

GOALS

- OUR LEARNERS** Deliver outstanding programs to ensure graduates are able to provide excellent comprehensive care that meets the evolving needs of Canadian and global society, in both official languages.
- OUR EVIDENCE BASE** Generate and translate knowledge for better patient care.
- OUR SOCIAL ACCOUNTABILITY** Advance our social accountability mandate locally and globally.
- OUR PEOPLE** In a supportive and healthy workplace, promote leadership, collaboration and teamwork.

OBJECTIVES AND STRATEGIES

OUR LEARNERS DELIVER OUTSTANDING PROGRAMS TO ENSURE GRADUATES ARE ABLE TO PROVIDE EXCELLENT COMPREHENSIVE CARE THAT MEETS THE EVOLVING NEEDS OF CANADIAN AND GLOBAL SOCIETY IN BOTH OFFICIAL LANGUAGES.

Objectives		Strategies	Measurable Indicators	Owner	Time Frame
1.1	Provide learners with programs that ensure their success as competent physicians.	Continue to implement and refine the Triple C competency based curriculum based on CFPC standards.	Full accreditation; Residency completion rates.	Alison Eyre	2016 yearly
	Deliver a program that ensures the success of our learners as fully competent and compassionate physicians	Graduate residents who are skilled in comprehensive, inter-disciplinary Family Practice and able to practice competently anywhere in Canada.	Conduct a follow-up study on DFM graduates in collaboration with the CFPC Triple C survey. # of sites providing opportunities for interdisciplinary learning and # of learners from diverse disciplines learning together.	Collaborate with CFPC Dr. Eyre	2017 Yearly
		Create, and evaluate innovative tools to measure and track competency and identify gaps in training.	Effectiveness of tools (i.e., SPRs, ITERS, eField Notes, confidence survey)	Dr. Eyre, Viner, Wooltorton	2016

Objectives		Strategies	Measurable Indicators	Owner	Time Frame
		Identify and optimize teaching tools and resources to facilitate family medicine teaching, leveraging technology	# of sites connected and # of sessions using distance technology # of sessions at SIM centre	Dr. Delva	2016 and yearly
		Efficient process that selects residents most suited to success in our program	CCFP exams Measures of success in the program Resource cost of CARMS process	Dr. Eyre	Yearly
1.2	University of Ottawa students continue to lead the country in choosing Family Medicine training.	Continue to influence the Undergraduate curriculum development and delivery by ensuring strong Family Medicine input at all stages Facilitate and evaluate Family Medicine input at the Undergraduate level.	Aim for a minimum of 50% of Undergraduates matching to Family Medicine. Measure faculty contributions to undergraduate teaching.	Dr. Haykal	Yearly
		Increase faculty participation in FMIG opportunities.	# of faculty and students attending and no. of events	Dr. Haykal	Yearly
1.3	Graduates are skilled in QI and have the management skills to effectively deliver high quality care.	Increase management and QI learning as part of curriculum.	Number of teaching sessions in QI. QI projects chosen for resident scholarly projects. Practice Improvement projects completed by residents	Dr. Liz Muggah	Yearly
		Introduce QI pilot project at Bruyère and expand successes to other units	Evaluation of pilot Program adopted by other units		2016

1.4	Objectives	Strategies	Measurable Indicators	Owner	Time Frame
	Residents develop as teachers.	Increase opportunities for residents to develop teaching skills. Continue mandatory RATS course	Teaching activities tracked through student evaluations of resident teaching Confidence survey on teaching skills. Number of residents completing RATS course	Dr. Eyre	2016
		Encourage all teaching sites to accept undergraduate and postgraduate learners and encourage multilevel teaching.	Number of undergraduate students at all sites Multilevel teaching opportunities at each site	Dr. Haykal and UG site directors	2016 and yearly
1.5	PGY3 Program meets the needs of learners and community aligned with Ontario's Action Plan	Establish clear PGY3 priorities and set budget to support priorities Explore new delivery models and funding sources for PGY3 programs Expand francophone opportunities in the PGY3 program	PGY3 strategic plan in place Resource base for PGY3 programs in place Successful accreditation of PGY3 programs Number of francophone opportunities at the PGY3 level	Dr. Harley	2017 2016

OUR EVIDENCE BASE GENERATE AND TRANSLATE KNOWLEDGE FOR BETTER PATIENT CARE.**2.1 Strengthen the C.T. Lamont Primary Health Care Research Centre (CTLC)**

Objectives		Strategies	Measurable Indicators	Owner	Time Frame	
2.1	2.1.1	Expand research quality and impact.	Focus and promote research that advances the delivery of Primary Care	# and quality/impact of publications # of and value of grants (priority on CIHR) Impact on policy/ adoption of innovation	Dr. Dahrouge	Ongoing
	2.1.2	Ensure Growth & Sustainability	Continue to support dedicated research group	# of members in the Academy of Scientists	Dr. Delva and FMAO	Ongoing
Build CTLC capacity - additional faculty engaged in research.			# of Chairs in primary care research (BRI and CRC)	Dr. Delva, Dr. Dahrouge	2016	
			# of New investigator Awards	Dr. Dahrouge	Ongoing	
Build strategic relationships (researcher and knowledge users)			Established Tri-partite relationships	Dr. Dahrouge	Ongoing	

2.2 Increase residents' and faculty members' capacity for scholarship and research

Objectives		Strategies	Measurable Indicators	Owner	Time Frame	
2.2	2.2.1	Increase knowledge and expertise in knowledge creation and translation	Ensure appropriate resources and support is available and adequately accessed.	Successful PIME and DFM programs/grants	Dr. Dahrouge	Ongoing

Objectives		Strategies	Measurable Indicators	Owner	Time Frame	
		Increase engagement and productivity in knowledge creation and translation	Enhance collaboration between CTLC research group and other faculty members.	# of presentations at local, provincial and national events (e.g. AIME, NAPCRG, FMF, CCME) # of publications per faculty # of faculty with at least one publication	Dr. Dahrouge, Dr. Delva	2015 and ongoing
			Create more forums for “show and tell” to showcase research and innovation.	# of faculty presentations at local, provincial and national events (e.g. AIME, NAPCRG, FMF, CCME) and # of faculty	Dr. Dahrouge, Dr. Delva	2016 and ongoing
			Position teaching units as “innovation engines” and use clinical expertise to define priorities.	# of projects based in each unit	Unit Directors, Dr. Dahrouge	2017 and ongoing
2.2.2	Build and enhance scholarship and research capacity for residents.	Ensure appropriate support and resources are available and accessed.	Access to resources # resident presentations/ publications # of PGY3 Scholars # of residents awards	Dr. Dahrouge, Dr. Muggah	2016 and ongoing	
		Align FMRSP projects with our research group priorities and other DFM innovations Strengthen PGY3 Clinical Scholar program	# of resident projects and publications # of Trainees PGY3 accreditation # PGY3 Scholars # Residents Awards	Dr. Dahrouge, Dr. Muggah, Dr. Harley	2016 and ongoing	

Objectives		Strategies	Measurable Indicators	Owner	Time Frame	
2.3		Influence and contribute to the Ministry of Health's quality agenda.	Establish an expectation of QI within practices and residency program	# of presentations at practice site meetings, FMF and other forums on Quality projects # of Practice sites with QI committees/efforts	Dr. Muggah	2016 and ongoing
			Develop Faculty Expertise in QI	# Faculty Members trained as QI leads	Dr. Young	2016 and ongoing

OUR SOCIAL ACCOUNTABILITY ADVANCE OUR SOCIAL ACCOUNTABILITY MANDATE LOCALLY AND GLOBALLY.

Objectives		Strategies	Measurable Indicators	Owner	Time Frame
3.1	Raise the profile of and promote the benefits of a strong, Family Medicine Department in both official languages within the Faculty of Medicine and our communities.	Work with COFM:FM partners on annual report that demonstrates continued value of Family Medicine in Ontario	Report completed and distributed, measure of impact	Dr. Delva DFM COFM	2015 and ongoing
		Engage DFM with local community and LHIN to address care gaps and sustainability.	Catalogue of programs that support vulnerable populations. Evaluation of care gaps in community. Projects that address sustainability of health care.	Units Dr. Williams	2016
		Support and enhance French language in the DFM Catalogue of DFM training sites which includes opportunities for French and bilingual practice.	Communications in both official languages (website, PULSE, communiques from Chair, key departmental documents) Up-to-date site profiles	Dr. Delva Units	2015

Objectives		Strategies	Measurable Indicators	Owner	Time Frame
3.2	Build collaboration with the Department of Epidemiology and Public Health.	Move administration offices to Alta Vista Campus.	Collaborative projects Cross appointments	Dr. Delva Dr. Dahrouge	Move by 2015, collaboration 2018
3.3	Define Global Health program objectives to promote social equity locally, nationally and worldwide.	Re-evaluate GH program objectives to align with strategic direction.	Global Health Strategic Plan	Dr. Williams	2015
3.4	Contribute to international development of medical education	Partner with Faculty of Medicine to develop relationship with the Ottawa-Shanghai Joint School of Medicine.	Development of FM dept in Ottawa-Shanghai Joint School of Medicine	Dr. Delva International leader	2018
3.5	Foster and teach advocacy at all levels.	Support educational initiatives in undergraduate and postgraduate programs with particular attention to First Nations Health.	Objectives established in curriculum and advocacy projects completed Successful partnership with First Nations communities	Dr. Eyre and Dr. Haykal	2016

OUR PEOPLE IN A SUPPORTIVE AND HEALTHY WORKPLACE, PROMOTE LEADERSHIP, COLLABORATION AND TEAMWORK.

Objectives		Strategies	Measurable Indicators	Owner	Time Frame
4.1	Identify, develop and support leaders and advocates in Family Medicine at all levels.	Promote and encourage applications for the Academic and Leadership Support Fund	# of faculty applying for the fund; # of faculty assuming leadership positions.	Dr. Delva, DTPC	2015 and ongoing
		Include leadership development in the review process for faculty	# of faculty including leadership development on their professional development plans	Dr. Delva	Ongoing

Objectives		Strategies	Measurable Indicators	Owner	Time Frame
		Advance the opportunities for faculty, residents and staff to develop leadership skills.	# and level of leadership positions of graduates (i.e. Chief Resident)	Dr. Delva	2015
			# of FM residents participating in the Residents as Leaders program	Managers, Supervisors Dr. Eyre	2017
			Number of faculty taking on leadership roles within the department and the university development	Unit program Directors	2016
		Support faculty to pursue academic promotions.	# of successful promotions.	Dr. Young and Dr. Delva, DTPC	2019
4.2	Enhance collaboration/teamwork in practice	Encourage research that is cross disciplinary (schools of nursing, social work etc)	# of projects/publications that are cross-disciplinary	Dr. Dahrouge	2018
		Encourage curriculum that builds skills required for collaborative practice	# residents achieving competent collaboration scores on ITERS, field notes and 360 evaluations	Dr. Eyre and Dr. Delva	2017
		Recognize excellent teamwork	#internal and external awards		2016
4.3	Promote collaboration with internal/external partners.	Increase DFM presence at interdisciplinary conferences.	# of presentations at AFHTO and similar conferences	DFM	2017 and ongoing
		Establish partnerships with Ministry of Health and Health Canada colleagues, hospitals and LHIN.	# of established connections	DFM	2016

Objectives		Strategies	Measurable Indicators	Owner	Time Frame
		Increase collaboration with other Departments (Nursing, pharmacy, social work)	# of cross appointments Formal collaboration agreements	Dr. Delva	2016
4.4	Support and enhance recognition in the workplace	Develop methods of recognizing our own faculty and staff Nomination committee for external awards	Annual engagement survey of faculty and staff # of awards	SLT	2015 and ongoing

THE DEPARTMENT OF FAMILY MEDICINE
STRATEGIC PLAN 2015-2020

GLOSSARY OF TERMS AND ACRONYMS

Admin	The Administrative team	FMIG	Family Medicine Interest Group
AFT	Academic Full-Time	FMRSP	Family Medicine Resident Scholarly Project
AFHTO	Association of Family Health Teams of Ontario	GH	Global Health
AIME	Academy for Innovation in Medical Education	HR	Human Resources
BASE	Building Access to Specialists through eConsultation	ITERS	In-training Evaluation Reports
BRI	Bruyère Research Institute	MOHLTC	Ministry of Health and Long-Term Care
CaRMS	Canadian Resident Matching Service	NAPCRG	North American Primary Care Research Group
CCME	Canadian Conference on Medical Education	OCFP	Ontario College of Family Physicians
CFPC	College of Family Physicians Canada	PG	Postgraduate
CIHR	Canadian Institutes of Health Research	PGE	Postgraduate Executive
COFM	Council of Ontario Faculties of Medicine	PGY	Postgraduate Year
COO	Chief Operating Officer	PIME	Program for Innovation in Medical Education
CPD	Continuing Professional Development	SLT	Senior Leadership Team (DFM)
CRC	Canada Research Chairs		
CTLC	C.T. Lamont Primary Health Care Research Centre		
CRAG	Curriculum Review Advisory Group		
DAC	Departmental Advisory Committee (DFM)		
DTPC	Departmental Teaching Personnel Committee (DFM)		
DFM	Department of Family Medicine		
eField Notes	Electronic Field Notes		
FA	Faculty Affairs		
FacDev	Faculty Development		
FHT	Family Health Team		
FM	Family Medicine		
FMAO	Family Medicine Associates Ottawa		
FMF	Family Medicine Forum		