

2025-2028 Strategic Plan

Department of Diagnostic Radiology

Our Mission

To provide the highest quality clinical care, education and research in diagnostic imaging, image-guided therapy and intervention.

Our Vision

To be a leader in academic radiology in Canada.

What We Value

- Excellence
- Respect
- Accountability
- Collaboration
- Integrity

Streams of Work and Focus Areas



EXCELLENCE IN EDUCATION

- Demonstrate leadership in residency education, including CBD implementation
- Optimize curriculum planning for our learners
- Advocate for adequate teaching and learning resources
- Leverage the value of peer learning

HIGH-IMPACT RESEARCH

- Increase engagement of residents, fellows and faculty in radiology-driven research
- Support Department members in seeking funding and resources to enable excellence
- Identify opportunities and encourage Dept members to participate in work that can transform the health system

SERVING & ENGAGING SOCIETY

- Strengthen our capacity to support patient care by 1) enhancing the efficiency of our equipment, 2) attracting and retaining human resources, and 3) increasing understanding of appropriate use of our services
- Build awareness of the important role of radiology in health care delivery
- Heighten engagement in outreach initiatives to increase impact

VALUING PEOPLE

- Support academic success through career mentorship and leadership opportunities and development
- Support the wellness and recognition of our team

Cross-Cutting Themes

TECHNOLOGY INTEGRATION AND ARTIFICIAL INTELLIGENCE (AI)

- Provide Department members with resources to identify and incorporate technology and AI tools
- Support focus on AI research
- Support the use of technology in the research program and the health system
- Identify opportunities and support implementation of AI to improve clinical care and increase health care efficiency
- Strengthen informatics and analytics capacity (i.e., technology, skilled staff) within the health system
- Ensure faculty, residents & staff have the education & resources to increase the use of technology and AI tools in their day-to-day work

BUILDING & SUSTAINING COMMUNITY

- Deepen the sense of a wider learning community
- Increase collaboration within Dalhousie and across the country
- Nurture a welcoming and supportive culture for those we serve
- Support a culture of CQI
- Foster collegiality through collaboration and communication

Other Cross-Cutting Themes

CONTINUOUS QUALITY IMPROVEMENT • REDUCE OUR ENVIRONMENTAL FOOTPRINT • EQUITY, DIVERSITY, INCLUSION & ACCESSIBILITY (EDIA) • OUR MARITIME ROLE



# Stream 1: Excellence in Education

Focus Area	Priority Outcomes & Actions	Focus Area	Priority Outcomes & Actions	Focus Area	Priority Outcomes & Actions
Demonstrate leadership in residency education, including CBD implementation	<ul style="list-style-type: none"><li>• Produce education scholarship (grants, publications, presentations, webpages)</li><li>• Maintain a national radiology education presence</li><li>• Optimize EPA processes<ul style="list-style-type: none"><li>- Involve residents/faculty/sections in EPA process refinements.</li><li>- Identify and mitigate barriers to evaluation completion.</li><li>- Design and utilise alternate methods of EPA assessment (eg, formative OSCEs, quizzes).</li><li>- Standardize EPAs across our programs to reduce administrative burden.</li><li>- Improve the data stream to the competence committees.</li></ul></li></ul>	Advocate for adequate teaching and learning resources	<ul style="list-style-type: none"><li>• Advocate for sufficient and accessible space for teaching and learning<ul style="list-style-type: none"><li>- Advocate during facility planning at NSH, IWK and Horizon Health to ensure the educational needs of our department (including availability, location and technical requirements) are understood during redevelopment processes, including at the QEII.</li><li>- Ensure Dalhousie FOM leadership is aware of threats to adequate education delivery resulting from redevelopment processes, including at the QEII.</li></ul></li><li>• Value faculty time and commitment to teaching, mentoring and supervising<ul style="list-style-type: none"><li>- Intentional recognition and appreciation of faculty.</li><li>- Highlight contributions in Department communication/newsletter.</li><li>- Recognize quantity of teaching.</li><li>- Ensure stable support from the Education Office.</li><li>- Identify ways the department can reduce the administrative burden of teaching.</li><li>- Generate increased commitment to protected time for preparation and delivery of educational sessions (including in discussion with the business groups).</li><li>- Develop a process to accurately track time required to support faculty teaching learners outside our department (UGME, other PGME) and work with business groups and other funders to protect time for these activities.</li></ul></li><li>• Identify barriers to expansion of community DI training<ul style="list-style-type: none"><li>- Work with the NSH Diagnostics and Therapeutics Network, Horizon Health and Dalhousie PGME to identify barriers to expansion of NS &amp; NB community DI training, in order to comply with Faculty of Medicine deliverables.</li></ul></li></ul>	Leverage the value of peer learning	<ul style="list-style-type: none"><li>• Increase frequency of multidisciplinary QA/M+M rounds<ul style="list-style-type: none"><li>- Establish topics appropriate for resident and staff level, including community radiologists.</li></ul></li><li>• Increase involvement in peer learning among faculty and trainees<ul style="list-style-type: none"><li>- Develop a robust anonymous peer learning process.</li><li>- Ensure all faculty and trainees have the IT infrastructure to participate in peer learning.</li><li>- Achieve/maintain a minimum of 80% of faculty participating in identification of peer learning cases.</li></ul></li></ul>
Optimize curriculum planning for our learners	<ul style="list-style-type: none"><li>• Optimize residency and fellowship teaching rounds delivery (consistency and quality)<ul style="list-style-type: none"><li>- Engage &amp; support sections in developing a teaching curriculum.</li><li>- Include AI, quality, informatics, stewardship, leadership in the formal curriculum.</li><li>- Ensure content is optimized for junior and senior learners.</li></ul></li><li>• Increase collaboration and integration of other disciplines<ul style="list-style-type: none"><li>- Incorporate other disciplines into our academic half-day schedules.</li><li>- Develop rounds curriculum collaboratively.</li></ul></li><li>• Increase engagement in teaching responsibilities, including inter-disciplinary and UGME education<ul style="list-style-type: none"><li>- Distribute teaching responsibilities among all faculty.</li><li>- Support accountability for fulfilling teaching responsibilities.</li></ul></li><li>• Optimize radiology education at the UGME level<ul style="list-style-type: none"><li>- Ensure the longitudinal curriculum over the 4-year UGME program provides appropriateness education, an understanding of the role of radiology within health care delivery and basic image interpretation skills.</li></ul></li></ul>			Provide Department members with resources to identify and incorporate technology and AI tools	<ul style="list-style-type: none"><li>• Provide regular education and training sessions for faculty and staff to support technology and AI literacy (e.g., Grand Rounds &amp; follow-up access to resources/tools)</li><li>• Include informatics and clinical use of AI in the formal residency curriculum for all residency programs</li><li>• Increase awareness among residents of their potential to contribute to imaging informatics, through leadership in this area or as a distinct career path</li></ul>
				Deepen the sense of a wider learning community	<ul style="list-style-type: none"><li>• Expand the range of opportunities for faculty, learners, staff, technologists, community radiologists, other physicians, allied health practitioners, and others, to learn together and from each other<ul style="list-style-type: none"><li>- Increase engagement of technologists, nurses and other health care providers in grand rounds.</li><li>- Provide needs assessment and faculty to the Atlantic Radiology Conference.</li><li>- Increase opportunities for multidisciplinary learning (eg, multidisciplinary grand rounds).</li></ul></li></ul>



# Stream 2: High-Impact Research

Focus Area	Priority Outcomes & Actions	Focus Area	Priority Outcomes & Actions	Focus Area	Priority Outcomes & Actions
Increase engagement of residents, fellows and faculty in radiology-driven research	<ul style="list-style-type: none"><li>• Support Department members in their research development<ul style="list-style-type: none"><li>- Ensure residents fully utilize their research days.</li><li>- Recognize trainees for their work.</li><li>- Continue development of structured learning for residents.</li><li>- Develop and support research champions.</li><li>- Encourage research mentorship.</li><li>- Identify and highlight opportunities for funding.</li><li>- Advocate for protected research time for faculty, especially during key periods such as grant submission.</li></ul></li><li>• Foster research collaborations inside the Department<ul style="list-style-type: none"><li>- Support collaboration through work-in-progress rounds to stimulate idea formulation</li><li>- Encourage faculty to join specialty societies, committees, and disease-focused panels to connect with larger projects.</li></ul></li></ul>	Support Department members in seeking funding and resources to enable excellence	<ul style="list-style-type: none"><li>• Work with the health authorities and Dalhousie to actively solicit additional, more stable, long-term radiology-driven research funding sources and partnerships</li><li>• Continue to support and foster the Research Office</li></ul>	Support the use of technology in the research program and the health system	<ul style="list-style-type: none"><li>• Support identification, implementation and evaluation of technology to support the research program and address health system challenges</li></ul>
		Identify opportunities and encourage Department members to participate in work that can transform the health system	<ul style="list-style-type: none"><li>• Facilitate transformative work aimed at meaningful change/ clinical impact</li><li>• Facilitate collaboration between scientists and health authority clinicians and staff in addressing local health system challenges</li><li>• Encourage and support community radiologist involvement to increase impact outside Halifax</li></ul>	Increase collaboration within Dalhousie and across the country	<ul style="list-style-type: none"><li>• Develop/implement opportunities to collaborate with faculty and learners in other faculties</li><li>• Increase inter-disciplinary collaboration and training of clinical and non-clinical trainees (i.e., theme-focused multidisciplinary teams)</li><li>• Increase collaboration with universities across Canada and internationally</li></ul>
		Support focus on AI research	<ul style="list-style-type: none"><li>• Increase emphasis on evaluation of AI tools and the impact of AI on improving quality and efficiency of the health system</li><li>• Support the development and recruitment of AI/data leaders</li><li>• Support opportunities for funding of AI research (*leveraging)</li></ul>		



# Stream 3: Serving & Engaging Society

Focus Area	Priority Outcomes & Actions	Focus Area	Priority Outcomes & Actions	Focus Area	Priority Outcomes & Actions
Strengthen our capacity to support patient care and enhance stewardship of high-quality care	<ul style="list-style-type: none"><li>Enhance the efficiency of our equipment<ul style="list-style-type: none"><li>Work with partners to advocate for a clearly structured and funded plan to replace ageing DI equipment, which is critical to the successful provision of DI services to the residents of the CZ, and NS in general.</li><li>Enhance efficiency of our processes and work flows.</li><li>Investigate improved online booking systems and alternate hours of operation.</li><li>Consider ways to increase capacity by streamlining resources and planning on a regional basis.</li></ul></li><li>Improve our ability to attract and retain human resources in all capacities<ul style="list-style-type: none"><li>Advocate for increased capacity for enrollment at the school of health sciences.</li><li>Support technologists in career development initiatives.</li><li>Explore opportunities for wellness, engagement and appreciation of technologists.</li><li>Engage with partners in recruitment and retention initiatives for technologists such as immigration/ international recruitment, raising awareness of careers in the school system, and undergraduate level promotion, and other potential solutions.</li></ul></li><li>Increase understanding of appropriate use of our services<ul style="list-style-type: none"><li>Develop Quality Assurance initiatives to monitor booking of scans and ensure appropriateness.</li><li>Deliver at least one education program/CME per year to educate family physicians, NP's and PA's regarding how and when to request studies.</li></ul></li><li>Work with Dalhousie PGME to advocate for nuclear medicine to be supported in funding for 1 trainee each year in the CaRMS match.</li><li>Work to develop robust and reliable funding and support for the pediatric DI fellowship program to address the shortage and recruiting issues for pediatric subspecialists.</li></ul>	Build awareness of the important role of radiology in health care delivery	<ul style="list-style-type: none"><li>Collaboratively build awareness amongst government, the medical community and the public<ul style="list-style-type: none"><li>Partner with QEII Foundation and/or Dalhousie FoM foundation on at least one fundraising project per year.</li></ul></li><li>Maintain current levels of engagement at UGME level to ensure recruitment of excellent residents and to educate other physicians on the role of Radiology in the health system.<ul style="list-style-type: none"><li>Maintain support for UGME longitudinal theme lead.</li></ul></li></ul>	Strengthen informatics and analytics capacity (i.e., technology, skilled staff) within the health system	<ul style="list-style-type: none"><li>Support engagement of researchers in imaging-related informatics and analytics activities (e.g., clinical challenges, workflow solutions), including identification of opportunities for collaboration with technology partners</li></ul>
			<ul style="list-style-type: none"><li>Heighten engagement in outreach initiatives to increase impact</li></ul>		<ul style="list-style-type: none"><li>Nurture a welcoming and supportive culture for those we serve<ul style="list-style-type: none"><li>Enhance the patient experience with at least one patient-centered project per year</li><li>Enhance the experience for visiting learners</li><li>Integrate EDIRA in consideration of the built environment</li></ul></li></ul>
			<ul style="list-style-type: none"><li>Identify opportunities and support implementation and evaluation of AI to improve clinical care and increase health care efficiency</li></ul>		<ul style="list-style-type: none"><li>Support a culture of continuous quality improvement<ul style="list-style-type: none"><li>Operationalize the results of peer learning and quality review</li><li>Establish interdepartmental Quality rounds with Emergency Department and/or Trauma program.</li></ul></li></ul>



# Stream 4: Valuing People

Focus Area	Priority Outcomes & Actions	Focus Area	Priority Outcomes & Actions	Focus Area	Priority Outcomes & Actions
Support academic success through career mentorship and leadership opportunities and development	<ul style="list-style-type: none"><li>• Build leadership skills<ul style="list-style-type: none"><li>- Develop voluntary coaching and mentorship opportunities for faculty, residents and staff (learn from other faculties that have had mentorship programs).</li><li>- Encourage leadership skills that value people.</li></ul></li><li>• Improve faculty knowledge of resource availability<ul style="list-style-type: none"><li>- Improve academic orientation for new faculty, power mentoring of new faculty.</li></ul></li><li>• Build awareness of professional development opportunities for faculty and staff<ul style="list-style-type: none"><li>- Develop a list of courses available to help enable career advancement.</li><li>- Identify and support professional development opportunities for staff.</li><li>- Learn about the priorities of Dept members through bi-annual surveys and circulate results to make these opportunities more transparent.</li><li>- Connect with the interests and ambitions of faculty and residents.</li><li>- Develop annual report of supported leadership and academic activities.</li></ul></li></ul>	Support the wellness and recognition of our team	<ul style="list-style-type: none"><li>• Provide support for members in the face of change (e.g., OPOR, CBD)<ul style="list-style-type: none"><li>- Maintain and enhance communication pathways with Department members.</li><li>- Ensure there is input and awareness/ a sense of confidence in the change process through regular updates at Department meetings.</li></ul></li><li>• Support faculty through life and career stages<ul style="list-style-type: none"><li>- Develop voluntary early career mentoring.</li><li>- Ensure appropriate Departmental support for maternity and other leaves.</li><li>- Support Department members in transitioning to retirement.</li></ul></li><li>• Continue ongoing wellness initiatives<ul style="list-style-type: none"><li>- Educational sessions on topics such as knowledge of ergonomics (Include at least one wellness related grand rounds topic each year).</li><li>- Survey faculty members and staff annually to identify potential wellness initiatives.</li></ul></li><li>• Recognize contributions<ul style="list-style-type: none"><li>- Recognition awards for residents and staff.</li><li>- Regular communication of accomplishments.</li></ul></li></ul>	Ensure faculty, residents & staff have the education & resources to increase the use of technology and AI tools in their day-to-day work	<ul style="list-style-type: none"><li>• Ensure resources are in place to support members<ul style="list-style-type: none"><li>- Advocate for training resources and other ongoing supports for members in the use of current and planned use of digital tools.</li><li>- Identify and publicize informatics and AI conferences and knowledge building opportunities.</li><li>- Develop lists of mentors and mentorship programs.</li><li>- Support Department members in managing change.</li></ul></li><li>• Improve technology and AI literacy for all Department members</li><li>• Provide regular education and training sessions for faculty and staff to support day-to-day work (e.g., Grand Rounds &amp; follow-up access to resources/tools)</li></ul>
				Foster collegiality through collaboration and communication	<ul style="list-style-type: none"><li>• Ensure events and spaces are available for informal connection and collaboration (across silos)<ul style="list-style-type: none"><li>- Social events that enable interaction across silos.</li><li>- Create opportunities to get to know colleagues (via sharing faces and profiles via newsletter or name plates, face sheets etc).</li></ul></li><li>• Maintain/strengthen regular communication initiatives<ul style="list-style-type: none"><li>- Create a structure (roles, mandate) that enables consistent communication.</li><li>- Communicate regularly (newsletter, email; identify programs, initiatives, celebrate successes, highlight people and contributions).</li></ul></li></ul>