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
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
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

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
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
Key areas and objectives for 2019
Department of Psychiatry Strategic Planning (2018-2022)

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
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
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

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

Support for Grant Writing, Reviewing

- 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.