



**SickKids<sup>®</sup>**  
**2025**

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**LEARNING INSTITUTE**  
**2021-2025**  
**STRATEGIC PLAN**

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## LEADERSHIP MESSAGE



Built from the perspectives of our vibrant learning community, I am pleased to present to you SickKids Learning Institute's 2021-2025 strategic plan.

At the heart of this strategy and our vision for healthier children is an inclusive learning ecosystem. We believe that only through creation of learning environments where all participants are welcomed, respected, valued, and heard can we achieve the aspirations of this plan, and collectively, that is our commitment.

Building on a culture where all are teachers, and all are learners—including children, youth, families, educators, researchers, clinicians, and members of the paediatric workforce—we will strive to put users at the centre of all that we do on our mission to improve child health outcomes and systems of care worldwide through education.

This plan encompasses pioneering work to inform and activate the public as partners in child and youth health, cultivate a next generation paediatric workforce, locally and globally, and revolutionize learning experiences through compassion, innovation, and emerging technologies.

Progress will require contributions of energy, knowledge, and expertise in all its forms, and most of its forms reside within you, our community.

If you are in search of learning, if you have knowledge to share, if you are seeking partnership or collaboration, or if you'd simply like to raise your voice for children's health, please join us in bringing this plan to life!

Sincerely,

Handwritten signature of Pam Hubley in black ink.

Pam Hubley  
VP Education & Academic Practice  
Chief, International Nursing





## ABOUT THE LEARNING INSTITUTE

### OUR VISION

Healthier children through teaching and learning.

### OUR MISSION

Improve child health outcomes and systems of care worldwide through education.

### PARTNERSHIPS

Realizing our vision will require close collaboration with our clinical and research partners, academic institutions, health care organizations, government, corporate partners, SickKids Foundation, and a vibrant community of children, youth, families, and faculty.

## VALUES

**COMPASSION**  
We genuinely care about others.

We approach all interactions with empathy, respect, professionalism, and kindness by practicing active listening, and treating others the way they want to be treated.

**INTEGRITY**  
We do the right thing every time.

We ensure that honesty, trustworthiness, fairness, sincerity and ethics guide our actions and choices.

**COLLABORATION**  
We believe we are stronger when we work together.

We value teamwork, relationship building and leverage individual strengths and experiences to achieve desired results and outcomes.

**INCLUSION**  
We value a culture of belonging.

We create a safe environment where everyone feels welcomed and respected and where their uniqueness is valued and celebrated.

**INNOVATION**  
We will make today better than yesterday.

We will challenge the status quo, embrace possibility thinking and balance risk with reward to drive necessary change.

**EXCELLENCE**  
We will take personal accountability to be our best and do our best.

We embrace a continuous learning mindset, curiosity, and hold ourselves to the highest standards of care, safety, quality and service.



## HOW WE GOT HERE

30

Patients and families contributing

133

Survey responses

418

SickKids trainees and staff contributing

16

Focus groups

## GUIDANCE FROM OUR STAKEHOLDERS

“ Provide tailored education to patients and families in advance of coming to SickKids, continue education while they’re here, and follow-up with targeted education at home.”

“ Staff that are enabled to learn are enabled to perform to their greatest potential. Provide psychologically safe environments for staff to learn and reflect on performance.”

“ SickKids should be leaders outside its walls, to promote all things—mental health, hand hygiene, children’s safety, exercise, eating. Advertise these important initiatives!”

“ Ensure clinical staff have the expertise to assist with diverse clinical and family situations and needs, from pre-admission to post-discharge, over the span of a child’s experience.”

“ Ensure education truly matches the needs of the audiences. Include members of the audience and patients in the design of programs.”

“ Develop quality metrics in education to ensure there is a baseline which helps with improving processes over time.”

“ Advance engaging learning methods, such as VR, active learning (simulation of various means), in situ learning.”

Stakeholders expressed a desire for learning in many areas:

QUALITY & SAFETY

EQUITY, DIVERSITY & INCLUSION

EMERGING TECHNOLOGIES

PRECISION CHILD HEALTH

TRAUMA-INFORMED CARE

MINDFULNESS, RESILIENCY & WELLBEING





## PROMOTE LEARNING TO ENABLE A HEALTHIER POPULATION

- Advocate for equity and action on social determinants of health for populations experiencing structural vulnerabilities
- Create opportunities for staff to participate in cultural sensitivity training
- Incorporate patients' and families' lived expertise in learning to improve partnership across research, education, and care
- Leverage high impact channels and novel partnerships to transmit energizing, multimedia health information to the public



## CULTIVATE EXCELLENCE IN THE PAEDIATRIC HEALTH SYSTEM

- Prepare the paediatric workforce for new clinical paradigms, emerging technologies, and the era of Precision Child Health
- Amplify interprofessional training and team-based learning across the career lifespan
- Unify academic, educational, research and clinical training programs and partnerships around shared goals
- Be a leading global destination for paediatric learners, translating knowledge across countries and cultures



## ENHANCE LEARNING THROUGH INNOVATION

- Integrate just-in-time learning and microlearning into workflows
- Individualize experiences with AI-powered, adaptive learning
- Expand virtual offerings and evolve the design of hybrid learning models
- Equip patients, families, and staff with the knowledge, skills, and tools to thrive in virtual environments
- Bolster augmented reality (AR) and virtual reality (VR) educational programs and research
- Become a world leader in paediatric simulation activities



## FOSTER AN INCLUSIVE LEARNING ECOSYSTEM

- Partner with patients, families, and other experts in education design and delivery
- Create equitable, compassionate, accessible, and psychologically safe learning environments
  - Build dynamic spaces for learning
- Optimize education through quantitative and qualitative assessment, program evaluation, and research
- Develop exceptional faculty, establishing pathways and mentoring for patients, families, and staff to excel in teaching and learning

COMPASSION

INTEGRITY

COLLABORATION

INCLUSION

INNOVATION

EXCELLENCE



## PROMOTE LEARNING TO ENABLE A HEALTHIER POPULATION



Advocate for equity and action on social determinants of health for populations experiencing structural vulnerabilities

Create opportunities for staff to participate in cultural sensitivity training

Incorporate patients' and families' lived expertise in learning to improve partnership across research, education, and care

Leverage high impact channels and novel partnerships to transmit energizing, multimedia health information to the public

Many factors beyond health services impact health outcomes, especially for populations experiencing systemic oppression or discrimination. Building on a commitment to health equity, the Learning Institute will work with partners such as the Child Health Institute (SickKids) and the Leong Centre (University of Toronto) to inform policy and positive action on topics including public safety, the environment, transportation, education, poverty, and food security. Moreover, cultural sensitivity training for SickKids staff will build capacity in the paediatric workforce to meaningfully engage with individuals across the diverse communities we serve.

Recognizing that learning is more powerful when multi-directional, the Learning Institute will facilitate better understanding of the lived experiences and improve incorporation of the lived expertise of patients and families in research, education, and care. In closer partnership, patients, families, and staff will work to enhance outcomes and experiences for children and youth in need.

With a population that is becoming more health conscious, never before has there been such a need for reliable health information, yet such immense challenges in sifting through disinformation to find it. The Learning Institute will serve as a beacon for trusted information, publishing accessible formats in accessible places to give child and youth health a more prominent place in the attention economy. Bite-size videos, animations, social media, AboutKidsHealth content in grocery stores, pharmacies, or schools – the possibilities are endless and experimentation will be necessary to find the formats that work best.





## CULTIVATE EXCELLENCE IN THE PAEDIATRIC HEALTH SYSTEM



Prepare the paediatric workforce for new clinical paradigms, emerging technologies, and the era of Precision Child Health

Amplify interprofessional training and team-based learning across the career lifespan

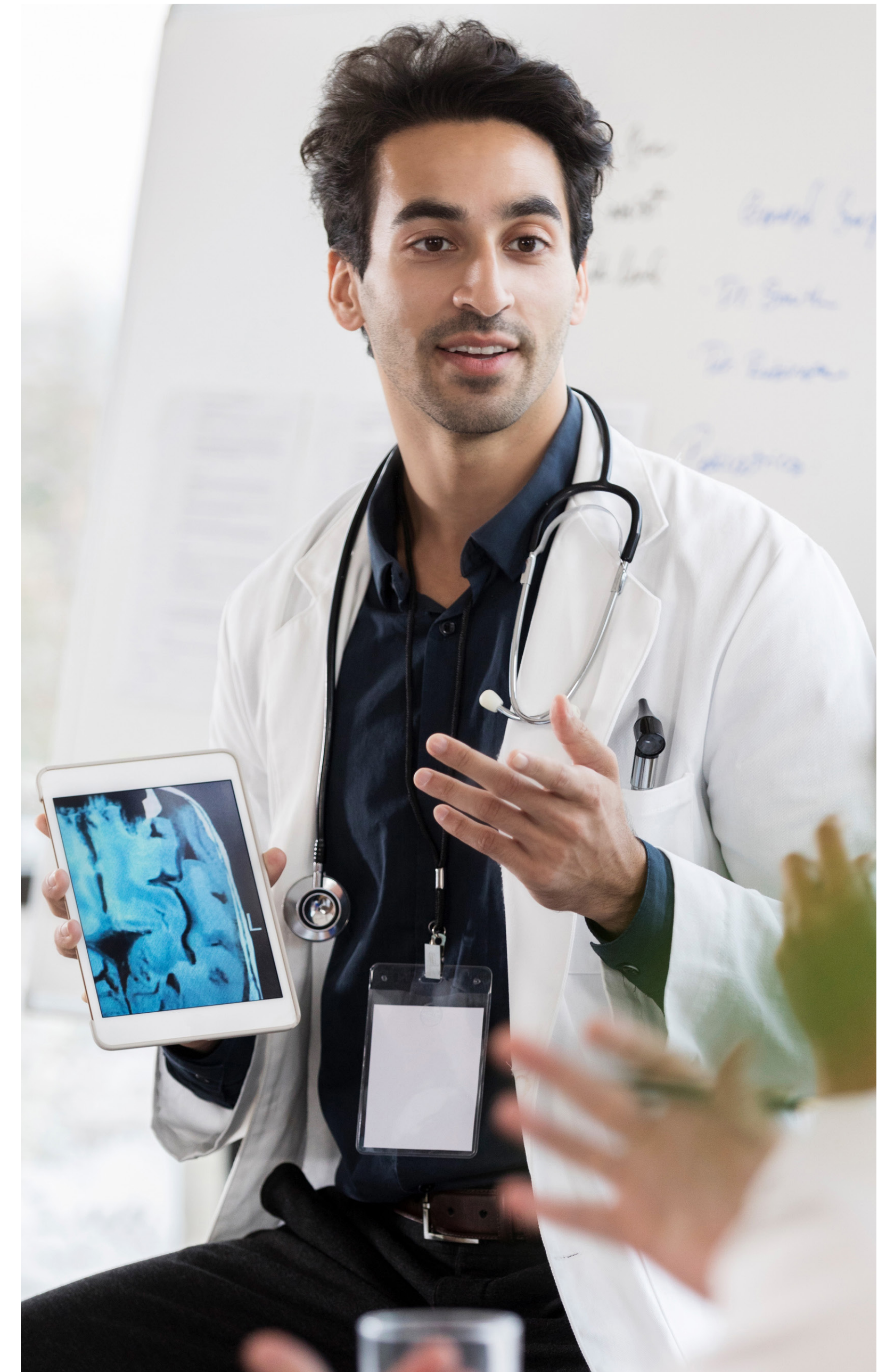
Unify academic, educational, research and clinical training programs and partnerships around shared goals

Be a leading global destination for paediatric learners, translating knowledge across countries and cultures

Transformation of global health systems is being driven by evolving consumer demands, emerging technologies, and the need to reinvent for sustainability. The Learning Institute will respond to these challenges by preparing a paediatric workforce—at SickKids, provincially, nationally, and internationally—that is empowered to lead change. This work will include training for new clinical paradigms such as virtual care, data-driven decision making, and compassion in digital spaces, emerging technologies such as artificial intelligence, and at SickKids, the shift to Precision Child Health, a movement toward individualized care.

As health services and the needs of patients become increasingly complex, the need for learning within and across disciplines is increasingly important. The Learning Institute will expand interprofessional and team-based training programs, ensuring continuous and on-demand education from recruitment to retirement. In doing so, we will double down on collaboration by forming closer linkages across academic, educational, research and clinical training programs and partnerships, aligning activities and unlocking synergies where shared goals exist.

To advance SickKids' position as a leading global destination for paediatric learners, the Learning Institute will streamline onboarding of learners to the Canadian context, support individuals in translating learning into practice when they return home, and facilitate ongoing connections with a global network of paediatric professionals.





## ENHANCE LEARNING THROUGH INNOVATION



**Integrate just-in-time learning and microlearning into workflows**

**Individualize experiences with AI-powered, adaptive learning**

**Expand virtual offerings and evolve the design of hybrid learning models**

**Equip patients, families, and staff with the knowledge, skills, and tools to thrive in virtual environments**

**Bolster augmented reality (AR) and virtual reality (VR) educational programs and research**

**Become a world leader in paediatric simulation activities**

The future of learning will be increasingly embedded in work, not an addition to it. The Learning Institute will accelerate this evolution through integration of training into workflows, implementing solutions such as just-in-time learning, microlearning, chatbots, and voice-activated learning modalities. Over time experiences will become increasingly individualized, meeting learners where they are to deliver competency-based education matched to the needs of daily activities, and harnessing adaptive learning platforms as they mature.

An expanded catalogue of virtual learning opportunities will improve access to education for learners in remote locations or those just around the corner, with a new generation of hybrid learning models built to satisfy learning needs that cannot be met by virtual alone. To support adaptation to changing learning environments, patients, families, and staff will be equipped with modernized capabilities for learning across a dynamic range of spaces.

As augmented and virtual reality navigate the hype cycle of emerging technologies, the Learning Institute will continue to generate innovative programming and research to optimize impact of these modalities in the health sciences. In line with these immersive experiences, SickKids will become a global leader for simulation activities, democratizing experiences for greater numbers of learners, and providing international thought leadership from advancements made in our state of the art simulation facilities.





## FOSTER AN INCLUSIVE LEARNING ECOSYSTEM



- Partner with patients, families, and other experts in education design and delivery
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- Build dynamic spaces for learning
- Optimize education through quantitative and qualitative assessment, program evaluation, and research
- Develop exceptional faculty, establishing pathways and mentoring for patients, families, and staff to excel in teaching and learning

An inclusive learning ecosystem will be the critical substrate for all activities of the SickKids Learning Institute. Through an all teach, all learn mindset, children, youth, families, health professionals, and other experts will collaborate in the design and delivery of curriculum that represents a diverse fabric of expertise and lived experiences.

To enrich learning experiences, we must first enrich the learning environments in which they occur. The Learning Institute will do this by creating environments where all participants feel welcome and respected, valued and celebrated, and psychologically and emotionally safe to share ideas big or small. As SickKids redevelops its campus through Project Horizon, this vibrant culture of learning will be extended across an evolving array of physical, virtual, and hybrid spaces where teaching and learning unfolds.

To retain its position as a leader in paediatric education, the Learning Institute will retain a focus on continuous improvement, underpinned by exceptional faculty. Diligent evaluation and research driven by data and learner experiences will push the boundaries of evidence-based learning, while defined pathways and mentoring for teaching and learning will unleash the talents of a diverse faculty of patients, families, and staff.





# TEACHERS AND LEARNERS OF THE FUTURE



**Annette**, Elementary School Student, Orillia

Annette first heard of AboutKidsHealth when she saw a video of her favourite Youtuber talking about healthy eating at the grocery store near her aunt's house in Toronto. After following AboutKidsHealth on Instagram, she was excited to see that some of her favourite social media celebrities sometimes visited the AboutKidsHealth channel to talk about healthy behaviours for kids.

After sharing this fun new way of learning with her teacher at school, Annette's class started playing an AboutKidsHealth video at the end of every week. They called it 'Fit Fridays', and on the following Monday would share how they lived the lessons they learned as part of Show and Tell.



**Amal**, Critical Care Nurse, Bahrain

Amal visited SickKids for training in intensive care. During orientation, Amal learned about health care in Canada and the diverse patient populations served by SickKids. Throughout her placement Amal met with a knowledge translation team to discuss the cultural contexts around what she was learning, and how to translate her training into practice back home. Recognizing that most training in Bahrain focused on individuals, Amal was able to transform what she learned through team-based simulation of codes at SickKids into development of interprofessional training for her critical care colleagues back home, comparing notes along the way with the global network of learners she was connected to through the Learning Institute.



**Andrew**, Cardiothoracic Surgeon, SickKids

Maliha was the toughest case that Andrew ever faced—a high-risk surgery for a rare congenital anomaly, complicated by proximity to a nerve bundle. Heading into the procedure, Andrew felt it was a critical learning opportunity for his team of fellows so reached out to experts at the Learning Institute to capture the experience for future augmented and virtual reality-based learning.

Based on high-definition, multi-angle recordings and 3-dimensional scanning, Maliha's case is now used to train incoming surgical teams. Visualizing her anatomy using AR, teams are able to develop a surgical plan and later re-live the operating room experience in VR, improving preparation should such a case one day come their way.



**Jerry**, Dad of Olivia, a Former SickKids Patient

When Jerry and his wife's first child arrived, they never expected the learning that would be required to care for their son when surgical removal of a tumour resulted in a temporary tracheostomy and a G-tube. In the year after his son recovered, Jerry felt a desire to give back. Partnering with the Learning Institute, Jerry became part of SickKids' family as faculty team. Collaborating with SickKids educators to design and deliver curriculum for families caring for children with complex needs, Jerry was able to help other parents translate the clinical knowledge of SickKids clinicians to the everyday realities of life at home with a sick child, ensuring other parents never had to feel the drowning sensation he and his wife once felt.







**Yuseke**, International Learner

Yuseke is a 3rd year pharmacy student from Japan who joined the SickKids Virtual Paediatric Pharmacy Education Program to learn about paediatric pharmacology and the role of the pharmacist at SickKids, and in the community. He acquired knowledge including Best Practices in Medication History and Reconciliation, and Drug Safety in Pregnancy and Lactation. The Faculty of Pharmacy at the University of Toronto organized virtual activities where Yuseke and his peers engaged in discussions with UofT pharmacy students. "This experience enhanced my knowledge of how a paediatric pharmacist plays an important role in the delivery of safe and quality care, and the impact that a model of child and family centred-care can have on health outcomes".



# STRATEGIC CHANGE

	FROM 2021	TO 2025
 <b>HEALTHIER POPULATION</b>	Public need for information and active participation in their health	➔ Energized, informed, and activated patients, families, and citizens
 <b>CULTIVATE EXCELLENCE</b>	A paediatric workforce facing multi-factorial change and sustainability challenges	➔ A modernized paediatric workforce, empowered to lead change
 <b>INNOVATION</b>	Disruption in traditional approaches to teaching and learning	➔ Immersive, individualized learning experiences enabled by technology
 <b>INCLUSIVE LEARNING ECOSYSTEM</b>	Pockets of educational excellence, loosely connected	➔ An inclusive network, teaching, learning, and growing together



# IMPACT THROUGH ALIGNMENT

