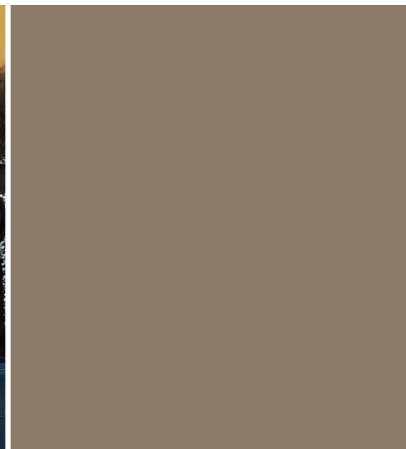




Ontario Shores
Centre for Mental Health Sciences

Discovery. Recovery. Hope.

Academic Plan 2017-2022



Executive Summary

The Research and Academic team acts as a catalyst and expert resource to advance achievement of the organization's Strategic Plan. This document presents Ontario Shores' 2017-2022 Academic Plan, setting out goals and initiatives for both research and education.

Building on the achievements and momentum gained from our 2012-2017 Academic Plan, new research and education strategic directions have been identified along with an enabling framework and clearly defined outcome objectives. *Over the next five years, Ontario Shores will:*

- Become known as a leader in the mental health sector for our advancements in **Data Science** research
- Strategically strengthen our academic partnerships and seek multi-sector partners to explore **Technology Innovations** focused on improving access to care and patient outcomes
- Evolve current programs and education for **Recovery** and **Dementia** research
- Continue to shape and advance the next generation of healthcare leaders by influencing **mental health education curriculum** and **delivery mechanisms**
- Leverage our research and education enterprise in realization of Ontario Shores' strategic directions

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Poster Presentation at the 5th Annual Mental Health Conference.

Introduction

Ontario Shores Centre for Mental Health Sciences (Ontario Shores) is a public teaching hospital providing a range of specialized assessment and treatment services to those living with complex and serious mental illness. At Ontario Shores, patient care is delivered using leading clinical practices and the latest advances in research. Our leadership team, staff, volunteers and students bring their wealth of expertise, knowledge, compassion and commitment to enhance care for people affected by mental illness. Ontario Shores' greatest strength is the people who advance patient care services and contribute to leading research and education. Our research focuses on enhancing patient care and outcomes with a strong emphasis on the Recovery Philosophy and Care Delivery Model. Our dedicated staff members invest countless hours in training the future generation of mental health leaders. Our organization is embedded within the community through our collaborative working relationships across all sectors demonstrating exemplary care and support for patients and their loved ones.

At Ontario Shores, patients and families benefit from an evidence-based and recovery-oriented environment of care built on compassion, inspiration and hope.

Ontario Shores has built a strong foundation and momentum to harness academic opportunities to transform mental health care in Canada and internationally. Serving the organization as a whole, the Research and Academic team acts as a catalyst and expert resource to advance achievement of the organization's Strategic Plan. This document presents Ontario Shores' 2017-2022 Academic Plan setting out goals and initiatives for both research and education. Throughout this document the term "Academic" refers to both research and education.

We believe that the integration of care, education, and research provides the foundation of recovery for people affected by mental health issues.

Embedded within the Ontario Shores' 2012-2017 Strategic Plan, the preceding Academic Plan (2012-2017) was built on four pillars to advance the organization's academic mandate:

- Solidify the research enterprise through focused initiatives
- Leverage and enhance teaching and learning opportunities
- Extend impact through leadership, creative professional activity and community engagement
- Build the foundational systems and processes to enable success

To build on our momentum and further advance as a leading Academic Health Sciences Centre specializing in mental health care, this new Academic Plan has been developed to guide and inform our academic endeavours and leadership.

Designing the Next Stage of Academic Success

A Solid Foundation: Evaluation of the 2012-2017 Academic Plan

To develop our new Academic Plan, we first evaluated the degree to which we realized the full scope of our previous Plan (2012-2017). To do this we synthesized the insights from Ontario Shores' Research and Academics team members, assessed the Research and Academics department's Annual Reports and Balanced scorecards, and gathered additional insights from Ontario Shores' leadership team. We also conducted an external review which validated that the organization has further solidified its research enterprise as evidenced by new scientist positions, research publications, and grant awards; leveraged teaching and learning as indicated by very high satisfaction ratings from students as well as growth in student numbers now at approximately 460 students annually from over 60 academic affiliates; enabled the Academic mandate as reflected by an expanded and fully staffed Research and Academic team and infrastructure; and achieved extended impact through leadership and engagement as visible through such examples as the widespread involvement of Ontario Shores' clinicians and staff members in numerous professional activities, international mental health projects, and the launch of the Journal of Recovery in Mental Health.

Developing the 2017-2022 Academic Plan

The aim of our 2017-2022 Academic Plan is to advance leading practices and innovations in mental healthcare and support Ontario Shores in achievement of the organization's strategic plan. To develop this new Academic Plan, we consulted with our key internal and external stakeholders to better understand our successes, future opportunities and investments and what was important to them. Through over 200 interviews conducted as part of the overarching Ontario Shores' Strategic Plan development, and



Patient utilizing Library research space.

consultations with our leadership team and our internal leadership and staff committees, it became evident that the organization is aware of, and is accessing the Research and Academics team members and services and infrastructure investment, and is proud of Ontario Shores' accomplishments in all its spheres, including Research and Academics. Over the next five years, Ontario Shores' leaders, clinicians and staff envision further advancement of the organization's research and education mandate, which is expected to make key contributions to optimizing patient outcomes through leading edge research, evaluation of care quality and impact, further integration of patients and their families in care, and ongoing leadership in clinical education for the next generation of healthcare practitioners and leaders.

Through one-on-one interviews with over twenty external stakeholders from academic and innovation organizations, there was praise for Ontario Shores' continued commitment to patient care, community partners and academia. External stakeholders identified that Ontario Shores is well positioned to advance mental health research and education in Ontario, Canada and internationally and they expressed strong interest in continued strengthening of strategic partnerships with the organization.

One of our objectives in developing this new Academic Plan was to more deeply understand what makes research and

In keeping with the Academic Health Science Centre mandate, we believe that at Ontario Shores academic and clinical mandates are integrated and part of our culture.

education centres succeed. As a result, we conducted a jurisdictional scan of ten successful academic organizations in Canada, the United Kingdom and Australia. The scan highlighted several common factors that facilitated the success of each of these ten organizations in fulfilling the Academic Health Sciences Centre mandate:

- A **focused research and education enterprise** with infrastructure; dedicated resources and funding; strong research governance; formal prioritization of key research; education activities and continuous formal evaluation of both process and outcomes;
- Establishment of strategic **partnerships** with academic institutions that support investment and cross-appointment of high caliber academics;
- Leveraging of the organization's **unique strengths**

In keeping with the Academic Health Sciences Centre mandate, to inform the 2017-2022 Academic Plan for Ontario Shores, we mapped mental health priorities within Ontario. We reviewed and integrated insights into our Plan from the Mental Health and Addictions Strategic Aim of the Central East Local Health Integration Network (**Central East LHIN**), the Better Health Means Better Mental Health publication by the **Ontario's Mental Health and Addictions Leadership Advisory Council**, and the report on the Quality of Mental Health and Addictions Services in Ontario by Health Quality Ontario (**HQO**) and Institute for Clinical Evaluative Sciences (**ICES**). Guided by the goal of positively impacting patient care through a culture of innovation and discovery, key opportunities were identified for the new Academic Plan to support Ontario Shores in advancing integrated systems, expanding the focus on program evaluation, and systematic measurement of health outcomes in order to influence achievement of a high-performing system.

Additionally, we reviewed academic trends in Ontario and Canada and identified that there is a continued focus on health and education initiatives that are relevant to Canadians and that maximize value and impact of investment:

- **Patient-oriented research**: Focus on priorities that are important to patients and produce knowledge to improve healthcare practice, therapies and policies
- **Knowledge translation**: Knowledge dissemination and engagement of stakeholders or potential research knowledge users in the entire research process
- **Commercialization**: Ideas and knowledge translation from research to the marketplace to improve patient care and stimulate economic growth and competitiveness
- **Forging new partnerships**: Maximizing the opportunity created when industry, not-for-profits and academia work together to bring their collective expertise and resources to solve challenging problems
- **Collaboration**: Addressing a need in the context of the rapidly changing and increasingly complex environment for academia, for partnerships across various departments, disciplines and research institutions

All of these insights and findings guided and informed the development of our Academic Plan for 2017-2022.

Framework for the 2017-2022 Academic Plan

We will fulfill our mandate to lead research and education to advance Ontario Shores as a recognized Academic Health Sciences Centre through a focus on four pillars (Figure 1):

- **Focus:** Focus research and education on emerging needs and opportunities
- **Leverage:** Leverage our strengths to expand capacity and scope
- **Partner:** Partner strategically with key stakeholders
- **Deliver:** Deliver to increase value outputs from the academic enterprise

The four pillars overlap and integrate with one another to address the needs of those living with complex and serious mental illness and to mobilize Ontario Shores' people and resources to fulfill our vision of *Recovering Best Health, Nurturing Hope and Inspiring Discovery*.

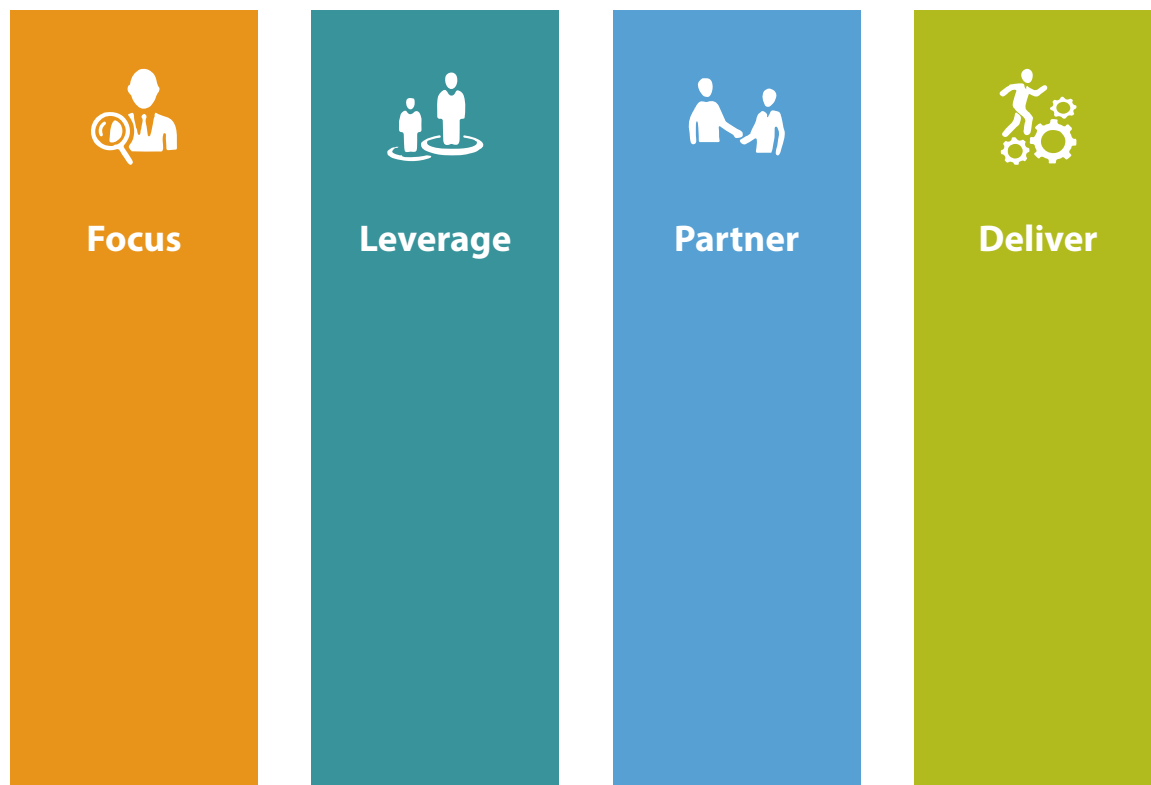


Figure 1. Four Pillars of Ontario Shores' Academic Plan.

Framework for the 2017-2022 Academic Plan Continued

Our academic plan is designed to complement and advance achievement of Ontario Shores' Strategic Directions – **Be Bold. Be Inspiring. Be Caring. Be Extraordinary** (Figure 2). Through the Academic and Strategic Plans, we will empower our researchers, clinicians, staff, students and patients along with our academic and community partners to harness their collective power, challenge the status quo, impact system change and influence health system evolution and policy for mental health.

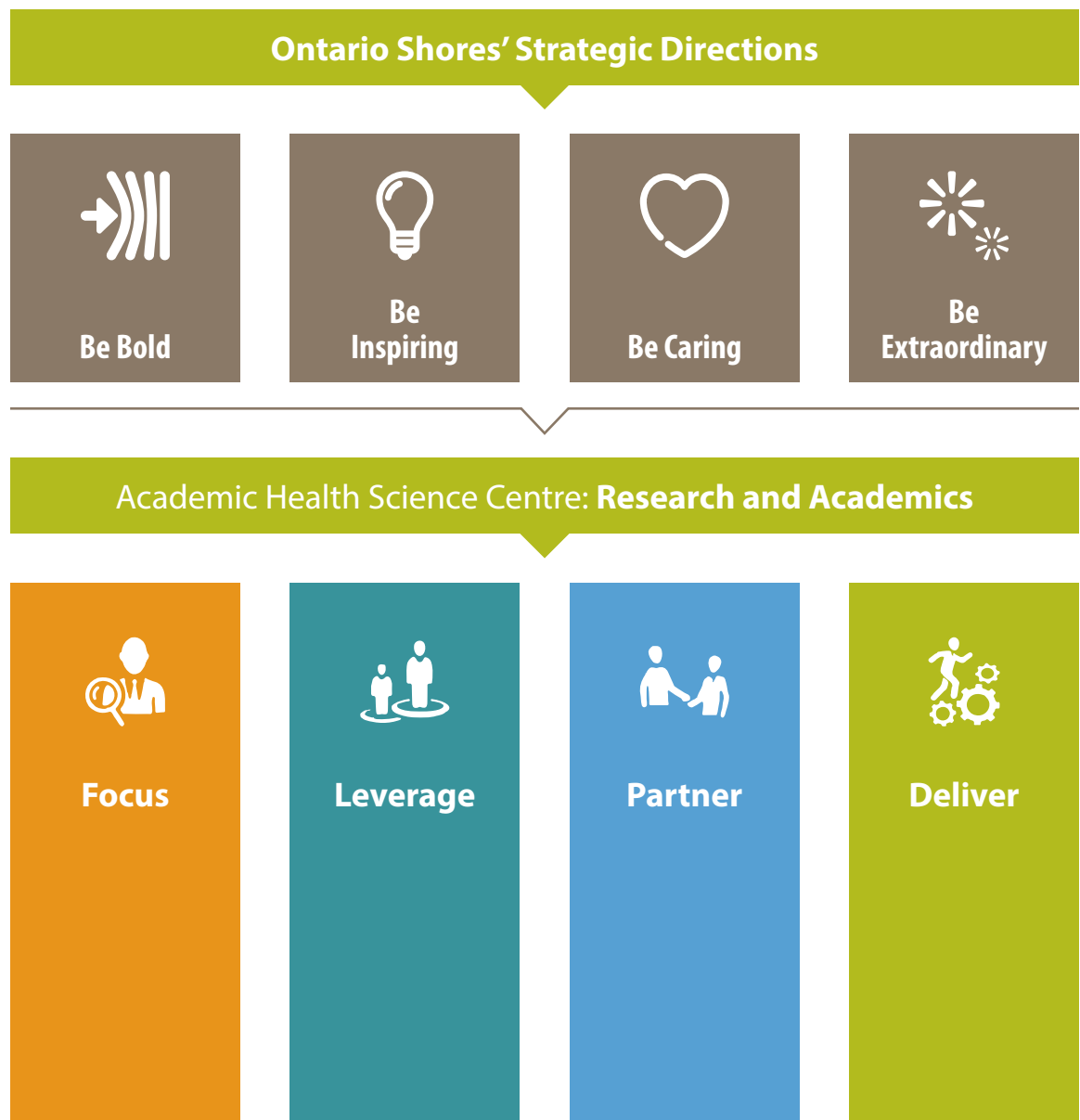


Figure 2. Ontario Shores Framework for the 2017-2022 Academic Plan.

Pillar 1: Focus

Focus research and education on emerging needs and opportunities:

- Invest in Data Science and Technology Innovations
- Evolve current research programs in Recovery and Dementia
- Influence mental health education curriculum and delivery mechanisms

As informed by external and internal consultations with academic and industry leaders, Ontario Shores' leadership team, researchers, clinicians and staff, we will focus on areas of opportunity and strength, including Data Science and Technology Innovations in mental health, in addition to further evolving our current research capacity in Recovery and Dementia.

We will focus Data Science research on identifying trends, detecting patterns and gleaning valuable findings in the prevention and treatment of mental health issues. We will build internal capacity to advance Data Science Research, decision support and analytics capabilities and work with our strategic partners to design and implement demonstration projects that focus on predictive models and algorithms and those that utilize real time data.

To advance Technology Innovations in the mental health field, we will contribute to testing and evaluating innovative technologies in mental health services in collaboration with sector leaders, patients, families and clinicians. We will identify opportunities to explore innovative technology solutions to advance and address the unique needs of patients and improve access to care.

Over the next five years we will focus on mental health education curriculum and delivery mechanisms to shape the next generation of mental health professionals. As a Recovery organization, we will integrate our Recovery Philosophy and Care Delivery Model into course and lecture development by working closely with our academic,

patient and community partners and become a teaching centre for the Recovery Model. We will equip our people with the necessary knowledge, support and tools to be extraordinary in research and teaching.

Key Expected Outcomes for the Focus Pillar:

- Research Programs in the fields of Data Science and Technology Innovations
- Focused programs of research in Recovery and Dementia
- Innovations in mental health education curriculum and delivery mechanisms



Focus



Leverage

Pillar 2: Leverage

Leverage current assets to expand capacity and scope:

- Leverage the strengths of Ontario Shores to advance achievement of the Academic Health Sciences Centre mandate
- Leverage the academic enterprise in achievement of Ontario Shores' strategic directions

Ontario Shores will continue to leverage its strengths in keeping with the Academic Health Sciences Centre mandate of integrating research, education and patient care. Academic Health Sciences Centres conduct leading-edge research, train the next generation of health care professionals and provide high quality and evidence-based patient care services. For Ontario Shores, research is not only about innovation and generating new knowledge, it is foremost about improving the lives of our patients and supporting the organization's decision making (i.e. through evidence-based practice, program evaluation).

Over the next five years, we will expand our research program based on the Canadian Academy of Health Sciences' (CAHS) research framework (Figure 3) that we have adopted to increase and evaluate our research impact. We will further evolve our academic environment to support our areas of focus – **Data Science, Innovative Technologies, Recovery and Dementia**. We will build on our education successes to-date to enhance our faculty development programs and to develop a platform to exchange knowledge and stimulate inventive thinking amongst our researchers, clinicians and staff along with our students and partners.

The impact of our organization goes beyond our walls. We will continue to leverage our academic enterprise in achievement of Ontario Shores' strategic directions – **Be Bold. Be Inspiring. Be Caring. Be Extraordinary.**

Key Expected Outcomes for the Leverage Pillar:

- A thriving academic environment
- Further evolution of our organizational culture of inquiry and innovation
- Optimal deployment and utilization of the Research and Academics team, knowledge and skills
- Measureable contribution from the academic enterprise to the achievement of Ontario Shores' strategic plan

Ontario Shores enjoys a rich mixture of students, interns and experienced clinical and research staff that make it a vibrant, stimulating and supportive atmosphere to inspire discovery.

Pillar 3: Partner

Partner strategically with key stakeholders:

- Promote partnerships with academic institutions in advancement of our research and education agenda
- Forge highly productive partnerships with industry, not-for-profits, ministries and other agencies
- Attract high caliber researchers across provincial partners who are passionate about research and education in our areas of focus

Our organization has developed a reputation of being a leading and trusted education partner for mental health and we have made strides in developing meaningful and relevant research partnerships. As part of the 2017-2022 Academic Plan, we will continue to advance partnerships with academic institutions and will expand our influence by working with senior administrative levels of academia. In the next five years, we will also strengthen and develop formal multi-sector partnerships that leverage each partner's strengths to achieve breakthroughs in quality of care and education.

We will forge partnerships through multi-sector collaborations to bring richness to our students' learning experience and promote an inter-disciplinary research environment beyond the walls of our hospital to foster development, testing and uptake of innovations in mental health. Our organization will be at the forefront of influencing the foundational mental health knowledge of future generations by jointly developing mental health education curricula with our academic partners. We will collaborate across our organization in building **Data Science** capability by working strategically with existing and new partners. Similarly, to advance **Technology Innovations**, we will invest in highly productive partnerships with key academic institutions and technology sector leaders, leveraging each other's strengths in forming joint research and evaluation platform. We will also continue to expand our partnerships

for research and evaluation of programs in **Recovery and Dementia**.

Key Expected Outcomes for the Partner Pillar:

- Expanded influence with academic partners
- New multi-sector partnerships that leverage each partner's strengths
- Partnerships that diversify funding opportunities
- Sufficient highly qualified personnel to meet the academic mandate



Partner

At Ontario Shores, we strive to foster a culture of discovery and innovation aimed at creating, evaluating and transferring knowledge to affect positive change in those living with complex and serious mental illness.



Deliver

Pillar 4: Deliver

Deliver to increase value outputs from the academic enterprise:

- Demonstrate ongoing achievement of our Academic Plan
- Demonstrate value of the academic enterprise to the organization's Strategic Plan
- Influence mental health care practices and population health approaches

Ontario Shores has built a strong platform to advance research and education in mental health. Over the next five years, we will focus on increasing value outputs.

As part of our focus on **Data Science**, we will advance predictive analytics, informing models of care and outcome measures with patients, families and staff. As part of our focus on Delivery, we will build on Ontario Shores' recognition as Canada's first HIMSS 7 hospital through knowledge transfer activities. We will establish Ontario Shores' as a recognized centre for the advancement of research and evaluation of e-mental health/digital technologies and advance the development of best practices in **Technology Innovations** that demonstrate positive impact on patient outcomes through formal evaluation and publications. We will continue to engage in research that enhances leading practices and upholds Ontario Shores' commitment to Dementia and Recovery-oriented care, thereby playing a leadership role in demonstrating and championing the science of **Dementia** and practice of **Recovery** in mental health. To further our education mandate, Ontario Shores will leverage technology and virtual learning to expand our academic network.

Key Expected Outcomes for the Deliver Pillar:

- Advancements in predictive analytics, informing models of care and outcome measures
- Greater awareness and utilization of rigorous evaluation methods
- Achievements in Dementia and Recovery research and practice
- Increased funding in research and commercialization grants

Ontario Shores was the first hospital in Canada and the first mental health hospital in the world to receive HIMSS EMRAM Stage 7 award.

Next Steps: Moving Forward

Over the next five years, we will continue to leverage our academic enterprise towards the realization of this Academic Plan and Ontario Shores' Strategic Directions – **Be Bold. Be Inspiring. Be Caring. Be Extraordinary.** We will do this by:

- **Leveraging** the foundation we have built over the last five years,
- Investing in our people who are passionate about research and education and have the ability to innovate and inspire,
- **Partnering** strategically with academic and industry leaders, building on our strengths and **focusing** on Data Science, Innovative Technologies and Recovery, and
- **Delivering** value to our organization, partners, patients and families.

To guide our enactment of this Plan, this document includes a road map and we will also develop detailed action plans to identify, prioritize, monitor and evaluate specific initiatives across the four pillars. We will continue to report our progress and outcomes qualitatively and quantitatively to our organization and stakeholders.



Staff and Community members attending an event in the Lecture Theatre at Ontario Shores.

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