ENABLING EXCELLENCE IN HEALTH PROFESSIONS' PRACTICE:

A FRAMEWORK FOR COLLABORATIVE SCHOLARLY PRACTICE AT UNITY HEALTH TORONTO



ST. JOSEPH'S UNITY HEALTH TORONTO

ST. MICHAEL'S UNITY HEALTH TORONTO

PROVIDENCE UNITY HEALTH TORONTO

Together in Practice

Unity Health Toronto clinicians are united by our shared values of human dignity, compassion, excellence, community and inclusivity. These values guide how we engage with patients, families and communities. Our values also shape how we collaborate together across our sites to enable high quality, seamless care.

Professional Practice is the foundation that defines and supports how clinicians learn, lead, and work across Unity Health Toronto.

Building on our values and commitment to supporting clinicians, Unity Health Toronto's Framework for Collaborative Scholarly Practice defines what is required to foster strong professional practice across the organization. It serves as a guide for how we enable clinicians to be their best as they deliver Unity's vision of exceptional care, without exception.







Our Journey

Development of this Framework for Collaborative Scholarly Practice has been shaped by the voices and experiences of clinicians across our three sites. Since 2020, teams have contributed through surveys, design sessions, conversations, and ongoing feedback. This year, clinicians and leaders continued to refine the model to ensure it reflects real practice, shared priorities, and what matters most across disciplines. What has emerged is a unified understanding of who we are, how we practice, and what collaborative, high-quality care looks like at Unity Health Toronto.









Listening & Early Engagement

2019 - 2020

Staff survey and design sessions established a shared vision for interprofessional practice.

Refining & Aligning

2021 - 2022

Input from practice leaders and staff shaped the conceptual model and aligned structures across sites.

Testing & Learning

2023 - 2025

Feedback, best practice scans, and external frameworks strengthened the model.

Launching the Framework

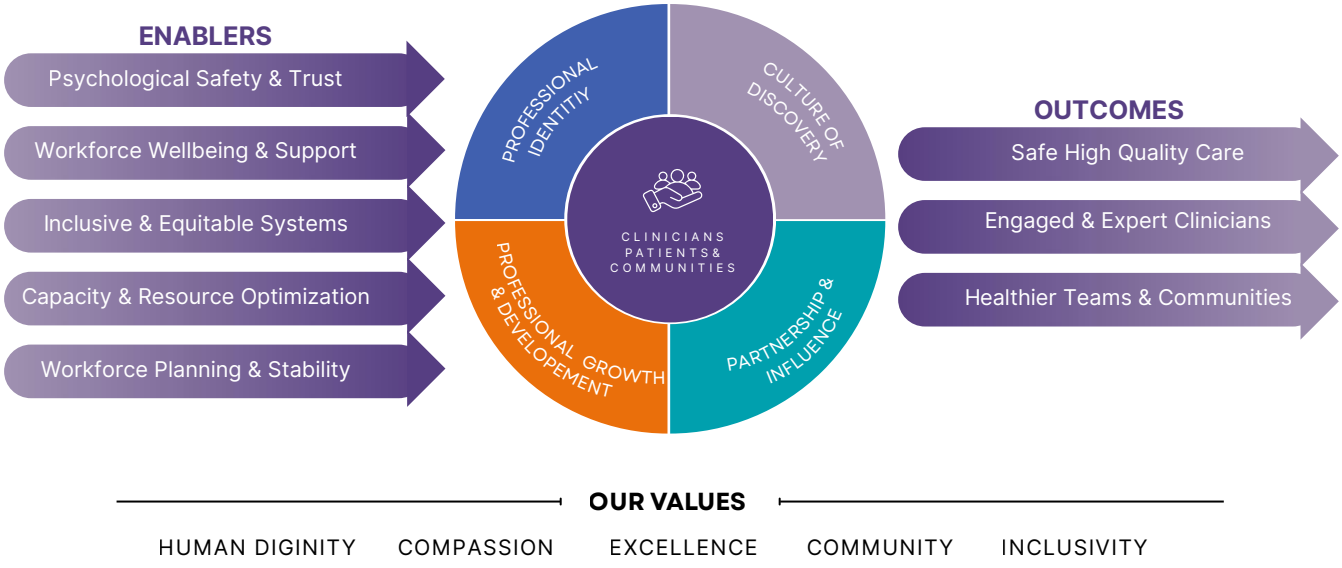
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Introduction of a Framework for Collaborative Scholarly Practice at Unity Health Toronto.

Framework for Collaborative Scholarly Practice

The Framework for Collaborative Scholarly Practice outlines how professional practice is advanced at Unity Health Toronto to support the delivery of exceptional care. It brings together four core domains of Practice: professional identity, professional growth & development, partnerships & influence, and culture of discovery. It also articulates key enablers that foster healthy work environments where clinicians can feel safe and supported.

Grounded in our values of human dignity, compassion, excellence, community and inclusivity, the framework reflects how clinicians contribute to learning, innovation and continuous improvement. Together, these domains, enablers and values create the conditions for engaged clinicians, stronger teams and healthier communities.



Professional Identity

Professional Identity ensures clinicians are confident in their roles, clear in their scope of practice and grounded in the knowledge and competencies of their professions. As practice environments shift, clinicians use their professional judgement and discipline-specific expertise to adapt how they work and contribute to their teams. When clinicians are anchored in role clarity, shared accountability, effective communication, trust and transparency, they collaborate confidently within and across teams. By combining personal accountability with collaborative team practice, clinicians build healthier work environments, stronger partnerships, and models of care that are seamless, person-centred and responsive to patients, families and communities.



Success Means

- Clinicians practice to their full and evolving scope, demonstrate expertise in their roles, and are valued for the unique contributions they bring.
- Teams describe a culture of trust, respect, psychological safety, clear communication and shared accountability.
- Collaboration is part of everyday work and adapts seamlessly as teams, contexts and care needs change.
- Patients, families and communities experience care that is coordinated and centred on their needs.



Culture of Discovery

Culture of Discovery brings research, data, digital tools and inquiry into everyday practice so clinicians can explore ideas, test possibilities and translate curiosity into action. Clinicians apply evidence and scholarship to guide decisions, strengthen quality and safety, and enhance outcomes across teams. When clinicians are given the conditions to get curious, identify opportunities for change and try new approaches, care improves. These conditions help embed inquiry into daily practice and advance Unity Health Toronto's culture of innovation and system impact.

SUCCESS MEANS

- Clinicians apply evidence and use digital tools confidently in daily practice.
- Individuals and teams envision possibilities, explore ideas, and test and scale solutions that strengthen care.
- Research, innovation and data are applied to strengthen quality, safety and outcomes.
- Care practices advance through inquiry, shared learning, and curiosity-driven improvement.

Professional Growth & Development

Professional Growth & Development supports clinicians through education, mentorship and recognition, while also advancing Unity Health Toronto's mandate as an academic organization. From students to experienced professionals, individuals are encouraged to strengthen their skills, build confidence, and adapt to changing environments. Growth is supported across teams, where mentoring and preceptorship foster professional expertise and collective capacity. As clinicians progress and lead throughout their careers, patients benefit from care that is more skilled, consistent, and responsive, while the health system benefits from teams that are sustainable and prepared for change.



SUCCESS MEANS

- Clinicians are supported in their own growth through continuous learning, career development, and advancement opportunities.
- A clear commitment to developing the next generation of healthcare professionals through clinical education, teaching, preceptorship and mentorship.
- Individuals, teams and the organization fosters continuous recognition and celebration of individual and collective achievements.
- Clinicians demonstrate leadership, adaptability and openness as care models, roles, and team structures shift.



Partnership & Influence

Partnership & Influence is anchored in the concept of shared governance; ensuring that clinical voices shape how care is designed, delivered, and improved. Here, clinicians participate in councils and decision-making structures where diverse perspectives guide priorities and drive meaningful change. These relationships extend within and beyond Unity Health Toronto, connecting clinicians across programs, hospitals, regulatory bodies, unions, academic partners, as well as provincial and national groups. Through these partnerships, clinicians advocate and influence improvements locally and across the health system.

SUCCESS MEANS

- Clinical voices are heard, valued, and influence decision making across councils, committees, and governance structures.
- Clinicians and teams are empowered and see their insights reflected in priorities and improvements in the organization.
- Partnerships within and across professions, programs and teams strengthen care delivery, equity and performance.
- External partnerships provide advocacy, system-level influence, and improvements across the health system.

Enablers of Collaborative Scholarly Practice

Health professions are at their best when the conditions of care enable them to thrive. These factors help to enable the domains of collaborative, scholarly practice.

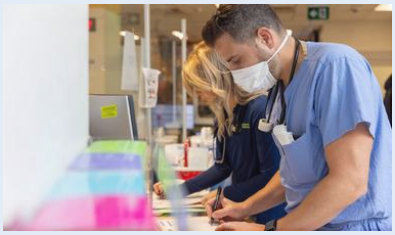
- **Capacity & Resource Optimization** — Optimizing roles & resources ensures teams are functioning effectively
- **Workforce Planning & Stability** — Proactive workforce planning ensures stability, continuity and effective team functioning.
- **Inclusive & Equitable Systems** — Supportive environments sustain wellbeing, resilience and engagement in practice.
- **Workforce Wellbeing & Support** — Care reflects fairness, cultural safety, and respect for diverse perspectives.
- **Psychological Safety & Trust** — Teams feel safe to speak up, share ideas, and collaborate.

















Professional Practice at Unity Health Toronto is enabled through shared leadership and collaboration across teams and disciplines.

In partnership with Clinical Leadership and enabling portfolios of Human Resources, Education, Research & Digital, the following groups play a key role in supporting, advancing and sustaining professional practice across all sites:

- Nursing Practice & Education
- Health Disciplines Practice & Education
- Practice Informatics
- Practice-Based Research
- Pharmacy
- Medical Affairs

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