BUILDING THE 2015-2018 DOM STRATEGIC PLAN

Presentation to Guiding Coalition Committee
December 8th 2014
Our Process
Clinical Care, Research, Teaching Focus Groups

① What *aspirational priorities* do we want to achieve in each area?

② In order to achieve those priorities, what must DOM EXCEL at?

③ In order to excel, what *capacity* do we need?
   • Faculty and staff
   • Culture
   • Infrastructure
   • Technology & Tools

④ How do we *fund / sustain / manage* this capacity?
## Aspirational Priorities

### Making a Difference!

<table>
<thead>
<tr>
<th>Patients</th>
<th>Exceptional patient experience and outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Patients receive the right care, from the right providers in the right place at the right time.</td>
</tr>
<tr>
<td></td>
<td>Patients are treated and cared for in a safe and patient-centred environment.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Research</th>
<th>Patient-centred, clinically relevant research excellence</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Patient outcomes improve through the discovery, transfer and translation of research.</td>
</tr>
<tr>
<td></td>
<td>Research outcomes contribute to better health and community benefits.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Learners</th>
<th>Future leaders in medicine</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Learners are fully prepared to achieve excellence.</td>
</tr>
<tr>
<td></td>
<td>Learners are inspired to contribute to society and make a difference.</td>
</tr>
</tbody>
</table>
What Do We Need To Excel At?

Excellence In All We Do!

| Patient-centred assessment and treatment | Patient safety processes | Patient navigation and service planning | Chronic disease management and prevention | Research collaboration, knowledge exchange and deployment | Research design and grant preparation | Delivering an outstanding learning experience for all students | Creating exceptional academic programming driven by relevance, innovation and application |

CLINICAL CARE

RESEARCH

TEACHING
In order to excel, What Capacity Do We Need?

**An Awesome Place To Make a Difference!**

<table>
<thead>
<tr>
<th>PEOPLE</th>
<th>CULTURE</th>
<th>CAPACITY</th>
<th>TECHNOLOGY</th>
</tr>
</thead>
</table>
| We hire, develop and mobilize highly competent and passionate talent.  
  - Nurture leaders at all levels.  
  - Recognize and reward excellence in teaching, research and care.  
  - Cultivate and promote mentorship. | We foster and recognize collaboration, cooperation and teamwork.  
  - Expand *interdisciplinary* research and scientific interactions and collaboration.  
  - Create an inclusive and engaging DOM culture. | We enable faculty and staff to be successful and achieve their professional potential.  
  - Empower and support faculty.  
  - Accelerate access to the right resources.  
  - Provide support for protected academic time. | We optimize capacity to meet the evolving needs of a complex and aging population  
  - Health human resource planning and recruitment.  
  - Align physician capacity to patient needs and demands.  
  - Implement technology enabled delivery and data systems for learning, research and clinical care.  
  - Accelerate simulation modalities. |

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* interdiscipliary
## How Do We Manage Our Resources to Ensure Sustainability?

### Sustainability

<table>
<thead>
<tr>
<th>Action</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>We set high standards, measure performance relentlessly and continuously improve.</td>
<td></td>
</tr>
<tr>
<td>We advance the quality agenda focused on patient-centred care, efficacy, efficiency, equity, safety and access.</td>
<td></td>
</tr>
<tr>
<td>We align resources to our vision and priorities.</td>
<td></td>
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<tr>
<td>We provide community-based healthcare leadership and advocacy.</td>
<td></td>
</tr>
<tr>
<td>We quantify and evaluate research output and success.</td>
<td></td>
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<tr>
<td>We are fiscally accountable and transparent.</td>
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</tbody>
</table>
**OUR VISION & MISSION**

Our Mission: To our patients, we provide the best care of which we are capable. To our community, we are responsive to their needs including safe and timely treatment and facilitating 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 innovative learning opportunities for all learners.

Our Vision: We aspire to be a medical community that sets the standard of excellence for patient care, research and learning.

And, meet the needs of the PEOPLE we serve,
- Patients receive the right care, from the right providers in the right place at the right time.
- Patients are treated and cared for in a safe and patient-centred environment.

So we can operate with EFFECTIVENESS & EXCELLENCE,
- Patient-centred assessment and treatment
- Patient safety processes
- Patient navigation and service planning
- Chronic disease management and prevention
- Research collaboration, knowledge exchange and deployment
- Research design and grant preparation
- Delivering an outstanding learning experience for all students
- Creating exceptional academic programming driven by relevance, innovation and application

WHAT TYPE OF FACULTY / STAFF, CULTURE AND INFRASTRUCTURE DO WE NEED?

An Awesome Place To Make a Difference!
- We hire, develop and mobilize highly competent and passionate talent.
- Nurture leaders at all levels.
- Recognize and reward excellence in teaching, research and care.
- Cultivate and promote mentorship.

- We foster and recognize collaboration, cooperation and teamwork.
- Expand interdisciplinary research and scientific interactions and collaboration.
- Create an inclusive and engaging DOM culture.

- We enable faculty and staff to be successful and achieve their professional potential.
- Empower and support faculty.
- Accelerate access to the right resources.
- Provide support for protected academic time.

- We optimize capacity to meet the evolving needs of a complex and aging population.
- Health human resource planning and recruitment.
- Align physician capacity to patient needs and demands.

- We mobilize value-added technologies and tools.
- Implement technology enabled delivery and data systems for learning, research and clinical care.
- Accelerate simulation modalities.

HOW DO WE MANAGE OUR RESOURCES TO ENSURE SUSTAINABILITY?

Sustainability
- We set high standards, measure performance relentlessly and continuously improve.
- We advance the quality agenda focused on patient-centred care, efficacy, efficiency, equity, safety and access.
- We align resources to our vision and priorities.
- We provide community-based healthcare leadership and advocacy.
- We quantify and evaluate research output and success.
- We are fiscally accountable and transparent.

Guided by our values, TBD
Next Steps

- Make revisions and finalize Strategy Map
- Develop Stakeholder Communication Plan
  - Launch and roll-out
  - Ongoing
- Begin to shape a Performance Scorecard, in alignment with strategy map
- Develop Year One Goals & Priorities
- Form Action Teams to work on priority projects