

## STRATEGIC ENABLERS

A number of cross-cutting themes and strategic enablers are key to successfully fulfilling our five strategic directions and achieving our mission and vision. These enablers will be accomplished through internal and external collaborations.

### KNOWLEDGE TRANSLATION

DFCM will build knowledge translation capacity in its researchers and knowledge users.

### MEASUREMENT AND ACCOUNTABILITY

As part of its culture of continuing improvement, each program within DFCM will establish key measures reflective of what it is trying to accomplish, integrated within DFCM's overall strategic directions..

### FUNDING AND ADVANCEMENT

DFCM will intensify its efforts in seeking and securing alternate revenue streams and will set ambitious advancement goals.

### STRATEGIC COMMUNICATIONS

DFCM will ensure it communicates to its audiences with a clear and consistent voice and image.

### ONLINE/ELEARNING

The Faculty of Medicine's *eLearning Task Force Report* will guide DFCM in its efforts to build capacity in medical education eLearning.



## IMPLEMENTING OUR PLAN

The Department of Family & Community Medicine has made tremendous strides over the past five years and the corresponding strategic plan has served us well. This 2015-2020 strategic plan builds on the former and focuses on consolidating and deepening current initiatives, programs and partnerships that will help advance family medicine locally and globally. We have set ambitious goals in our core mission areas of research, education and clinical practice, with each area being supported and enabled through the integrating efforts of the QI and PD programs, and the OES. We are also more intentional in our areas of social responsibility, including the commitment to improving the care of vulnerable populations at home and abroad.

Our 2009-2014 strategic plan is widely considered a success. Our accomplishments are due to the outstanding efforts of our faculty and staff, the establishment of a strategic planning implementation committee with identified leads for each priority, the ongoing measurement of our key performance indicators and annual public reporting of our progress. As we implement our 2015 - 2020 strategic plan, we will continue to use these approaches to ensure its success.



# Advancing Family Medicine Globally through Scholarship, Social Responsibility and Strategic Partnerships



## INTRODUCTION

The last five years have been extraordinary years of growth and innovation for the Department of Family and Community Medicine (DFCM). The Department now boasts 14 Academic Family Health Teams, more than 10,000 hours annually of undergraduate medical teaching, over 400 family medicine residents enrolled at the postgraduate level and has an interprofessional faculty numbering over 1500.

This is a critical time for family medicine in Ontario. Great strides have been made in our discipline with respect to primary care renewal and growing a culture of quality improvement and research. Over the next five years, DFCM must play a central role in advancing health system integration and cost-effective care, while preserving our focus on enhancing equitable access to care. These priorities must be reflected in our clinical, education and research endeavours. As we develop new evidence and best practices, we must also increase our impact through knowledge translation and dissemination.

In July 2014, the Department embarked on developing its next five year strategic plan. Implementation leads for each

program continued to work together as a strategic planning committee headed by the Chair of the Department. Consultation with internal and external key informants provided views on current and future directions for the Department, reflected in a summary report. A planning retreat, held in September 2014 with approximately 70 faculty, staff and invited academic and health systems leaders, provided a forum for dialogue and debate around the strategic directions, goals and priorities for the next five years.

Together, the following five strategic directions were determined:

- ▶ Develop strategic partnerships to improve health and family medicine scholarship
- ▶ Increase our impact on health through education, clinical and health services research
- ▶ Advance quality primary care through scholarship and innovation across all of our education endeavours
- ▶ Enhance health services through quality improvement and health system integration
- ▶ Promote engagement and leadership in our faculty and staff

## VISION, MISSION AND VALUES

The Department reconfirmed its mission, vision and values and its deep commitment to social responsibility. These statements serve as a compass to the Department as it embarks on the strategic directions outlined in this plan.

**VISION:** Excellence in research, education and innovative clinical practice to advance high quality patient-centred care.

**MISSION:** We teach, create and disseminate knowledge in primary care, advancing the discipline of family medicine and improving health for diverse and underserved communities locally and globally.

**To fulfill our mission we:**

- ▶ Provide comprehensive, compassionate and continuous care to patients in the context of their families and communities
- ▶ Teach the principles and practice of family medicine to undergraduate and postgraduate trainees and learners from other health professions
- ▶ Promote scholarship through professional development of teachers of family medicine and continuing education of primary care practitioners
- ▶ Conduct research to promote quality and effective practice in primary care and to contribute to evidence informed policy
- ▶ Engage in international health care through research, education and knowledge exchange

## STRATEGIC DIRECTIONS AND GOALS

**DEVELOP STRATEGIC PARTNERSHIPS TO IMPROVE HEALTH AND FAMILY MEDICINE SCHOLARSHIP**

# 1

- 1-1 Develop innovative and effective strategies for care of vulnerable populations
- 1-2 Continue to leverage the collective expertise of DFCM to enhance department-wide innovation and impact
- 1-3 Optimize alliances with local academic units and community partners
- 1-4 Strengthen DFCM's provincial and national partnerships and collaborations
- 1-5 Continue to grow and strengthen our international partnerships and collaborations

**INCREASE OUR IMPACT ON HEALTH THROUGH EDUCATION, CLINICAL AND HEALTH SERVICES RESEARCH**

# 2

- 2-1 Increase research quality, productivity and meaningful dissemination
- 2-2 Increase research knowledge and skills so that faculty and students become better producers and consumers of research evidence
- 2-3 Increase research collaboration and partnerships
- 2-4 Increase research mentorship
- 2-5 Continue UTOPIAN's implementation

**ADVANCE QUALITY PRIMARY CARE THROUGH SCHOLARSHIP AND INNOVATION ACROSS ALL OF OUR EDUCATION ENDEAVOURS**

# 3

- 3-1 Build education scholarship capacity within DFCM and embed a culture of recognizing, supporting and valuing education scholarship in all programs
- 3-2 Develop and implement recruitment strategies for learners at all levels
- 3-3 Improve retention, recruitment and support of our clinical teachers to strengthen teaching capacity
- 3-4 Undertake curriculum renewal, development and delivery that is informed by education scholarship and will define and advance the role of the family physician of the future
- 3-5 Expand quality improvement curricula in DFCM's education programs
- 3-6 Promote increased collaboration between programs to facilitate transitions across the continuum
- 3-7 Enhance benchmarking and performance measurement in education

**ENHANCE HEALTH SERVICES THROUGH QUALITY IMPROVEMENT AND HEALTH SYSTEM INTEGRATION**

# 4

- 4-1 Transform to a leading quality improvement organization
- 4-2 Build capacity and capability for quality improvement leadership and innovation
- 4-3 Strengthen DFCM and primary care quality through leadership, system thinking and education
- 4-4 Broaden quality improvement leadership and teaching strategies
- 4-5 Continue to support the development, implementation and evaluation of new models of care including those that advance health system integration

**PROMOTE ENGAGEMENT AND LEADERSHIP IN OUR FACULTY AND STAFF**

# 5

- 5-1 Develop strategies and activities to support DFCM faculty with career development, wellness and resilience
- 5-2 Enhance collaboration with the Office of Education Scholarship and others to advance education scholarship
- 5-3 Develop knowledge, skills and scholarly activities of professional development representatives, their chiefs and other education leads to support faculty in their multiple roles
- 5-4 Encourage faculty to engage in our Basics series (Basics for New Faculty, Beyond Basics and Leadership Basics) and advanced professional development offerings (Clinical Research Certificate, Clinical Teachers Certificate, Master's programs)
- 5-5 Integrate supports for health professional educators across all programs

“As we chart our course for the next five years, we have reflected on changes in our environment, the opportunities that have been created through our collaborations and partnerships, and our commitment to social responsibility and accountability that compel us to achieve greater health for all.”

Lynn Wilson  
Chair, Department of Family and Community Medicine