# Corporate Plan for 2019-2021
## Ottawa’s Department of Medicine

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# Preface

Ottawa’s Department of Medicine (Ottawa’s DoM) is a collective of amazing people striving to be world leaders in medicine. We appreciate the individual differences of our faculty colleagues. Our diversity helps us excel as a team. Our vision, mission, and values unite us, as does our commitment to providing the highest quality of care for patients.

## Our Vision

Our vision is to be recognized as a world leader in medicine.

## Our Mission

Our mission is to provide the highest quality of patient care, medical education, and research, and to develop the next generation of physicians, researchers, and educators.

## Our Core Values

We are guided by the following core values:

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<tr>
<th>Respect</th>
<th>Quality</th>
<th>Collaboration</th>
<th>Accountability</th>
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<tbody>
<tr>
<td>We treat all people with dignity, professionalism, and equity regardless of individual differences and fully respect diversity in all its forms.</td>
<td>We will always strive for excellence in patient care, research and education.</td>
<td>We work together for the good of all our members and the people we serve to improve health, education and research in Canada’s National Capital Region.</td>
<td>We set the highest standards for professionalism, fairness, and transparency to earn and keep the trust upon which our work relies.</td>
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Introduction

Ottawa’s DoM strives to engage all its members, currently numbering more than 700, so that everyone can contribute meaningfully to our purpose. Our plan for the coming three years, detailed in the following pages, builds on our 2015 strategic plan and reflects input from the Department at all levels. It identifies what we need to do and where we need to go if we are to realize our vision of being a world leader in medicine.

In executing this strategy over the coming years, Ottawa’s DoM is committed to improving value across its six departmental programs in the following ways:

Figure 1: DoM’s six programs and overarching goals for 2019 to 2021
All six programs are DoM priorities and their objectives inform our action plans for the years 2019, 2020 and 2021. We detail each objective in separate sections over the coming pages, and each includes a high-level plan for 2019.

Our plan will:
- set a common understanding across Ottawa’s DoM about what matters to our members
- guide the development of actions
- inform our members of day-to-day activities

Innovation, investment, and faculty input will be key drivers for implementation of this plan. We will:
- balance innovation and creativity with discipline to ensure implementation is effective and efficient
- address instances of uncertainty and confusion with decisiveness and transparency
- foster an environment where there is a willingness to try new things and embrace change
- celebrate our victories and learn from our failures
Strategic Program Objective: Clinical Transformation for Better Patient Care

Value creation focus: Increase quality of care and efficiency

As part of our daily pursuits, members of Ottawa’s DoM are making significant contributions to improving the lives of our patients. We will strive to meet the new patient declaration of values. Creating the conditions for compassionate, high quality, efficient care provision is part of our raison d’être.

In the coming years, we will continue our quality and clinical care transformation by:
- working with The Ottawa Hospital (TOH) to reform ambulatory and acute medical care
- identifying key clinical issues/areas to improve quality and putting into practice the IQ@TOH innovation framework
- implementing a palliative approach across the DoM to care for patients with incurable, life-limiting illness
- using digital health to improve equity of care, delivery of innovative clinical care and improve access to information
- including patients as partners in development of transformation plans
- engaging with and leading TOH virtual care implementation

Figure 2: IQ@TOH, Innovation Framework

In figure 2, our partners at TOH distill the daily drive for improved quality and efficiency into four key points. This framework will support our efforts to create, within Ottawa’s DoM, a culture of quality improvement through continuous innovation and data-driven analysis.
Our Department Head is co-chairing a newly launched committee (the End-of-Life Council) at the hospital level to address current and future palliative care needs regionally. We expect these needs to grow exponentially in the coming years. Ottawa’s DoM will push to increase academic profile of palliative care, seek new funding opportunities, and improve patient encounters in this growth area. The roll out of EPIC will affect all of the above, and Ottawa’s DoM senior leadership will work to mitigate risk and minimize negative disruption.

**Action Plan: Clinical Transformation for Better Patient Care**

**Quality and Innovation**

- Develop a research framework and secure resources to support IQ@TOH projects.
- Make available the IQ@TOH innovation framework, tools and resources to all Ottawa’s DoM members.
- Identify specific areas of focus and use digital technology to spark innovation and create solutions.
- Address specific quality issues and strengthen communications to enable timely reporting between divisions to share ideas and successes and from divisions to Ottawa’s DoM to assess appropriate responses to TOHAMO’s Quality metrics and ensure divisional support to quality initiatives.
- Work with the new DoM Business Development (BD) Advisory Team to explore and understand the vulnerabilities and urgent needs in AMCare (e.g., space utilization), and assess sustainable options.
- Work with hospitals that have already identified a desire to work together in the pursuit of increasing the level of quality care across the region.
- Work with Divisions to ensure they are practicing the highest standard of care and identifying if they have leading-edge practices to help address their gaps.
- Consider having a designated area that physicians can utilize for digital visits and other purposes.
Financial aspects associated with EPIC and its implications

- Ensure proper implementation of EPIC billing modules.
- Continue to provide reliable services to members in terms of managing billings and manage EPIC’s implications.
- Monitor the need to customize EPIC further to mitigate potential risks and challenges.
- Evaluate and implement new research opportunities associated with EPIC, especially in predictive algorithms/analytics.
- Explore the use of de-identified complicated clinical cases to use as a virtual training and test environment.

Strategic Program Objective: Research
Value creation focus: Improve training and infrastructure

In the coming years, Ottawa’s DoM will improve the training and infrastructure that supports our research capacity. Ottawa’s DoM recognizes that it is taking too long for new academic recruits to gain traction in their research careers. We have identified that both a research training pipeline through the continuum of medical education, and infrastructure development, will increase the probability of earlier academic success.

We will:
- provide research training to interested medical students
- develop a ‘research-intensive’ stream for selected medical residents
- continue to develop our DoM fellowship program
- investigate and fix the barriers to research, specifically REB and contracts
- invest in the data warehouse and big data research
- bridge the gaps between quality improvement and clinical research to make quality work more scholarly and meaningful
- build on our successful research programs
- invest in human resources to accomplish the above
- build on our current research focus in translational research, wellness, and evaluation in education, clinical trials, and quality and safety initiatives.
The Research Pipeline

In September 2019, we will begin to embed research training throughout our core residency program and entry level programs. This will be in collaboration with our basic scientists and methodologists. A new resident research interest group will help us create a “research plus” program that will provide intensive training for residents interested in research opportunities. In addition, we will launch a research program that will fund an extra year of training for up to three residents per year. We will modify their residency program to enable research-intensive work throughout the duration of the training program.

To bolster the success of this initiative we will start at the beginning of the pipeline, building on the success of a pilot project started two years ago, and provide research training to interested medical students. The pipeline will be complete with the research component of our Fellowship program, which we launched back in 2016. By the end of 2021, we should have a well-oiled pipeline for developing new academic researchers. We anticipate that this new focus will better prepare our trainees for the research and publishing expectations they will face as faculty.

Research Directed at Improving Quality of Care

We want Ottawa’s DoM MDs to become leaders in innovation and quality initiatives. That is why we will be persistent in promoting a culture of continuous quality improvement with a scholarly component. In 2018, Ottawa’s DoM recruited a PhD Research Methodologist to bring our physician researchers with master’s degrees in Education, Quality, and Clinical Epidemiology together to share expertise and develop innovative projects. We want to empower our members to work in new ways.

Our intent was, and is, to provide priority access to our research resources, to bring new strategies to our research programs, and to produce new operational efficiencies. Innovative projects that advance patient care and quality with clear metrics will be given priority. Moving forward, this structure will expand its scope and include Big Data research, artificial intelligence, projects that analyze the pros and cons of EPIC, and knowledge translation. As always, we will aim to align our research priorities with TOH and uOttawa priorities.
Build on Successful Research Programs

Over the coming years, we will build on our successful collaborative programs. We will explore partnership with other uOttawa Faculties (including but not limited to engineering, business, and health sciences) to use Artificial Intelligence in predictive analytics and targeted therapeutics in cardiovascular disorders. This is in line with the uOttawa Faculty of Medicine (FoM)’s strategic plan. Ottawa’s DoM also recognizes the need to collaborate with the FoM’s basic science groups. We will seek funding opportunities through multiple Canada Research Chair (CRC) positions from the University of Ottawa. Recruitment will be opportunistic, guided by the Canada Research calls in the areas of Artificial Intelligence, Infection/Inflammation/Immunity and Cardiovascular/Vascular Health for example.

Potential growth areas include proteomics, biobanks of patients with cardiovascular disease, and artificial intelligence/digital health. We intend to apply for Canadian Foundation for Innovation (CFI) funding to develop this new initiative.

Investing in Human Resources

People are the heart of everything we do. Having the right people in the right places at the right time will be critical to our success in executing this plan. Clinician scientists and academic clinicians are core to our work. We are currently exploring whether to provide greater funding for protected time, developing the details of how that might look, and whether we should hire/fund fewer people into these roles to ensure a higher rate of success. We will work with uOttawa FoM to create accessible databases on research interests/programs to facilitate research collaborations. We will monitor the research productivity of new academic clinician hires within the first 5 years of their career, with additional tracking over the coming decade to determine the success of our pipeline program and investments in new researchers. To help with this process, Ottawa’s DoM will consider developing an internal grant review committee.

Success is defined as sustained funding from our partnership awards system. Our target will be to increase our success rate from approximately 50% to 70% of recruits. Therefore, when possible, we will align our financial investments and recruitments with our research partners.
**Action Plan: Research**

- Recruit dedicated personnel (a director and program administrator) to oversee and manage our research pipeline, and provide these new recruits necessary training and coaching.
- Establish a team of students, residents, fellows, and new staff to monitor the pipeline program’s success (i.e., development of academically successful physicians in Ottawa’s DoM). Measurements will include ROI, number of applicants to our programs, grants received, success of Ottawa’s DoM internal research project funding, publications, new collaborations, and social media impact.
- Ensure continued collaboration between our physicians with master’s degrees in Education and Quality and our Clinical Epidemiology-trained MDs. The PhD Research Methodologist will maintain the current research projects database to track frequency and publication/grant funding success of new intradepartmental collaborations.
- Determine the ideal amount and sources of financial support for protected time for new recruits, with consideration given to different models for smaller divisions.
- Ensure Ottawa’s DoM’s mentors and supervisors help us meet all the above goals.
- Promote Research Day (May 2019) across communication channels (external: website, twitter, LinkedIn; internal: Ottawa DOM’s Weekly Update) and reiterate each member’s responsibility to fulfill our mission statement by developing the next generation researchers.
- Evaluate the success of Ottawa’s DoM research programs from 2008 to 2018 including Salary Support, DoM project and translational grants and our mentorship programs as baseline measures.
- Create a research team to develop large funding proposals (e.g. CFI and CRC) as described above.
- Explore partnerships with other faculties, e.g. computer science, engineering and management to investigate creative solutions to clinical problems.
Strategic Program Objective: Clinician Teacher Academic Career Development

Value creation focus: Support clinician teachers

Ottawa’s DoM values Clinician Teachers (CTs) - individuals whose academic focus is on teaching and education. The work carried out by Clinician Teachers lays the foundation that enables us to deliver first-class patient care and exemplary teaching of our residents, medical students and fellows. These individuals are often our master clinicians. In recognition of their importance to our success, Ottawa’s DoM will create a Clinician Teacher Engagement Team comprised of distinguished teachers, senior clinician teachers and others. By the end of 2021 we aim to increase clinician teachers’ engagement levels by recognizing and highlighting the value they play in leadership and the delivery of care. The newly created Team will identify how to assist with their professional skill development, begin a peer assessment program of teaching and teaching programs, monitor teachers’ productivity and satisfaction, develop a promotion strategy and promotion toolkit, and provide direct lines of communication to the DoM for clinician teachers.

We will support clinician teachers specifically by acknowledging their excellent clinical work; enhancing academic career development by assisting with dissemination of innovative clinical programs and pursuing funding opportunities. Ottawa’s DoM recognizes the importance of Creative Professional Activities (CPAs) for clinician teachers (and, indeed, for all faculty). We will continue to expand the CPA program with the goal of recognizing CPAs as part of the promotion/career development path.

Promotions within this group are a priority for Ottawa’s DoM. We will target all full-time assistant professors to work towards achieving promotion to reach associate level within 10 years of their start date. In summary we will be:

• valuing contributions to clinical care and teaching through further development of Creative Professional Activities
• providing feedback and professional development through enhancement of the Peer Assessment Program
• encouraging and facilitating promotion
**Action Plan: Clinician Teacher Academic Career Development**

- Create a Clinician Teacher Engagement Team to address issues and create opportunities for CT’s.
- Assess tools that will assist Division Heads to help the academic progression of CT’s.
- Develop a program that addresses and monitors promotion.
- Work collaboratively with the uOttawa Promotion Committee to identify and remove barriers, and to implement and support the processes.
- Establish a Peer Assessment Program/Team to ensure regular peer-to-peer assessment of teaching with the goals of improving teaching quality and teachers’ satisfaction.
- Create a work plan to implement the peer assessment program more broadly and make peer assessment Scholarly.
- Expand our CPAs strategy in partnership with the Vice-chairs of Quality and Safety, and Wellness and Physician Support.
- Consider developing a nationwide Clinical Medical Education program that our Clinician Teachers can deliver, thus meeting requirements for promotion.

**Strategic Program Objective: Education**

**Value creation focus: Support Competency-Based Medical Education (CMBE)**

Education and continuous learning are foundational requirements for any medical professional. Ottawa’s DoM seeks to provide educational experiences of the highest possible quality. Building on the success of CBME implementation by Medical Oncology and Nephrology, we will apply the knowledge gained to other divisions that will be implementing CBME. CBME is an outcomes-based approach to the design, implementation, assessment, and evaluation of medical education programs, using an organizing framework of competencies. The Royal College of Physicians and Surgeons of Canada is leading the transition of all RCPSC accredited postgraduate residency programs through the initiative Competency by Design (CBD.)
Ottawa’s DoM will fully implement CBME over the next 5 years across all our postgraduate medical education (PGME) programs. CBME is a paradigm shift in educational delivery and its adoption will affect the way faculty provides clinical care across all of Ottawa’s DoM divisions.

CBME will challenge all our physicians and their administrators as it increases reliance on:

▪ direct observation of trainees during clinical work
▪ collection and interpretation of observations in a format suitable to assess and support trainee progress
▪ allocation of trainees aligned with CBME curricula rather than clinical service needs
▪ introduction of academic advisors

Each of these factors could affect our operations. We have developed an implementation approach to manage challenges and mitigate risks. We will ensure all divisions have a strategic approach to implementation and are well informed about available implementation tools, administrative support and CPD opportunities.
Note: Funding requests associated with CBME implementation will be considered against all other Ottawa’s DoM funding demands.

**Action Plan: CBME**

- Activate the launch of CBME in the core medicine program on July 1, 2019.
- Create a department-wide approach to CBME for subspecialty trainees and core trainees with the formation of Divisional Education leads.
- Host a second retreat in Fall 2019 with the Divisional Education Leads to review the implementation plan.
▪ Evaluate the administrative costs of implementing CBME on an ongoing basis.
▪ Develop a DoM Grant program for education research specifically focused on CBME.

**Strategic Program Objective: Wellness and Support**
Value creation focus: Become a leader in faculty and employee wellness and support

Wellness represents a complex system as it is not well defined in the literature and few established measurement tools or proven interventions exist. Inopportune, health care communities are recognizing that declining wellness is now a crisis in our system, as exemplified by the change from a Triple Aim to a Quadruple Aim.

In our current environment, doing work in the area of wellness is challenging because wellness means different things to different people. A lack of wellness can mean:
▪ physically well but not thriving in a holistic way
▪ lack of self-actualization (Maslow)
▪ lack of transcendence or having values that transcend yourself (Maslow)
▪ occupational burnout (Maslach)
▪ clinical depression and suicidality
Ottawa’s DOM has adopted a **working definition** of wellness that incorporates most of the current theoretical schools of thought and research:

“**Physician Wellness is defined by quality of life, which includes the absence of ill-being and the presence of positive physical, mental, social, and integrated well-being, as lived through healthy ways of functioning in our environments and activities. This allow us as a health care worker to thrive and grow to our full potential, across all domains of life.**”

*Adapted from Brady et al. Acad Psychiatry (2018):42:94-108*

Currently, we **communicate** this definition of wellness through our:

- wellness logo - a sapling that represents a growing, healthy member of the Ottawa’s DoM community
- bi-weekly “Good Medicine” articles in our weekly email update (WU)
- new DoM Wellness Website ([www.thinkottawawellness.com](http://www.thinkottawawellness.com)) which includes online forums and articles
- soon to be released ‘Good Medicine’ videos
Action Plan: Wellness and Support

Over the next 3 years, we will focus on habits, behaviours, and themes that can help pave the way for wellness. The Stanford Model organizes them into three spheres of responsibility:

- Individual wellness
- Institutional wellness
- Leadership

Individual Wellness

We will continue to take a holistic and agnostic approach to individual wellness, recognizing that while no single intervention/approach can overcome the numerous challenges we face, implementing just a few small things to make our day to day lives easier may just move the needle in a positive direction. We will:

- continue to provide the tools for resiliency, mindfulness, and physical health
- continue to bring ‘wellness’ talks to Grand Rounds that inspire and remind us of our ability to steer through life's challenges and bounce back from adversity in a positive way
- continue to improve our working environment by facilitating simple ‘quality of life’ components such as providing phone charging stations and organizing laundry services
- continue to meet individually with department members to engage in frank conversations about wellness and identify pain points and barriers to their wellbeing

Taking care of our new members will remain a priority for us as well. Over the next 2 years we will continue to enhance our onboarding program by:
- compiling data on the effectiveness of our current onboarding process through personal one-on-one interviews
- building upon the foundation of this program (e.g. relocation and credentialing support, research mentorship and financial support, education opportunities, divisional buddy system) using the feedback from these interviews
- creating a referral bank of key service providers to make the transition to a new location and career easier. Connecting to reputable bankers, real estate agents, financial planners, immigration consultants, car dealerships and school consultants could provide considerable value to our new members

The positive psychology of altruism will also be explored in the next 3 years. Identifying examples of ‘Good Medicine’ that we are already doing for each other and ways we are helping others outside of our community could help us highlight ways to make us feel energized and happy. Our ability to do well with stress may not lie solely in our ability to control our own environment, but by also focusing less on ourselves and more on others well-being.

**Institutional Wellness**

EPIC implementation will be one of the main challenges to wellness. The Department will focus on influencing institutional wellness by engaging with TOH Benefits Utilization Committees and participating on the:
- Faculty Engagement Team (FET)
- TOH Wellness Committee
- EPIC Physician Advisory Committee
- FOM CPD Committee

Additionally, we will engage organizations like the Canadian Medical Association (CMA) and Ontario Medical Association (OMA) to help us develop departmental policies around physician wellness.

There will be other challenges that we will help to overcome (including but not limited to):
- CBME implementation
- budgetary constraints
- provincial contract negotiations (including relativity)
- uOttawa changes, and
- the ongoing transformation of health care in the context of decreasing resources and increasing patient loads

**Leadership**

In 2018, we changed the name of this portfolio to Ottawa’s DoM Physician Wellness and Support because we recognized that it incorporated more than just ‘wellness’. Our four areas of focus are: wellness, mentorship, continuing professional education (Grand Rounds), and gender & equity.

Our Department has dedicated leaders in these areas as a testament to its commitment to this important portfolio. Our Vice Chair of Wellness, Director of Mentorship, Director of Gender and Equity, and Research Chair of Wellness are focused on creating conditions for our department to thrive within this framework. Moving forward our leadership team will:
- further increase transparency and accountability by inviting Division Heads and other members into our executive meetings and Division Head meetings
- increase reporting and communicate results directly to our members more often
- leverage our weekly email update and new Department of Medicine website to disseminate information from our leaders
- create departmental policies for physician wellness and gender & equity
- enhance collaboration with others to research, innovate and implement new interventions in wellness
- expand our mentorship program (recognized as a stellar program by The Ottawa Hospital) by recruiting more mentors, offering mentorship to more members, and disseminating our mentorship model to other departments
- introduce trackable success metrics to our mentorship program

We will measure success by using multiple sources that, together, will give us a holistic picture of wellness in DoM. They include:
- collaborating with the TOH Wellness Survey that will give us data every two months
- embarking upon a gender & equity survey that will help us see whether we have gaps in our current demographic makeup
- continuing to survey and gather data on our mentorship pairs and our onboarding processes
- collecting qualitative information through meeting one-on-one with our members

**Strategic Program Objective: Innovation and Financial Sustainability**

**Value creation focus: New collaborative programs and department business strategies**

Ottawa’s DoM, like organizations across other sectors, has finite resources, and demands for time, money, focus and energy that exceed current capacity. Our Corporate Plan must make choices about where to commit available resources, but to enable success we are making a conscious commitment to expand our resource base while also challenging ourselves to operate more efficiently. Part of this process is to leverage our unique position in the National Capital Region’s healthcare ecosystem in which our activities represent approximately:

- 70% the region’s hospital medical practice
- 80% of clinical research at the Ottawa Hospital Research Institute
- 35% of undergraduate teaching at uOttawa’s FoM
- 15% of funding received by uOttawa from the Canadian Institutes of Health Research

Therefore, we will foster further innovation and achieve financial sustainability to reinvest in the Department by:
- re-branding
- increasing business development activities
- pursuing new partnerships

**Re-branding and Business Development**

Ottawa’s DoM recognizes the need to explore new opportunities and different ways of working to achieve financial sustainability. Promoting innovation initiatives and best practices, Ottawa’s DoM will re-assess important elements of its management framework. Establishing our 2019-2021 strategic and business plans are the first steps; social media, online marketing and content development strategy are also critical. We will also expand our use of market/competitive intelligence and explore re-branding ourselves to build a solid foundation for business development activities for years to come.

**Pursuing New Partnerships**

Ottawa’s DoM is actively pursuing new partnerships with uOttawa, the Telfer School of Management, Carleton University, Algonquin College, Health Canada, CMA, CFHI, Canada Health Infoway, and several private-sector organizations. We plan to increase our success rate in business development activities and advancement (i.e. fundraising). We have ambitious plans to forge more connections with industry to increase and diversify revenue streams, and to support our strategic objectives in the areas of research, medical education, and wellness. We will perform the necessary market analyses to ensure that our pursuit of new partnerships with high-tech/AI/IT investors and other companies brings concrete results. With this data, we will maximize our strengths and better connect our research successes to what is happening in the broader community.

**Action Plan: Innovation & Financial Sustainability**

- Establish a Business Development (BD) Advisory Team comprised of internal and external experts to help bridge business and medicine.
- Work collaboratively with divisions to promote initiatives across the department and within each division.
- Baseline our success rate in business development activities and advancement (i.e. fundraising) and set targets for improvement.
▪ Identify key competitive advantages and weakness from a marketing perspective.
▪ Propose potential competitive and marketing strategies.
▪ Create an impactful and unique identity in the minds of investors and other stakeholders and reposition Ottawa’s DoM as the “the super connector and bridge with our strategic partners and adopt the “hub and spoke model”.
▪ Build a network with other hospitals/institutions in the National Capital region.
▪ Raise awareness of Ottawa’s DoM via public engagement, community involvement, collaborative projects. Also, through educating our Administrative staff.
▪ Build DoM’s knowledge of the people and community it serves and awareness of their needs by identifying pain points, motivations, drivers and interactions.
▪ Leverage partnerships and networks to establish mutually beneficial relationships.
▪ Collect business intelligence, explore opportunities for growth, and develop a business development plan that prioritizes new business development opportunities and advancement.
▪ Ensure our new business structure complies with current legislative and regulatory requirements (e.g., legal, taxation).
▪ Prepare for, and manage implications of, EPIC billing modules’ implementation.
▪ Provide continued reliable services to members in managing billings.
▪ Manage changes in Ottawa’s DoM’s Practice Plan and ensure rigorous collection of metrics on which TOHAMO allocates and distributes Alternative Funding Plan (AFP) funds.
▪ Gain better understanding of Ottawa’s DoM financial challenges and share best practices between medical oncology leads and uOttawa Heart Institute Cardiology Associates.
▪ Establish regular and effective communications with all Ottawa’s DoM members on financial matters.

Conclusion
Strategy is about making choices about where to devote finite resources. This plan is the result of much thinking, considerable discussion, and deliberate choices. It sets ambitious but achievable objectives and charts our course toward becoming the world-leading organization that we aspire to be, and that patients deserve.
PUTTING IT ALL TOGETHER:
PLAN-ON-A-PAGE

OUR VISION is to be recognized as a world leader in medicine.

OUR MISSION is to provide the highest quality of patient care, medical education, and research, and to develop the next generation of physicians, researchers, and educators.

RESEARCH
Value creation focus: Improve training and infrastructure

2019-2021 Key Initiatives | Develop a ‘research intensive’ stream; Increase research pipeline capacity; Support research directed at improvement quality of care; Invest in human resources; Promote Research Day; Develop new CRC and CFI funding proposals

INNOVATION AND FINANCIAL SUSTAINABILITY
Value creation focus: New collaborative programs and department business strategies

2019-2021 Key Initiatives | Re-brand the department to build a solid foundation for business development activities for years to come; Reposition Ottawa’s DOM as the ‘Hub-and-Spoke’; Re-assess important elements of our management framework; Establish 2019-2021 strategic and business plan; Pursue new partnerships and forge more connections with industry to increase and diversify revenue streams; Ensure business structure complies with current legislative and regulatory requirements

EDUCATION
Value creation focus: Support Competency-Based Medical Education (CMBE)

2019-2021 Key Initiatives | Full implementation of CBME across Ottawa’s DOM; Create department-wide CBME support team; Evaluate the administrative cost of implementing CBME; Develop a DOM Grant program for education research specifically focused on CBME

WELLNESS AND SUPPORT
Value creation focus: Become a leader in faculty and employee wellness and support

2019-2021 Key Initiatives | Become a leader in faculty and employee wellness and support; Focus on Individual Wellness, Institutional Wellness, and Leadership; Bring ‘wellness’ talks to Grand Rounds; Improve our working environment; Create departmental policies for physician wellness and gender & equity; Enhance our mentorship and onboarding program

CLINICIAN TEACHER ACADEMIC CAREER DEVELOPMENT
Value creation focus: Support clinician teachers

2019-2021 Key Initiatives | Recognize contributions to clinical care and teaching through further development of Creative Professional Activities; Enhance the Peer Assessment Program; Encourage and facilitate Promotion; Work with the uOttawa Promotion Committee to identify and remove barriers

CLINICAL TRANSFORMATION FOR BETTER PATIENT CARE
Value creation focus: Increase quality of care and efficiency

2019-2021 Key Initiatives | Reform ambulatory and acute medical care with the Ottawa Hospital; Put into practice the IQ@TOH innovation framework; Implement across Ottawa’s DOM a palliative approach to care; Use digital technology to spark innovation and create solutions; Improve communications and reporting between divisions and with Ottawa’s DOM; Ensure proper EPIC implementation and monitor the need to further customize EPIC to mitigate potential risks and challenges

| Support clinician teachers | Improve training and infrastructure | Increase quality of care and efficiency |
| Support Competency-Based Medical Education (CMBE) | Develop new collaborative programs and department business strategies | }