



## STRATEGIC PLAN 2016 - 2022 2019 UPDATE

Continuing Professional Development  
Schulich School of Medicine & Dentistry  
Western University







# STRATEGIC PLAN 2019 UPDATE

## MISSION

Through collaboration, we support and develop evidence-informed accredited learning activities that promote lifelong learning for faculty, physicians and healthcare professionals across Southwestern Ontario.

## VISION

We strive to be an innovative professional development hub that inspires lifelong learning and promotes scholarship.

## STRATEGIC PRIORITIES



### COLLABORATIVE RELATIONSHIPS

To increase the quality of collaborations with our target audience through a needs-based approach for engagement.



### TECHNOLOGY- ENHANCED SYSTEMS

To incorporate innovative educational technologies to deliver and support activities and services that are responsive to the needs of our learners and collaborators.



### SCHOLARSHIP & INNOVATION

To employ an evidence-informed approach in our research activities to create and disseminate new knowledge and support the advancement of continuing professional development.



### NEEDS-BASED PROGRAMMING

To develop needs-based educational initiatives and champion activities that address these needs.



### ACADEMIC ENTERPRISE

To use an innovative approach to provide services and learner-centred activities to meet CPD's annual fiscal targets.



### GOVERNANCE

To provide a framework of policy and procedures which are aligned with current accreditation standards.

## VALUES

Lifelong Learning

Teamwork

Sustainability

Accountability

**2016 - 2022**

# **OUR STRATEGIC PRIORITIES**

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# COLLABORATIVE RELATIONSHIPS



To increase the quality of collaborations with our target audience through a needs-based approach for engagement.

Collaborative relationships fuel the educational engine of CPD. Collaborative relationships reveal new perspectives, uncover collective knowledge and share expertise. They drive valuable learning exchanges, expand capacity, and promote quality continuing professional development.

## GOAL

By 2022, we will develop, implement and continuously improve upon a needs-based approach for engagement that results in an increase in the quality of collaborations with our target audience.

## STRATEGIES

1. Engage stakeholders internal and external to Schulich School of Medicine & Dentistry.
2. Enable a continuing professional development education hub connecting learners, educators and researchers across Southwestern Ontario.
3. Support a cohort of collaborators to create and deliver robust activities.

## IMPACT

More can be achieved through collaborative relationships than working in isolation. Through strong, diverse collaborations, we will forge effective partnerships that serve healthcare learners and be known as a forward-thinking voice in the national and international conversation on continuing professional development.



# NEEDS-BASED PROGRAMMING



To develop needs-based educational initiatives and champion activities that address these needs.

Identifying learner and stakeholder needs is foundational to creating effective learning activities. CPD will develop achievable needs-based educational initiatives and champion activities that address these needs.

## GOAL

Develop and implement a quality framework to identify, design, support and evaluate needs-based programming to ensure compliance with CPD processes and procedures on an annual basis.

## STRATEGIES

1. Identify priority areas of focus through a systematic scholarly approach.
2. Capture and analyze the healthcare, scholarly and other educational needs of our target audiences.
3. Design and develop activities with achievable learning objectives based on identified perceived and unperceived needs of the target audience.
4. Deliver educational activities that are responsive to practice needs and informed by scientific evidence.
5. Implement effective strategies to promote self-learning.
6. Implement an evaluation process that uses various methods to measure the degree to which intended outcomes were achieved.
7. Provide accreditation services that assess adherence to the educational and ethical requirements outlined by national standards.

## IMPACT

CPD activities will be focused, well-structured and purposeful to ensure learners attain desired outcomes that are clearly aligned with stated learning objectives. Activities will undergo rigorous review and evaluation through meaningful participant assessments, with updates guided by learner outcomes and clinical advancements.

# TECHNOLOGY-ENHANCED SYSTEMS



To incorporate innovative educational technologies to deliver and support activities and services that are responsive to the needs of our learners and collaborators.

Moving beyond traditional learning methods and utilizing a variety of innovative learning techniques is necessary to best serve our learners. By embracing new technologies, active learning and collaborative education, we seek to be recognized as our learners' preferred education provider by delivering world-class, learner-centred continuing education experiences.

## GOAL

By 2022, we will analyze, implement and evaluate innovative educational technologies to deliver and support activities and services that are responsive to the needs of our learners and collaborators.

## STRATEGIES

1. Leverage emerging technologies to support innovative and accessible educational design.
2. Improve activity and service delivery through information technologies.
3. Utilize technology to improve CPD departmental processes.

## IMPACT

Investing in technology will provide a foundation for education innovations. This will better position CPD to provide activities tailored to learners' needs in a variety of formats. Online educational opportunities will expand CPD's target audience beyond and within our traditional geographic region and provide greater opportunities for individuals to learn anytime and anywhere. A focus on high-quality, relevant, flexible and easily accessible programming is possible by leveraging the use of new educational technologies. Supporting our faculty to develop their digital skills dedicated to state-of-the-art education approaches will empower and inspire them to become more effective educators.

# ACADEMIC ENTERPRISE



To use an innovative approach to provide services and learner-centred activities to meet CPD's annual fiscal targets.

Thoughtful academic enterprise must hold in tension the reality that learners are also customers and education is also a business. CPD is committed to a secure and financially sustainable future. Adopting an academic enterprise strategy driven by educational rigour, customer needs and awareness of market demands will strengthen CPD's products and services, promote diversification of revenue streams, and encourage development of viable educational products.

## GOAL

We will use an innovative approach to provide services and learner-centred activities to meet CPD's annual fiscal targets.

## STRATEGIES

1. Create an entrepreneurial culture within CPD focused on developing educational innovation.
2. Adopt a business model that supports sustainable for-profit and not-for-profit generating continuing professional development that reinvests in healthcare education.
3. Develop a robust marketing and communication approach to enhance engagement with our target audience.

## IMPACT

A strong business model and sustainable finances are essential. These pillars will allow CPD to operate efficiently and provide the infrastructure and human resources to most effectively serve and engage our customers. CPD will develop market-driven continuing professional development activities and services which support the identified learning needs of faculty and healthcare providers; ensuring scientific validity, integrity and objectivity. CPD is committed to adhering to ethical standards and to the use of best practices in program development, implementation and governance ensuring continuing accountability to the institution and stakeholders it serves.



# SCHOLARSHIP & INNOVATION



To employ an evidence-informed approach in our research activities to create and disseminate new knowledge and support the advancement of continuing professional development.

Scholarship and innovation guides the way we facilitate learning. CPD will take an evidence-informed approach in its research activities to create and disseminate new knowledge and support the advancement of continuing professional development.

## GOAL

By 2020, we will have a process and policies developed to support collaborations that define the targets for, and enable, the dissemination of scholarly and innovative CPD activities.

## STRATEGIES

1. Apply a scholarly approach to the design, development, implementation and evaluation of CPD activities.
2. Engage in research, innovation and leadership that contributes to advancing the discipline of Continuing Professional Development.
3. Support educational research and innovation across Schulich School of Medicine & Dentistry and their healthcare communities.

## IMPACT

We will support change through teaching innovation and curriculum enhancement within Schulich Medicine & Dentistry. We will use scholarly approaches to advance how education is delivered and examine the connections between research, education and healthcare outcomes.

# GOVERNANCE



To provide a framework of policy and procedures which are aligned with current accreditation standards.

CPD will be governed by a policy and procedures framework which is aligned with current accreditation standards. The policies and procedures framework will form the foundation for an annual Operational Plan which is developed with input and feedback from the CPD Advisory Committee and other stakeholder groups.

## GOAL

By 2020, we will employ and annually review governance strategies to ensure compliance with required and best practice standards that supports the achievement of CPD's mission and measurable goals.

## STRATEGIES

1. Adopt a policy and procedures framework that guides CPD's operations.
2. Implement an Operational Plan that supports the achievement of CPD's purpose and measurable goals.
3. Establish a committee structure to support the achievement of CPD's mission and deliverables.

## IMPACT

We will realize full compliance on all accreditation standards and reach our strategic goals through the implementation of a policy and procedures framework, an Operational Plan that defines key deliverables and actions that are frequently tracked and evaluated, and through continuous feedback and support from CPD's committees and stakeholder groups.





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