Department of Psychiatry

Queen's University

Strategic Planning Framework 2018-2022

Strategic Framework (2018-2022) – planning process

November 2017: Departmental Retreat (PEST, SWOT Analyses,)

February 2018: External Assessment (CAMH, 59 recommendations)

April 2018: Departmental Retreat - discussion on vision, mission, objectives; working groups to define milestones/objectives (research, medical education, clinical care and patient flow; preliminary discussion on org chart)

Aug/Sept 2018: 3 Focus Groups (various Dept. members to discuss proposed org chart)

October 2018: Strategic Planning Working Group (25 Dept. members)

November 2018: Strategic Planning Retreat (all Dept. members)

December 2018: Final consultations, feedback (online, 70% response rate)

JANUARY 2019 – Launch of New Strategic Framework

Department Snapshots

Sizeable - 3rd largest Clinical Department at Queen's SOM

- 7 divisions, + distinct services/units
- 10+ specialized clinics, initiatives

Widespread - The Department is responsible for clinical and academic deliverables across: 5 hospitals, 7 correctional facilities, 8+ Outreach programs, services, 20+ Ambulatory centres, clinics

Diverse, multi-cultural - Faculty members from 18 different countries, 4 Continents, 14 different languages

Department of Psychiatry
Strategic Planning (2018-2022)

Vision for 2022

We are a transformative force in mental health, revolutionizing the way…

- **Mental wellness is promoted;**
- **Mental illness is understood, prevented and treated across the lifespan**

60 YEARS DEPARTMENT OF Psychiatry 1957–2017

Department of Psychiatry Strategic Planning (2018-2022)

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Vision for 2022

We are a transformative force in mental health, revolutionizing the way…

- **Mental wellness is promoted;**
- **Mental illness is understood, prevented and treated across the lifespan**

By 2022, we will have earned this reputation by:

1. Being known as **a place where people want to come, stay & grow;**
   I. Leveraging our individual strengths, our collective talents; focus on wellness, career development
2. Providing **exceptional, evidence-based clinical services;**
   I. Aligning, optimizing our resources (human capital, operational) across various clinical areas
   II. Resolving critical patient flow issues
   III. Dramatically reducing wait times
3. Becoming a **centre of excellence in strategic areas of research;**
4. Exerting **greater influence and leadership** across organizations (academic, community)
5. Embedding **effective metrics in all things we do -** clinical, educational, research

Department of Psychiatry
Strategic Planning (2018-2022)

Mission to be accomplished in 2019

1. New organizational structure to be in place and functioning well
2. Individual roles & expectations re-defined, recruitment/retention needs revisited
3. Significant improvement in wait times and flow between clinical services
4. Meet/surpass benchmarks for CBME at various levels (postgrad and undergrad)
5. Identify strategic areas of research and implement initiatives - e.g. strategic recruitment, fellowships, grant writing, fund raising

60 YEARS DEPARTMENT OF Psychiatry 1957–2017

Department of Psychiatry
Strategic Planning (2018-2022)

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Key areas and objectives for 2019

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Department of Psychiatry Strategic Planning (2018-2022)

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Clinical

Research

Medical Education

Governance

Advocacy, Social Responsibility

Department of Psychiatry Strategic Planning (2018-2022)

Clinical

- Clear model of care at primary, secondary and tertiary levels; implemented and operationalized by 2021.
- Optimize patient flow, efficiency with accountability
- Use of meaningful metrics in clinical care

Research

- Identify 3 key strategic areas of research
- Align resources with those identified priorities
- Research programs to lead/facilitate the use of relevant metrics across clinical programs

Department of Psychiatry Strategic Planning (2018-2022)

Medical Education

Implement and support orientation for faculty - effective engagement in Medical Education, better matching with their skills

Maximize CBME benchmarks for undergrad and postgrad education

100% of Faculty fully trained in CBME

Department of Psychiatry Strategic Planning (2018-2022)

Governance

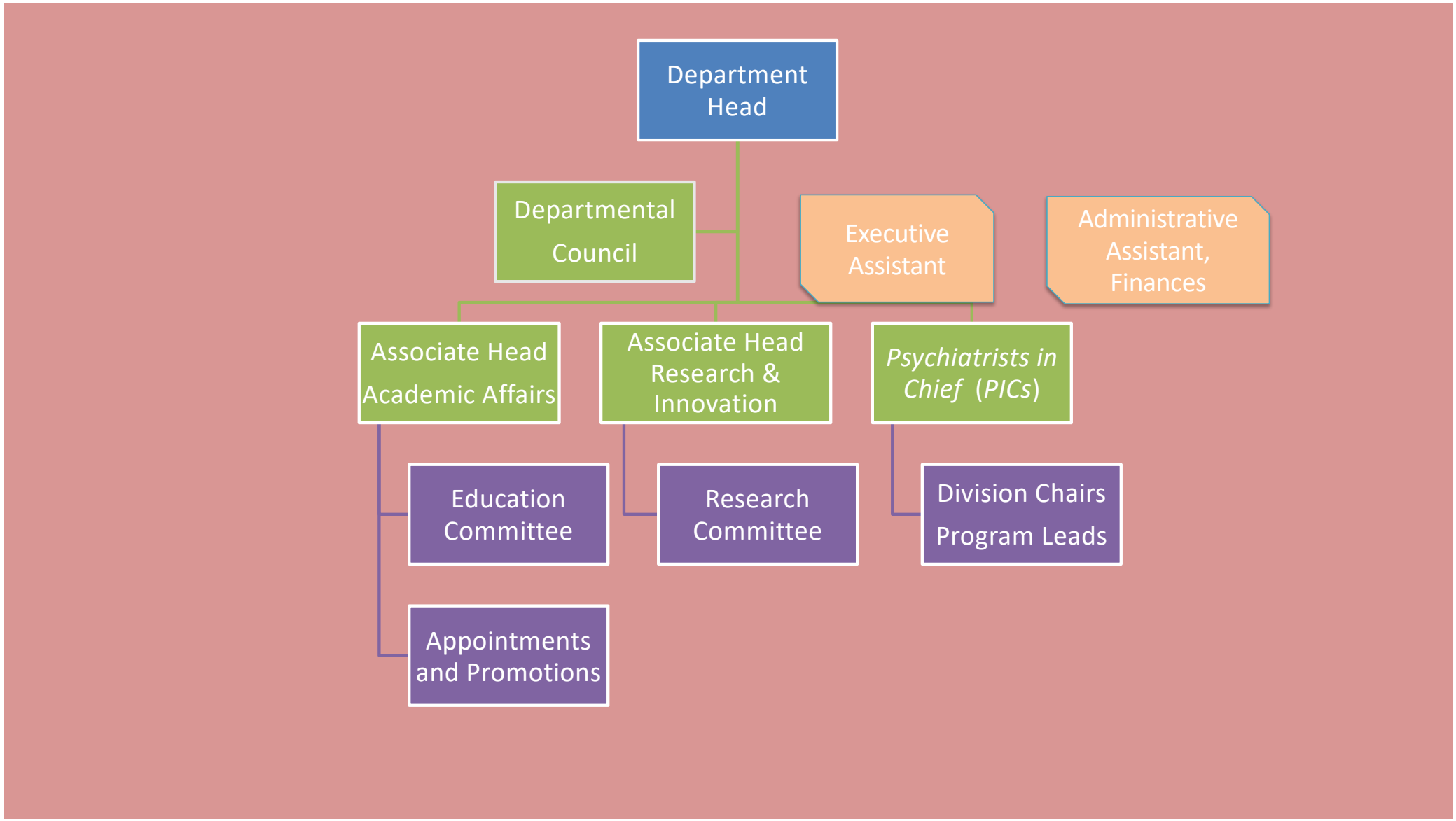
- Implement a more streamlined, effective org chart
- Clearly define leadership roles/ positions within and beyond the Department
- Complete comprehensive performance appraisals for key leadership roles

Advocacy, Social Responsibility

Active collaboration, engagement with elected officials

- Pragmatic agenda with Queen's Advancement and Hospitals' foundation
- Identify a 'cause' we think is worthy fighting for

New Organizational Chart


Department Head
Departmental Council
Executive Assistant
Administrative Assistant, Finances
Associate Head Academic Affairs
Associate Head Research & Innovation
Psychiatrists in Chief (*PICs*)
Education Committee
Research Committee
Division Chairs Program Leads
Appointments and Promotions

Associate Head, Academic Affairs - Portfolio

To oversee and support the Department's engagement in FHS/Queen's activities in Education

Fellowship, UGME, PGME

Explore Opportunities in Executive Education

Support CBME-related activities

Promote and support Faculty Development Activities , Career mentoring

Oversee/promote activities related to Appointments & Promotions

Associate Head, Research and Innovation Portfolio

Research Operations
Support for Junior Faculty, Residents – critical mass

Support for Grant Writing, Reviewing

Develop strategic planning for Intra-mural Research (within Department) Short-term Goals and Deliverables (e.g., Tri-Council Grants)

Pursue Innovative approaches in Quality Improvement (QI) Knowledge Translation (KT), Implementation Science (IS)

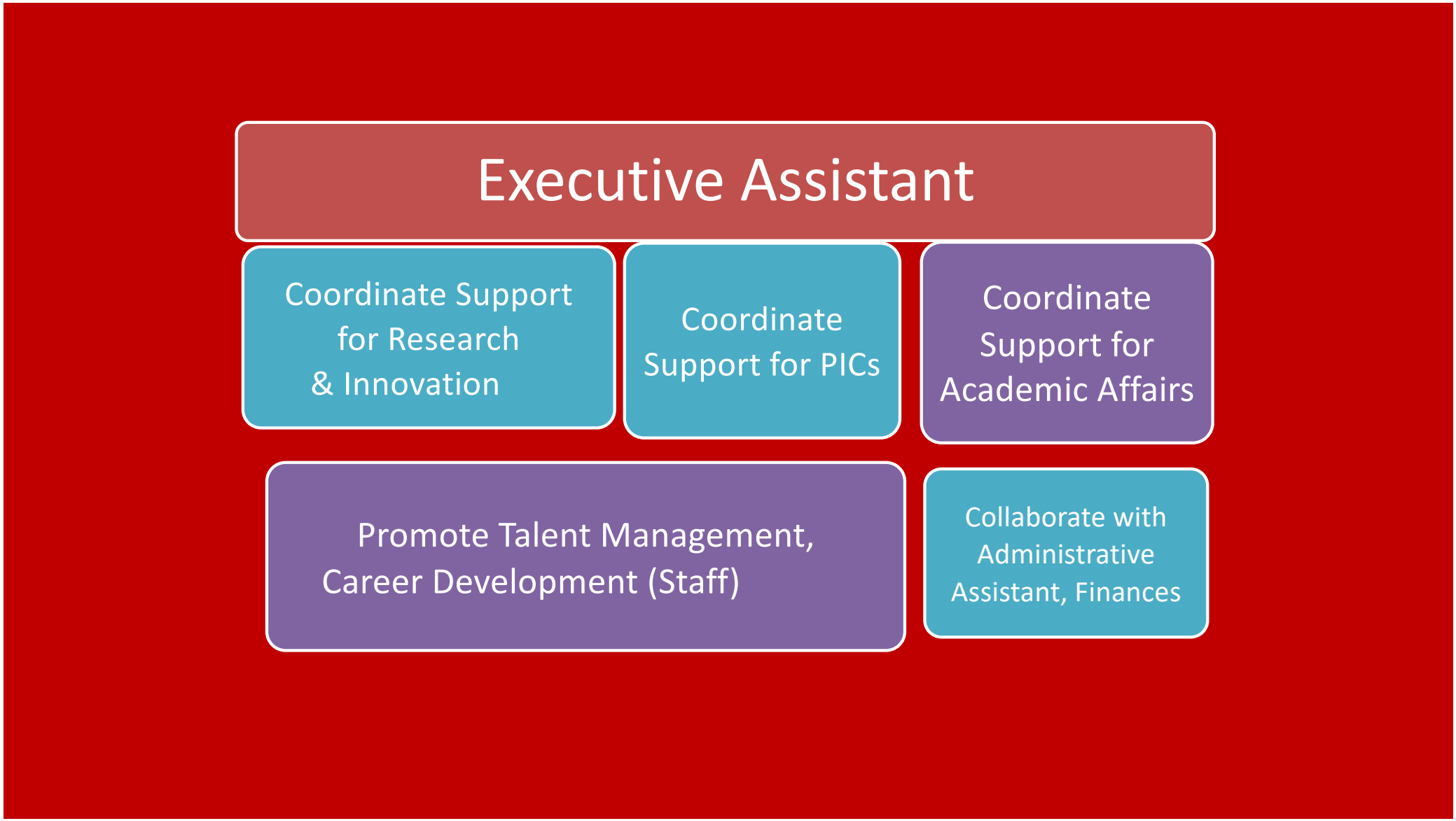
Promote Research Training, Mentoring of New Generation, Mid-career

3 Psychiatrists in Chief – 3 distinct Portfolios

Psychiatrist in Chief - KHSC
Oversight of Programs, Divisions at KHSC (HDH and KGH sites)

Psychiatrist in Chief - PCH
Oversight of Programs, Divisions at PCH (Hospital and Community)

Psychiatrist in Chief - Community
Oversight of Programs, Divisions with primary focus on the community (e.g., AMHS, Shared Care, Student Mental Health)


Executive Assistant
Coordinate Support for Research & Innovation
Coordinate Support for PICs
Coordinate Support for Academic Affairs
Promote Talent Management, Career Development (Staff)
Collaborate with Administrative Assistant, Finances

Some Key Points

- This new organizational structure should facilitate strategic planning, implementation and oversight for each portfolio, streamlining resources and creating greater accountability.

- It will become easier to define champions for each cause - MRPs for any given task - and assess the progress for each task over time.

Some Key Points

- *Psychiatrist-in-Chief* portfolios will align resources, create opportunities for synergism between academic and clinical goals, deliverables. Will also provide the opportunity for stronger advocacy within a system… with strategic accountability.