

# Baycrest Education Strategic Plan 2011 – 2016



**Transforming the Journey of Aging:  
Innovation & excellence in teaching & learning**

**Executive Summary**

**Baycrest**

*Fully affiliated with*



**UNIVERSITY OF  
TORONTO**

## Foreword

As Baycrest continues to evolve into the global centre of excellence in aging, it is imperative that we continue to build on our strengths, including our excellence and leadership in education and training. To achieve our global vision, it is critically important that Baycrest, as an academic health science centre fully affiliated with the University of Toronto, be a leader in aging and geriatric care through excellence and innovation. The Baycrest Education Strategic Plan 2011-2016 is ambitious but also essential to guide the future of education at Baycrest through vital integration with care and research. We fully endorse this plan and thank Dr. David Conn, VP Education and inaugural Director of the *Centre for Education & Knowledge Exchange in Aging* and the Education Strategic Planning Committee for their passion, vision and commitment.



Dr. William Reichman,  
President & CEO, Baycrest



Dr. Anthony Melman,  
Chair, Baycrest Board of Directors

It is my pleasure to introduce Baycrest's Education Strategic Plan for the next 5 years. It is ambitious in its scope and vision and clearly reflects the collective aspirations of our leaders, staff and students. Baycrest has a long history of excellence in teaching with many passionate and inspired teachers in our ranks, across many disciplines. Numerous students and trainees have had their interest in caring for older adults aroused during placements at Baycrest. We are ready to build on our success and take education at Baycrest to a new level. Dr. Catherine Whiteside, Dean of the Faculty of Medicine recently noted that "Our Faculty of Medicine is very fortunate to partner with Baycrest to provide a peerless learning experience for our students in the field of geriatrics".

This is a comprehensive plan which recognizes that in addition to our students we have a responsibility to educate health professionals and consumers locally, nationally and internationally. Our aim is to be global leaders in the fields of aging, geriatrics and brain health and our commitment to educate widely must represent a key component of that leadership. At the same time, it is essential that we bring the same level of excellence to teaching our own staff at the point of care, ensuring that the latest evidence in support of optimal clinical practice is translated into the highest quality of care for our clients. The concept of creating a Centre for Education at Baycrest is not new - but we are now ready to launch this essential new structure to support and enable the strategic directions described in this document. Establishing the *Centre for Education & Knowledge Exchange in Aging* is a crucial step towards advancing the quality of our educational endeavours and developing innovative and novel approaches to teaching at all levels.

There are many people to thank including our Strategic Planning Committee and my co-chair Faith Boutcher, Director of Academic Education. We are very grateful to Helena Axler and colleagues for their excellent work in support of the plan. I want to thank the five working groups and all who participated in our Education Summit in October 2010, especially our students and external guests. New resources will be required to realize this plan. We look forward to working on many fronts to find the necessary funds to bring it to fruition. We aim to harness the collective energies of our staff in support of education and to lead a global network of educators to advance our field together. To quote Ryunosuke Satoro: "*Individually, we are one drop. Together we are an Ocean.*"



David K. Conn. MB, FRCPC  
Vice President of Education, Baycrest  
Professor, Department of Psychiatry, University of Toronto

# Executive Summary

Baycrest is an internationally recognized academic health sciences centre focused on healthy aging and exemplary care of older adults through evidence-based care and education. A fully affiliated teaching hospital with the University of Toronto, Baycrest is an acknowledged leader in the field of aging locally, nationally and internationally, with a highly regarded specialization in cognition and mental health. Bringing together its tremendous strengths in care, research and education, Baycrest excels in developing innovative service delivery models, demonstrates a deep commitment to interprofessional practice and provides a breadth of knowledge which enhances healthy aging and care of the older adult.

In May 2010, Dr. David Conn, newly appointed Vice President of Education, launched a strategic planning process to create a detailed road map to guide the education enterprise at Baycrest for the next five years. The planning process results in a bold new vision and mission for education and an ambitious plan to build on Baycrest's impressive achievements. It provided the opportunity to bring together an expert planning committee representing all components of our education enterprise and plan collectively to advance teaching and learning across Baycrest and well beyond its walls to a growing community of learners.

## Baycrest Education: Vision, Mission and Principles

<b>Vision</b>	<i>Leading the world in healthy aging through excellence and innovation in teaching and learning</i>
<b>Mission</b>	<i>We are committed to</i> <ul style="list-style-type: none"><li>• <i>an exceptional learning experience for students and trainees, staff, patients, families and community</i></li><li>• <i>knowledge translation and education scholarship</i></li><li>• <i>being a local, national and international resource dedicated to transforming the journey of aging</i></li></ul>
<b>Principles</b>	<i>Education and practice informed by best evidence</i> <i>High quality and standards for all education</i> <i>All staff engaged in teaching and learning</i> <i>Interprofessional and collaborative practices</i> <i>Evaluation and scholarship key to advancing education</i> <i>Alignment with Baycrest values: compassion, advocacy, respect and excellence</i>

Central to this new education strategic plan is a commitment to education scholarship, best practices and next practices. To that end, the plan proposes a *Centre for Education and Knowledge Exchange in Aging* which will provide leadership to the education enterprise, integration of educational activities, infrastructure, coordination, and support educators and learners. The Centre will help Baycrest to champion leadership and innovation in education related to healthy aging and enable broad dissemination of innovative models and best practices in the care of the older adult. The Centre will establish Baycrest as an international education leader, providing a global hub for innovation in education and a forum for local, national and international dialogue between clinicians, educators, researchers and learners. Our ultimate goal is to be the world's pre-eminent distributor of knowledge regarding best and leading edge practices in senior care and aging solutions.

In addition to creating the *Centre for Education and Knowledge Exchange in Aging*, the plan outlines four key strategic directions to achieve its vision and mission:

Strategic Directions	Goals
<b>1. Create a Centre for Education and Knowledge Exchange in Aging</b>	1-1 Develop business and fundraising plans for the proposed Centre 1-2 Establish the governance for the Centre 1-3 Support and enhance learning 1-4 Foster greater integration of education within and outside of Baycrest
<b>2. Position Baycrest as a destination of choice for our students and trainees</b>	2-1 Promote Baycrest to student and trainees 2-2 Develop and lead innovative interprofessional education curricula 2-3 Establish an integrated Student Centre that provides space, supports, and coordinated infrastructure 2-4 Expand and refine metrics to measure the student experience
<b>3. Enhance professional development and continuing education</b>	3-1 Bridge and integrate across professional groups to develop a shared strategy for education curriculum resources e.g., best practices information, needs analysis and evaluation tools 3-2 Promote faculty development and strengthen teaching skills and capacity across Baycrest 3-3 Promote professional development and strengthen professional competencies and scholarly practice 3-4 Increase the number and breadth of Baycrest continuing education events for external audiences 3-5 Recognize and celebrate achievements and innovation in education
<b>4. Strengthen and grow client and consumer education</b>	4-1 Bring client and consumer focused education resources together to create a robust central resource centre and digital channels for knowledge and information on healthy aging  4-2 Build expertise to create senior-specific templates for educational content and new tools
<b>5. Build knowledge translation and education scholarship</b>	5-1 Engage clinicians and educators with our research scientists to develop knowledge translation strategies 5-2 Build capacity for education scholarship and knowledge translation

The implementation and advancement of the strategic plan will be guided by the Vice President of Education and a newly formed Education Council which is proposed as part of this plan. Several implementation priorities have been outlined for immediate attention within the first 12 to 18 months (Table 1). Successful achievement of these initial priorities will lay the foundation on which to advance additional goals and actions in future years.

The education strategic plan provides a revitalized vision and mission for education at Baycrest. It brings together key elements of education with a view to creating an exceptional learning environment for its key stakeholders – students and trainees, staff, patients, family and community. It promotes a scholarly approach to education, both in content and methods, and lays out key steps for creating a vibrant centre of excellence at Baycrest– a *Centre for Education and Knowledge Exchange in Aging*.

This process has reaffirmed the organization’s deep commitment to education, recognized the critical role it plays in integrating clinical care and research and has embraced a culture of teaching and learning which will transform education and the way we care for people as they age.

**Table 1. Proposed Actions for First 12 -18 Months**

Strategic Directions	Jan 2011	July 2012
<b>1. Centre for Education &amp; Knowledge Exchange in Aging</b>	<ol style="list-style-type: none"> <li>1. Establish infrastructure; including governance, membership &amp; accountability structure</li> <li>2. Establish Education Council &amp; Working Groups</li> <li>3. Develop a Fundraising Plan with our Foundation</li> <li>4. Establish new Teaching Awards</li> </ol>	
<b>2. Destination of Choice for Students/Trainees</b>	<ol style="list-style-type: none"> <li>1. Centralize Student Administration &amp; hire administrative coordinator for students</li> <li>2. Develop a functional plan for a Student Centre</li> <li>3. Develop strategy for Interprofessional Education (IPE)</li> <li>4. Hire an IPE Specialist</li> </ol>	
<b>3. Enhance Professional Development and CE</b>	<ol style="list-style-type: none"> <li>1. Implement Faculty Development courses</li> <li>2. Implement Visiting Professor Speakers Series</li> <li>3. Increase Continuing Education events and expand our local, national and international reach</li> <li>4. Assist with development of an Interprofessional Geriatric curriculum</li> </ol>	
<b>4. Strengthen &amp; Grow Consumer Education</b>	<ol style="list-style-type: none"> <li>1. Develop and implement a <i>Mini Medical School</i> for consumers focused on healthy aging</li> <li>2. Develop and implement a strategy for the Wellness Library that increases its reach &amp; impact as a consumer resource centre</li> <li>3. Implement our Digital Media Strategy</li> </ol>	
<b>5. Build KT &amp; Education Scholarship</b>	<ol style="list-style-type: none"> <li>1. Recruit a KT Researcher &amp; an Education Scholar</li> <li>2. Establish projects to support the implementation of KT &amp; Best Practices across Baycrest programs</li> </ol>	



**Baycrest**  
3560 Bathurst St.  
Toronto, Ontario  
Canada M6A 2E1

For more information 416.785.2500 Ext. 2892 | [www.baycrest.org](http://www.baycrest.org)

