



Department of Pathology

2009-2014

Update 2012

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INTRODUCTION

The Department of Pathology at The University of Western Ontario Schulich School of Medicine & Dentistry, London Health Sciences Centre, and St. Joseph's Health Centre held a strategic planning retreat on June 1, 2009 at Windermere Manor in London, Ontario. The retreat was facilitated by Dr. Peggy Roffey, UWO Director of Learning and Development. Building on the outcomes of this retreat the leaders in Research, Education and Clinical Service went back to their key stakeholders and developed this strategic plan for the next five years.

Promoting Excellence in Research

1. Collaboration
2. Developing researchers
3. Supporting innovation for translational research
4. Enhance and strengthen graduate education

Promoting Excellence in Education

1. Develop a scheme to enhance graded responsibility of residents (PGY2-5)
2. Strengthen resident exposure and training in new technology (molecular diagnostics, cytogenetics, informatics) and improve exposure to preexisting technology (e.g. immunofluorescence, electron microscopy, flow cytometry)
3. Strengthen resident exposure to research and publication - refer to vision/mission research section
4. Develop measures to improve integration of International Medical Graduates (IMGs) with Canadian system.
5. Enhance leadership skills among senior residents.
6. Develop methods to measure resident satisfaction and success
7. Strengthen departmental CME : Initiate innovative CME programs

Promoting Excellence in Clinical Service

1. To improve diagnostic accuracy and provide for continuous quality improvement
2. To improve timeliness, consistency and value in our reports
3. Provide mentoring for faculty
4. Establish a proactive Human Resources Plan

THE DEPARTMENT OF PATHOLOGY

SCHULICH SCHOOL OF MEDICINE & DENTISTRY, THE UNIVERSITY OF WESTERN ONTARIO AND LONDON
HEALTH SCIENCES CENTRE/ST. JOSEPH'S HEALTH CARE, LONDON

OUR VISION, MISSION AND CORE VALUES

The Department of Pathology fully supports the mission and values of the Schulich School of Medicine & Dentistry of The University of Western Ontario, London Health Sciences Centre and St. Joseph's Health Care London.

VISION

Provide state-of-the-art diagnostic pathology services while achieving excellence in pathology research and education.

MISSION

Members of the Department of Pathology strive to provide a quality work environment that fosters unity, respect for diversity, teamwork and professional growth. We are committed to serve our:

PATIENTS, by providing efficient, comprehensive and high quality diagnostic services for optimal patient outcome and health. We are committed to strategies that result in continuous improvement of the quality of our services.

STUDENTS, by providing the best student experience through outstanding educational programs for undergraduate, graduate and postgraduate students, and other health care professionals within a clinical and research intensive environment. We integrate continuing medical education programs into the departmental activities.

SCIENTIFIC RESEARCH COMMUNITY AND HEALTH CARE PARTNERS, by sharing expertise, fostering interdisciplinary collaboration, and providing exemplary educational and scientific resources. We are a strong clinical and basic science department and our research endeavors include basic science, clinical and translational research. We provide research leadership by identifying our strong research strengths and enhancing research productivity with selective allocation of resources. We guide and collaborate with our regional partners to improve the diagnostic pathology services throughout Southwestern Ontario.

SOCIETY, by actively applying the art and science of pathology in educating the community in matters of health and disease.

OUR CORE VALUES

TEAM WORK

We believe in a team-based problem identification and problem solving methodology.
We believe in interdisciplinary networking.

INNOVATION

We are flexible and adaptable in order to meet the changing needs of society.
We strongly believe in continuous quality improvement to enhance clinical performance outcomes.

LEADERSHIP

We strongly encourage members to take leadership roles in education, research and management.
We support the leaders who guide our mission.

"We must become the change we want to see"

Mahatma Gandhi (1869-1948)

Promoting Excellence in Research

1. Collaboration
2. Developing Researchers
3. Supporting Innovation—for Translational Research
4. Enhance and strengthen graduate education

Strategic Direction 1: Collaboration			
	Leaders/ Initiators	Timeline	Status
Goal 1: Hold Pathology informal meetings for Pathologists and Scientists, e.g. Thursday lunches.	SC/CMM JB/CMM	fall 2009- ongoing	Pathologists are attending, but attendance by Scientists is poor. Attempts to be made to encourage their attendance 2011 UPDATE: Will organize these meetings around particular themes and expect all basic and clinical scientists with real or potential interest in an area to show up. Will also invite those from broader university/hospital environment to come and identify needs best delivered by pathologists
Goal 2: Inventory our expertise and interests (faculty and residents) and publish on the website, keeping it updated; specifying subspecialties, research foci	All Faculty Members/MH JB/MH	Start fall 2009- ongoing	Pathologists and Scientists have been asked to provide their faculty profiles for the web, these are uploaded when received 2011 UPDATE: These will be updated again now. Requests will be sent to all members of the Department. Director of Research will also keep a private list of those willing to engage in collaborative research in a specific area of pathology if a partner can be found. 2012 ongoing updates
Goal 3: Use the web as one way to increase awareness of research, the process, research opportunities, and the availability of facilities	MH	Start fall 2009- ongoing	Good News Bulletin is now posted on website. Link to SSMD core facilities to be added to Pathology Research Website 2010 UPDATE: Web site updates complete 2011 UPDATE: Continued updates are underway, under direction of the Communications Committee 2012 ongoing
Strategic Direction 2: Developing Researchers			
	Leaders/ Initiators	Timeline	Status
Goal 1: Consider an "Innovation Committee" to increase collaboration among Clinical and Post-Doc Fellows	SC JB	Fall 2010	In planning stages 2011 UPDATE: Committee to be renamed "Translational Research Committee", to be initiated in 2011/12 2012 – committee members identified

Goal 2: Research Day: <ul style="list-style-type: none"> • Get Coordinators actively involved in projects to move them forward • Foster project development early • Make new researchers aware of the process • Increase the involvement of technologists, medical students, undergraduates • Consider changing the timing of our Research Day to after Fellowship exams 	AT	Fall 2010	<p>SC/JGS have initiated a forum for research plan presentations from the residents. Some of them have presented their project ideas. A second group is to be presenting in early 2010</p> <p>2010 UPDATE: Technologists have been invited to attend Research Day and present posters as well (2 posters were provided by Cytotechs in 2010)</p> <p>Medical students/undergraduates doing elective projects in the Department of Pathology are also invited to present posters</p> <p>Timing of Research Day is planned to avoid potential conflicts with other internal (UWO) and external meetings /conferences.</p> <p>2012 Research Day coordinating committee to be identified with representation from all areas</p>
Goal 3: Grand Rounds/Zhong Seminar <ul style="list-style-type: none"> • promote attendance by all faculty, graduate students and residents 	DKD JB	fall 2009-ongoing	<p>Zhong Seminar series coordination is led by Dr. Driman, list of speakers has been developed</p> <p>2010 UPDATE: Zhong Seminar series coordination is led by Dr. Driman; attendance promoted through advertising both within the department and across the Faculty.</p> <p>2011 UPDATE: Research Committee structure has been changed. Efforts will be made to identify budget for two external speakers, chosen on basis of either enhancing collaborative research or enhancing pathology service; preference will be given to nominees that do both.</p> <p>2012 Zhong Seminar now alternates with Grand rounds in hopes to increase attendance</p>
Goal 4: Provide protected time: make it transparent and clarify research as an accountability	DKD JB	early 2010	<p>Dr. Driman has agreed to lead a committee to look at this issue as well as other off-service policies. Dr. Garcia will brief him</p> <p>2010 UPDATE: Dr. Driman led this committee which reported back to Dr. Garcia in February 2010.</p> <p>Dr. Driman developed a task force. A draft document has been produced and discussed with the department members. With the advent of the career track document, there is even a greater need to meet this direction.</p> <p>2011 UPDATE: The Task Force report will be finalized and brought to the Department for approval prior to its introduction as Departmental Policy.</p> <p>2012 ongoing</p>

Strategic Direction 3: Supporting Innovation—for Translational Research			
	Leaders/ Initiators	Timeline	Status
Goal 1: Establish a process for review and implementation – targeting all faculty	BG/SC	Fall 2010	CDP process may be considered as a forum for goal setting and review. 2010 UPDATE: 2010-11 CDP process will include two additional components: The launching of all junior (< 7 years) mentorship committees The incorporation of career tracks to the discussion 2011 UPDATE: Mentoring has been adopted for all junior faculty. Academic Role Categories have been assigned to all clinical faculty. 2012 ongoing
Goal 2: Expand research capacity through new recruitment and innovative funding	BG/MH SC/ JB	Fall 2009	UPIF and PASF applications are being drafted for next budget submission 2010 UPDATE: in response to the external posting for Chair/Chief of Pathology a space application is being submitted in fall 2010. The work planned will update and amalgamate Oral Pathology space and free up laboratory and office space for the new Chair/Chief 2011 UPDATE: Recruitment initiated for one basic scientist and one clinician scientist. CFI application in development for funding renovated space/equipment 2012 Successful recruitment of Basic Scientist, transfer of one Clinician Teacher to Clinician Researcher role category.
Goal 3: Use what we have got e.g. a forum for discussion	SC JB	Fall 2009-ongoing	Research committee meets quarterly 2011 UPDATE: Revamped Research Committee will begin meeting once a month. 2012 ongoing
Strategic Direction 4: Enhance & Strengthen Graduate Education			
Goal 1: Novel interdisciplinary enhancements	SC/GEC NC/ PA-GEC JB/DKD	ongoing	Grad program offerings have increased over past 5 years e.g. Course & Practicum Based Program (PA Program), Ecosystem Health, Oral & Maxillofacial Surgery Program etc. 2010 UPDATE: we are looking at the opportunity to convert the PA program to a professional program, and designate this as a signature program at SSMD 2011 UPDATE: process is now underway to convert the PA program to a professional program. Directors of Educations and Research will seek ways in which to integrate education and research in the new PA professional program. 2012 PA Program approved as professional program, expansion plans are progressing

Goal 2: Increase recruitment/marketing efforts	SC/GEC CC/GEC	ongoing	Website enhancement Participation in graduate recruitment events 2012 ongoing
Goal 3: Increase supervisory pool	SC/GEC JB/DKD	ongoing	UPIF application pending for \$\$ for faculty recruitment 2010 UPDATE: will continue to seek opportunities to expand our basic science complement at the UWO department 2011 UPDATE: Directors of Education and Research will work together to prepare competitive applications for all internal and external opportunities where we have good chance of success. 2012 successful recruitment of Basic Scientist in 2012. Selection process underway for a 2013 recruit

Promoting Excellence in Education

Mission:

Provide the Best Student Experience through outstanding educational programs within a clinical and research environment.
Integrate continuing medical education programs into the departmental activities.

Our core values: Teamwork, Innovation and Leadership.

Strategic Directions:

1. Postgraduate Education

- 1.1. Develop a scheme to enhance graded responsibility of residents (PGY2-5)
- 1.2. Strengthen resident exposure and training in new technology (molecular diagnostics, cytogenetics, informatics) and improve exposure to preexisting technology (immunofluorescence, flow cytometry, electron microscopy)
- 1.3. Strengthen resident exposure to research and publication - refer Promoting Research Excellence
- 1.4. Develop measures to improve integration of International Medical Graduates (IMGs) with Canadian system.
- 1.5. Enhance leadership skills among senior residents.
- 1.6. Develop methods to measure resident satisfaction and success

2. Continuing Medical Education

- 2.1. Strengthen departmental CME by initiating innovative CME programs

3. Undergraduate Medical Education

- 3.1. Strengthen the presence of clinical pathology practice exposure in the undergraduate medical curriculum
- 3.2. Ensure that medical students complete training with sufficient practical laboratory medicine knowledge
- 3.3. Develop enhanced educational opportunities for medical students

Strategic Direction 1: Develop a scheme to enhance graded responsibility of residents (PGY2-5)			
	Leaders/ Initiators	Timeline	Status
Goal 1: Calls from clinical services should be triaged to senior residents involved in the case	All	2009-ongoing	Pathologists requested to initiate this activity during their surgical pathology, cytology, and autopsy practice on a daily basis. 2010 UPDATE: Residents are being first on call during week and weekend call. Need to continue to monitor uptake 2012 complete
Goal 2: Senior residents should collect information and initiate discussion with clinicians particularly on medical pathology cases	All JGS	2009-ongoing	Pathologists requested to prompt senior residents during routine sign-out of medical pathology cases e.g. inflammatory dermatoses, lung, kidney and GI pathology cases. 2010 UPDATE: an audit on success rate will be conducted 2011 UPDATE: audit to be conducted this year. 2012 ongoing
Goal 3: Enhance graded responsibilities at frozen sections; PGY5s should be scheduled on frozen section service more frequently	JGS	2009-ongoing	Final year residents are scheduled on UH frozen section service at least once a week, and are allowed as much autonomy as possible by the covering pathologist. 2012 complete
Goal 4: Define expectations at beginning of training and at the start of every subspecialty rotation	JGS/ All Team leaders	2009-ongoing	Team leaders are encouraged to develop clear and measurable objectives for all subspecialty rotations. These objectives should be discussed with the residents at the beginning of their rotation. 2011 UPDATE: Team leaders will develop clear and measurable objectives for all subspecialty rotations. These objectives will be discussed with the residents at the beginning of their rotation. 2012 complete
Strategic Direction 2: Strengthen exposure and training in new technology (molecular diagnostics, cytogenetics) and improve exposure to other technology: immunofluorescence, electron microscopy, flow cytometry, informatics			
	Leaders/ Initiators	Timeline	Status
Goal 1: Provide a mandatory rotation in molecular diagnostics/cytogenetics in junior years (2 weeks – 1 month)	JGS	2010 - 2011	To be incorporated into next year's Rotation Schedule for PGY2 /PGY-3 core rotations. 2010 UPDATE: A one block rotation has been incorporated into the 2010-2011 Rotation Schedule for PGY2 /PGY-3 core rotations. 2012 complete

Goal 2: Provide potential research projects in the above areas to all senior residents	JGS / JB Others involved Research Committee	2010 ongoing	2011 UPDATE: The Research Committee will work with clinical pathologists and basic scientists, initially in Pathology but extending to all Schulich departments to identify suitable research projects for all residents in Pathology. 2012 ongoing
Goal 3: Improve exposure to FCM (flow cytometry)	JGS	2009-ongoing	Residents are encouraged to participate in FCM sign-out when they are covering frozen section with a hematopathologist in Victoria campus 2011 UPDATE: PGY3s on rounds are participating in FCM sign-out 2012 complete
Goal 4: Improve exposure to EM (electron microscopy), IMF testing (immunofluorescence)	JGS	2009-ongoing	Residents are introduced to EM early on during the "Summer PGY2 Lab Orientation Program". Senior residents are also encouraged to attend. Residents are urged to visit EM lab and practice on an Electron Microscope as they sign out their cases. This year, all residents are expected to present a case with EM findings at the Noon Rounds. Residents will be scheduled on IMF service 2011 UPDATE: All residents are expected to present a case with EM findings at the Noon Rounds. IMF service placement not yet initiated 2012 ongoing.
Goal 5: Improve exposure to Informatics	CEA	2009-ongoing	Ongoing sessions related to informatics will be given by Dr. Armstrong. 2010 UPDATE: Successful launching of voice recognition software for pathologists and pathologists assistants is underway. Dr. Gabriel's Grand Rounds presentation on Pathology Health Informatics and the role of pathologists now and in the future. 2012 ongoing
Goal 6: Improve exposure to basic epidemiology and statistics	JGS JB	2009-ongoing	Will be achieved through journal clubs, research projects and academic half day teaching 2011 UPDATE: Make the MPH core competency classes in Epidemiology and Biostatistics available for Pathology residents and graduate students, beginning September 2013 2012 Academic Half Day session held, to be repeated annually
Strategic Direction 3: Strengthen residents exposure to research and publication (Refer to Research Section)			

Strategic Direction 4: Develop measures to improve integration of International Medical Graduates (IMGs) with Canadian system.			
	Leaders/ Initiators	Timeline	Status
Goal 1: Develop a structured orientation program for IMGs	JGS/ RPC members	2011	A subcommittee is being developed to address this 2010 UPDATE: On hold as there has not been the need for such a program recently. 2011 UPDATE: On hold 2012 on hold
Goal 2: Encourage attendance of IMGs at faculty development workshops, e.g. PowerPoint, EXCEL	JGS	2009- ongoing	Arrangements have been made to distribute UWO Faculty Development Course brochures to all junior residents; IMGs are strongly encouraged to attend 2012 ongoing
Goal 3: Direct IMGs to other available institutional (LHSC,UWO) and other departmental educational resources	JGS	2009 -ongoing	This will be done on an individual basis as needs and deficiencies arise and are identified. The PGY1 Summer Academic Half Day series, started in 2009, covers CanMEDs roles, and our IMGs are being sent to these. 2012 ongoing
Goal 4: Arrange mentorship with fellow residents	JGS/ RPC members	2009 -ongoing	So far, this has occurred spontaneously, but will be arranged where informal mentorship is lacking. 2010 UPDATE: a list of formal resident mentors is being compiled. 2012 ongoing
Strategic Direction 5: Enhance leadership skills among senior residents.			
	Leaders/ Initiators	Timeline	Status
Goal 1: Explore opportunity for senior residents to attend a suitable management course	JGS/ BG	2010-ongoing	Will discuss with chair of department re feasibility in the future. 2010 UPDATE: Senior residents are given a choice of a funded "away" course of their choice. They are also encouraged to attend locally run faculty development and CME courses, including leadership courses. 2012 ongoing
Goal 2: Formalize role of senior/chief resident and expand the responsibility of chief resident <ol style="list-style-type: none"> Teaching of junior residents /IMGs Scheduling of subspecialty rotation Team based problem solving Leadership at rounds (e.g. Gross Rounds) 	JGS/ RPC members	2009 -10	The roles and job description of the Chief Resident have been revisited. It will be modified and revised by the Residency Program Committee. 2010 UPDATE: the roles and job description have been revised. 2012 complete

Strategic Direction 6: Develop methods to measure resident satisfaction/success			
	Leaders/ Initiators	Timeline	Status
Goal 1: Perform an informal survey of former residents who have been practicing for the past 3-4 years (academic and community)	JGS/ Joseph	2010 Dec	Dr. Shepherd has initiated informal email correspondence with a few former residents. We are developing a questionnaire to survey select former residents 2010 UPDATE: a draft questionnaire has been created and is being circulated for approval 2011 UPDATE: online survey was conducted 2012 to be repeated in 2013
Goal 2: Perform an informal survey of current residents	JGS/ MGJ	2010 Dec	We are developing a questionnaire to survey current residents 2010 UPDATE: a draft questionnaire has been created and is being circulated for approval 2011 UPDATE: online survey was conducted 2012 to be repeated in 2013
Strategic Direction 7: Strengthen CME program - Initiate innovative CME programs			
	Leaders/ Initiators	Timeline	Status
Goal 1: Offer a wide variety of RCPSC accredited rounds to the faculty members	CEA/KFK chairs of educational rounds AH	Ongoing	These ongoing RCPSC accredited educational rounds are in place 2010 UPDATE: a new leader has been appointed to replace CEA, whose term ended June 30/10. New CME/CPD lead is Dr. Kwan (KFK) 2011 UPDATE: CME event for community pathologists to be held on in November; this will be a CCO sponsored event. 2012 UPDATE: Dr. Haig is the new leader and a complete slate of rounds has been put together for the 2012-3 year.
Goal 2: Offer select RCPSC rounds to community pathologists by videoconferencing	CEA/KFK BG AH/DKD	2010 Dec	Our departmental conference hall is being updated for videoconferencing. 2010 UPDATE: Just completed the installation of the Videoconferencing system at the department (UH). In talks with Windsor pathology chief to begin transmission momentarily. 2012 UPDATE: The Grand Rounds are being transmitted via the internet (webinar). Selected Noon Rounds will be transmitted to Windsor via the videoconferencing system.

Goal 3: Explore Telepathology for education and service (future)	CEA/KFK BG CEA	Future plan	Discussion in place for future . 2010 UPDATE: We use already telepathology for diagnostic services. We use it as a quality assurance tool for VH frozen sections as well as a diagnostic tool for pediatric neuropathology at VH. We use the virtual microscope and digital images of microscopic slides for teaching at all levels, UME, PGE and CME. We will continue to expand. 2012 UPDATE: Telepathology continues to be used for diagnostic services: a quality assurance tool for VH frozen sections as well as a diagnostic tool for pediatric neuropathology at VH. We use the virtual microscope and digital images of microscopic slides for teaching at all levels, UME, PGE and CME. We will continue to expand as needed.
Goal 4: Develop personal learning projects. Is this a worthwhile exercise?	CEA/KFK AH/DKD	Future plan	Will look into this in future. Not a priority at this time considering the wide variety of educational CME programs available for pathologists. 2010 UPDATE: Still being deferred by some. There are however a significant number of pathologists that choose to do their CME using personal learning projects of short duration 2012 UPDATE: Some pathologists choose to do their CME using personal learning projects, but this is personal and individualized.

Strategic Direction 7: Undergraduate Medical Education			
Goal 1: Strengthen the presence of clinical pathology practice exposure in the undergraduate medical curriculum	MGJ	Initiated in 2012	Develop a new course in Laboratory Medicine to be incorporated into the new Meds 4 course "Diagnostics and Therapeutics"
Goal 2: Ensure that medical students complete training with sufficient practical laboratory medicine knowledge	MGJ	Initiated in 2012	Status: Initiate a task force to review the CAP Exit Competency Document and create specific objectives for our students.
Goal 3: Develop enhanced educational opportunities for medical students	MGJ	Initiated in 2012	Status: Encourage faculty members to develop self directed learning modules in anatomical and clinical pathology; these may evolve into peer reviewed publications and or scholarships

Promoting Excellence in Clinical Service

The Role of Clinical Service in the Vision/Mission of the Department: To provide “*state-of-the-art diagnostic pathology services*” that include “*efficient, comprehensive, and high-quality diagnostic services*” resulting in “*optimal patient outcomes and health*”; to engage in “*strategies that result in continuous improvement of the quality of our services...to enhance clinical performance outcomes.*”

Strategic Directions:

1. **To Improve Diagnostic Accuracy and Provide for Continuous Quality Improvement**
2. **To Improve Timeliness, Consistency and Value in Our Reports**
3. **Provide Mentoring for Faculty**
4. **Establish a Proactive Human Resources Plan**

Strategic Direction 1: To Improve Diagnostic Accuracy and Provide for Continuous Quality Improvement			
	Leaders/ Initiators	Timeline	Status
Goal 1: Strengthen the Pathology and Interpretive Quality Management Committee - continue to develop processes re quality monitoring - review data on quality protocols and provide feedback - identify target areas requiring quality improvement	HCE	2009-ongoing	Planning process 2010 UPDATE: PIQM meeting quarterly. Dr. Ettler was appointed clinical lead of quality assurance Dr. Driman was appointed regional clinical lead for cancer services Monitoring frozen sections, corrected and supplementary discrepancy rates. New forms to document major diagnostic discrepancies and physician initiated reviews. Biannual monitoring of internal consultation rates, per pathologist. Reporting from autopsy and cytology services. 2012 Update – PIQM committee continues to monitor QA processes and provides feedback to professional staff Improved documentation of cases requested for review by outside institutions
Goal 2: Strengthen sub-specialized diagnostic approach - complete service plans for lung and skin teams - continue to develop team service plans to include quality initiatives - evaluate subspecialty team membership to ensure adequate coverage	PLT	2009-ongoing	- Lung/skin teams implemented September 09 - revised team charter's due December 1 - additional team members added to renal, CV, specialty cytology 2010 UPDATE: Department is now fully subspecialized with team charters in place - each team has adequate numbers of staff - The consultation service has been reviewed and processes

			aligned amongst the teams 2012 – Full subspecialization continues with modification of specimen distribution to improve workflow
Goal 3: Strengthen internal educational opportunities and resources - standardized documentation of cases presented at rounds - improve conferencing resources for Department rounds (tele-conferencing, video)	PIQM CMM	2009-ongoing Jan 2010 Jan 2010	- Documentation of secondary case reviews by PIQM 2010 UPDATE: Many rounds and some Tumour boards documented in standard format. - video conferencing and high resolution projection for A3-100 2010 UPDATE: COMPLETED - projection system for A3-252 2010 UPDATE: COMPLETED
Goal 4: Align quality management processes with provincial/national requirements	PIQM	2010	- Provincial quality management requirements expected in 2010 2012 – Standards2 Quality guidelines released in May 2011. PIQM has aligned QA monitoring with these guidelines.
Strategic Direction 2: To Improve Timeliness, Consistency and Value in Our Reports			
	Leaders/ Initiators	Timeline	Status
Goal 1: Identify the specific barriers to timely reporting - assess specimen work flow and identify potential road blocks - take corrective action to improve work flow - continue to monitor TAT and provide feedback to lab and pathologists	PLT	2009-10	- LEAN process review for SRA, gross room COMPLETED 2010 UPDATE: a similar process for histopathology is planned for 2011 2012 – LEAN process for histology has started and rapid improvement projects including the slide handout bench are underway A significant increase in TAT has been noted that is secondary to increased volumes of cases being received
Goal 2: Standardize gross room procedures - complete grossing protocols and provide education to PAs and residents - improve procedural and educational value of morning gross rounds - clarify gross room roles and expectations for PAs, residents and Pathologists	Gross Room Task Team EJT	2009 – on going	- Gross room task team initiated September 09 2010 UPDATE: 5 paragraph system has been adopted and most teams have completed grossing templates 2012 – standardization continues with more gross templates and standardized nomenclature
Goal 3: Expand synoptic reporting protocols - complete CCO discrete field synoptic module	CMM/CEA LIS Support	2009-10	- Project completion date March 10 2010 UPDATE: Discrete field synoptic reports for 5 major sites were implemented in spring 2010 2012 – Synoptic reports have been implemented for 64 cancer sites/types
Goal 4: Provide access to molecular tests - develop a plan for proactive adoption of molecular testing - redistribute dept resources to include testing that is more efficient - submit repatriation of molecular testing application to MOH	Molecular, SC	2009 – on going	2010 UPDATE: on hold – molecular labs on the move to North Tower at Victoria Hospital 2012 – Molecular diagnostic labs have completed the move and restructuring of the labs continues. Dr. Howlett has taken on the

- continue to seek funding - expand technical support			role of section head and has improved communications between the lab and pathology
Strategic Direction 3: Provide Mentoring for Faculty			
	Leaders/ initiators	Timeline	Status
Goal 1: Establish a process for mentoring and produce a manual - assign mentors for Junior faculty and establish objectives - improve orientation for new faculty	MSM	2009- 2010	- Mentoring committee established Sept 09 2011 UPDATE: Mentoring has been offered and accepted by all junior clinical faculty, Mentoring Committees have been established. Mentoring has been offered to all clinical Associate Professors. Mentoring Program Committee terms of reference have been updated and are being circulated for approval.
Goal 2: Support further CME including leadership, education initiatives - inventory leadership development	BG	ongoing	- Inventory and CME gaps identified during CDP process 2010 UPDATE: The department is absorbing all the cost involved in the attendance to Physician's Management Institute courses run by the CMA/OMA or similar CDP process includes questions and encouragement for leadership for ALL laboratory MDs and PhDs
Goal 3: Strengthen professional links to clinical services - identify partnerships with subspecialties teams to clinical colleagues	PLT, team leaders	ongoing	In 2009 the Pathology and Lab Medicine Leadership developed the LLSG Ambassador Program to formalize relationships with the core clinical programs at London Hospitals. A medical leader and an operational leader were assigned as "ambassadors" of the labs: Dr. McLachlin and Debbie Gaskin for LRCP, Dr. B Garcia and Alex Stuart for Surgery, Dr. R Lannigan and Viki Massey for Medicine, Dr V Prabhakaran and Sue Vollbrecht for Mental Health, Dr. J Knoll and Debbie Gaskin for Womens and children's, Dr M Shkrum and S Vollbrecht for Parkwood and Dr. I Chin-Yee for Clinical Research. 2010 UPDATE: Meetings with key clinical services continue 2012 – a new PaLM org chart has finalized with the addition of Medical Directors for Pathology and Lab Medicine
Goal 4: Support professional role modeling - strengthen role of lab physician as integral part of clinical team eg ambassador program, LHSC committees, participation in clinical rounds	All	ongoing	Planning process
Strategic Direction 4: Establish a Proactive Human Resources Plan			
	Leaders/ Initiators	Timeline	Status
Goal 1: Develop and maintain a human resources plan that anticipates future need of the Department and the region - develop a needs assessment for future retirement	PLT	Ongoing	Application for new pathologist position submitted to MOH Nov 09 2010 UPDATE: A new pathologist position (AH) was added in January 2010

<ul style="list-style-type: none"> - assess current and potential gaps in clinical service coverage - participate in Thames Valley regional planning initiatives 			BW and AS have joined TVHP process 2012 – a new pathologist and 2 new microbiologists have been hired. A vacant pathology position remains and has been re-advertised.
Goal 2: Provide Fellowship training <ul style="list-style-type: none"> - develop clinical/research Fellowship - assess subspecialty needs of the Department and region 	Fellowship Committee	Ongoing	Fellowship planned for July 2010 2010 UPDATE: fellowship deferred to July 2011 – candidates now being reviewed 2012 – 2 fellows were trained per year in 2010/11 and 2011/12. 2 fellows for 2012/13 have been finalized.
Goal 3: Provide appropriate office and lab space for new faculty <ul style="list-style-type: none"> - map potential office space within the Department - secure shell space for Department use 	PLT	Ongoing	LHSC Facilities request submitted 2010 UPDATE: A new office for AH was completed in the summer of 2010 at the department's expense 2012 UPDATE: New offices for BG and BW were completed.