Department of Medicine

- Strategic Plan Presentation

- January 12, 2024

Welcome and Context Setting

Dr. Kassam

Agenda Review

Purpose:
- Review the Department's Strategic Planning Process and Final Output
- Identify process for socializing the Plan out to the Department
- Begin to form Task Force Teams for our Objectives to action our Plan

Desired Outcomes:
- Shared understanding of the Department's Strategic Plan
- Process for socializing the plan with the Department identified
- Process to action our Plan identified
- Next steps identified

Agenda (Process):

	WHAT	HOW	WHO/TIME	OUTCOME
1.	Welcome	Check-in, context setting	Dr. Kassam 10 Minutes	Settled and ready for the meeting today
2.	Agenda Overview and Timeline	Review and prepare for the work ahead	Vic 5 Minutes	Shared understanding of today's work ahead
3.	Orientation to our Strategic Plan	Review of our Process, elements of the Strategy Map, and final output	Vic/Dale 10 Minutes	Shared understanding of our Strategic Plan Map elements
4.	Presentation of our Objectives	Guided walk through of our priority Objectives • Integrating the survey output, • themes emerging from the surveys • context of our Objectives	Core Team 30 Minutes	Shared understanding of our priority Objectives that will guide our Department for the next 4 years
5.	Call to Action	Begin forming Objective Task Force Teams • Review the proposed plan to work on our objectives • Seek Task Force Team membership Support for Divisions	Dr. Kassam 30 mins	Preliminary identification of 'A's for our Objectives Shared understanding of supports offered to Divisions
6.	Next Steps and Close	Meeting wrap up - check in on clarity and next steps	Dr. Kassam 5 Minutes	Meeting closed

Strategic Planning Process Review
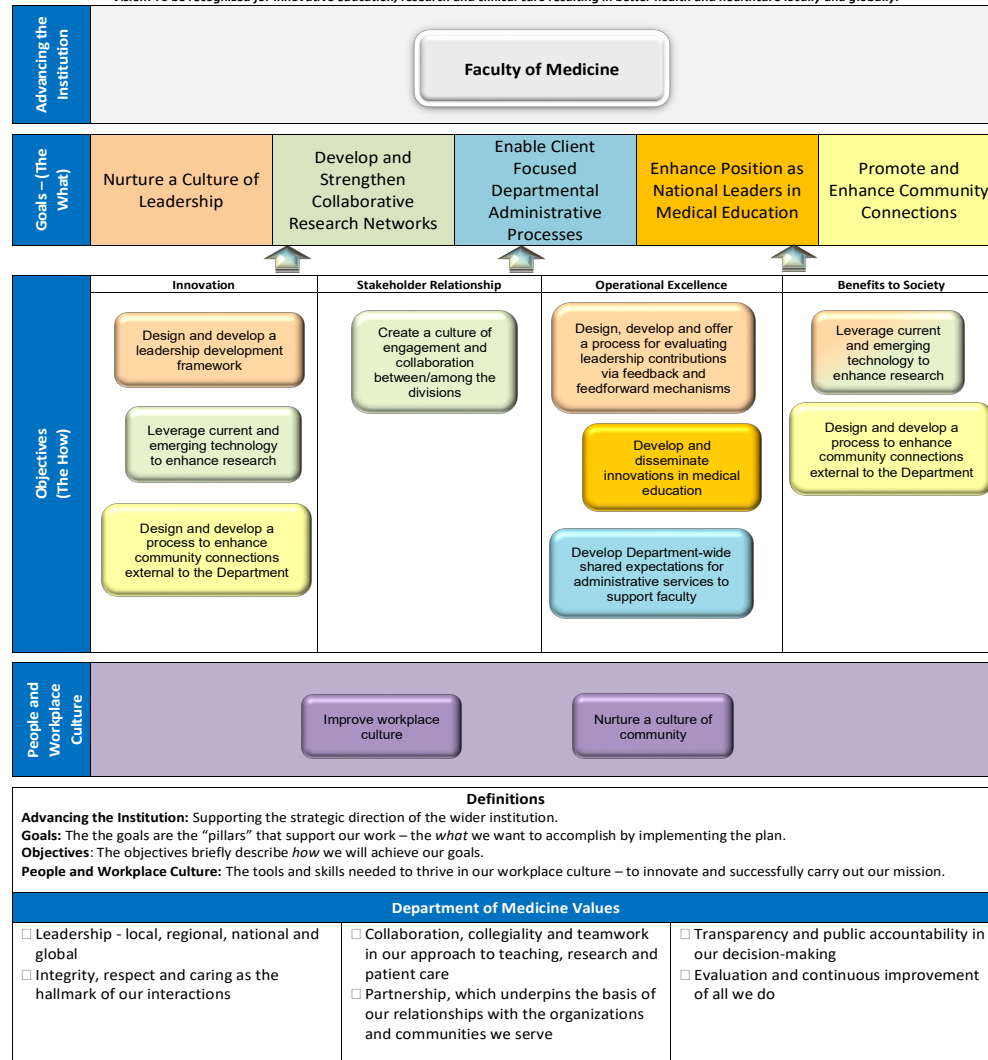
The Goal:
- Our Goal was to reach out to a wide scope of the Department is part of a plan to engage the Department of Medicine in gathering unfiltered information and commentary from staff as it relates to how they see us working towards our goals together, and, identify any additional potential areas of Strategic focus for us.

The How:
- Formation of a guiding Core Team of colleagues
- Engaging the Department:
  - Face to face or online opportunities to contribute
  - The process involved distributing invitations to partake in an on-line (Survey Monkey) survey and the opportunity to attend a one-on-one interview session with Victor Shewchuk and Dale Reesor as a means of harvesting data from the Department.
- Construct the Plan
- Present the Plan
- Move to Action

Orientation to our Strategic Plan Map

Department of Medicine
Strategic Plan 2024 – 2027
Vision: To be recognized for innovative education, research and clinical care resulting in better health and healthcare locally and globally.

Advancing the Institution

Faculty of Medicine

Goals – (The What)

Nurture a Culture of Leadership	Develop and Strengthen Collaborative Research Networks	Enable Client Focused Departmental Administrative Processes	Enhance Position as National Leaders in Medical Education	Promote and Enhance Community Connections

Objectives (The How)

Innovation	Stakeholder Relationship	Operational Excellence	Benefits to Society
Design and develop a leadership development framework	Create a culture of engagement and collaboration between/among the divisions	Design, develop and offer a process for evaluating leadership contributions via feedback and feedforward mechanisms	Leverage current and emerging technology to enhance research
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People and Workplace Culture

Improve workplace culture

Nurture a culture of community

Definitions
Advancing the Institution: Supporting the strategic direction of the wider institution.
Goals: The the goals are the "pillars" that support our work – the *what* we want to accomplish by implementing the plan.
Objectives: The objectives briefly describe *how* we will achieve our goals.
People and Workplace Culture: The tools and skills needed to thrive in our workplace culture – to innovate and successfully carry out our mission.

Department of Medicine Values

☐ Leadership - local, regional, national and global ☐ Integrity, respect and caring as the hallmark of our interactions	☐ Collaboration, collegiality and teamwork in our approach to teaching, research and patient care ☐ Partnership, which underpins the basis of our relationships with the organizations and communities we serve	☐ Transparency and public accountability in our decision-making ☐ Evaluation and continuous improvement of all we do

Orientation to our Balanced Scorecard

Department of Medicine
Balanced Scorecard (2024 – 2027)

	Strategic Objectives	Strategic Objective Definitions	A	Measurement (Actions) / Stretch Target (Timeline)	24	25	26	27
Innovation	Design and develop a leadership development framework	Create a structured and comprehensive plan that will describe the ways to cultivate leadership skills in junior leaders and enhance leadership skills for established leaders within the Department of Medicine.		• Leadership development competencies needs assessment compiled by INSERT DATE • An inventory and dissemination of Leadership Development opportunities compiled by INSERT DATE • A framework for developing leaders by INSERT DATE				
	Leverage current and emerging technology to enhance research	Embrace innovative methodologies, latest technologies, and develop human capital to ensure our research has the highest impact.		• Current and emerging trends in technology identified along with strategic direction of supporting and funding bodies by INSERT DATE				
	Develop, disseminate, and implement innovations in medical education	Creating and sharing new and improved educational methods, tools, or practices within the medical field to enhance the quality and effectiveness of medical training and education delivered by the Department of Medicine.		• Establish a process to capture and share innovations in medical education by INSERT DATE				
	Design and develop a process to enhance community connections external to the Department	Create a structured and effective approach for strengthening the Department's connections and relationships with the external community. This could include, interacting with external stakeholders by focusing on patient care and engagement, philanthropic efforts, actively listening to the needs of the community, and fostering collaborations with hospital foundations, all within the framework of the C.A.R.E. pillars.		• A process to enhance external community connections and engagement is established by INSERT DATE • Reporting process developed presenting the extent to which external community connections are enacted				
Stakeholder Relationship	Create a culture of engagement and collaboration between / among the divisions	Create a Departmental research culture where staff from different divisions actively participate, cooperate, and work together harmoniously to achieve shared goals, promote innovation, and enhance overall outcomes.		• A structured approach for collaborating across divisions by INSERT DATE • A prepared "recipe book" of actions to facilitate this objective by INSERT DATE				
Operational Excellence	Design, develop and offer a process for evaluating leadership contributions via feedback and feedforward mechanisms	Create a structured process that assesses how leaders contribute to the Department, using both feedback (information about past performance) and feedforward (suggestions for future improvement) mechanisms. This process aims to support leadership development and enhance the overall effectiveness of leaders in the Department.		• A process for continuous improvement of leaders in the Department completed and piloted by INSERT DATE • A process for succession planning for emerging leaders developed by INSERT DATE				
	Develop Department-wide shared expectations for administrative services to support faculty	Create and document a common understanding of the goals, principles, and rules governing administrative services within the Department of Medicine. This document would help establish clarity and alignment among department members regarding what is expected from administrative support services.		• "Customer" charter created with broad input from the Department by INSERT DATE • Accolades Program developed for faculty and staff by INSERT DATE				
People and Workplace	Improve workplace culture	The intentional and systematic effort to enhance the overall atmosphere, values, behaviors, and attitudes within the Department. This involves addressing and modifying various aspects of the workplace, such as transparency, communication, teamwork, leadership, policies, and employee engagement, to foster a healthier and more conducive environment for employees to thrive, be motivated, and perform at their best.		• Initiate a process to enhance the overall workplace culture by INSERT DATE • Update, revise, communicate the DoM "Working with Respect" document by INSERT DATE				
	Nurture a culture of Community	Promote a collaborative and inclusive culture within the Department of Medicine, where colleagues actively engage, support each other, and work together towards common goals. This fosters strong social bonds, inclusivity, and a sense of belonging, encouraging cooperation, open communication, transparency, and the achievement of shared objectives, ultimately creating a more connected workplace.		• Secure a relaxing, fun and interesting social space available to all faculty and staff by INSERT DATE • Design a process for regular social interactions INSERT DATE • Design a process to analyze the Department social network (faculty and support services) by INSERT DATE				

Our Priority Objectives for the Department

- Core Team to speak the Objectives to give background and explanation of the Objective, it's definition and the measures and targets

Department of Medicine
Balanced Scorecard (2024 – 2027)

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Invitation to us as Leaders – Objective Task Force Team

- Dr. Kassam
- Using the RACI matrix

R **Responsible**
- The person who actually carries out the process or task assignment
- Responsible to get the job done

A **Accountable**
- The person who is ultimately accountable for process or task being completed appropriately
- Responsible person(s) are accountable to this person

C **Consulted**
- People who are not directly involved with carrying out the task, but who are consulted
- May be stakeholder or subject matter expert

I **Informed**
Those who receive output from the process or task, or who have a need to say informed

Our Leadership Call to Action

- Review of RACI process
- Invitation to us as Leaders to head up one Objective and form a Task Force Team
- Supports to Task Force Teams

Next Steps

- Share our Strategic Plan with the Department via Division meeting forums

- Form Objective Task Force Teams

- January 12, 2024 Medical Grand Rounds

- Support each Division with their own connection to the Department's Plan