

Department of Pathology and Laboratory Medicine

Strategic Plan 2014 – 2019
2016 Update

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2014-2019 Strategic Plan Overview

VISION	STRATEGIC DIRECTIONS	GOALS & OBJECTIVES
Excellence in RESEARCH	1 Foster independent and collaborative research (inter and intra-departmental and cross-specialty)	<ul style="list-style-type: none"> Enhance the department's research profile Increase opportunities for independent and collaborative interaction Communicate department's research strengths and define areas of strength Enhance scholarship in education
	2 Support innovation in translational research and knowledge translation.	<ul style="list-style-type: none"> Establish a process for review of metrics and implementation regarding translational research dissemination Facilitate faculty, resident, graduate and undergraduate student research and research training
Excellence in EDUCATION	3 Educate the next generation by providing an exceptional learning experience.	<ul style="list-style-type: none"> Strengthen the Interconnection UME-BMSc-Grad-PGE Develop competency based education Encourage leadership in education Enhance scholarship in education
	4 Attract top candidates to the best place to train.	<ul style="list-style-type: none"> Improve marketing via web presence Enhance recruitment process Introduce novel interdisciplinary education
Excellence in OUR STAFF & FACULTY	5 Nourish and develop staff & faculty to make our department the best place to work	<ul style="list-style-type: none"> Increase staff & faculty engagement Promote mentorship, coaching & peer dialogue Facilitate provision of academic time Maintain Research Day, Grand Rounds and Zhong Seminar series

Updates

Updates for all the recommendations coming out of the Strategic Planning retreat are outlined below. At this time metrics are being defined, and where possible, data and statistics are being generated for inclusion in updates for future years.

RESEARCH Strategic Direction 1: Fostering Independent and Collaborative Research:
Inter/Intra-Departmental and Cross-Specialty Enhance our department's research
profile

GOALS & OBJECTIVES: Enhance our department's research profile

Publish grant success: Grant award notices are announced on the website, and reported in the PaLM Post, Chair's Bulletin and in the Annual Report. Grants are updated as received on the PaLM Website http://www.schulich.uwo.ca/pathol/research/grants_awarded.html. The challenge continues to be in receiving notification, especially where grants are not held in PaLM/UWO.

Publish success in publications: Publications are updated as received on the PaLM website <http://www.schulich.uwo.ca/pathol/research/publication.html>

Publish research success e.g. presentations: When the department office is notified, research successes such as presentations and participation in meetings are featured in a story on the website http://www.schulich.uwo.ca/pathol/about_us/news/index.html, and in the monthly PaLM Post: http://www.schulich.uwo.ca/pathol/about_us/palm_post.html. The challenge is in receiving the information, especially for those faculty who do not have up-to-date Acuity STAR CVs. We are addressing this challenge by having a monthly call go out to all faculty member for information about their publications, grants and other awards.

Initiate trainee and faculty video/blurb: Feature stories about trainees and faculty are now regularly posted on the PaLM website. We continue to look at developing a method to ensure new stories are delivered to us on a regular basis.
http://www.schulich.uwo.ca/pathol/gps/research_programs/graduate_student_profiles.html
http://www.schulich.uwo.ca/pathol/people/bios/faculty/khan_zia.html

Nominate faculty, staff and trainees for awards: Faculty, staff and trainees are regularly nominated for various awards. Awards and other successes are announced on the website, and in the monthly PaLM Post as we are informed.

Create and promote QR codes on all posters and flyers: QR codes are now regularly inserted on department event posters and PaLM research posters.

Outreach events to showcase research in PaLM: Plans for outreach events to showcase research in Pathology and Laboratory Medicine include:

- Schulich Bachelor of Medical Science Undergraduate Education (BMSUE) initiated "Shadow a Researcher" in 2016 but we were unable to participate. Plans are underway for our department participation in 2017.
- Each year our faculty attend Western University's March Open House for undergraduate students

- Western's Fall Preview Day for graduate students is well represented by our faculty members

Invite high profile external speakers for departmental seminars: High profile speakers continue to be invited for events during the past year. Nobel Laureate, Dr. Andrew Fire, Professor of Pathology and Genetics at Stanford University School of Medicine was our keynote speaker at our annual research day event in April 2016. Dr. Martin Chalfie, Professor, Biological Sciences, Columbia University will be visiting in fall 2017 to present the Paterson Lecture. Dr. Chalfie is one of the world's most celebrated scientists and also a Nobel Prize winner.

GOALS & OBJECTIVES: Increase opportunities for independent and collaborative interaction

Increase awareness of current research through web page: Areas of research strength are published on our website, this listing was updated in December 2016
http://www.schulich.uwo.ca/pathol/research/areas_of_research/index.html.

Increase awareness of current research with monthly meetings: In 2015-16 scientist meetings were scheduled to allow our basic science and clinical researchers from across the city a venue in which to inform each other of their research. It is hoped that this initiative will be reinstated in 2017 and that it will result in collaborative and cross-disciplinary grant applications.

Increase awareness of current research by informing members of departments' research directions: researcher profile initiated in 2015 annual report. Publications and grants are announced on the web site, in PaLM Post, and in department meetings and Chair Bulletins.

Enhancement of graduate student training by basic and clinical scientist co-supervision: almost all advisory committees now include both basic and clinical scientists.

Enhancement of resident training by matching with basic scientists: this happens informally on a one-off basis.

Create procedural blueprint (research toolkit) for streamlining ethics and animal use application process: ACVS is currently undergoing significant process change, we are awaiting the outcome before pursuing this recommendation further.

Streamline procedures for obtaining bio-specimens: Explore umbrella ethics approval for pathology research: this has been explored but is not attainable, must follow process of Human Ethics Committee.

Facilitate laboratory space and equipment sharing. Creation of online "Virtual Lab"/equipment list: 2016 this initiative is underway.

Enhance collaboration between clinical and basic scientists by internal funding for pilot studies: Pathology Internal Funds for Academic Development (PIFAD) funds, an internal award competition, are available to scientists who are working in collaboration with a pathologist.

GOALS & OBJECTIVES: *Communicate our research strengths and define areas of strength*

Publish research successes on website: As already noted above, publications, grants and other research successes are communicated on the webpage, in the PaLM Post, and in the Annual Report. Department meetings start with a round of congratulations, and in months where no meetings are held, the information is communicated in the Chair Bulletin. Departmental research plan is under development.

Recognize established strengths: Areas of research strength are published on our website http://www.schulich.uwo.ca/pathol/research/areas_of_research/index.html.

RESEARCH Strategic Direction 2: Support innovation in translational research and knowledge translation

GOALS & OBJECTIVES: *Establish a process for review of metrics and implementation regarding translational research dissemination*

Collect and highlight knowledge translation metrics: Full list of publications is available on our [website](#). Data is being collected. Once three years of data is available a process for collection and review of metrics, and translational research dissemination will be initiated.

Publication Summary	2016	2015	2014	2013	2012
Peer-reviewed Journal Articles	96	75	64	77	89
Book Chapters	2	1	3	6	2
Total	98	76	67	83	91

Funding Dollars	2016	2015	2014	2013-14 Funding	2012-13 Funding
Externally Funded (PI)	\$1,700,000	\$1,583,511	\$1,107,699	\$1,055,724	\$1,084,950
Externally Funded (co-PI/co-investigator)	\$2,400,000	\$683,390	\$1,663,198	\$ 962,350	\$1,645,210
Internally Funded (PI)	\$700,000	\$120,356	\$ 118,930	\$ 144,967	\$ 118,811

Internally Funded (co-PI/co-investigator)	\$275,000	\$24,959	\$ 128,589	\$ 311,297	\$ 115,335
Total Grant Funding:	\$5,100,000	\$2,412,216	\$3,018,416	\$2,474,338	\$2,964,306

Numbers of Awards	2016	2015	2014	2013-14	2012-13
Externally Funded (PI)	28	15	14	17	18
Externally Funded (co-PI/co-investigator)	13	9	12	10	10
Internally Funded (PI)	18	12	12	12	17
Internally Funded (co-PI/co-investigator)	4	3	3	5	2
Total Number of Awards	63	39	41	44	47

GOALS & OBJECTIVES: Facilitate faculty, resident, graduate and undergraduate student research and research training

Facilitation of faculty, resident, graduate and undergraduate student research and research training is always a focus. Plans will be initiated by the Director of Research and the various education program leaders to review this recommendation and determine further resources and support in this area.

EDUCATION Strategic Direction 1: Educate the Next Generation by Providing an Exceptional Learning Experience

GOALS & OBJECTIVES: Enhance education & training experiences

CME e.g. host national meeting, regional meeting (OAP, CAP/Michigan/etc), collaborate with other sites for CME events (Toronto cytology): Two multi-header workshops took place in 2016 (GI and Gyn) with excellent feedback from attendees. Plans are developing for the first workshop of 2017 (GU). The Bedard Symposium in collaboration with Mt. Sinai Hospital,

Toronto, took place in Toronto in October 2016 and is scheduled for London in October 2017. A CCO sponsored educational event was held March 2017.

Alternate forms of learning e.g. e-learning, webinars, YouTube, on-line learning: Plans are on hold for the present time for alternate forms of learning such as e-learning, webinars, YouTube, on-line learning, due to lack of resources.

GOALS & OBJECTIVES: Strengthen the Interconnection UME-BMSc-Grad-PGE

Opportunities in pathology – grad students e.g. invite to pathology rounds, academic half day: Full implementation of the recommendation to invite graduate students to Academic Half Day are not possible due to space constraints, but if a graduate student has special interest in a topic they may request to attend a specific session. Schedule to be posted online, so sessions of specific interest can be identified.

Offer other degrees with path PGE training: Started OneHealth undergrad programming in fall 2016, grad program to launch fall 2018.

Build resources for learning: Novel Education Resource Development (NERDs) workgroup was struck in 2015 under the leadership of Dr. Michele Weir. An OWL website was created and resources are uploaded for learning, education tips and tools, competency based education etc. Access is granted on request.

Create a forum for sharing of successes of experiences: NERDs continue to hold the Open Forum series for sharing of best practices in teaching.

GOALS & OBJECTIVES: Develop Competency Based Education

Enhance Department's participation in med school curriculum planning: Our efforts to elevate the visibility of Pathology and Laboratory Medicine among medical students continues. In the past year our faculty delivered three Pathology and Lab Medicine Interest Group sessions for Med 1 & 2 students. We delivered four Pathology Case Conference seminar series for Med 3 students in collaboration with Department of Surgery. We introduced a novel hands-on module on FNAB procedure and smearing technique for Med 3 students. We participated in the integration and transition (I&T) course module on dyspnoea for Med 4 students. In the Physicianship component of the I&T course we introduced 2 new lectures on Quality Assurance/Patient Safety and Medical Bioethics related to laboratory medicine. We offered many observership and electives for students. This year our pathology residents were encouraged to take an active role in medical student teaching; they served as organizers and resident buddies.

Diploma programs (cytopath, AP with Diploma chem/micro/hem): Cytopath Diploma program complete (MMW) with several successful candidates. No immediate plan for other diploma program (dependent on interest).

Reflective practice: NERDS addressed this topic in Open Forum series which includes opportunity to share practices in teaching & scholarship & reflection.

Develop resources for faculty and trainees: Complete, NERDs OWL website has been published and is accessible to all faculty and residents.

Education of faculty & trainees about CBE: NERDS continues with Open Forum series, includes CBME

Choose programs to model - Gross Room/The GYN team; Autopsy/MJS; FS/no champion yet identified: In 2015 in the planning stages, workgroup to be struck. The GYN team has planned, implemented and completed gross competency assessment for GYN rotation as a model for CBME. In 2016 we continue to follow GYN team model for grossing. Plan for greater implementation this year. Frozen section evaluation tool has been implemented.

Build consistent assessment tools: 2015 started on GYN team for residents and fellows. Plan to implement assessment tools across all teams in 2017/2018

Examine & build non-medical expert competencies teaching & assessment into program: In the planning stages and complete for GYN team for residents and fellows. Have implemented evaluations for residents' presentations. Working with RC to finalize EPA/milestones - to be completed 2017/2018.

Build transition to practice into program: Complete for GYN team for residents and fellows, in the planning stages for others. 2016 GYN team & cytopathology team continue to provide senior resident responsibilities based on transition to practice parameters.

Set up a promotional committee to assess milestones & progression: A clinical competency committee has been established to assess milestones and progression

GOALS & OBJECTIVES: Encourage Leadership and Scholarship in education/ teaching

Develop education resources for faculty & trainees: NERDs workgroup has implemented an OWL website and is in the process of uploading these types of resources - access is granted on request; open forums address scholarship in teaching.

Develop list of topics & projects: NERDs workgroup has implemented an OWL website and this resource continues to be updated with resources based on open forums

Create a group for conversation about resource development & scholarship experiences:
Complete - NERDs workgroup has been formed for this purpose, see above

Provide education of faculty & trainees: NERDs workgroup has been formed for this purpose, see above

EDUCATION: Strategic Direction 2: Attract Top Candidates to the “Best Place to Train”

GOALS & OBJECTIVES: Improve marketing via web presence

In planning stages, need to determine what is private vs public information, where to publish e.g. entrance GPA, CaRMS rankings, graduate student outcomes etc. Individual Programs to be asked for input for content on program specific web sites

GOALS & OBJECTIVES: Enhance trainee recruitment process

Web-based and recruitments sessions (through our web; Schulich/Western recruitment efforts): Taking part in Schulich recruitment efforts. Using web based tools.

Explore accelerated MSc/ participation in course-based MSc (through Schulich or other institute): On hold until 2017.

GOALS & OBJECTIVES: Introduce novel interdisciplinary education

Explore international training component for a course-based MSc program: On hold due to lack of resources

Facilitate transition of undergraduate students in honors' program to graduate program: Pathology graduate program showcased to Pathology 4980E (honor's) students. Included 'Graduate Studies' and 'Graduate Scholarships' as lectures in Pathology 4980E class. Setup an internal review of student's graduate school applications (optional).

Build resources for faculty & trainees re: education & novel methods of instruction/design/assessment: Complete – NERDs OWL site.

Create a forum for sharing our successes of innovative education in (instruction/design/assessment), “we learn to teach by ourselves, we need to change this: we need to share & learn from each other”: Complete – NERDs Open Forum. Open forum allowed faculty & residents to present scholarly projects in education; PaLM Annual Research Day is also a platform for same.

Enhance faculty development of educational skills: Open forums giving opportunity for improvement as teaching scholars

Identify target areas to start: As above

FACULTY & STAFF: Strategic Direction 1: Nourish and Develop Staff and Faculty to make our Department the “Best Place to Work”

GOALS & OBJECTIVES: Build a Recruitment Strategy

Increase supervisory pool for undergraduate and graduate students e.g. new hires and cross appointments: Recommendation initiated, multiple recruitments completed and selection process for new positions underway (see table 1).

Expand research capacity through new recruitment and innovative funding: Recommendation initiated, multiple recruitments completed and selection process for new positions underway (see table 1).

Expand research capacity through innovative funding e.g. gather and disseminate funding information: Information about funding opportunities is sent out on a regular basis by Schulich Research Office. Funding information of special interest is sent to targeted investigators by PaLM university office.

Explore Western Research Chair Program: Success in securing on CRC chair and one Endowed chair. 2016 selection process underway.

Hire and retain established scholars: Recommendation initiated, multiple recruitments completed and selection process for new positions underway (see table 1).

Explore funding for ‘new’ collaborative teams e.g. CIHR team grants: 2016 successful CIHR team in development with multiple other research leads across Canada.

Explore funding for ‘new’ collaborative teams e.g. revamp scientist meetings: See Research Update.

GOALS & OBJECTIVES: Increase staff and faculty engagement

Actively bringing more people into the clinical academic teams. Develop overlapping interest groups in specific areas (all), create micro/mini sabbaticals. 2016 on hold.

Aligning clinical and academic priorities and finding overlapping areas of research/clinical practice (eg. Mol. Gen): Recommendation initiated on the research side, plans to hold informal

faculty seminars to find overlapping areas of interest and synergy. 2016 Lots of growth in Molecular Genetics including appointment of two postdoctoral scholars.

Increased interactions/solicit ideas/ initiatives through information dissemination, review during CDP/APE: 2015 Initiated in CDP process. 2017 plans to initiate annual APE meetings with primary UWOFA Scientists.

Encourage and solicit faculty participation in Schulich/Hospital (external) activity: Initiated. Department regularly provides opportunities for faculty to attend events e.g. Award of Excellence Dinner, Dean's Gala.

More social interaction: Expansion of social committee initiated - University department staff have joined committee.

GOALS & OBJECTIVES: Mentorship, coaching, peer dialoguing

Mentorship working group: A formal mentorship program for all clinical faculty members was initiated in 2010 and is well established for junior faculty.

Peer dialoguing takes place both in rounds, and in NERDs Open Forums.

GOALS & OBJECTIVES: Facilitate provision of academic time

Compliance with Role categories

- I. Minimum 5% academic time for all clinical faculty – identify deliverables: Match with ARC
- II. More than minimum – identify deliverables
- III. Develop specific guidelines

The department has instituted an accountability feedback mechanism for Pathologists to detail how academic days are used. This is a yearly report that is sent to the Chair

ARCs have now been updated for all Assistant and Associate Professors. ARCs for Professors were updated during the 2017 CDP cycle.

Teaching plan, organization, and distribution: Examine our system for protected time for teaching (include pathologists and lab medicine clinical teachers): In the planning stages.

GOALS & OBJECTIVES: Promote Pathology Research Day, Grand Rounds, Zhong Seminar Series

All events are posted on the PaLM website, flyers are posted, and email invitations are sent.

Attendance is recorded for Grand Rounds and Seminar Series. Chair/Chief will review these statistics.

Table 1 – Faculty – New Appointments

Year of Appt	Name	Rank	Type of Appointment	Site	Areas of Research
2014	L. Cameron, PhD	Associate Professor	UWOFA	UWO DSB	Inflammation, functional genetics, molecular regulation, Th2 immunity, allergic disease
2014	B. Sadikovic, PhD	Associate Professor	Institute Scientist	LHSC VH	Clinical molecular genetics, clinical cytogenetics, Next Generation Sequencing
2014	L. Yang, PhD	Assistant Professor	Institute Scientist	LHSC VH	Trace element analysis, autoimmune disease, allergic disease, and multiple myeloma
2015	H. Lin, PhD	Assistant Professor	Institute Scientist	LHSC VH	Clinical molecular genetics, Next Generation Sequencing
2015	C. McCord, DDS	Assistant Professor	UWOFA	UWO HSA	Oral pathology, oral epithelial dysplasia, oral cancer, human papillomavirus, salivary gland neoplasia, odontogenic tumours
2015	G. McKinley, PhD	Assistant Professor	UWOFA	UWO MPH	Indigenous Health, Social Determinants of Mental Health, Suicide prevention, Eco-System Health.
2015	Q. Xu, PhD	Assistant Professor	Institute Scientist	LHSC UH	Interactions of inflammation, autoimmune and alloimmunity in transplantation.
2015	X. Zheng, PhD	Assistant Professor	Institute Scientist	LHSC UH	Organ transplantation, ischemia reperfusion injury, population genetics
2016	A. Campigotto, MD	Assistant Professor	Clinical Academic	LHSC VH	Medical Microbiology
2016	S. Frisbee, PhD	Assistant Professor	UWOFA	UWO DSB	Cardiovascular health, environmental health and epidemiology, behavioral health economics, health outcomes, health policy,
2016	J. Fuller, PhD	Associate Professor	Institute Scientist	LHSC VH	National surveillance of antifungal resistance development in invasive isolates of Candida and respiratory tract isolates of Aspergillus
2016	A. Poon, PhD	Assistant Professor	UWOFA	UWO DSB	Virus evolution, bioinformatics, phylogenetics, molecular evolution, phylodynamics, machine learning