

### OUR VISION

#### What we work toward

To be a leader in academic radiology in Canada.

### OUR MISSION

#### What we exist to do

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

### OUR VALUES

**Excellence**      **Collaboration**  
**Respect**        **Integrity**  
**Accountability**

## FOCUS AREAS (FA) AND GOALS

### RESEARCH

#### FA1: Strengthen the Culture of Research

- ▷ Stimulate interest in radiology-driven research
- ▷ Increase visibility of research activity
- ▷ Celebrate/highlight research success

#### FA2: Further Develop the Research Program

- ▷ Support new (or new to research) faculty in establishing a research program
- ▷ Support faculty with established research programs
- ▷ Develop research knowledge and provide opportunities for skill development among trainees
- ▷ Support collaborations with partners both inside and outside Dalhousie
- ▷ Engage in opportunities/advances relevant to radiology (e.g. Artificial Intelligence (AI))

### EDUCATION

#### FA3: Deliver Excellence in Diagnostic and Interventional Imaging at the Post Graduate Medical Education Level

- ▷ Provide the highest quality teaching and ensure clinical and academic learning experiences capable of fully preparing our residents and fellows for independent practice
- ▷ Recruit the highest calibre residency applicants, including through participation in the UGME curriculum
- ▷ Ensure our residency programs remain at the forefront of radiology education in Canada and globally
- ▷ Provide high-quality fellowship programs in targeted areas

#### FA4: Continuing Professional Development to meet the needs of our faculty and radiologists throughout the Dalhousie community/ Maritime provinces

- ▷ Provide high quality CPD experiences
- ▷ Ensure awareness of new technologies and up-to-date guidelines for radiologists throughout our Dalhousie community

#### FA5: Radiology education for health care trainees and allied health colleagues

- ▷ Ensure the medical community has an understanding of the value of radiology and radiologists, including through radiology education at the UGME and PGME level
- ▷ Optimize patient care by providing appropriateness education with referring physicians

### SERVING & ENGAGING SOCIETY

#### FA6: Ensure the highest possible level of clinical performance

- ▷ Recruit diverse faculty members to address areas of high clinical demand
- ▷ Maximize the quality of equipment and IT support in collaboration with NSH, IWK & Horizon
- ▷ Ensure excellence in patient safety via M&M rounds, active and functioning peer review process, patient safety education for trainees and cultural safety education for Department members.

#### FA7: Identify and engage in opportunities to serve locally and internationally

- ▷ Participate in international activities in areas of need (i.e. RAD-AID)
- ▷ Develop educational and advocacy initiatives in our local community

## RESEARCH

### FOCUS AREA 1

#### Strengthen the Culture of Research

#### GOALS

#### PRIORITY ACTIONS & OUTCOMES

##### Goal: Stimulate interest in radiology-driven research

- Announce radiology-driven publications, conference presentations, grants & awards via weekly radiology news and on the news section of the Department website
  - ▷ Biweekly news announcements
- Provide research infrastructure support for radiology-led research (e.g., funding, research personnel support)
  - ▷ Develop a new funding arrangement in consultation with Radiology Research Council; to be completed by Dec 2021 and implementation to start by Jan 2022
  - ▷ Develop a new support model in consultation with Radiology Research Council; to be completed by Dec 2022; implementation to start in Jan 2023
  - ▷ Refresh and implement changes to the Terms of Reference for Radiology Research Council to create a structure(s) to better support/inform researchers and address operational issues in research; implementation begins Sep 2023
- Provide summer studentships to support radiology-led research
  - ▷ Provide at least two summer studentships per year

##### Goal: Increase visibility of research activity

- Ensure researchers have a link to Google scholar accounts on their personal page of the Department website
  - ▷ All researchers will have active accounts by Dec 2021
  - ▷ Google scholar accounts to appear on their personal page of the website
- Implement annual Research Rounds session during Academic Rounds schedule
  - ▷ Host Fall Research Rounds during academic rounds slot
- Increase departmental visibility of research involving non-radiology resident trainees (e.g., medical students, health science students, graduate students)
  - ▷ Ensure visibility of these trainees at Research Day and Research Rounds
- Increase visibility of research activity locally
  - ▷ Develop relationships with local promoters of research activity with the goal of highlighting our work (e.g., Dal News, QEII Foundation, IWK, Nova Scotia Health Research)
- Increase visibility of research activity nationally and internationally
  - ▷ Encourage/support faculty/trainees to present at national/international conferences
  - ▷ Encourage/support faculty/trainees to publish in national/international journals

<p><b>Goal: Celebrate/highlight research success</b></p>	<ul style="list-style-type: none"> <li>■ Provide awards at Research Day (best radiology resident trainees, best non-radiology resident trainee, RSNA Resident Research Award, Charles Lo Award)             <ul style="list-style-type: none"> <li>▷ Awards at Research Day</li> </ul> </li> <li>■ Announce publications, conference presentations, grants &amp; awards via weekly radiology news and on news section of Department website             <ul style="list-style-type: none"> <li>▷ Biweekly news announcements</li> </ul> </li> <li>■ Develop/maintain a list of external awards relevant to our faculty/trainees             <ul style="list-style-type: none"> <li>▷ Notify/support faculty/trainees in applying for these awards</li> </ul> </li> </ul>
--	--

**RESEARCH**  
**FOCUS AREA 2**  
**Further Develop the Research Program**

GOALS	PRIORITY ACTIONS & OUTCOMES
<p><b>Goal: Support new (or new to research) faculty in establishing a research program</b></p>	<ul style="list-style-type: none"> <li>■ Identify and implement changes to internal funding/support model for new faculty             <ul style="list-style-type: none"> <li>▷ Develop new funding arrangement in consultation with Radiology Research Council; to be completed by Dec 2021; implementation to start in Jan 2022</li> </ul> </li> <li>■ Provide mentorship to new (or new to research) faculty             <ul style="list-style-type: none"> <li>▷ Arrange semi-yearly check-ins with faculty to review progress, address challenges, assess/address support needs</li> </ul> </li> </ul>
<p><b>Goal: Support faculty with established research programs</b></p>	<ul style="list-style-type: none"> <li>■ Identify and implement changes to internal funding/support model for established faculty             <ul style="list-style-type: none"> <li>▷ Develop new funding arrangement in consultation with Radiology Research Council; to be completed by Dec 2021; implementation in Jan 2022</li> </ul> </li> </ul>

▶ **Goal: Develop research knowledge and provide opportunities for skill development among trainees**

- Develop and deliver Research Education Curriculum for Residents (two-year cycle)
  - ▷ Curriculum developed and implemented by Dec 2021
- Provide support for Radiology Residents active in project design, execution, summary
  - ▷ Conduct semi-annual check-ins with residents to review progress, address challenges
- Act as resource for non-radiology resident trainees to connect them with project opportunities and to support project design, execution and summary (e.g., health science & medical students, graduate students)
  - ▷ Liaise with researchers quarterly to identify trainees; schedule quarterly check-ins with trainees as requested by researchers
- Support Radiology Residents in relevant preparation for Royal College exam
  - ▷ Prepare, deliver and record review lecture for PGY5 by Dec 2021

▶ **Goal: Support collaborations with partners both inside and outside Dalhousie**

- Strengthen relationship with Dal School of Health Sciences & Dal Computer Science (Institute for Big Data Analytics)
  - ▷ Hold annual discussion with Head of School of Health Sciences
  - ▷ Invite radiological technology students to participate in, and present at, Research Rounds and Radiology Research Day
  - ▷ Hold annual discussion between BIOTIC Scientists and Faculty from Computer Science
- Identify opportunities for faculty via connections through Research Directors in Faculty of Medicine, and Radiology Research Directors in Canada & US
  - ▷ Notify faculty of opportunities

▶ **Goal: Engage in opportunities/advances relevant to radiology (e.g. AI)**

- Strengthen relationship with Dal Computer Science (Institute for Big Data Analytics)
  - ▷ Establish one radiologist-led BIOTIC collaboration per year
  - ▷ Establish three projects with faculty collaborators external to Faculty of Medicine by Dec 2024
  - ▷ Establish one collaboration with Imagia by Dec 2024
  - ▷ Establish one collaboration with industry by Dec 2024

## EDUCATION

### FOCUS AREA 3

#### Deliver Excellence in Diagnostic and Interventional Imaging Training at the Post Graduate Medical Education Level

#### GOALS

**Goal: Provide the highest quality teaching and ensure clinical learning experiences capable of fully preparing our residents and fellows for independent practice**

#### PRIORITY ACTIONS & OUTCOMES

- Provide sufficient opportunity and encouragement to “learn by doing”
  - ▷ Ensure our clinical environment has adequate resources and imaging equipment to provide trainees with a complete education to prepare them for clinical practice (see also serving and engaging society)
  - ▷ Develop a formal training experience for senior residents to function as junior staff
- Optimize the ongoing transition to CBD/CBME
  - ▷ Share external CBME resources (e.g., from PGME, Royal College) and develop in-house resources when required (including print-based, video-based, and live)
  - ▷ Provide sufficient resources/personnel to optimise the transition to CBD/CBME
  - ▷ Develop one-on-one CBD/CBME-evaluation training sessions for faculty with at least 80% clinical faculty completing CBD/CBME-specific training by July 2023
  - ▷ Develop single-day/encounter evaluation tools and trial in all 3 major teaching sites and in at least 5 sections prior to respective CBD launch
- Maintain and improve quality of formal teaching rounds
  - ▷ <5% cancelled teaching rounds in DR and NM
  - ▷ Maintain or improve electronic interactive engagement during formal teaching rounds, building on skills learned during the pandemic
  - ▷ Further support sub-specialty teaching curricula with common biennial templates
  - ▷ Develop a virtual SIM lab (case file with ability to provide hands-on PACS-based supervised case review for a group of trainees simultaneously) by December 2023 for use in at least one subspecialty
- Increase visiting professorships
  - ▷ Obtain new dedicated funding (honorarium) for at least one professorship/year
- Ensure residents are aware of special and unique learning experiences (for example, rural or international elective experiences)
  - ▷ Include information on elective possibilities into the resident academic calendar/schedule with limited information also available on our Dalhousie website

▶ **Goal: Recruit the highest calibre residency applicants, including through participation in the UGME curriculum among trainees**

- Continue to demonstrate the importance of our profession, and the expertise and enthusiasm of our faculty, through participation in the formal Dalhousie UGME curriculum, including in longitudinal tutoring
- Provide UGME elective experiences that allow students to experience the best of our profession
  - ▷ Develop innovative experiences for elective students in at least two sections
  - ▷ Obtain and analyze qualitative feedback from elective students
- Continue to build our national profile
  - ▷ Finish website upgrades by the end of 2021 and annually review website
  - ▷ Identify opportunities and support faculty participation in events and organisations that give Dalhousie a national presence

▶ **Goal: Ensure our residency programs remain at the forefront of radiology education in Canada and globally**

- Influence and remain up to date with national residency initiatives
  - ▷ Between 2022-2025 have at least as many RC examiners as candidates for each of our RC programs
  - ▷ Have at least one faculty member attend all RC specialty committees, including CBD working groups, for each of our RC programs
  - ▷ Between 2022-2025 have at least 2 faculty members serve as Royal College Residency Accreditors
  - ▷ Support faculty to pursue leadership positions in national post graduate education organizations, particularly Royal College specialty, CBD and exam committees by providing appropriate mentorship at faculty performance review and encouraging each associated business group to support time for involvement in RC exam and specialty committees
- Increase involvement in education research
  - ▷ Obtain grant funding for educational research
  - ▷ Publish education research specific to diagnostic imaging in national or international journals

▶ **Goal: Provide high-quality fellowship programs in targeted areas**

- Support interested and committed sections to develop high quality fellowship programs
  - ▷ Liaise with all section heads to explore fellowship opportunities
  - ▷ Develop curriculum and fellowship terms for interested sections
- Identify areas where Dalhousie has relative fellowship strengths
- Explore niche/personalized fellowship opportunities

## EDUCATION

### FOCUS AREA 4

Continuing Professional Development to meet the needs of our faculty and radiologists throughout the Dalhousie community/ Maritime provinces

GOALS	PRIORITY ACTIONS & OUTCOMES
<p>▶ <b>Goal: Provide high quality CPD experiences</b></p>	<ul style="list-style-type: none"> <li>■ Provide high-quality CME to meet the needs of our community of radiologists                             <ul style="list-style-type: none"> <li>▷ Provide lectures at the annual Atlantic Radiology Conference (ARC) meeting.</li> <li>▷ Ensure grand rounds provide a balance of material beneficial to both subspecialists and general radiologists. Complete a needs assessment with community radiologists to help guide at least 2 grand rounds/year (to be developed by mid 2023 and completed biennially).</li> <li>▷ Develop needs-based hands-on CME experiences (mini fellowships) for practicing radiologists to develop new skills or refresh knowledge. This includes needs-assessment, development of the process and launch by 2025.</li> <li>▷ Use SIM lab (described above) to facilitate hands-on guided distance education for practicing radiologists (As this is PACS based, would only be available in NS). Examples include acute stroke imaging interpretation and lung cancer screening education.</li> <li>▷ Explore opportunities for virtual observation of multidisciplinary rounds (e.g., tumor boards) as an educational opportunity for non-subspecialist radiologists.</li> <li>▷ Support the clinical departments to facilitate QA as an educational opportunity (overlap with serving and engaging society pillar).</li> </ul> </li> <li>■ Support faculty development                             <ul style="list-style-type: none"> <li>▷ Provide one-on-one mentorship with education lead and research lead for all new faculty with university appointment</li> <li>▷ Encourage faculty to benefit from faculty development opportunities both through Dalhousie and through our affiliated hospital networks by increasing awareness through Dept meeting reports, annual performance reviews, faculty handbook</li> </ul> </li> </ul>
<p>▶ <b>Goal: Ensure awareness of new technologies and up-to-date guidelines for radiologists throughout our Dalhousie community</b></p>	<ul style="list-style-type: none"> <li>■ Develop a private online venue to disseminate information to the Dalhousie radiology community</li> <li>■ Continue to make grand rounds available throughout the Dalhousie community</li> <li>■ Provide new guidelines review at the annual ARC</li> </ul>

## EDUCATION

### FOCUS AREA 5

#### Radiology education for health care trainees and allied health colleagues

GOALS	PRIORITY ACTIONS & OUTCOMES
<p>▶ <b>Goal: Ensure the medical community has an understanding of the value of radiology and radiologists, including through radiology education at the UGME and PGME level</b></p>	<ul style="list-style-type: none"> <li>■ Provide high quality basic radiology education at the UGME level                             <ul style="list-style-type: none"> <li>▷ Continue to coordinate a longitudinal radiology theme including lectures and exam material</li> <li>▷ Support a departmental UGME lead with assistance from our education office</li> <li>▷ Continue to engage UGME in updating incomplete and incorrect radiology material. Goal of updating radiology material in human development, metabolism I and metabolism II tutorial material for the 2023-2024 academic year and initiating a process for all new tutorial case material.</li> </ul> </li> <li>■ Provide high quality radiology education for non-radiologist physicians at the PGME level                             <ul style="list-style-type: none"> <li>▷ Contribute to formal teaching in other Dalhousie residency programs based on clear objectives and ensure this does not overwhelm the resources of our department</li> <li>▷ Work with PGME to find a way to support our faculty teaching in other departments</li> <li>▷ Ensure off-service experiences in our department are efficient and objective-based and fulfill the needs of off-service residents, including CBD residents, without unnecessarily diminishing the other educational priorities of our department or the resources of our faculty</li> </ul> </li> <li>■ Efficiently use our resources to meet the educational needs of our allied health colleagues</li> <li>■ Showcase the value of radiology and radiologists through presence in local medical publications (e.g., case presentations aimed at non radiologists, research news, education news, kudos)</li> </ul>
<p>▶ <b>Goal: Optimize patient care by providing appropriateness education for referring physicians</b></p>	<ul style="list-style-type: none"> <li>■ Provide radiology CME for family physicians                             <ul style="list-style-type: none"> <li>▷ Provide a multi-part radiology session at the biennial Dalhousie family medicine refresher</li> <li>▷ On alternate years to above, work with family medicine to provide a needs-based radiology CME experience for family medicine</li> </ul> </li> <li>■ Provide appropriateness education for referring physicians                             <ul style="list-style-type: none"> <li>▷ Identify areas of concern and provide focused appropriateness-awareness to relevant groups of referring physicians (e.g., through Doctors NS newsletter, subspecialty provincial organizations, embedded explanations in imaging reports)</li> <li>▷ Ensure at least one radiology representative involved in the NSH electronic order entry development</li> <li>▷ Incorporate real-time clinical appropriateness guidelines into the NSH electronic order entry program (for at least 5 different orderables)</li> </ul> </li> </ul>



## SERVING & ENGAGING SOCIETY

### FOCUS AREA 6

Ensure the highest possible level of clinical performance

GOALS	PRIORITY ACTIONS & OUTCOMES
<p>▶ <b>Goal: Recruit diverse faculty members to address areas of high clinical demand</b></p>	<ul style="list-style-type: none"> <li>■ Ensure diversity in recruitment processes                             <ul style="list-style-type: none"> <li>▷ More than 50% of recruits will come from equity seeking groups over the next 5 years</li> </ul> </li> <li>■ Conduct academic needs assessment for each major site by Dec 2022</li> <li>■ Support the wellness and cultural safety of faculty                             <ul style="list-style-type: none"> <li>▷ Develop and operationalize the wellness committee</li> <li>▷ Support the cultural and psychological safety of staff with one wellness focused grand rounds session per year</li> </ul> </li> <li>■ Determine ways to incorporate Equity, Diversity, and Inclusion (EDI) into our practices</li> </ul>
<p>▶ <b>Goal: Maximize the quality of equipment and IT support in collaboration with NSH, IWK &amp; Horizon</b></p>	<ul style="list-style-type: none"> <li>■ Lobby for updated equipment to support teaching and research mandates                             <ul style="list-style-type: none"> <li>▷ Draft a whitepaper highlighting the impact of outdated equipment on academic programs</li> </ul> </li> </ul>
<p>▶ <b>Goal: Ensure excellence in patient safety via M&amp;M rounds, active and functioning peer review process, patient safety education for trainees and cultural safety education for Department members</b></p>	<ul style="list-style-type: none"> <li>■ Develop patient safety curriculum for all residency programs and implement by Sept 2023</li> <li>■ Maintain Central Zone and IWK based M+M and QA rounds with participation from all sections and sites                             <ul style="list-style-type: none"> <li>▷ More than 3 M+M rounds per year</li> </ul> </li> <li>■ Develop clinical audit program for residents                             <ul style="list-style-type: none"> <li>▷ Every resident performs one clinical audit during residency</li> </ul> </li> <li>■ Cultural safety                             <ul style="list-style-type: none"> <li>▷ Deliver educational content for radiologists and trainees focusing on care of vulnerable populations</li> </ul> </li> </ul>

## SERVING & ENGAGING SOCIETY

### FOCUS AREA 7

Identify and engage in opportunities to serve locally and internationally

GOALS	PRIORITY ACTIONS & OUTCOMES
<p>▶ <b>Goal: To participate in international activities in areas of need (i.e. RAD-AID)</b></p>	<ul style="list-style-type: none"><li>■ Increase opportunities for participation in RAD-AID activities<ul style="list-style-type: none"><li>▷ Support and host 2 RAD-AID visiting fellows</li><li>▷ Develop opportunities for resident participation</li><li>▷ Increase participating faculty to 5 by 2025</li></ul></li></ul>
<p>▶ <b>Goal: Develop educational and advocacy initiatives in our local community</b></p>	<ul style="list-style-type: none"><li>■ Embrace the diversity of our patients<ul style="list-style-type: none"><li>▷ Advocate for access to equitable imaging for marginalized and vulnerable communities in NS and NB</li></ul></li><li>■ Incorporate EDI topics into Grand Rounds schedule and resident CanMEDS half-days</li></ul>