



**THE UNIVERSITY OF OTTAWA
DEPARTMENT OF RADIOLOGY**

2021 – 2026 EXCELLENCE PLAN



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MESSAGE FROM THE CHAIR

I am thrilled to present you with the *Department of Radiology 2021-2026 Excellence Plan*. I want to thank the many colleagues who gave up of their personal time to contribute to this plan. At least 70% of Departmental members contributed in some way, so I am confident that it is a true reflection of your thoughts and aspirations for the Department.

Strategy is the keystone of business success. We have succeeded in creating an academic plan that is reflective of the multiple institutions and specialties our department represents, thereby assuring its relevance and success. The creation of this plan is really the beginning of our journey. It is intended to be dynamic, and the priorities we set may be revisited and refined over the course of its execution, so your continuous engagement is appreciated.

I have previously reminded the group that operational effectiveness is not strategy, and strategy is not a polar opposite of operational effectiveness. Together they are the means to harness our good intent and ensure the choices we make align with a calculated path to success.

While effectiveness is important for competitive advantage, strategy is about differentiation. It means deliberately choosing a different set of behaviors, activities, and processes to deliver a unique mix of value. However, as I heard from many practice plans, achieving a sustainable strategic position does require tradeoffs with positions that are incompatible.

As Michael Porter (Harvard Business review) wrote, “With so many forces at work against making choices and tradeoffs in organizations, a clear intellectual framework to guide strategy is a necessary counterweight”. Through this planning process, we have created the “clear intellectual framework” needed to ensure the Department creates an environment conducive to empowering you to realize your full professional potential. So, in essence, this plan is about setting a path to the future and creating a legacy to pass on to the next generation of Department of Radiology members.

By defining, our mission, vision, and values you have defined what the Department of Radiology means to you. Emerging from your enthusiastic participation and responses to the planning process is an overwhelming commitment to excellent patient care, compassion, respect, reputation, empathy, humanity, and work ethic. These descriptors are the epitome of the image we have of our collective selves, and the image or “brand” we want to project to our patients, colleagues, and institution. Tom Peters sums up the emotions embodied in a brand. “A brand is ultimately about nothing more (and nothing less) than heart. It’s about passion...what you care about. It’s about what’s inside—what’s inside you, what’s inside your company.” It was heartening for me to feel the deep emotion expressed by many participants when defining who we are as a department. I hope the passion to attain our ideal values continues to resonate well past the current plan. I encourage you to reflect on your personal brand and make a conscious effort to align these with the collective, within the Department of Radiology.

As Chair I remain deeply grateful for the privilege of leading the Department of Radiology. I remain committed to providing the environment that will ignite your passion and leverage our clinical and academic skillset for the benefit of all our regional partners and most importantly our patients.

Sincerely

Richard

2021 – 2026 EXCELLENCE PLAN AT A GLANCE



OUR MISSION

We are expert academic physicians, clinicians, physicists, scientists, educators, and other healthcare providers from three independent institutions: The Ottawa Hospital, The Children’s Hospital of Eastern Ontario, and l’Hôpital Montfort.

We are committed to advancing medical imaging, image-guided therapeutics, and radiation medicine in the Ottawa Region, nationally and internationally.

We combine our leadership in innovation, scholarship, and simulation training with our unique geographic location and industry partnerships to advance the dissemination of best practices, contribute to better clinical outcomes, and deliver compassionate, high-quality, patient-centered care.

We believe in the dignity of our patients, learners, trainees, and team members. Through interdisciplinary and inter- and intra-institutional collaboration, we cultivate an environment of excellence in research and teaching, driving continuous self-improvement and leading-edge care important to our patients and their loved ones.

OUR VISION

To be recognized internationally as a renowned academic department of radiology and the leading Canadian hub for research, innovation, education, and quality scholarship, that provides each patient with world-class, evidence-based, compassionate clinical care.

OUR VALUES

- ❖ **Respect:** We embrace and encourage bilingualism, diversity of opinions, acknowledging differences, and promoting equity, diversity, and inclusion.
- ❖ **Integrity:** We demonstrate ethical behaviour, accountability, transparency, and objectivity.
- ❖ **Excellence:** We educate the next generation of physicians, leaders, teachers, and innovators. We generate new knowledge and leverage cutting edge technology to positively impact patient outcomes through the provision of world class care to all. We are inclusive of underserved and marginalized communities.
- ❖ **Diversity:** We welcome and respect the diversity of our learners, trainees, patients, employees, and physicians without biases based on differences of any kind; recognizing that better care for diverse populations is enhanced when everyone feels a sense of inclusion and belonging.
- ❖ **Teamwork:** We foster engagement, encourage multidisciplinary inclusive collaboration, and recognize that every individual counts.
- ❖ **Patient-Centred Care:** We support patient-centred care by conducting evidence-based research and delivering education and training guided by patient values, preferences, and needs.
- ❖ **Care and Wellbeing:** We nurture a safe, compassionate workplace responsive to the individualized needs of our members.

STRATEGIC PRIORITIES AND ACTIONS

NOTES TO READER

Note on Strategic Priority Area Cross-Referencing

This 20201 – 2026 *Excellence Plan* is cross-referenced against the University of Ottawa Faculty of Medicine (FOM) with additional references made to the hospital environment where DOR's strategic actions intersect with clinical care (THE). The intent of this approach was to set goals, identify activities, and set a forward course of action appropriate for a medical department within the context of the university and academic hospitals of which we are a part and serve.

It is acknowledged that not all items listed under the strategic priorities related to the hospital environment (THE) will apply to all hospital contexts. The *Excellence Plan* allows for flexibility on which priorities will be implemented and how they will be implemented within each unique operational setting according to each hospital's strategic plan.

Guide to Priority Levels

- ❖ **Urgent (U)** = Falling behind and not advancing quickly is a risk to ongoing activities and business. Critical to either bringing us to current standards or to mitigate imminent threats and trends. Find time and resources or re-allocate them from other areas if necessary.
- ❖ **High (H)** = Needs attention within the next year. Important for course correction and to bring us to the next level. Allocate time and resources in the current planning cycle.
- ❖ **Medium (M)** = Should be attended to soon. Important to achieving our vision, but not immediately susceptible to risks or threats. Strategies to find the time and resources should be put into place now to act in the medium-term.
- ❖ **Low (L)** = Nice to have if the time and resources can be found. May not fit into the current plan's timeframe but should not be forgotten.

Guide to Status Levels

	Not yet started
	Behind schedule and/or at risk
	Started and in progress
	Well underway and on-track
	Completed

STRATEGIC PRIORITIES AND ACTIONS: RESEARCH

DEPARTMENT OF RADIOLOGY ACTIONS: RESEARCH	PRIORITY	STATUS	RESEARCH PRIORITY AREAS													X-REF		uOTTAWA FACULTY OF MEDICINE RESEARCH STRATEGIC PRIORITY AREAS		
			RES 1.1	RES 1.2	RES 1.3	RES 1.4	RES 2.1	RES 2.2	RES 3.1	RES 3.2	RES 3.3	RES 3.4	RES 4.1	RES 4.2	RES 4.3	RES 4.4	RES 4.5		SECONDARY FOM PRIORITIES	THE HOSPITAL ENVIRONMENT
28. Grow research mentorship through the active engagement of actively funded and established and/or successful departmental researchers	H		X															THE 1.6 THE 2.4	<p>BUILD ON OUR CURRENT STRENGTHS</p> <p>RES 1.1 Recruit, integrate, mentor, and retain world-class researchers, learners, and staff in areas of strategic priority</p> <p>RES 1.2 Expand joint recruitment initiatives with affiliated research institutes and other faculties</p> <p>RES 1.3 Advance emerging research areas identified as top priorities in our broad consultation, including medical artificial intelligence and Indigenous health</p> <p>RES 1.4 Coordinate research prize and award nominations for a diverse pool of candidates</p> <p>ADVANCE OUR EMERGING RESEARCH PRIORITIES</p> <p>RES 2.1 Advance emerging research areas identified as top priorities in our broad consultation, including medical artificial intelligence and Indigenous health</p> <p>RES 2.2. Identify additional areas of importance to human health and prioritize them based on available resources, national/international standing in the field, critical mass of expertise/ leadership, access to unique resources/infrastructure and available funding programs (community, provincial, federal, global)</p> <p>ENHANCE OUR WORLD CLASS COLLABORATIVE RESEARCH ENVIRONMENT</p> <p>RES 3.1 Support research programs/initiatives that foster interdisciplinary and inter- institutional collaboration</p> <p>RES 3.2 Integrate and align strategic priorities, resource allocation and process optimization across basic science departments, clinical departments, and affiliated hospital research institutes</p> <p>RES 3.3 Expand our dynamic, inclusive, and enriching research environment for students, faculty, and staff</p> <p>RES 3.4 Enhance research development and administrative support through optimization and harmonization of processes and elimination of barriers to research progress</p> <p>GROW OUR STATE-OF-THE-ART RESEARCH INFRASTRUCTURE</p> <p>RES 4.1 Develop cutting-edge and sustainable new research space to support the growth and expansion of our diverse research programs and initiatives</p>	
29. Develop leadership in research and build and share physical, equipment, and human resources research infrastructure within and outside the Department to support cutting-edge research (e.g., scientists, research nurses for clinical trials, basic science, imaging capability, cutting edge equipment, and industry partnerships)	H		X							X	X			X				THE 3.2		
30. Apply a dissemination model to leverage residents, fellows, research fellows, and staff to contribute to mission (e.g., sharing what is learned at conferences and updating colleagues on research activities, and explicitly engaging trainees)	H		X															THE 2.4		
31. Strengthen relationship with OHRI (e.g., having a Department of Radiology representative on OHRI strategic, scientific, and philanthropy committees)	H																	THE 3.4		
32. Implement patient-centric, evidence-based decision-making models and strategies to enhance patient and family experience	H																	THE 1.3		
33. Leverage a Medical Imaging and Radiation Sciences graduate program at the Faculty of Medicine to actively promote collaboration across UOttawa faculties through student supervision and build greater research bandwidth	M		X				X								X	EDU 4.1	THE 1.6 THE 2.4			
34. Improve cross-silo and inter-institutional/faculty collaboration, through joint hires/sharing of research assistants, promotion of research areas of interest, sharing of knowledge and expertise, Department of Radiology members contributing as co-leaders in addition to collaborators. Foster collaborations between Carleton, Waterloo and other universities, and the uOttawa program.	H			X	X		X	X	X									THE 2.4 THE 3.2		
35. Provide grants and support for Research Ethics Board approval to reduce barriers to research. Fund early research ideas along strategic lines	H			X	X		X	X	X											
36. Develop partnerships with industry to support cutting-edge research, including promoting grantsmanship and infrastructure through ORHI, the Canadian Foundation for Innovation, and industry for capital equipment funding, and human resources to facilitate agile adoption of new technology including AI, new sequences, procedures, robotics, and scanners	H				X				X	X			X	X			IGH 1.3	THE 3.2 THE 4.2 THE 4.3 THE 4.4		
37. Expand recognition programs beyond Department of Radiology for research, clinical, and educational achievements	M				X															
38. Strategically hire radiologists, scientist, and research assistants to advance a mandate of new skill acquisition and dissemination throughout the Department of Radiology	H							X	X									THE 1.6 THE 3.2		
39. Leverage broad hospital reach and disease exposure for knowledge dissemination for Continuing Medical Education use and industry partnership (e.g., AI)	M							X	X									THE 3.2		

DEPARTMENT OF RADIOLOGY ACTIONS: RESEARCH	PRIORITY	STATUS	RESEARCH PRIORITY AREAS													X-REF			
			RES 1.1	RES 1.2	RES 1.3	RES 1.4	RES 2.1	RES 2.2	RES 3.1	RES 3.2	RES 3.3	RES 3.4	RES 4.1	RES 4.2	RES 4.3	RES 4.4	RES 4.5	SECONDARY FOM PRIORITIES	THE HOSPITAL ENVIRONMENT
40. Embed innovation and technology for computer assisted and AI diagnosis process improvement and quality assurance																		THE 1.6 THE 3.2	RES 4.2 Optimize and retrofit existing research space and infrastructure
41. Strategically planned research to build national and international reputation in specific research domains	M							X											RES 4.3 Expand support for core facilities to ensure access to state-of-the- art equipment, technology, and expertise
42. Leverage pre-clinical imaging core, imaging scientists and clinician scientists to promote cross faculty collaboration with funding through grants/Canadian Foundation for Innovation	H								X									THE 2.4 THE 3.2	RES 4.4 Lead the expansion of city-wide core facilities and linking of infrastructure through virtual cores for optimal usage and accessibility
43. Develop a biozone model – including the incorporation of start-ups into Department of Radiology space and partnering with start-up and industry to promote research patents and revenue generation	M									X				X				THE 3.2	
44. Enhance opportunities for internal departmental research awards to promote a more consistent source of research funding and the development of early career researchers	H										X							THE 2.4	
45. Develop research space and infrastructure (wet lab, dry lab, research assistant booths, and scientist offices) within the 5 th floor Breast Health Center	L											X	X						
46. Promoting the access of research equipment and human resources available at all sites, including CHEO	H											X	X						
47. Engage OHRI leadership to ensure space for Department of Radiology at the new institute building	M												X						
48. Leverage grant applications and collaborations through the Canadian Foundation for Innovation to increase innovative technologies within the Department of Radiology and promote new research collaborations	M												X					THE 2.4 THE 3.2	
49. Pursue linkages within existing uOttawa core facilities, expand existing pre-clinical imaging core operations to engage or promote external business and provide end-to-end industry service provision	H													X					
50. Amplify research productivity through graduate students in the new Medical Imaging and Radiation Sciences graduate program at the Faculty of Medicine	M		X	X					X	X									
51. Leverage fellowship positions to grow research bandwidth including research fellowships	M		X	X					X	X									

STRATEGIC PRIORITIES AND ACTIONS: ENGAGEMENT

DEPARTMENT OF RADIOLOGY ACTIONS: ENGAGEMENT	PRIORITY	STATUS	ENGAGEMENT PRIORITY AREAS										X-REF		UOTTAWA FACULTY OF MEDICINE ENGAGEMENT STRATEGIC PRIORITY AREAS			
			ENG 1.1	ENG 1.2	ENG 1.3	ENG 2.1	ENG 2.2	ENG 2.3	ENG 3.1	ENG 3.2	ENG 3.3	ENG 3.5	ENG 4.1	ENG 4.2		ENG 4.3	SECONDARY FOM PRIORITIES	THE HOSPITAL ENVIRONMENT
52. Chair/chief and departmental leadership to regularly communicate and provide updates to all members of the Department of Radiology through various means (newsletters, annual and financial reports, emails, social media, town halls, etc.), including acknowledging member achievements, both broadly and individually	H		X	X														<p>EXPAND OUR RECOGNITION PROGRAM ENG 1.1 Develop and implement effective strategies for day-to-day, informal, and formal recognition ENG 1.2 Encourage all members of the Faculty of Medicine to engage in the recognition programs by recognizing their peers, managers, and subordinates and equip them with the information and tools to do so ENG 1.3 Review, evaluate and enhance the recognition program periodically with the aim of maximizing its effectiveness</p> <p>NURTURE A DIVERSE AND EQUITABLE ENVIRONMENT ENG 2.1 Assess the current climate to enable the evaluation of progress in future programs aimed at EDI by collecting data on the four diversity categories identified in the Canadian Employment Equity Act (gender, visible minority status, Indigenous status, and disability status) and la Francophonie, for all faculty members within the Faculty of Medicine ENG 2.2 Ensure a more diverse and equitable environment by developing policies related to EDI ENG 2.3 Promote and advocate for an equitable environment within the Faculty of Medicine by devising strategies to mitigate any inequities identified through the data collection process and create positive spaces for minority individuals</p> <p>CHAMPION FACULTY-WIDE WELLNESS ENG 3.1 Provide accessible and effective counselling services and programs for faculty and learners in the Faculty of Medicine while working in collaboration with the Student Affairs Office ENG 3.2 Increase the visibility of the Wellness Program services and the broader wellness strategy for the Faculty of Medicine with a coordinated communications plan ENG 3.3 Engage and support the academic hospital wellness programs to create an "Academic Hospital Wellness Network" to help leverage efforts to measure and cultivate wellness ENG 3.4 Not relevant to Department of Radiology activities ENG 3.5 Coordinate a robust award program for faculty to recognize faculty achievement in promoting wellness through the recognition program outlined above</p>
53. Establish a representative governance committee and/or leadership team to regularly lead processes to review and make recommendations on DOR's internal decision-making policies, structures and processes, and the department's relationship with partner institutions, practice plans, and other key organizations.	H																THE 2.4 THE 3.1 THE 3.3 THE 4.2	
54. Work with practice plans to develop a business strategy whereby shared contributions create sustainable and acceptable funding models to support strategic goals																	THE 3.1	
55. Nominate Department of Radiology members for Faculty of Medicine, Canadian Association of Radiologists, hospitals and Royal College of Physicians and Surgeons awards	H		X	X														
56. Establish mechanisms for real-time, constructive feedback through 360 reviews, professional development plan as tool to self-fulfilment, social media recognition of successes and featured staff, daily huddles, 4pm second opinion, and leading with the positive	M		X	X														
57. Establish a 'plan for success', to support and invest in new hires and junior faculty who wish to pursue academic promotion	H		X									X			IGA 2.4			
58. Establish recognition awards for wellness and EDI in each section/department and participate in external award programs to support best practice	M			X		X					X							
59. Establish criteria, structures, and mechanisms to collect data annually that is provided to senior management and serves as the basis for reviewing, developing, and implementing departmental EDI and wellness improvement plans	M				X						X							
60. Appoint a successor lead in EDI with a defined role that includes policy development and expansion of diverse representation amongst leadership	H					X	X											
61. Support the recognition, success, development, and advancement of women by promoting initiatives (such as the uptake of the Women's Award in Medical Imaging). Increase awareness of leadership courses and development opportunities available for women staff and trainees, and creating a women's peer support group	H					X	X	X										
62. Mandate training in unconscious bias for all departmental members	H					X												
63. Create a peer-to-peer support and mentor network, (including between sections and drop-in availability) that leverages hospital/ Department of Radiology peer support programs and UOttawa Employee and Family Assistance Program	M							X		X								

DEPARTMENT OF RADIOLOGY ACTIONS: ENGAGEMENT	PRIORITY	STATUS	ENGAGEMENT PRIORITY AREAS									X-REF					
			ENG 1.1	ENG 1.2	ENG 1.3	ENG 2.1	ENG 2.2	ENG 2.3	ENG 3.1	ENG 3.2	ENG 3.3	ENG 3.5	ENG 4.1	ENG 4.2	ENG 4.3	SECONDARY FOM PRIORITIES	THE HOSPITAL ENVIRONMENT
64. Appoint new wellness lead and establish a wellness committee with a mandate to prioritize a positive culture and “rehumanize” the department in supporting both official languages	H							X	X	X							PROMOTE A RESPECTFUL AND PROFESSIONAL ENVIRONMENT ENG 4.1 Conduct professionalism onboarding of all staff and trainees ENG 4.2 Identify and develop resources for remediation and training programs in professionalism for faculty members and learners such as online or in-person learning modules (e.g., management of faculty–trainee boundaries module in partnership with CPD and Saegis) ENG 4.3 Promote scholarship through ongoing initiatives to improve the learning environment and evaluating outcomes using several measures such as the professionalism portal, learning environment surveys and the Association of Faculties of Medicine of Canada (AFMC) Graduation Questionnaire
65. Promote greater social interaction within the department through initiatives such as creating a departmental WhatsApp social group and increasing social events and activities	M						X	X	X								
66. Regular chair communication to promote and raise awareness of ongoing and new wellness issues and initiatives	H							X									
67. Establish awards for new/early career faculty to value and recognize their achievements	H		X														
68. Leverage hospital, Continuing Professional Development, and UOttawa resources for remediating and training in professionalism on an individual basis	M											X					
69. Through the establishment of a quality hub, facilitate interprofessional collaboration and skillset development needed for quality scholarship and improvement	H															THE 1.6 THE 2.1 THE 1.4	
70. Leadership development through budgeted Department of Radiology-supported activities and time allocation; for example, offer a Canadian Medical Association physician leadership courses in-house	M										X					THE 2.2	
71. Ensure equitability of access to leadership opportunities through fair, accessible, and transparent processes	M															THE 2.2	

STRATEGIC PRIORITIES AND ACTIONS: FRANCOFONIE

DEPARTMENT OF RADIOLOGY ACTIONS: FRANCOFONIE	PRIORITY	STATUS	FRANCOFONIE PRIORITY AREAS													X-REF		uOTTAWA FACULTY OF MEDICINE RESEARCH FRANCOFONIE PRIORITY AREAS	
			FRA 1.1	FRA 1.2	FRA 1.3	FRA 1.4	FRA 2.1	FRA 2.2	FRA 2.3	FRA 2.4	FRA 3.1	FRA 3.2	FRA 3.3	FRA 3.4	FRA 4.1	SECONDARY FOM PRIORITIES	THE HOSPITAL ENVIRONMENT		
72. Foster closer links between UOttawa, The Ottawa Hospital, Hôpital Montfort, CHEO and other sites for learners through initiatives such as resident community elective opportunities and expanding learning files and tools in French, including the possibility of online francophone teaching files and cases	H		X					X											ADVANCE LA FRANCOFONIE FRA 1.1 Create an environment that will help francophones thrive at the Faculty
73. Develop bilingual Continuing Medical Education content	M		X																FRA 1.2 Strengthen our undergraduate medical training program in French
74. Identify members to develop, participate in, and expand our 1 & 2 nd year francophone medical student lectures to inspire a new generation of francophone radiologists	H			X															FRA 1.3 Ensure national and international visibility of the Faculty of Medicine's innovations in French
75. Expand the 3 & 4 th year francophone medical student in hospital rotations and medical student teaching file, through initiatives such as elective opportunities for residents	H			X															FRA 1.4 Promote educational, scientific and clinical research in French
76. Advise and promote francophone medical student research projects through the Institut du Savoir Montfort	M				X	X													CULTIVATE A FRANCOFONIE ENVIRONMENT FRA 2.1 Improve the bilingual image of the Faculty
77. Provide support for francophone medical students in the preparation and collection of data for radiology research.	L				X	X													FRA 2.2 Increase the level of bilingualism of learners, staff and teachers
78. Collaborate with the UOttawa and other hospital sites to promote and participate in multi-centre research	M				X	X													FRA 2.3 Increase the number of bilingual learners, staff and teachers
79. Strengthen hiring and promotion practices for fully bilingual radiologists, technologists, and managers in the Department of Radiology	M						X												FRA 2.4 Encourage bilingual students and residents to make an active offer
80. Formally appoint a lead as a liaison at the department to steward Francophonie mandate	M						X												ENGAGE WITH OUR FRANCOFONIE COMMUNITIES FRA 3.1 Strengthen the social commitment of our programs to our francophone communities
81. Promote the use of French in meetings as well as professional and social interactions	M							X											FRA 3.2 Create more ties with francophone medical communities in Canada
82. Expand support of our talented francophone students and encourage their individual learning and research progress	M								X										FRA 3.3 Increase and strengthen partnerships with major francophone organizations (local, national and international)
83. Seek to promote and encourage francophone and bilingual medical students to pursue a career in radiology through initiatives such as having Montfort radiologist participation at medical student career night	H									X	X								FRA 3.4 Make an impact on international cooperation in French-speaking Africa
84. Continue to promote the unique history of the Hôpital Montfort and its essential place as an institution promoting the health of francophones through greater uOttawa Department of Radiology engagement	H											X							BROADEN OUR BILINGUAL PROGRAMS FRA 4.1 Develop a master's degree in medical education in French in collaboration with the Faculty of Education
85. Actively advertise francophone learning and social events with our French speaking colleagues across Canada and particularly in Quebec	L												X						FRA 4.2 Create the first and only Doctor of Pharmacy (PharmD) program in French outside of Québec
86. Promote initiatives with local and national francophone organizations first including seeking financial support for francophone research.	L													X					FRA 4.3 Increase the number of francophone residency positions in general specialties
87. Establish relationships with international francophone organizations including Médecins Sans Frontières for our francophone students to consider actively contributing to global health issues	L														X	X			FRA 4.4 Explore the possibilities of creating other programs

DEPARTMENT OF RADIOLOGY ACTIONS: FRANCOPHONIE	PRIORITY	STATUS	FRANCOPHONIE PRIORITY AREAS												X-REF		uOTTAWA FACULTY OF MEDICINE RESEARCH FRANCOPHONIE PRIORITY AREAS		
			FRA 1.1	FRA 1.2	FRA 1.3	FRA 1.4	FRA 2.1	FRA 2.2	FRA 2.3	FRA 2.4	FRA 3.1	FRA 3.2	FRA 3.3	FRA 3.4	FRA 4.1	SECONDARY FOM PRIORITIES		THE HOSPITAL ENVIRONMENT	
88. Establish relationships with French speaking medical schools in France and Africa to offer reciprocal arrangements for elective medical students	L																		based on populations' needs including a physician assistant program and a bachelor's degree for paramedics
89. Offer our active support to collaborating with francophone research in other health fields and master's programs related to radiology	M														X				
90. Offer a medical imaging perspective to multidisciplinary francophone research and projects (both ongoing and new projects)	M														X				
91. Partner with the Official Languages and Bilingualism Institute or other uOttawa department to develop/offer targeted courses (possibly online, self-directed) for residents, faculty, and staff with the goal of developing a working-level competence in a second language to better serve francophone patients (e.g., vocabulary on the body parts and basic sentence structure to ask questions such as "where does it hurt"?)	M						X	X									THE 1.2		

DEPARTMENT OF RADIOLOGY ACTIONS	PRIORITY	STATUS	INTERNATIONAL & REGIONAL HEALTH PRIORITY AREAS													X-REF				
			IGH 1.1	IGH 1.2	IGH 1.3	IGH 1.4	IGH 2.1	IGH 2.2	IGH 2.3	IGH 2.4	IGH 2.5	IGH 3.1	IGH 3.2	IGH 3.3	IGH 3.4	IGH 4.1	IGH 4.3	IGH 4.3	SECONDARY FOM PRIORITIES	THE HOSPITAL ENVIRONMENT
Radiologists, Canadian Association of Radiologists and other provincial, national and international committees																				of creating critical thinkers and lifelong learners
103. Develop training in social-cultural aspects of working with cultures with unique and diverse perspectives on healthcare and healthcare practices and recognizing them and incorporating them, where possible.	M																X			<p>EMPOWER OUR LEARNERS FOR GLOBAL CITIZENSHIP</p> <p>IGH 4.1 Increase support to all learners to facilitate participation in internationally focused activities locally, within Canada, and globally</p> <p>IGH 4.2 Support faculty members and learners taking part in global health activities in low-resource settings including in education, research, health care and capacity-building opportunities in a safe and ethical manner</p> <p>IGH 4.3 Expand financial support options to increase the number and type of bursaries available to serve the entire learner population of the Faculty</p>

ANNEX A: STRATEGIC PRIORITY AREAS FOR THE HOSPITAL ENVIRONMENT

Better Patient Experience

THE 1.1 Engage patients and families as active partners in decision-making related to strategic directions and process changes that impact patient care, research, and education.

THE 1.2 Create a safe and respectful environment of patient centered care

THE 1.3 Ensure that all staff continue to model evidence-based behaviours that are proven to enhance the patient and family experience.

THE 1.4 Create an environment that promotes and sustains continuous quality improvement.

THE 1.5 Improve patient flow in an effort to provide patients with the right care, at the right time, in the right environment.

THE 1.6 Enhance health research and discovery by engaging patients in research activities and embedding research into day-to-day clinical operations.

Better Staff Experience

THE 2.1 Continue to build on our leading practices in staff wellness and safety programs.

THE 2.2 Continue to focus on improving employee, physician, and resident engagement.

THE 2.3 Continue to review safety incidents and errors using “Just Culture” methodology.

THE 2.4 Promote the development of inter-professional teams in partnership with Ottawa’s universities and colleges.

THE 2.5 Provide a learning environment that enhances the resident, student, and staff experience.

Better Value

THE 3.1 Create financial strength and flexibility by managing available resources and promoting financial and operational stewardship.

THE 3.2 Create capacity for innovation through a centre of excellence in Innovation and Quality.

THE 3.3 Create a culture of continuous improvement by continuously evaluating existing processes and streamlining them to achieve maximum value.

THE 3.4 Ensure philanthropy is an organizational priority and continue to inspire our community to place hospitals at the top of their philanthropic priority list.

Better Health Populations

THE 4.1 Transition to service line management, an organizational structure that aligns the accountability of health-care teams with the care needs of specific patient populations.

THE 4.2 Create partnerships across the continuum of care to provide a better patient experience.

THE 4.3 Lead system integration to create value by improving patient outcomes and reducing costs.

THE 4.4 Invest in information systems and technology to help effectively manage care in an integrated system.