

# #DalMedForward

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STRATEGIC PLAN UPDATE

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# Introduction

We are completing year two of the implementation of our strategic plan #DalMedForward under the leadership of our executive sponsors: Dr. Jennifer Hall, Associate Dean, Dalhousie Medicine New Brunswick who is leading Education; Dr. Roger McLeod, Associate Dean, Research who is leading Research; and Senior Associate Dean, Dr. Darrell White who is leading Serving and Engaging Society. This report highlights the details of our strategic plan goals, some of our recent success stories, and updates about how things are proceeding with our major priority initiatives.



I am pleased with the progress to date and recognize that there are many more opportunities ahead to be fulfilled before the completion of our priority initiatives for the 2021 #DalMedForward timeline. This plan paves the way for fulfilling our vision to be internationally leading in medical education and research, and being responsive to the health needs across the Maritimes.

To illustrate our progress with implementation of #DalMedForward, we have colour-coded the priority initiatives for focus areas within each of Research, Education and Serving and Engaging Society, using the legend below. This represents our internal self-assessment of the progress to date. As always we highly value and welcome your feedback which you can send by email to [dean.medicine@dal.ca](mailto:dean.medicine@dal.ca).

David R. Anderson, MD, FRCPC, FACP

Dean, Faculty of Medicine

## The Status of our Priority Initiatives



## Research

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### Goal

Our strategic goals are to enhance our international competitiveness at health research and to perform research that improves the health of people in the Maritime region.

We have assessed FoM research teams' potential to be internationally leading, based on the quality of their past work and their preparedness for new opportunities to come. The analysis has identified significant strengths that will inform near and longer-term FoM research priorities and also areas where supports are required to support growth and renewal of research initiatives.

Success will be marked by: increased research productivity and funding capture; private sector relationships realised; commercial ventures launched; industry research partnerships; and adoption of research in clinical practice and policy decisions.

Our local impact will be evident by joint Maritime research initiatives developed in partnership with other faculties, Maritime Health Authorities, Ministries of Health and Education, Research Foundations, along with the public/communities and the private sector. We will build alliances one at a time and assess success by our progress toward a Maritime Academic Health Sciences Network at the end of 4 years.

To support these goals, we will identify and fill gaps in infrastructure and supports for all FoM research programs. Our investigators will be motivated, successful, and actively engaged with our supporting initiatives. Early career investigators and trainees will be using our resources and there will be sustainable and enhanced levels of success.

### Success Story

In the fall of 2018, we announced the four WAVE teams that were felt to be internationally competitive currently (WAVE I) or could be in the next five years (WAVE II). The Faculty WAVE teams have been engaged in identifying their priorities to realize our goals in Focus Area 1. Two WAVE 1 clusters have identified areas for growth and faculty recruitments are supporting these areas. Our WAVE 1 Infection, Immunology, Inflammation & Vaccinology (I3V) has been supported with the successful recruitment of a \$7M (7 year) Canada 150 research chair in Vaccinology and Global Health (Dr. Kate O'Brien), and a Tier 1 Canada Research Chair in Translational Immunology and Vaccinology (Dr. David Kelvin). A Tier 2 Canada Research Chair in Human Immunology and Host-Pathogen Interactions will join this team in the fall of 2018. These recruitments will bring increasing recognition of our international strength in this research area. We are working with our second WAVE 1 team, Genomics in Medicine, to provide key recruitments and other initiatives to support their success. Our WAVE 2 team in cardiovascular research is an exciting group in part because of its maritime scope and breadth of expertise of its scientists. This team is recruiting a cardiac electrophysiologist and other initiatives are being planned.

Enhancement in collaborative research is essential for us to achieve our second strategic goal, improving the health of the people of the Maritimes. Over the past year, the Faculty of Medicine has been key in the

formation of the Nova Scotia Health Research and Innovation Strategy (IHRIS). We are working closely with the Faculty of Health, provincial Health Authorities, government and the Nova Scotia Health Research Foundation in this proposal and members of our second WAVE II team focused on health priority initiatives are key to this strategy within Focus Area 2. Space on the fourth and fifth floors of the CHEB have been designated in part to support IHRIS and this group will be working toward a multi-faculty Canada Foundation for Innovation Infrastructure proposal (CFI-IF) with an anticipated call in the fall of 2018.

All of these success indicators were advanced as a result of the readiness of the current environment, with over 200 individual investigators identifying with at least one of our WAVE teams.

The collegiality that supports team building has increased our research capacity and stature.

We have begun to address common themes around requirements for success, including better FoM support for preparing large-scale grant proposals and improvements to our core facilities. Our national grant funding success rates are improving.

#DalMedForward has generated new levels of collaboration, as work with Research Services, with other faculties, and with health authorities' research leaders bolstered this effort.

## Priority Initiative Updates - Research

### ● Priority Initiative 1.1: *Identify relative potential and mobilize.*

- WAVE clusters are working together to identify priorities to enhance research success
- The teams are working with individual departments to identify synergies in recruitment
- Significant large-scale opportunities are being identified and dynamic teams assembled
- Funding partners are engaged and the cases for support are being built

### ● Priority Initiative 1.2: *Strengthen infrastructure and supports.*

- Policies are in place for recruitment and leadership appointments respecting diversity and research priorities
- Targets for protection of research time are being developed and assessed in the context of other institutions
- Enhancement of research supports to faculty, including staff enhancement, have begun
- Changes to CORES access, operations and governance are beginning
- Space allocation strategy is beginning to reflect the changing profile of research operations

### ● Priority Initiative 2.1: *Partner to establish focus and momentum.*

- Senior leaders from the University and the Health Authorities are meeting regularly
- Lead investigators from WAVE teams that work in the application/ implementation initiative will be meeting with the senior leadership to agree on a strategic approach
- Collaborative plan development with the wider community to be developed

### ● Priority Initiative 2.2: *Build capacity in implementation research.*

- A collaborative policy on recruitment and leadership, respecting diversity and strategic directions is in place
- Research mentorship is recognized as a strength in faculty evaluations
- Protected time for research is recognized as an important part of all positions
- An assessment process to identify and act on unsuccessful funding requests is in development
- Enhance the profile and utilization of heightening awareness of outcomes research support infrastructure (ORSI)
- Develop a space allocation strategy that includes partner faculties and institutions to promote multidisciplinary teams

## Education

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### Goal

By building on educational excellence, our programs will exceed accreditation standards and be responsive to the evolving health care needs of the Maritimes.

We will continue to demonstrate leadership in medical education with an enhanced focus on scholarship in key areas of focus.

### Success Story

The Faculty of Medicine benefits from highly qualified students with strong research skills entering Dalhousie Faculty of Medicine medical and graduate programs. This year, the first graduating class of 55 students convoked with the Bachelor of Science in Medical Sciences degree. A number of these graduates have been accepted into medicine and graduate programs at Dalhousie for the upcoming academic year. The program is expanding due to the increased interest, as evidenced by the number of applications. New core and elective courses have been added to the program to enhance the opportunities for students to develop their interest in research. In addition, symposia have been added which has allowed students to present their work orally or through poster presentations. The continued development and monitoring of outcomes of the Bachelor of Medical Science program contributes to the development of capabilities across the continuum. (Priority initiative 4.2)

### Priority Initiative Updates

#### ● Priority Initiative 3.1: *Deepen our commitment to continuous improvement*

- UGME Accreditation was completed with the final CACMS decision to award the FoM full accreditation status for 8 years. Follow-up actions have been completed to address the areas requiring monitoring outlined in the report.
- The Medical Sciences Program has been resourced with an evaluation specialist and outcome data is being captured from this program. This program has graduated the first cohort of students, many of whom have entered Dalhousie Medical and Graduate programs.
- Administration of the first annual Voice of the Resident (VOTR) learning environment survey at Dalhousie (Survey content provided courtesy of PGME, University of Toronto) has been carried out to assess the quality of learning environments across the Maritimes.
- The report and recommendations of the PGME Quality Improvement and Patient Safety (QIPS) Task Force (Chair, Dr. Stacy Ackroyd Stolarz) has been commissioned and received. The task force was commissioned to assist in increasing QIPS content in our PGME curriculum, assessments and culture. On the advice of the Task Force, all residents have also now been provided with trackable access to the Institute for Healthcare Improvement on-line modular curriculum.

## Priority Initiative Updates - Education (cont'd)

- PGME has led the development and delivery of a new Opioid teaching module for all new residents. In addition, development of more advanced training for those in programs that require it is planned. This is an example of alignment of training with current health needs of Maritimers.

### ● Priority Initiative 3.2: *Evolve, focus & transform*

- KPIs have been developed for UGME, PGME, CPD and the Medical Sciences units. Annual reporting on these KPIs will ensure program innovations are aligned with the targeted areas of focus. The introduction of a faculty of medicine assessment specialist to the Medical Sciences unit will allow consistent reporting between units.
- Areas of focus for scholarships that cross the continuum have been determined and include:
  1. Distributed Education
  2. Humanities
  3. Clinical Skills
    - a) Simulation
    - b) Longitudinal Integrated Clerkship
    - c) Early Clinical Experience
  4. Research Skills Across the Continuum
    - a) Research in Medicine
    - b) Graduate Studies
    - c) Medical Sciences
    - d) Postgraduate Scholarly Projects
  5. Medical Education Research
    - a) Assessment of Learners/ Evaluation of Programs
    - b) Ethnographic Research

### ● Priority Initiative 3.3: *Build capacity for continuous improvement*

- Faculty development resources have been organized to explore and address areas of need in key programs. The “Teaching is Where It’s AT” series won a national innovation award from the Royal College of Physicians and Surgeons of Canada (RCPSC) in October 2017.
- Development of LIC in Cape Breton is underway with engagement of leadership and a start date of August 2019. A faculty development plan has been initiated for this project.
- New residency positions in Family Medicine and Royal College programs have been allocated and the process of identifying community needs is underway to determine what programs will be expanded and where and these programs will be based.
- Masters level teaching skills to be supported through collaboration with other universities with a focus on educational programming.

### ● Priority Initiative 4.1: *Engage stakeholders as active partners in our Mission*

- Senior leadership meets with key stakeholders in the Maritimes through over 17 working groups and committees that include membership from health authorities, government, other postsecondary institutions.

## Priority Initiative Updates - Education (cont'd)

- Leadership of key stakeholder groups met with Dalhousie Faculty of Medicine leadership in New Brunswick in October to address areas where #DalMedForward priorities aligned with the actions recommended in the *Rural Road Map for Action* document which provides 20 recommendations to enhance rural health care. This alignment moves forward the goal of meeting the needs of the maritime community.

### ● Priority Initiative 4.2: *Develop capabilities across the education continuum*

- In Med 3 there are now IPE simulation sessions embedded in the EM, OB-GYNE and Pediatric clerkships, with a goal to expanding these further throughout the clerkships over the next two years.
- The new Interprofessional Indigenous Health and Wellness curriculum for all Med 1, Nursing 1, and Dental 1 students will begin this fall, with 6 six hours of learning involved. Faculty development around this initiative will begin in earnest this spring.
- Our UGME educational innovation continues, as we begin work revamping the Critical Thinking Program throughout the longitudinal curriculum which will follow the Class of 2022 as they proceed through medical school. This aligns with a defined area of focus.

### ● Priority Initiative 4.3: *Develop leaders in innovation & engagement*

- The Emerging Leaders in Academic Medicine program continues to be highly subscribed. Faculty over the Maritimes have benefited from this offering.
- The leadership forum at Dean's Retreat 2017 focused on distributed leadership. More faculty from distributed sites have been engaged to take on key roles in the delivery of the medical school curriculum.
- We have continued to develop information management, including RIM's CREO. We are also moving to our first electronic system for OSCEs (SIM IQ). A new electronic tutor-ask was launched allowing departments to have greater access to detailed unit information in real time.

### ● Priority Initiative 5.1: *Focus (on education research and other scholarly work)*

- Education Council reviewed the job description for a PhD medical education researcher and have determined that a focus in Assessment and Evaluation will be a priority for the search. This position has been advertised and a committee has been struck to review applications.
- In keeping with the areas of scholarship focus, Dr. Anna McLeod is collaborating with Dr. George Kovacs from Emergency Medicine, to develop a program of research exploring cadaver-based simulation (CBS) from a sociomaterial perspective. This research will explore the complex ethical, practical, professional and educational questions that have yet be considered with respect to practicing skills and procedures on clinical cadavers.

## Priority Initiative Updates - Education (cont'd)

- Priority Initiative 5.2: *Build capacity for education research and continuously improve*
  - Resources have been allocated to facilitate Dalhousie medical education research projects to be presented at CCME 2018 in Halifax This has resulted in the presentation of over fifteen oral presentations, seven workshops and twelve posters at CCME 2018 in Halifax by Dalhousie faculty.
  - Relationship with Acadia University Med program has been reaffirmed.

## Serving & Engaging Society

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### Goal

We will catalyze systems change to improve health outcomes at patient and population levels. To improve health outcomes, our partnering with communities will include engagement of diverse and underrepresented voices.

### Success Stories

In recognition of the fact that diversity, equity and inclusion are essential to our social accountability goals, and to better reflect the communities we serve, in January 2017, the Dean of Medicine established the Diversity in Leadership Task Force with broad representation from across the Faculty of Medicine and the Dalhousie University. The Task Force began with a focus through a gender lens. Women have been historically underrepresented in leadership positions in academic medicine. The number of women graduating from the medical sciences and medical school specifically has increased rapidly over the past 25 years to greater than half of the recent graduates. However, women have remained largely underrepresented in academic medicine leadership in Canada, specifically at the senior level.

The Task Force completed a review and prepared a report with 28 recommendations aligned with Dal Med Forward's strategic priorities, resource implications, timelines and team members responsible to ensure the implementation and monitoring of each specific recommendation. These recommendations have been accepted and the Diversity in Leadership Working Group will continue the work of the Task Force.

The Faculty of Medicine has also moved forward with a key recruitment that was first recommended by the Serving and Engaging Society working groups during the strategic plan development phase. The new Assistant Dean, Serving and Engaging Society, position was approved and a search conducted. The successful candidate will be announced during the Annual Faculty Meeting.

### Priority Initiative Updates – Serving & Engaging Society

#### ● Priority Initiatives 6.1 and 7.1: *Take Stock and Get Beyond Concepts*

- Structured interviews using a modified “Holland Matrix” with faculty, staff and community in the Maritime provinces were completed and themes identified
- “1-pager” summary with definitions and nuances of "service" and "engagement" as they pertain to our strategic plan was completed and shared with participants prior to scheduled interviews
- Identified champions or foci of excellence through structured interviews and highlighted their activities and achievements
- Developed list of community partners and interested faculty and community members resulting from semi-structured interviews; developed guidelines, principles and tools for interaction with partners. Information gathered during structured interviews and follow-up work is in progress.

## Priority Initiative Updates - Serving & Engaging Society (cont'd)

### ● Priority Initiative 6.2 and 7.2: *Partnering & Challenging the Status Quo*

- Identify early, practical steps for building partnerships with government, health authorities and others. Use both top-down and bottom-up approaches to explore the parameters of these partnerships.
- Doctors Nova Scotia Physician Leadership Development Program 2017-18 included a project entitled “Exploring Models of Community Engagement for the Nova Scotia Health System” which has provided Dalhousie Medicine with a recommended means of improving its social accountability mandate.
- The Medical School currently collaborates with a group of external stakeholders through the following committees:
  - Labour and Advanced Education Med School Quarterly Meeting
  - Meetings as required with Deputy Minister and Minister of Health and Wellness and Deputy Minister and Minister of Labour and Advanced Education
  - Meetings as required with Health Authority CEO’s and Vice Presidents of Medicine
  - Affiliation Agreement - Executive Oversight
  - Academic Medicine Issues Committee
  - AFP Issues Resolution Committee
  - AFP Management Group Committee
  - Committee of AFP Department Heads
  - AFP Compensation Committee
  - CHEB Governance Committee
  - SIM Ed Network
  - Tri-Provincial Medical Education Committee
  - Survey/Search Committees
  - Provincial Medical Advisory Committee (NSHA)
  - Ex-officio –Horizon Health and IWK Boards

### ● Priority Initiatives 6.3 and 7.3: *Enhance our Own Capacity*

- Clarify roles and responsibilities to establish accountability for results under these Focus Areas including an Oversight Committee and Assistant Dean
- The search for the newly created position of Assistant Dean Serving and Engaging Society has been completed and the successful applicant will be announced June 12, 2018