

Department of Anesthesia, Pain Management and Perioperative Medicine

STRATEGIC PLAN 2022-2027





The Department of Anesthesia, Pain Management and Perioperative Medicine is a clinical and academic Department affiliated with Dalhousie University's Faculty of Medicine and two health authorities: Nova Scotia Health and IWK Health in Nova Scotia. The academic mandate supporting research and education is also offered in conjunction with Horizon Health in New Brunswick. Our faculty and staff coordinate the delivery of the full spectrum of specialty care in anesthesia, pain management and perioperative medicine, as well as conduct research and deliver education to students and medical residents in these fields.

In the fall of 2021, the Department of Anesthesia, Pain Management and Perioperative Medicine began developing a strategic plan to guide the future work of the Department. This was a consultative process that involved collecting input from faculty, staff and stakeholders. There were different opportunities for input and feedback, including stakeholder interviews and an initial online survey for faculty and staff to identify key issues to address in the strategic plan. A series of three engagement sessions were held to seek input on draft elements of the strategic plan. Once the strategic plan was drafted, it was provided to faculty and staff to provide another opportunity for input, after which it was revised and approved by the Department's executive committee, called Cabinet.



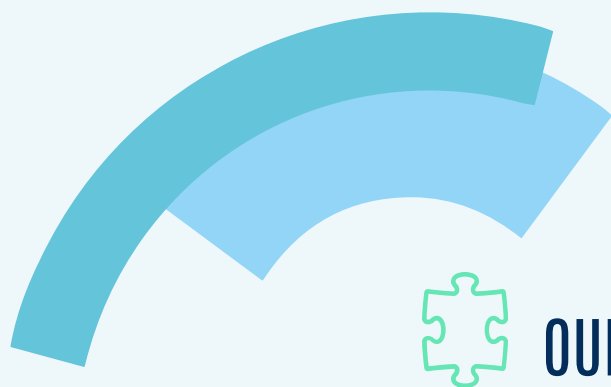
Our Vision

The patients and communities we serve benefit from the highest quality, evidence-based anesthesia, pain management and perioperative medical care by committed clinicians, researchers, educators and staff.



Our Mission

We are leaders providing innovative, high-quality education, research, and patient and family-centred clinical care across the lifespan. In all that we do, we respect and value the diversity of the people and communities we work with and serve, with an ongoing commitment to responsible stewardship.



OUR VALUES

Innovation

We embrace curiosity and evidence and seek new knowledge from diverse perspectives.

Quality

We strive to set the highest standard of quality in everything we do and constantly challenge ourselves to improve.

Integrity

We strive to be fair, ethical and transparent in all that we do and in the decisions that we make; we strive to act in the best interests of patients.

Respect

We demonstrate to our patients, learners and colleagues that we respect, value and appreciate them through our words, actions and relationships.

Accountability

We responsibly use the Department's resources to provide the best quality service possible and strive to exceed expectations as we meet our obligations. We advocate for better health outcomes and understand the importance of giving back to our communities, both locally and globally.

Equity, Diversity and Inclusion

In all our work and in the way we interact with each other, we strive to remove barriers to equity and create an environment that fosters diversity and inclusion.



Our Strategic Directions

Building on our track record of excellence in clinical care, research and education, the Department will focus our work over the next five years in five key areas for action. Each of these strategic directions has a series of priorities that will guide our collective work:

- **Strive for the best patient clinical outcomes**
- **Develop a culture that builds a healthy, engaged, unified team**
- **Develop competent and compassionate health professionals and future leaders through education and continuous learning**
- **Impact patient care through quality research in all its diversity**
- **Demonstrate clinical, research and education leadership to advance the full potential of the Department and support system change**



Strategic Direction 1

Strive for the best patient clinical outcomes

Priorities

Implement evidence-based, quality improvement initiatives to support improved patient quality and safety outcomes.

Implement meaningful patient engagement strategies that support quality improvement, and research and education activities.

Improve access to acute and chronic pain management services for the patients we serve.

Contribute to measuring patient outcomes and use data to improve practice.

Work in collaboration with others to increase efficiencies in perioperative care and enhance fiscal and environmental sustainability.



Strategic Direction 2

Develop a culture that builds a healthy, engaged and unified team

Priorities

Implement a wellness strategy that addresses operational and structural barriers to wellness, including intentional actions to strengthen cohesion across all clinical and academic sites.

Build an engaged team culture that values diversity and prioritizes equity, diversity and inclusion in its clinical, research and education efforts.

Provide leadership development opportunities for existing and future leaders.

Build team members skills to create a positive, respectful team culture.

Strengthen recognition programs to show appreciation and celebrate achievements.

Provide effective operational systems and supports.





Strategic Direction 3

Develop competent and compassionate health professionals and future leaders through education and continuous learning

Priorities

Provide high quality medical and residency education.

Provide high quality training to other health professions.

Advance equity, diversity and inclusion in all aspects of education and teaching.

Support faculty in the ongoing provision of competent care via a continuous medical education program.

Expand the residency program to include more training opportunities in the Maritime provinces.

Strengthen education capacity to provide the resources needed to meet the needs for teaching success.



Strategic Direction 4

Impact patient care through quality research in all its diversity

Priorities

Support the discovery of new knowledge through priority-driven research as well as grassroots systematic inquiry.

Build a robust departmental research community that fosters collaboration locally, nationally and globally.

Advance equity, diversity and inclusion in all aspects of research.

Continue to lead the authentic engagement of patient partners in the pursuit of relevant research and impactful patient care.

Strengthen health research capacity to provide the resources needed to meet the needs for research success.





Strategic Direction 5

Demonstrate clinical, research and education leadership to advance the full potential of the Department and support system change

Priorities

Position the Department and its members as skilled and essential leaders in perioperative medicine, research and education to influence positive system change.

Advocate for sustainable province-wide anesthesia and pain management delivery models.

Provide leadership and guidance to health authorities and the Province in stabilizing the anesthesia and pain management workforce within Nova Scotia.

Ensure the Department is a key contributor to system planning for redevelopment projects and information technology initiatives so that anesthesia and pain management requirements are considered.

Continue to explore and define our role in serving and engaging society.

