

Creating Family Medicine's

Positive Future



**Department of Family Medicine
Faculty of Family Medicine, University of Manitoba**

**Strategic Plan 2009-2012
December 2009 - Final**

Background

The Department of Family Medicine undertook a strategic planning process in March 2009. They invited participation from 374 internal and external stakeholders through a process of Appreciative Inquiry in two forms – paired interviews and Survey Monkey – and achieved a 24% response rate.

Governance and Management

Central to strategic and operational planning is a shared and agreed upon definition of departmental responsibilities, roles and success measures.

Departmental Responsibilities

As an academic department we study and gather knowledge to:

- Create state of the art clinical practice
- Produce state of the art doctors and researchers
- Evaluate and improve teaching methods
- Publish and communicate expertise

Faculty Roles

- Leader, role model, practitioner, clinician
- Educator, administrator/evaluator, researcher, scholar and lifelong learner
- Collaborative colleague
- Innovator, visionary, advocate

Academic Department Success Measures

- Successful recruitment of quality residents
- Resident pass rate
- Number of our graduates who practice Family Medicine
- Successful recruitment and retention of quality staff and faculty
- Departmental productivity
- Participation in committees, awards and conferences – local, national and international

Environmental Scan

DFM is cognizant of operating within its larger environment and aligning priorities with its funders and partners. The following organizations' goals and/or major themes were considered in the planning process.

- Manitoba Health
- University of Manitoba
- Faculty of Medicine
- Winnipeg Regional Health Authority

Organizational Context

Mission

The Department of Family Medicine develops excellent family physicians through patient care delivery, diverse and inter-professional educational environments, and scholarly activity.

Vision: The 3-Year Picture of Excellence

We envision being leaders of comprehensive clinical care, medical education, family medicine research and scholarly activity. The Department will provide a supportive environment that fosters collaboration and encourages all members to develop their areas of interest and expertise.

Positive Core

The strengths, values, competencies and successes on which we have built DFM's heart, soul and excellence:

We are knowledgeable, experienced teachers who maintain a diverse scope of practice. We endorse respectful and compassionate communication with all professionals, colleagues and patients. Through dynamic and enthusiastic learning environments, we contribute to the well being of patients, learners and our community.

Terminology

Throughout this document the term “teaching clinics” is used to refer to Kildonan Medical Centre and Family Medical Centre, and “teaching site” refers to any clinical setting in which Family Medicine students or residents are placed.

Strategic Issues

Three strategic issues emerged throughout the discussions.

1. Individuals working in the teaching clinics may be employed either by a hospital, a regional health authority, or by the University and in some cases by more than one employer. This inconsistency has created different levels of support for the teaching role – specifically some of the hospital and health authority staff may not completely embrace the teaching function or they may not be completely supported by their employer to participate in teaching.
2. Scholarly activity is not strongly evident. Faculty find it hard to allocate time for scholarly activity given competing priorities – patients, residents, and other learners.
3. The Department is not fully modeling excellence in the delivery of primary care.

Strategic Directions

Four strategic directions were developed to build on departmental strengths, address strategic issues and move the department towards its desired picture of excellence.

1. Cultivating clinical excellence within the teaching clinics.
2. Promoting and supporting all department members in their primary role as scholars and teachers.
3. Optimizing our resources to align with our department mandate and priorities
4. Enriching a culture of inclusivity, collaboration, communication, value and respect.

The Department’s 8 goals and 15 objectives to be accomplished by the end of 2012 are well-aligned with funder and partner priorities.

Projected Outcomes

Outcome I: CULTIVATING CLINICAL EXCELLENCE WITHIN THE TEACHING CLINICS

Goal 1:

The teaching clinics will model excellence in patient care consistent with current practice guidelines and standards

Objective A: Provide timely, streamlined patient-centred care

- Participation in regional and provincial initiatives such as Bridging the Gap with Specialized care (BGSC), Physician Integrated Network(PIN), chronic disease management initiatives, and medication safety initiatives
- Work with the WRHA Family Med – Primary Care program toward some standardization of administrative and clinical practices across the clinics

Objective B: Engage our staff and patients in continuous quality improvement within the clinical setting

- Continued participation by KMC and FMC in the Family Medicine – Primary Care Quality Committee and CCHFA Accreditation process
- Serve as a clinical and teaching resource for primary care providers in the community

Objective C: Introduce the use of state of the art information management systems

- Work with e-Health toward EMR selection and implementation at KMC and FMC

Objective D: Maximize the role of our patients and staff in clinical care as well as medical education

- Involve staff actively in the orientation/education of learners
- Collaborate with our partners (hospitals and regions) to ensure adequate support their employees' invaluable role in clinical care as well as teaching and scholarly activity

Outcome II:

PROMOTING & SUPPORTING ALL DEPARTMENT MEMBERS IN THEIR ROLE AS SCHOLARS & TEACHERS

Goal 1: The Department will develop and model excellence in teaching

Objective A: Continue to prioritize, develop and participate in inter-professional learning and practice

- Continued participation in training for Nurse Practitioners, Physician Assistants, Pharmacists and other learners
- Participation in inter-professional practice (e.g. low risk obstetrics)
- Participation in Global Medicine initiatives (Shantou) to broaden our teaching and faculty development experience
- Work with our non-physician faculty toward achieving accreditation in Inter-professional Education

Goal 2: DFM will expect its members to deliver outcomes in scholarly activity / creative work in line with its priorities.

Objective A: Develop a framework to support scholarly activity

- Determine areas of interest and expertise in teaching and scholarly activity of individual faculty
- Define baseline teaching and scholarly expectations for every faculty member
- Develop a process to assess and manage faculty activities (protect time) to balance baseline requirements and individual interests such that they align with departmental responsibilities
- Clearly identify resources pertaining to research and scholarly activity

Objective B: Track, report and recognize scholarly activity and creative work for all faculty members

- Recognize and value individual interests in keeping with Departmental priorities
- Implement a system for tracking and reporting such work

Goal 3: DFM will cultivate excellence in all teaching sites through formalized quality improvement activities

Objective A: Cultivate a practice of reflection and assessment

- Participate in the UGME Clerkship Quality Initiative

Objective B: Recruit teaching sites and engage them in an ongoing review of the curriculum and learning opportunities

- Clearly define “full service” family physician and gear our training accordingly
- Continue to identify and evaluate potential teaching sites through a site assessment survey
- Work with the Faculty of Medicine on the Clustered CTU proposal (Distributed Education Model)
- Continue to develop a robust system of faculty development for our wide range of faculty

Outcome III:

ENRICHING A CULTURE OF INCLUSIVITY, COLLABORATION, COMMUNICATION, VALUE & RESPECT

Goal 1: DFM will develop a communication system that engages all members and keeps them informed about departmental activity

Objective A: Establish and maintain an effective Departmental website

- Highlight program strengths for incoming residents and prospective employees
- Establish links to other relevant websites
- Post current DFM information (contacts, initiatives, structure, minutes from relevant meetings)

Objective B: Invite regular interaction from all department members

- Assess best methods for initiating 2-way communication with each group and develop appropriate strategies
- Find a format for the Departmental Council meetings that will be meaningful and celebrate annual achievements
- Hold quarterly Executive Management meetings with a focus on the strategic plan, and share this information

Goal 2: DFM will create a system of community representation and input at leadership levels

Objective A: Enhance interest among community preceptors within the Department of Family Medicine

- Recruit a community preceptor to be involved in the Executive Management Committee
- Develop a funding mechanism to compensate community physicians for their participation in administrative and leadership roles
- Identify and develop strategies to overcome the barriers to teaching for community physicians
- Help community preceptors feel a sense of ability and a sense of responsibility to teach their successors

**OUTCOME IV:
OPTIMIZING OUR RESOURCES TO ALIGN WITH OUR DEPARTMENT MANDATE AND PRIORITIES**

Goal 1: The Department of Family Medicine will be a fully staffed department

Objective A: Develop strategies that can be employed to recruit new staff

- Work with the Joint Operating Division (WRHA/UM) to develop clarity around the medical remuneration package

Goal 2: DFM will have a resource plan to meet current and future responsibilities

Objective A: Work with our funders and stakeholders to ensure there are always clearly defined and agreed upon departmental responsibilities and deliverables.

- Finalize plans for clinical teaching space and for Northern/Remote stream
- Finalize the academic plans for the Northern/Remote stream

Objective B: Align our resources with our Departmental responsibilities

- Demonstrate accountability and efficiency in the use of our current resources
- Identify and develop plans where there are insufficient resources to meet our responsibilities
- Implement a system of regular process review to ensure we maintain maximum efficiency and effectiveness (e.g. review of administrative policies, regular reviews of terms of reference and job descriptions, annual budgeting process etc.)