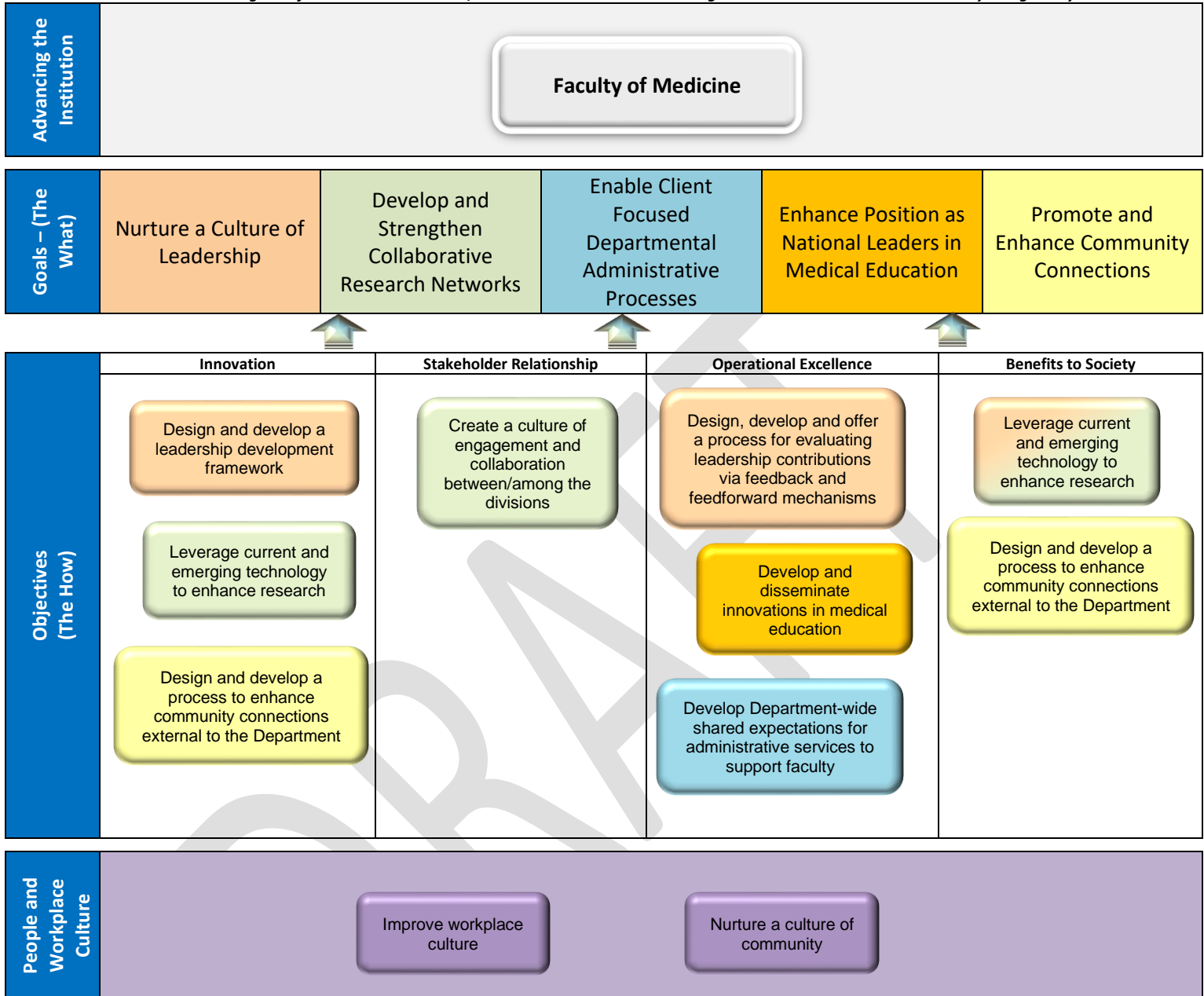


**Department of Medicine
Strategic Plan 2024 – 2027**

Vision: To be recognized for innovative education, research and clinical care resulting in better health and healthcare locally and globally.



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

- | | | |
|--|--|---|
| <ul style="list-style-type: none"> • Leadership - local, regional, national and global • Integrity, respect and caring as the hallmark of our interactions | <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • Transparency and public accountability in our decision-making • Evaluation and continuous improvement of all we do |
|--|--|---|

**Department of Medicine
Balanced Scorecard (2024 – 2027)**

Strategic Objectives		Strategic Objective Definitions	A	Measurement (Actions) Stretch Target (Timeline)	2024 – 2027			
					24	25	26	27
Innovation	Design and develop a leadership development framework	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.		<ul style="list-style-type: none"> 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.		<ul style="list-style-type: none"> 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.		<ul style="list-style-type: none"> 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	An 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.		<ul style="list-style-type: none"> 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	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.		<ul style="list-style-type: none"> 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.		<ul style="list-style-type: none"> 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.		<ul style="list-style-type: none"> “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.		<ul style="list-style-type: none"> 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.		<ul style="list-style-type: none"> 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 				