



Department of Medicine

Strategic Plan 2023-2028



Alberta Health
Services



UNIVERSITY OF
CALGARY



DEPARTMENT OF MEDICINE STRATEGIC PLAN 2023-2028

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Overview

The Department of Medicine (DOM) is an academic clinical department located within the Alberta Health Services (AHS) Calgary zone and at the Cumming School of Medicine (CSM) within the University of Calgary (UofC). Over the past decade, the Department has made significant contributions to both the academic mandate of the Cumming School of Medicine and to the provision of patient/family-centered care within Alberta Health Services.

The department is comprised of 430 faculty members across 11 Divisions/Sections, with an additional 70 members with cross-appointments and a number of administrative members. Department members serve a catchment area of 2.4 million, across Southern Alberta, Southeastern British Columbia and Southwestern Saskatchewan. The Divisions/Sections consist of Dermatology, Endocrinology & Metabolism, Gastroenterology & Hepatology, General Internal Medicine, Geriatric Medicine, Hematology & Hematological Malignancies, Infectious Diseases, Medical Transplant, Nephrology, Respiratory Medicine, and Rheumatology.

Annually, members of the Department provide clinical care as the most responsible physician for approximately 15,000 acute care inpatients,

along with providing over 35,000 consultations for inpatients. Through AHS central access and triage services, department members receive over 51,000 ambulatory referrals annually. Members provide additional ambulatory care services that are managed outside of an AHS centralized referral process and so cannot be quantified. All Divisions/Sections also participate in the Alberta Specialist Link service, providing advice and support to colleagues in primary care and other specialties. Led by the DOM Office of the Vice Chair of Analytics & Safety, in conjunction with Divisional/Sectional Quality Improvement Leads, the Department is continuously evaluating, improving and innovating the clinical services that members provide.

There are 11 RCPSC (Royal College of Physicians and Surgeons of Canada) accredited postgraduate training programs (core Internal Medicine residency training program plus 10 subspecialty residency training programs) within the department, with 185 resident trainees. Additionally, there are several Canada-leading Advanced Fellowship training programs that provide specialized medical training beyond that provided within RCPSC training programs. Department members also contribute to the Cumming School of Medicine Undergraduate Medical Education program,



graduate student training, and to various continuing medical education and professional development programs. The faculty members in the Department are effective and dedicated educators, teachers and mentors, as evidenced by the number of educational, teaching and mentorship awards they have received. The DOM Office of the Vice Chair of Education supports development and innovation within education, including the recent implementation of a physician coaching service.

Researchers in the department, based in all seven of the CSM research institutes, have broad impact across the areas of basic science, clinical and health services research. The Department's total annual research revenue in 2021-22 was \$25.6 million, of which \$8 million was from CIHR. The DOM Vice Chair of Research has focused on supporting departmental researchers, especially junior researchers through programs such as the recently implemented graduate scholarship for students supervised/co-supervised by a junior department faculty member. Department members also hold key and effective leadership roles at the University of Calgary and Alberta Health Services, as well as with provincial, national, and international organizations.

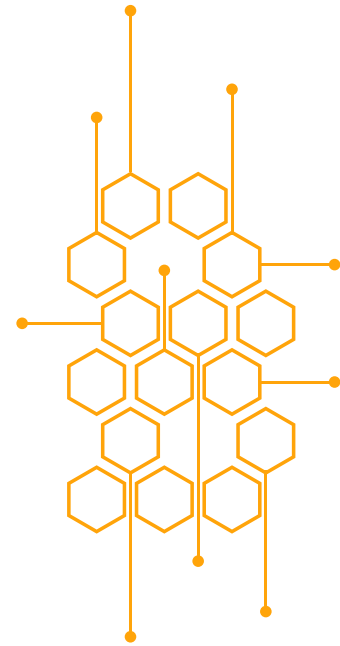
The Department is focused on creating an equitable, diverse and inclusive (EDI) environment, led by the Department's Equity and Diversity working group and Anti-racism task force. This has included implementation of a promotion mentorship program, standardizing internal departmental leadership hiring processes that focus on minimizing selection biases, establishing a scholarship to fund DOM members across career stages to take EDI leadership courses, creation of DOM Annual EDI award and DOM Physician Wellness award to recognize leaders within these crucial areas, incorporation of EDI and anti-racism rounds into departmental Medical Grand rounds, and implementation of "EDI Moments" into departmental leadership meetings. Under the leadership of the DOM Office of the Vice Chair for Indigenous Health, the faculty and trainees within the Department continue to expand their knowledge and skills to support the provision of high-quality care for Indigenous patients, while also respecting community needs and approaches. The DOM Office of the Vice Chair of Physician Wellness & Vitality has been a leader in supporting the wellness of physicians in the Department and beyond with the Peer Support Team and Transition-to-Practice sessions, among others.

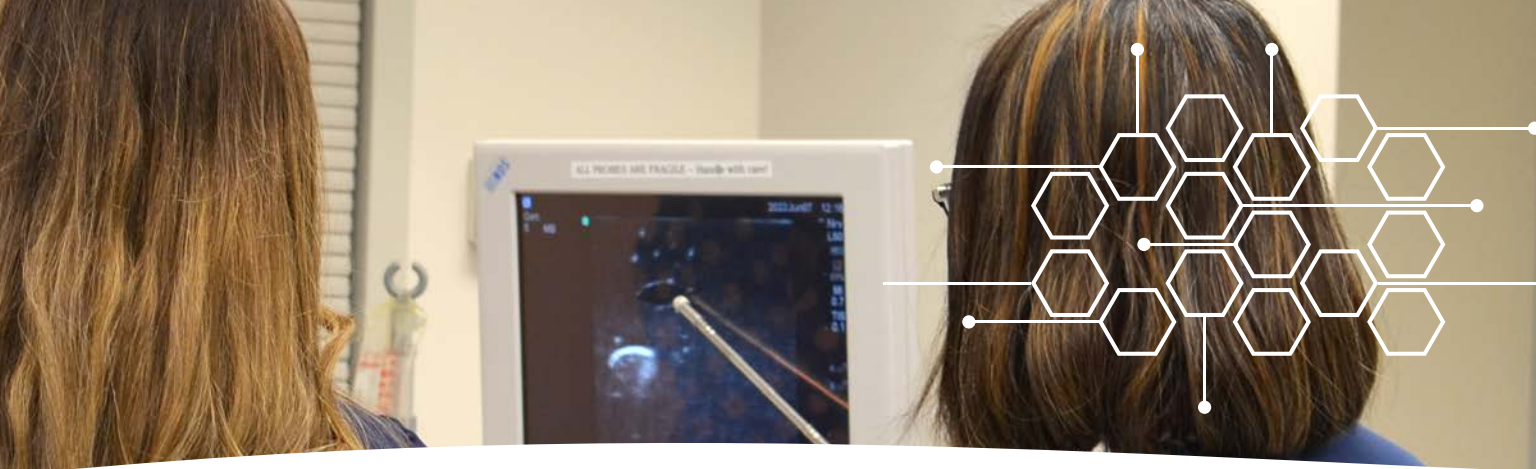




Purpose and Goal

The purpose of this strategic plan is to inform the areas of focus for the Department over the next five years (2023-2028), as we continue to come through the pandemic. The goal is to challenge ourselves to realize outcomes relevant to our stakeholders across the academic medicine CARE (Clinical, Administration/Leadership, Research/Scholarship, Education/Training) pillars, by focusing on identified priority areas within each of the pillars. Given the recent pandemic and its overall impact on Department members, we have also identified priority areas that focus on our people, recognizing the impact physician wellness has on both healthcare delivery and patient outcomes.





Stakeholder Outcomes

CLINICAL

Patients will receive coordinated, respectful and compassionate care from Department members, focusing on meeting patient-identified care needs.

ADMINISTRATION/ LEADERSHIP

Department members will contribute to and promote an equitable, diverse, and inclusive culture within CSM and AHS, through leadership roles and a commitment to active citizenship within the academic medicine community.

RESEARCH/ SCHOLARSHIP

The Department will lead CSM in terms of the depth and breadth of research and scholarship they produce with measurable impacts for the healthcare system and Albertans (Canadians).

EDUCATION/ TRAINING

Students and trainees from across the CSM will receive effective, innovative, high-quality education, teaching and skills training from Department members.

Our Core Values



COMMUNITY OF COLLEAGUES

Working collaboratively to create a respectful, inclusive, engaging and compassionate environment for our patients, our colleagues and each other.



CITIZENSHIP IN ACTION

Focused on accountability, transparency and fulfilling our collective duties to provide high quality patient-centered care to all Albertans.



LEADING THROUGH EXCELLENCE

By promoting the curiosity and courage needed to aspire innovation and excellence in academic medicine across the CARE (clinical; administration/ leadership; research/scholarship; education/training) pillars.



FOCUSING ON WELLNESS

Where valuing wellness for the collective supports patients' safety, as well as promotes individual department members to realize optimal integration of career with their personal life.

Vision

Optimal healthcare and wellness for all.

Mission Statement

To equitably advance health and wellness by cultivating a community of diverse physicians who lead through care delivery, discovery, innovation, education, and knowledge implementation.







Development of the strategic plan

The initial steps taken by the DOM Medical Services Executive Council (MSEC) in early 2022 were to iteratively document the DOM Core Values and update the DOM Vision and Mission Statements. MSEC is Chaired by the Department Head and membership includes the Department Manager, Deputy Heads, Division/Section Heads, Vice Chairs, Site Leads, IMRP Program Director, DOM Clerkship Director, AHS Operations, and Medical Affairs Associate Zone Medical Director.

A Strategic Planning retreat was held in May 2022. Attendees included DOM leaders, Department members at large, AHS operational colleagues and invited physician leaders from outside the DOM. At the retreat, priority statements across the CARE (Clinical, Administration/Leadership, Research/Scholarship, Education/Training) pillars, as well as priority statements focused on supporting Our People, were developed and voted on. This resulted in the inclusion of 10 priority statements in the Strategic Plan. Capacity and resource

requirements needed to realize these selected priority statements were considered.

The 10 priority statements were then presented and voted on (using Mentimeter) by Department members at Medical Grand Rounds, confirming that most participating members felt all 10 statements belonged in the Strategic Plan. Department members also provided input on additional capacity requirements, which were incorporated into the Strategic Plan. The 10 priority statements were further reviewed and input obtained from additional stakeholders, using an online survey and email communication.

The resulting priority statements and associated capacity requirements are presented below. These priorities align with the targeted Stakeholder Outcomes, are consistent with the Department's Core Values, and will support the Department to realize our Vision and operationalize our Mission.

DoM 10 Priority Statements

These ten priority statements will be expanded upon in detail over the following pages.

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CLINICAL

PRIORITY #1

Expand shared care* both within & outside the department

*[*Continuous patient-oriented cooperation between health care providers (e.g., primary care, specialists, other healthcare professionals) during patient care, along with systems integration focused on the development of clinical networks to improve quality of service]*

PRIORITY #2

Build capacity to care for Indigenous peoples, members of visible minorities, members within the 2SLGBTQ+ community, refugees, and persons experiencing addictions & mental health issues

ADMINISTRATION / LEADERSHIP

PRIORITY #3

Promote an inclusive & empowering leadership culture

RESEARCH & SCHOLARSHIP

PRIORITY #4

Value, support and promote the broad array of research and scholarship contributions of DOM members, including initiatives focused on care delivery, discovery, innovation, education, and/or knowledge implementation

PRIORITY #5

Develop the infrastructure needed to support DOM members to pursue quality improvement (QI) and patient safety initiatives that strengthen our health system

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EDUCATION/ TRAINING

PRIORITY #6

Ensure DOM members are trained and demonstrate effectiveness in areas critical to providing high quality teaching & learning

PRIORITY #7

Recognize and support all DOM members in their contributions to education (regardless of their financial compensation model, specialty, or learning context)

OUR PEOPLE

PRIORITY #8

Promote a culture of active and universal citizenship* within the DOM

*[*Citizenship includes being a member of a community, having rights within that community, and also having responsibilities to contribute and participate in shaping the direction and practices of that community]*

PRIORITY #9

Create an equitable, diverse, and inclusive DOM free from discrimination, racism, bias and harassment

PRIORITY #10

Expand career & life transition support with an associated focus on physician wellness



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Priority #1 Clinical: Expand shared care* both within & outside of the Department

*[*Continuous patient-oriented cooperation between health care providers (e.g., primary care, specialists, other healthcare professionals) during patient care, along with systems integration focused on the development of clinical networks to improve quality of service]*

CAPACITY AND RESOURCE REQUIREMENTS TO REALIZE THIS PRIORITY:

Explore creation of a DOM Care Integration Lead position and/or opportunities for increased collaboration with the Medical Lead for Systems Integration within the AHS Calgary zone

Conduct an environmental scan and needs assessment

- what are the gaps in terms of system integration and team-based care?
- what works in the DOM? in primary care?

Enhance communication

- consider virtual and electronic options

Build on collaborations with primary care, including primary care networks (PCNs)

- work collaboratively to transition patients back to their Medical Home within primary care, where appropriate
- work to improve access to specialty advice and integrated shared care for patients with complex medical comorbidity

Work with AHS operations to ensure optimization of non-physician supports, where all providers work to their full scope of practice

- clinical administrative support
- nursing, pharmacy and allied health

Optimize Central Access and Triage across the DOM

- including appropriate linkages with Alberta Specialist Link



Priority #2 Clinical: Build capacity to care for Indigenous peoples, members of visible minorities, members within the 2SLGBTQ+ community, refugees, and persons experiencing addictions & mental health issues

CAPACITY AND RESOURCE REQUIREMENTS TO REALIZE THIS PRIORITY:

Increase education/training offerings for DOM members and residents in trauma-informed care, anti-racism and health equity

- consider utilizing simulation

Continue to support education/training in Indigenous health through the DOM Office of Vice Chair for Indigenous Health

Continue to support the ARCH program and the provision of harm reduction services

Collaborate and integrate care within and outside the DOM

- improve the exchange of information and sharing of resources
- liaise with communities; create patient/public advisory group(s)
- support and enhance existing clinical services such as urban inner-city clinics, SAC and clinical services for First Nations

Advocate for peer support programs for patients – most useful, least funded

DOM is recruiting a CRC Research Chair in Black Persons' Health, Anti-racism and Health Equity

Ensure DOM Leadership represents broad lived experiences, more reflective of the populations we serve



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Priority #3 Administration/Leadership: Promote an inclusive & empowering leadership culture

CAPACITY AND RESOURCE REQUIREMENTS TO REALIZE THIS PRIORITY:

Incorporate into DOM new faculty orientation and DOM newsletters information about

- DOM leadership opportunities for emerging leaders
- leadership courses offered by CSM/UofC/AHS
- opportunities for coaching

Ensure diversity around department and divisional decision-making tables

Create peer mentorship program/opportunities for early and mid-career emerging leaders within the DOM

- could include attending relevant leadership meetings with debriefing afterwards as part of leadership training

EDI moments are already part of the monthly MSEC meetings

- consider expanding to other meetings

All DOM and divisional leadership positions are to be advertised to the department/division membership, and a search & selection committee formed as required



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Priority #4 Research & Scholarship: Value, support and promote the broad array of research and scholarship contributions of DOM members, including initiatives focused on care delivery, discovery, innovation, education, and/or knowledge implementation

CAPACITY AND RESOURCE REQUIREMENTS TO REALIZE THIS PRIORITY:

Develop a working group whose membership has varied research & scholarship experiences and who are tasked with:

- re-evaluating and updating the current DOM Research and Scholarship Matrix to be more inclusive of academic endeavors and outputs consistent with the DORA criteria, along with the UofC promotion criteria
- exploring innovative ways to recognize a diversity of scholarly contributions and creative professional activities

Build further partnerships with the CSM Research Institutes that promote a diversity of research initiatives

- ongoing collaboration around recruitment of clinician researchers
- partnering on internal grants/studentships/research events

Support early career researchers/investigators in finding mentors and accessing available research resources

- annual meetings between early career researchers and investigators with Department Head, Deputy Head (Academic) and/or Vice Chair of Research
- link members to appropriate CSM Research Institute(s) so they can fully access available research supports within the CSM
- DOM has already developed a graduate scholarship for students supervised/co-supervised by a junior department faculty member

Continue to promote the research and scholarship activities of department members

- Celebrate research impacts and successes in the DOM Newsletter and annual report
- Continue to have a representative on the CSM Awards committee

Continue to share research funding and grant development opportunities to the broader department membership through the DOM Newsletter



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Priority #5 Research & Scholarship: Develop the infrastructure needed to support DOM members to pursue quality improvement (QI) and patient safety initiatives that strengthen our health system

CAPACITY AND RESOURCE REQUIREMENTS TO REALIZE THIS PRIORITY:

Recruit a QI resource person (non-clinician)

Continue to support time for QI activities within AMHSP contracts

Further develop the DOM Vice Chair Analytics & Safety Office

- recruit a new Associate VC responsible for QI
- continue the Health Analytics working group and Quality Assurance Review committee

Identify members with interest in QI and patient safety work

- support learning and training opportunities
- create opportunities for collaboration within and beyond the DOM
- consider funding QI projects through an annual grant competition

Continue to provide leadership in QI and knowledge translation within AHS through

- leadership within the Strategic Clinical Networks (SCNs)
- leading PRIHS (Partnership for Research and Innovation in the Health System) grants
- focusing on initiatives that consider all the quality dimensions and the healthcare quadruple aim (enhancing patient experience; improving patient/population health outcomes; providing a safe and healthy work environment; reducing cost)



Priority #6 Education/Training: Ensure DOM members are trained and demonstrate effectiveness in areas critical to providing high quality teaching & learning

CAPACITY AND RESOURCE REQUIREMENTS TO REALIZE THIS PRIORITY:

DOM Office of the Vice Chair for Education, in collaboration with the CSM Office of Faculty Development & Performance (OFDP) and the UofC Office of Health & Medical Education Scholarship (OHMES), to lead in:

- developing and disseminating clear teaching expectations and standards
- developing an initiative to support physicians to up-skill when they have gaps in teaching skills (self-identified or through teaching evaluations)
 - including use of simulation as a teaching tool
 - link members to courses offered through the OFPD and OHMES

Continue to support innovations in medical procedural skills training

- support expansion of POCUS (point-of-care ultrasound) training



Priority #7 Education/Training : Recognize and support all DOM members in their contributions to education (regardless of their financial compensation model, specialty, or learning context)

CAPACITY AND RESOURCE REQUIREMENTS TO REALIZE THIS PRIORITY:

Support for FFS/cARP physicians interested in education

- improve communication of teaching opportunities
- consider the need to develop a grant to help fund members to take formal teaching skills courses

Create opportunities to more broadly recognize excellence in teaching

- Including Teaching
- across UME, Graduate studies, PGME and CME&PD
 - of other healthcare providers
 - at the bedside/clinical teaching
 - of patients and the public



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Priority #8 Our People: Promote a culture of active and universal citizenship* within the DOM

*[*Citizenship includes being a member of a community, having rights within that community, and also having responsibilities to contribute and participate in shaping the direction and practices of that community]*

CAPACITY AND RESOURCE REQUIREMENTS TO REALIZE THIS PRIORITY:

Collectively recognize the varied contributions of DOM members

- create a DOM citizenship award
- highlight different member(s) contributions within the DOM newsletter
- recognition of “Unsung Hero(s)” at DOM Medical Grand rounds, nominated by colleagues
- continue the current ‘Day in the Life’ series

Create a guiding document that outlines expectations for all DOM members around contributing to the collective responsibilities of the department to achieving the mandates put forward by both the CSM and AHS.



Priority #9 Our People: Create an equitable, diverse, and inclusive DOM free from discrimination, racism, bias and harassment

CAPACITY AND RESOURCE REQUIREMENTS TO REALIZE THIS PRIORITY:

Develop an internal mechanism (+/- committee) for harassment, racism, bias, microaggression and discrimination reporting

- grounded in known best practices and peer-reviewed evidence
- restorative justice and remediation focus rather than punitive
- aligns with AHS and UofC policies and procedures
- appropriately utilizes other reporting mechanisms within UofC and AHS

Continue to increase literacy and reflection around EDI/racism/discrimination

- Medical Grand rounds presentations; EDI moments at meetings
- funding for EDI and anti-racism training for DOM members who want to lead in this area within their Divisions/Sections and/or the DOM
- DOM Equity & Diversity working group and Anti-racism task force



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Priority #10 Our People: Expand career & life transition support with an associated focus on physician wellness

CAPACITY AND RESOURCE REQUIREMENTS TO REALIZE THIS PRIORITY:

Continue to support and expand the activities of the DOM Office of the Vice Chair of Physician Wellness & Vitality

- Continue and expand the current 'Transition to Practice' model including:
 - sessions for mid-career focused on areas such as transition to leadership roles
 - sessions for late-career focused on areas such as transition to retirement
- Continue the Peer Support Team
- Continue to work with Well-Doc Alberta on initiatives relevant to DOM members

Continue to offer DOM new faculty orientation that includes content specific to the department and all the CARE pillars

Divisions to explore/expand formal onboarding of new faculty

Disseminate information about related resources offered by CSM and UofC (e.g. retirement planning workshops)

Expand coaching opportunities for DOM members focusing on areas such as career development/transition, work-life integration and leadership development

Identify gaps in support for leaves/continuous professional development



Department of Medicine