how they align with regulatory and licensing bodies for those professions, and how they can better serve unregulated professions such as Personal Support Workers.

"We know that a micro-credential framework for the applied health sciences has value to the health system, but the absence of proper assessment processes undermines the trust the health system and higher education has in those micro-credentials," says Ms. Peppler-Beechey, co-author of the report.

"Working with eCampusOntario, we hope to standardize how micro-credentials are defined and awarded in a way that adds confidence within our health system, but also builds education pathways for learners who want to build their careers in health care."



Michener partners with JDMI and LMP to address shared employment and education goals

This past spring, the Joint Department Medical Imaging (JDMI) and Laboratory Medicine Program (LMP) at UHN partnered with Michener's School of Applied Health Sciences to address staffing shortages at JDMI and LMP by increasing enrolment in Michener's imaging and laboratory programs and implementing strategies to ensure Michener's curricula is aligned with the most current practice in the field. This exciting and essential partnership helps Michener graduates

make a smooth transition from education to clinical practice, all in step with the professional associations' requirements.

The agreement is consistent with the strategic plans and priorities of both UHN and Michener, specifically the clinical departments. For Michener's School of Applied Health Sciences, the new partnership accelerates a number of key goals – such as enrolment growth, refreshed curricula and an increase in professional development opportunities for Michener faculty – but the partnership also motivates the planning and development of new programs that address today's health and human resource needs, which has always been a key role for Michener and what sets it apart from other Canadian colleges.

Clinical partners continue to provide invaluable learning experience during pandemic

Last March, clinical placements for students in The Michener Institute of Education at UHN's School of Applied Health Sciences were paused when the World Health Organization declared a global pandemic. The initial challenge this presented was figuring out how students could return to the clinical environment and complete their program once it was safe to do, as clinical experience is vital to their educational experience.

"It has been challenging across the health care sector to secure clinical placements as the system is so overwhelmed with the pandemic," says Ray Nielsen, Director, Student Success Network and Clinical Education.

Unfortunately, some clinical partners were unable to take on students for the academic year and others had to reduce the number of spots available. Despite these setbacks, Michener's partners have been very eager to support students and bring them back as essential members of their health care teams.

"There is recognition of the value learners bring as trainees and the importance of graduating another wave of health care workers to help meet the incredible demands on the system," says Ray.

In the past year, students have learned how to work in an ongoing pandemic, including the necessity of fast paced work and decision making, as well as effective collaboration, communication and triaging. This is invaluable preparation for the environment they will enter upon graduation.

"We have seen amazing collaboration across the health care system, hospitals and academic institutions working together to care for patients, provide learning opportunities and continuing to meet the needs of the system," says Ray.



From student to CEO

Each graduate of Michener's School of Applied Health Sciences is a success story, from the hard work and accomplishments that earned them a spot in our highly competitive programs to the value they add to their patients every day. Jake Tran, Michener alumni and now President and CEO of Toronto Grace Hospital, illustrates perfectly how Michener's grads stand out among their peers.

After graduating from Michener as a respiratory therapist in 1997, Jake worked in home care and with acute care patients at the Markham-Stouffville Hospital, where he continues to

practice. Between 2005 and 2015, in addition to working at the hospital, Jake taught in the RT program at Michener and ran his own home-care business to serve clients in the community. Once he sold his company, he ventured into management with the Toronto Grace Hospital, where he served as a front-line RT, managed a patient care unit, and eventually started the Respiratory Unit at Toronto Grace Health Centre.

Jake's passion for helping respiratory patients went beyond his professional dedication. In 2003, when the SARS1 virus was sweeping the nation, Jake was working in the acute care unit of his hospital when he contracted the virus.

Having experienced a severe respiratory virus as an RT, he was able to more deeply understand all aspects of diagnosis, treatment and recovery for patients, which he is applying now to those affected by the COVID-19 virus.

About four years ago, UHN and Toronto Grace Hospital partnered to support patients leaving the ICU who needed further care. These patients could go to Toronto Grace for rehabilitation, where the team followed the patient all the way through their recovery and their return home to their community.

"This program introduced a continuum of care that is still in action to this day", says Jake.

This past April, Toronto Grace, Michener and UHN collaborated to launch the Grace Recover Chronic Critically Ill Ventilator Program. This program allows patients who are chronically or critically in need of ventilator support to go to Toronto Grace to receive care and support, rather than an ICU or emergency department. The program opened 20 beds for these patients during the current pandemic, although Jake says he sees the need for a permanent program of this caliber to ensure patients have access to rehabilitation opportunities once they're no longer in need of ventilator support.



Alumni pin campaign

We would like to recognize our alumni with a small symbol of gratitude for your role in making Michener Canada's most prestigious school of applied health sciences. We have produced a Michener-branded pin, which we hope you will wear with the same pride we have in your many achievements.

To help us reach the entire alumni community, please complete the [online form](#) to receive your pin. If you've already completed this form, no need to send it again - we already have your information!

We encourage you to share this form with any of your colleagues who are also Michener alumni, and we welcome your ideas for how best to reach all of our Michener grads. Thank you for your ongoing support and dedication to the health care community!



Redeployed Michener alumni help bring Long Term Care facility out of outbreak

When Rosa Seif volunteered to be redeployed to Long Term Care (LTC), she didn't expect to learn and grow as a health care provider as much as she did. As a Nuclear Medicine Technologist at UHN and a 2018 Michener graduate, she had little to no bedside care experience and very little experience seeing the challenges the geriatric population faces.

To prepare for her redeployment, Rosa used the new Critical + Covid Care online learning platform, designed to bridge knowledge from one's current practice to the requirements to care for those impacted by Covid-19 in acute and long-term care. The website resources she found most helpful were the Covid-19 Outbreak Guidance in Long Term

Care, Mobility and Transferring, and sections regarding wounds, delirium, depression and dementia, and Living Well and Dying Well.

"I found the website to be informative and easy to navigate, and I had more confidence going into this new environment," says Rosa. "Even during my work in LTC, I would go back to it to refresh my knowledge and find resources related to specific experiences I had on a particular day."

What made the learning process even easier were the dedicated and passionate teams she was privileged to work with. Rosa worked with Personal Support Workers (PSWs) and nurses at the LTC facility, in addition to her team from UHN, which included nurses,

"The PSWs and nurses who work at the LTC facility were the backbone of our team."

medical students, speech pathologists, clinical researchers and therapists. She quickly discovered that each person had something unique to offer and teach the other professions when it came to caring for the residents.

"The PSWs and nurses who work at the LTC facility were the backbone of our team," says Rosa.

The LTC facility was eventually able to come out of outbreak thanks to every single person's effort and dedication. Rosa says her team from UHN and the team from the LTC became like a family during this challenging time by supporting one another, teaching and building each other up.

A SNAPSHOT OF MICHENER ALUMNI

Michener alumni are a diverse group with impressive careers in health care. They are Michener's ambassadors, and they demonstrate how valuable Michener and the applied health sciences are to the health care system and our community. Michener has over 15,000 alumni, and we are able to gather data about this group through different sources, including social media. The below infographic tells the story of where our alumni are today, and this information comes mainly from our alumni database and LinkedIn.

Where our alumni live	Their area of expertise	Their level of education	The fastest growing positions among our alumni
Canada	Health Care	Bachelor's Degree (48%)	Cardiovascular Perfusionist
USA	Research	Master's Degree (36%)	Radiation Therapist
UK	Business Development	College diploma (9%)	Medical Laboratory Technologist
Australia	Education	MBA (3%)	Nuclear Medicine Technologist
Trinidad & Tobago	Information Technology	PhD (3%)	Respiratory Therapist
Saudi Arabia	Community and Social Services		
Bangladesh			



The Michener Institute of Education at UHN
School of Applied Health Sciences

222 St. Patrick Street
Toronto, Ontario, Canada
M5T 1V4



[Michener.ca/Education-Report](https://michener.ca/education-report)

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The photos that appear in this annual report were taken pre-pandemic, which is why individuals in the photos are not wearing personal protective equipment.