Our plan for the coming three years builds on our 2015 strategic plan. 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:

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

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 across the DOM a palliative approach to care for patients with incurable, life-limiting illness
- using digital health to improve equity of care, delivery of innovative clinical care, improve access to information
- including patients as partners in development of transformation plans
- engaging with and leading TOH virtual care implementation
Strategic Program Objective: Research
Value creation focus: Improve training and infrastructure

Ottawa’s DOM will improve the training and infrastructure that supports our research capacity. We will assist new academic recruits to gain traction in their research careers more quickly. 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, evaluation in education, clinical trials, and quality and safety initiatives.

Strategic Program Objective: Clinician Teacher Academic Career Development
Value creation focus: Support clinician teachers

Ottawa’s DOM values Clinician Teachers - individuals whose academic focus is on teaching and education, and whose full engagement is critical to our success. To acknowledge their contributions and prioritize their professional advancement, 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
Strategic Program Objective: Education
Value creation focus: Support Competency-Based Medical Education (CBME)

CBME is an outcomes-based approach to the design, implementation, assessment, and evaluation of medical education programs, using an organizing framework of competencies. Ottawa’s DOM will fully implement CBME over the next 5 years across all our postgraduate medical education (PGME) programs.

As CBME will challenge all our physicians and their administrators, we have created the following implementation approach:
Strategic Program Objective: Wellness and Support
Value creation focus: Become a leader in faculty and employee wellness and support

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.”


While Ottawa’s DOM has long focused on physician well-being, care-team well-being is now formally part of the Quadruple Aim. Over the next 3 years, we will focus on habits, behaviors, and themes that can help pave the way for wellness, using the Stanford Model as an organizing guide.
Each of these three elements of wellness will be supported by robust internal initiatives within Ottawa’s DOM.

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

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

Ottawa’s DOM occupies a unique position in the National Capital Region’s healthcare ecosystem. Our activities represent approximately:

- 70% of the region’s hospital medical practice
- 80% of clinical research at the Ottawa Hospital Research Institute
- 35% of undergraduate teaching at uOttawa’s Faculty of Medicine
- 15% of funding received by uOttawa from the Canadian Institutes of Health Research.
To leverage our position regionally and beyond, over the coming years we will:

- re-brand
- increase business development activities
- pursue new partnerships

We will promote innovation and best practices across our operations, including social media, online marketing and through a new content development strategy.

Ottawa’s DOM is also 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.

**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.

Each of our six strategic program objectives are supported by several key initiatives and a detailed action plan for 2019 that has been shared with all 700 members of the Ottawa’s DOM community. Please see our plan on a page below for more detail.
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 departmental-wide CBME support team; Evaluate the administrative cost of implementing CBME; Develop a DOM Grant program for education research specifically focused on CBME

Support clinician teachers
Strengthen wellness of department members

Improve training and infrastructure
Support Competency-Based Medical Education (CMBE)

Increase quality of care and efficiency
Develop new collaborative programs and department business strategies

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