

# Strategic Plan

2022-2026

Department of Internal Medicine  
Max Rady College of Medicine  
Rady Faculty of Health Sciences  
University of Manitoba

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# Department of Internal Medicine

## Strategic Plan 2022-2026

### About Us

#### Mission

Who we are, how we work toward our vision and what makes us unique. **We deliver state-of-the-art (tertiary) medical care in a patient-centered, effective and efficient manner. We train the next generation of academic internists and subspecialists who innovate and excel in lifelong learning. We are leaders in key areas of biomedical research and innovation at a national and international level.**

#### Vision

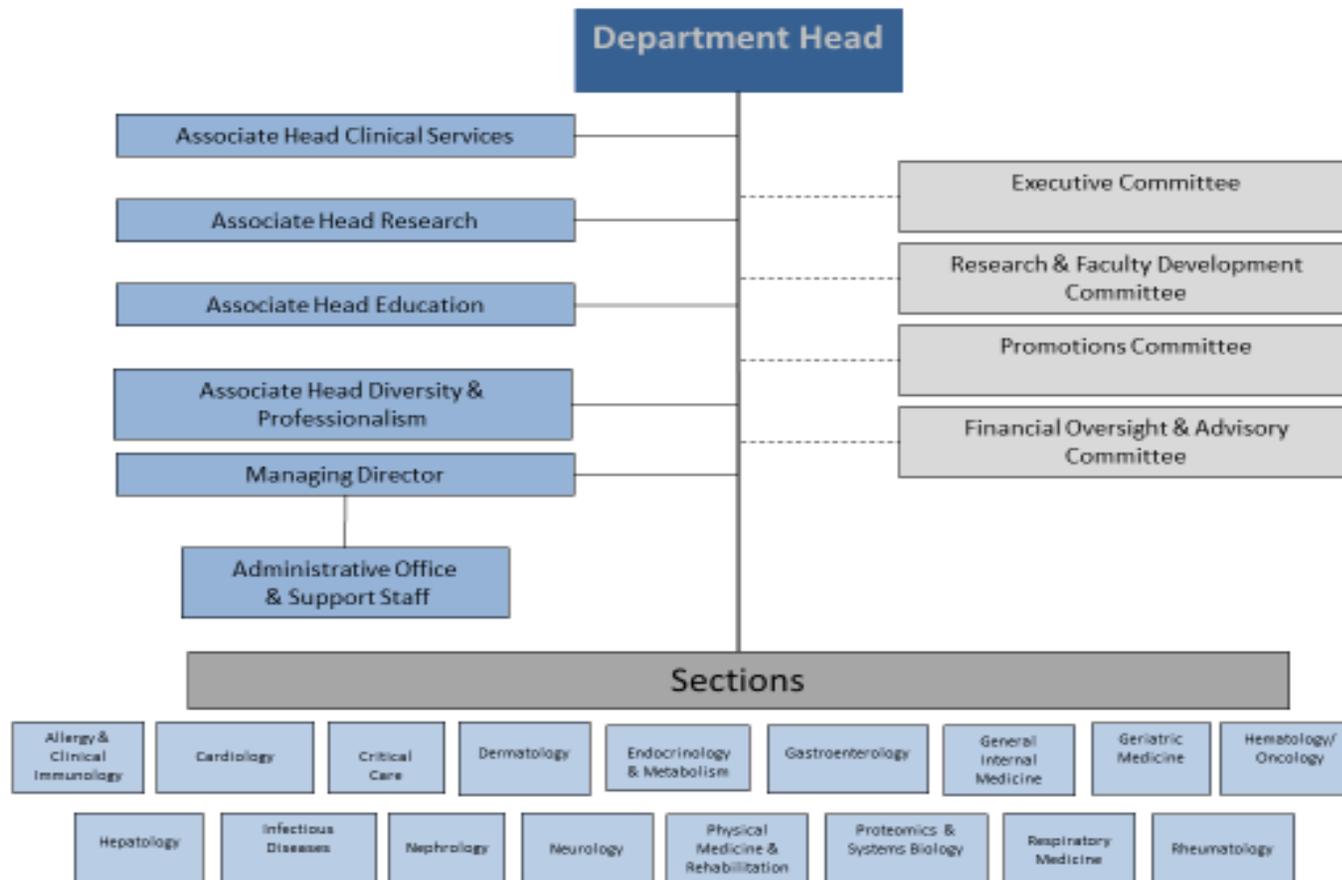
Looking ahead. **To be a national leader in (tertiary) patient care, medical education and biomedical research with international recognition in priority areas.**

#### Core Values

Guiding principles of our work and how we operate. **Patients always come first. We treat each other with respect. We do what we say we do. We hold each other accountable for what we do. We innovate and commit to continuous learning. We embrace change as an opportunity. We welcome competition as a driver of quality and innovation.**

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## Our Organizational Structure



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Strategic Priority 1: Clinical Excellence	
Goals	Objectives
<b>1.1 Focus on Patient Quality of Care as a core business</b>	<ul style="list-style-type: none"> <li>➤ Gather patient satisfaction reviews and outcomes</li> <li>➤ Track relevant Ambulatory Care Sensitive Conditions* (ACSCs)</li> </ul> <p><small>*ACSC: health conditions/diagnoses where timely and effective outpatient care can assist to mitigate the risk of hospitalization by preventing the onset of an illness, controlling an acute episodic illness, or managing a chronic health condition</small></p>
<b>1.2 Continue to implement innovative ambulatory models of care</b>	<ul style="list-style-type: none"> <li>➤ Continue to foster inter- and multidisciplinary Ambulatory Care</li> <li>➤ Leverage ongoing capital projects (Ellen Douglass, Acute Stroke Unit, EMU) and CPSP/Health system transformation to improve academic and clinical service by creating a “Learning Department” in which research/innovation and service are tightly knit together</li> </ul>
<b>1.3 Continue to review and implement innovative practice care models</b>	<ul style="list-style-type: none"> <li>➤ Bring specialist knowledge to the patient and educate referring physicians</li> <li>➤ Capitalize on COVID-19 as an accelerator for virtual care and implementation of electronic enablers. Maintain and continuously improve on them</li> <li>➤ Invest in tele/E-medicine tools (incl. EMR)</li> </ul>
<b>1.4 Integrate and expand applicable IT systems</b>	<ul style="list-style-type: none"> <li>➤ Continue to advocate for the rollout of EMR to all clinics and wards to improve coordination and timelines for care:               <ul style="list-style-type: none"> <li>➤ Integrate virtual tools (e.g. Medeo)</li> <li>➤ Implement a voice recognition system and address current inefficiencies and workarounds</li> </ul> </li> </ul>
Strategic Priority 2: Academic Experience	
Goals	Objectives
<b>2.1 Improve the experience of learners by ensuring education programs are relevant to their needs and responsive to the health needs of Manitobans</b>	<ul style="list-style-type: none"> <li>➤ Review outcomes of learning environment assessments, learner feedback and accreditation results and address any shortfalls.</li> <li>➤ Continue to implement competency by design and consistent use of Entrada</li> </ul>
<b>2.2 Enhance the support provided to</b>	<ul style="list-style-type: none"> <li>➤ Provide opportunities to solicit regular feedback from Faculty/Educators.</li> </ul>

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<b>Department Faculty/Educators</b>	<ul style="list-style-type: none"> <li>➤ Provide Faculty/Educators meaningful feedback related to their academic roles.</li> <li>➤ Develop clear criteria for teaching and mentorship with input of applicable stakeholders as it relates to the Undergraduate Medical Education (UGME), Postgraduate Medical Education (PGME) and Continuing Professional Development (CPD) programs</li> </ul>
<b>Strategic Priority 3: Research Capacity</b>	
<b>Goals</b>	<b>Objectives</b>
<b>3.1 Continue to improve support for researchers within the Department</b>	<ul style="list-style-type: none"> <li>➤ Gather information on the needs of researchers to aid in further understanding of gaps and needs</li> <li>➤ Review/revise the model and update the policy for remuneration of protected time and resource support for research</li> <li>➤ Review contractually protected research time with ongoing contract renewals</li> </ul>
<b>3.2 Focus on junior faculty development and mentoring</b>	Establish formal (research) mentorship program to support researchers overall
<b>3.3 Further high-potential research collaborations and Knowledge translation (KT)</b>	<ul style="list-style-type: none"> <li>➤ Promote collaboration with and by the Manitoba Centre for Proteomics and Systems Biology</li> <li>➤ Utilize the Research Faculty Development Committee to explore opportunities for knowledge translation</li> </ul>
<b>3.4 Review opportunities to establish a graduate degree program within the Department</b>	<ul style="list-style-type: none"> <li>➤ Develop a plan encompassing the steps to reach this goal</li> </ul>
<b>Strategic Priority 4: Foundational Support (Administration)</b>	
<b>Goals</b>	<b>Objectives</b>
<b>4.1 Improve alignment with provincial Clinical and Preventative Services Plan (CPSP) and the Strategic Plan of the Max Rady College of Medicine</b>	<ul style="list-style-type: none"> <li>➤ Utilize the CPSP and Max Rady College of Medicine Strategic Plan to support and outline linkage to Department priorities</li> </ul>

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<b>4.2 Develop a brand and digital marketing and communication strategy</b>	➤ Recruitment of a communication position for the Department with expertise in various media streams
<b>4.3 Continue to strengthen the financial management model</b>	➤ Maximize the use of available operating funds to further the priorities of the strategic plan
<b>4.4 Focus on evolution of IT systems</b>	<ul style="list-style-type: none"> <li>➤ Increase efficiency of dictation services and billing services with consideration for diversifying, increased electronic support, and increasing negotiation power by collaborating with other Departments</li> <li>➤ Review opportunities for improved income reporting that is more meaningful for physicians</li> </ul>
<b>4.5 Human Resource Planning to enhance recruitment and retention</b>	<ul style="list-style-type: none"> <li>➤ Define categories of job descriptions across the Department</li> <li>➤ Review existing job descriptions and harmonize in all areas including medical lead roles</li> <li>➤ Based on expected position turnover develop appropriate recruitment strategies for leadership positions</li> <li>➤ Ensure consistency in recruitment practices across the Department</li> <li>➤ Continue to build on and monitor the workplace wellness program to address workplace stress and burnout</li> <li>➤ Establish a business continuity plan for the Department</li> </ul>
<b>4.6 Increase equity, diversity and inclusion across the Department</b>	<ul style="list-style-type: none"> <li>➤ Develop appropriate statistical reporting</li> <li>➤ Provide education related to unconscious bias</li> <li>➤ Utilize Women of Science in the Department of Internal Medicine Committee to solicit strategies</li> </ul>

### Strategic Priority 5: Social Accountability and Community Engagement

Goals	Objectives
<b>5.1 Actively seek out opportunities to invest and engage in contributing back to the Community</b>	<ul style="list-style-type: none"> <li>➤ Update the terms of reference for the Community Engagement Committee</li> <li>➤ Utilize the Community Engagement Committee to outline key strategies and areas of focus.</li> </ul>