MINUTES

Monday, December 8, 2014, 11:00 am – 12:30 pm
Room B9 - 118, LHSC-University Hospital

Attending: J. Calvin (Chair), S.L. Kane, R. Kim, L. Lingard, N. Muirhead, F. Rehman, S. Thomsen, R. Walker

Regrets: J. Gregor, D. Jones, R. McFadden

Guest: A. Becker

1.0 Summary Report
Dr. Calvin started the meeting with the following:
a. He noted that Task Forces had each met a few times and that Anne Becker was going to review the essence of those meetings and present the resulting strategy map.
b. Dr. Calvin also mentioned that he has heard from a few Divisions who are interested in beginning their own planning so felt that the strategy map was very timely.

2.0 Strategy Map
a. Start from the bottom and move up
b. Draft vision and mission were also presented

3.0 Draft Mission
To our patients we provide the best care of which we are capable. To our community, we are responsive to their needs including a safe and timely treatment and the development of a healthy community. To ourselves, we are a faculty that is never satisfied with the status quo, dedicated to continually improving patient care and creating innovating learning opportunities for all learners.

4.0 Next Steps
a. Finalize strategy map
b. Finalize broader Strategic Plan document
c. Develop a communication plan
d. Build performance scorecard
e. Develop year 1 goals
f. Form implementation action teams
5.0 Discussion
a. The strategic map will all create a core plan that is Departmentally focussed and which allows ground for each Division to put forward the thematic content they want to pursue.
b. There was a concern expressed that the map might be too broad and while broad the plan is implemented over a period of time and in Year 1 priorities are developed that results in a more focus.
c. It is understood that the Department is in all of teaching, research and clinical care and we have to have an understanding of performance in each area and how to look to the future in all of the areas. Tried to avoid using terms like “best in the world” and “best of the best”.
d. Boxes are not separate they all overlap with involvement in each and overlapping resources
e. It is expected that there will be a Scorecard for each faculty member that would roll up into a Division report and then a Department report. The scorecard will set the standard and measure the results that will drive improvement which currently we do not do well.
f. We currently have some measures -- for example, research is measured on productivity, education evaluations are measured however clinical care does not have many metrics although the Hospital is very interested in metrics for evaluation and incentivizing. The Hospital does not currently have the tools but there may be an interest in collaboration with the Hospital.
g. It was suggested that the Strategy Map could be used as a recruitment tool showing that we have an overarching vision.
h. The map and plan provides a framework for the Department and Divisions to consider their goals and the resources that will be required. It should be expected that a list of resource requests would be received and that it will be necessary to redeploy current resources to assist with the achievement of current goals and objectives.
i. The Committee reviewed the document and discussed and agreed upon several changes that Anne Becker has incorporated into the latest attached draft.

6.0 Values Discussion
a. Dr. Calvin and Anne Becker have discussed and a draft version of the Values document will be sent to the Guiding Coalition for feedback.

7.0 Implementation Groups
a. Year 1 priorities – key areas in each section of the map will be assigned to a group to develop priorities. For example need to develop something about grant preparation – form a task group that includes interested members including

8.0 Communication Strategy
a. Need communication to the Department as a whole and possibly also the Task Forces
b. Write the Task Force members a letter thanking them for their participation and providing them with the strategic map.

9.0 Adjournment
Meeting adjourned at 12:45 pm

Attachments: Presentation, Strategy Map Draft #4