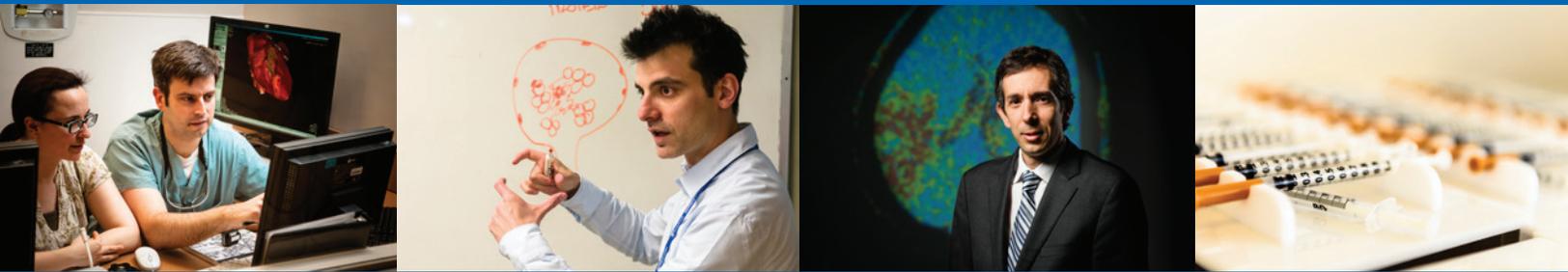


Sunnybrook Health Sciences Centre



INTENSIFYING OUR FOCUS

Department of Medicine

Strategic Plan 2015-2019

May 8, 2015

Message From the Physician-in-Chief



It is now just over five years since I have had the pleasure to represent the Department of Medicine as Physician-in-Chief. Since 2009, our activities have been guided by the strategic plan that we developed together: *Sharpening our Focus*. At the completion of my first term as Chief in the Fall of 2014, I took time to review that plan and reflect on our accomplishments. I am impressed at what we have achieved together and excited by our opportunities for the future. While the current landscape is quite similar to 2009, there are some important changes: Sunnybrook and St John's Rehab Hospital have merged; we have a new Chair of Medicine at the University of Toronto and, just recently, a new Dean; and Sunnybrook is completing its strategic plan. All these changes will shape our activities in the years to come.

We chose to refresh our plan rather than start again from the ground up. While we sought guidance from outside the Department as we have in the past, this external input was more focused this time. As well, we depended more heavily on our Departmental leadership and existing structures. I am grateful to our Division Heads and standing committee chairs who provided valuable insights and to Denise Campbell and Claudette Chambers in our Department office for their help in coordination. I particularly want to thank Joann Trypuc, our strategic planning consultant, who focused our activities and helped keep us on track.

This plan is just the first step. Now, we have to implement it. We have identified champions who are responsible for each of the goals and will report regularly on our progress.

I look forward to working with you to deliver on this plan over the next five years.

A handwritten signature in black ink, appearing to read "Kevin Imrie".

Kevin Imrie MD FRCPC

Physician-in-Chief, Sunnybrook Health Sciences Centre

Professor of Medicine, University of Toronto

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Executive Summary

The Department of Medicine at Sunnybrook's Health Sciences Centre has 114 full-time and over 200 part-time faculty members with specialty expertise across 15 medical Divisions. In addition to providing high quality safe patient care and advancing innovative care models, the DOM makes an impressive and valued contribution educating future physicians, conducting research to improve education and practice, and transferring knowledge within the hospital and beyond.

In the fall of 2014, Sunnybrook's Physician-in-Chief, Dr. Kevin Imrie, launched a refresh of the DOM's strategic plan to build on the solid accomplishments over the past five years and position the DOM to focus on the next five years. The targeted planning process included a review of background documents, selected consultations external to the DOM, and extensive consultations within the DOM.

Three principles guided the development of the Plan and will guide its implementation:

- The DOM will strategically focus its efforts.

- The DOM's strategic priorities will align with the priorities of its key partners most notably Sunnybrook Health Sciences Centre, Sunnybrook Research Institute, and the University of Toronto's Department of Medicine.
- The DOM will maximise its capacity and impact by establishing and strengthening partnerships with other programs and departments at Sunnybrook, with other hospitals in the Toronto Academic Health Science Network, and with community hospitals.

The DOM confirmed its vision and mission and modified its values to include innovation.

Sunnybrook Department of Medicine's Strategic Plan includes four strategic priority areas, each with specific priorities and short-term goals to be achieved over the next two years. Toward the end of Year 2, the DOM will identify its goals for Years 3 to 5 taking into account healthcare trends, changing needs and potential opportunities.

Vision, Mission and Values

Sunnybrook Health Sciences Centre | Department of Medicine

Vision: Optimal care for every patient through leadership in clinical practice, education and research.

Mission: Sunnybrook's Department of Medicine promotes and delivers the highest quality care, provides an innovative learning and practice environment, engages in research, and supports knowledge exchange between clinicians, researchers and educators to achieve the best possible health outcomes for local and global populations.

Values:

Clinical Excellence: Leadership in quality and safety of the patient experience

Academic Excellence: Critical inquiry and effective knowledge exchange

Supportive and Energizing Environment: Collegiality and inter-professional collaboration; an environment where every faculty member is supported and valued

Innovation in All We Do: Care, education and research

Accountability

Strategic Priority Areas	Priorities	Short-term Goals (Years 1+2) (Goals for Years 3-5 Will be Developed at the End of Year 2)
 <p>Quality Clinical Care</p>	<p>1.1. Continue implementing innovative inpatient and ambulatory models of acute care to improve access, quality and efficient and effective use of hospital resources.</p> <p>2.2. Improve alignment with Sunnybrook's strategic priorities and programs.</p> <p>3.3. Increase collaborations with other Sunnybrook departments.</p>	<ul style="list-style-type: none"> a. Deploy Gastroenterology, Respiriology and Outpatient Parenteral Antibiotic Therapy (OPAT) rapid referral clinics. b. Develop and implement Division-specific coordinated patient triage and referral management. c. Ensure all Divisions implement processes that support timely access to primary and secondary care for patients in Sunnybrook's catchment area. d. Explore and, if appropriate, implement a centralized ambulatory clinic pilot model. e. Explore innovative ways of providing primary and secondary care including eConsultation, and visiting (sessional) care to family health teams. f. Ensure all Divisions make outpatient notes accessible in Sunnycare. g. Develop and implement innovative models of resident after-hours coverage. h. Identify and implement collaborative initiatives with Anesthesia, Surgery and other Sunnybrook departments.
 <p>Research</p>	<p>2.1 Continue to improve support for clinical researchers within the DOM.</p> <p>2.2 Continue to strategically recruit clinician scientists and investigators focused on: i) Health services research; ii) Quality and patient safety; iii) Educational research and scholarship; iv) Specific academic foci within clinical programs.</p> <p>2.3 Continue to strengthen the relationship of the DOM to SRI in support of mutual priorities.</p> <p>2.4 Promote commercialization of innovations.</p>	<ul style="list-style-type: none"> a. Increase the maximum support for researchers in the Department through the Partnership and other sources. b. Establish an endowed chair for the DOM PIC to support research in the Department. c. Partner with the Sunnybrook Foundation to support additional research chairs and/or professorships for Clinician Scientists. d. Explore opportunities for commercial ventures and inventions.

Strategic Priority Areas	Priorities	Short-term Goals (Years 1+2) (Goals for Years 3-5 Will be Developed at the End of Year 2)
 <p>Education</p>	<p>3.1 Improve the experience of our learners.</p> <p>3.2 Advance educational leadership, research and scholarship.</p> <p>3.3 Lead in the teaching of quality and patient safety.</p>	<p>a. Increase support for clinician teachers and educators through the Partnership and other sources.</p> <p>b. Nominate at least four DOM members for external awards each year.</p> <p>c. Increase the volume of education research and scholarship grants, presentations and publications by 25%.</p> <p>d. Continue to grow education in quality and safety in partnership with the UofT Department of Medicine.</p> <p>e. Create Departmental education rounds to promote interaction and collaboration among teachers and educators.</p> <p>f. Partner with Sunnybrook to improve physical infrastructure for teaching within the Department.</p> <p>g. Improve the education presence on the DOM Website.</p>
 <p>Sustainability and Accountability</p>	<p>4.1 Continue to evolve and strengthen the financial management model.</p> <p>4.2 Continue to evolve and strengthen the DOM recruitment plan.</p> <p>4.3 Continue to improve faculty workplace satisfaction.</p> <p>4.4 Develop performance metrics for clinical care, research and education.</p>	<p>Sustainability</p> <p>a. Develop and implement a global budgeting model for the academic budgets.</p> <p>b. Advocate for financial support for DOM administrative roles and those with oversight for hospital resources.</p> <p>c. Develop a budget to support work in quality and patient safety.</p> <p>d. Develop and implement at least two new/enhanced initiatives per year to support faculty development, workplace satisfaction and wellness.</p> <p>Accountability</p> <p>e. Continue to develop and report one measure of access and one measure of outcome for each Division.</p> <p>f. Improve the system of measuring and reporting productivity for clinician teachers and educators.</p> <p>g. Implement a rigorous annual review process for all part-time faculty.</p> <p>h. Improve physician hand hygiene compliance to >90% and maintain gains.</p> <p>i. Develop and implement individual physician reports that include length of stay and eDischarge completion rate.</p> <p>j. Incorporate multisource feedback into annual activity reporting.</p>

1. Introduction and Overview of the Plan

Introduction

Sunnybrook Health Sciences Centre provides care to thousands of patients over the course of 1.2 million inpatient and outpatient visits each year. The Department of Medicine (DOM) plays a significant role providing care to many of these patients. The DOM is Sunnybrook's largest department with 114 full-time and over 200 part-time faculty members with specialty expertise across 15 medical Divisions. In addition to providing high quality safe patient care and advancing innovative care models, the DOM makes an impressive and valued contribution educating future physicians, conducting research to improve education and practice, and transferring knowledge within the hospital and beyond.

Sunnybrook's DOM has grown and evolved significantly. In 2009 – under the leadership of its new Physician-in-Chief, Dr. Kevin Imrie – the DOM set out its strategic course for five years. The plan – *Sharpening Our Focus* – helped guide the recruitment of over 40 new faculty members, increased education excellence and research productivity, advanced the implementation of a new practice plan, and embraced accountability for performance. The DOM was lauded for its

achievements in an external five-year review which was completed in June 2014.

In the fall of 2014, Dr. Imrie launched a refresh of the strategic plan to build on the DOM's solid accomplishments over the past five years and position the DOM to focus on the next five years. A targeted process was initiated which included a review of background documents, selected consultations external to the DOM, and extensive consultations within the DOM. Sunnybrook's strategic planning directions and priorities were considered along with those of the University of Toronto's Department of Medicine.

This document presents Sunnybrook Department of Medicine's Strategic Plan. The plan includes the DOM's vision, mission and values, along with four strategic priority areas, detailed priorities and goals. The plan leverages the opportunities presented by the hospital and university. Principles used to guide the plan's development will continue to be used to guide its implementation. Ultimately, the plan represents a blueprint for the DOM over the next five years that will strengthen quality clinical care, advance research and education, ensure sustainability and demonstrate accountability for results.

Overview of the Report

This document begins with background information on Sunnybrook's DOM including a brief overview of the physicians, core activities and partners (Chapter 2). The methods used to develop the plan are also described. Chapter 3 presents a brief assessment of

the DOM's achievements over the past five years, followed by Chapter 4 which presents Sunnybrook Department of Medicine's Strategic Plan. Supporting appendices follow.

2. Background

The Department of Medicine's Physicians and Core Activities

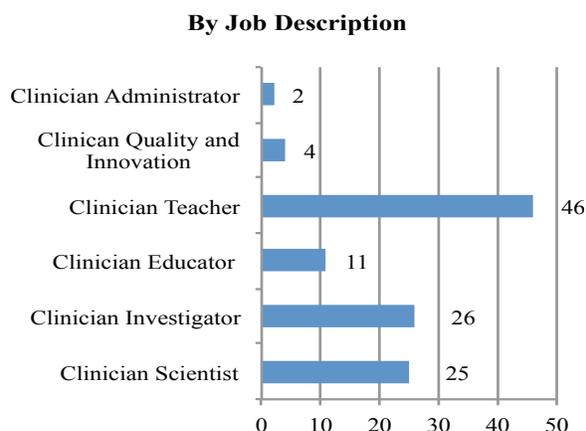
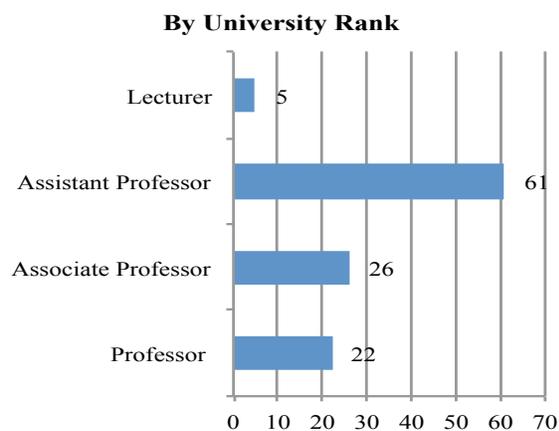
Sunnybrook's DOM has 114 full-time faculty members and over 200 part-time faculty members (as of March 31, 2015) who work in 15 Divisions:

- Cardiology
- Clinical Pharmacology and Toxicology
- Dermatology
- Endocrinology
- Gastroenterology
- General Internal Medicine
- Geriatric Medicine
- Infectious Diseases
- Medical Oncology/Haematology
- Nephrology

- Neurology
- Obstetrical Medicine
- Physiatry, Physical Medicine and Rehabilitation
- Respiriology
- Rheumatology

Slightly more than half of the DOM's full-time faculty (61 out of 114) are assistant professors in the University of Toronto's DOM. About 40% of faculty are associate or full professors. In terms of job description, Clinician Teachers are the largest group followed by Clinician Investigators and Scientists. The job description – Clinician in Quality and Innovation – is relatively new and has four full-time faculty.

Sunnybrook Department of Medicine Full-Time Faculty, as of March 31, 2015 (N=114)



In addition to providing clinical care, all DOM medical staff are engaged in education and research to varying degrees.

In terms of education, the DOM's educators are highly regarded with a record number ranked among the top 10% of teachers at the University of Toronto. Education research and scholarship are continuing to grow. In 2014, DOM members were principal or major contributors to 14 education research grants (five of which were major CIHR grants), published

10 articles in peer reviewed journals, and gave 16 presentations at international and national medical education forums.

In terms of research, in 2013, DOM researchers were awarded more than 368 peer-reviewed grants totaling over \$70 million, along with 127 industry-sponsored and non-peer-reviewed grants of almost \$4 million. Researchers authored 749 peer-reviewed publications, 92 non-peer-reviewed publications and delivered over 1,000 presentations.

The Department of Medicine's Partners

The DOM works closely with a number of key partners whose priorities influence those of the DOM. Briefly, selected partners include the following.

Sunnybrook Health Sciences Centre

The DOM is an integral part of Sunnybrook and is directly impacted by its strategic goals and priorities. DOM members work in Sunnybrook's eight programs: Hurvitz Brain Sciences; Holland Musculoskeletal; Odette Cancer; Schulich Heart; St. John's Rehab; Trauma, Emergency and Critical Care (TECC); Veterans and Community; and Women and Babies. DOM members play a major role in most of these programs (except for Holland Musculoskeletal and TECC). In addition, a number of DOM Divisions fall into Sunnybrook's four strategic priority areas: Cancer; Heart and Stroke; High Risk Maternal and Newborn Health; and Trauma and Burns.

Sunnybrook is in the process of updating its strategic plan and has focused efforts on creating a sustainable future for the organization and those it serves.

The hospital has confirmed that its current vision, mission and values will carry on into the future.¹

Three core strategic components make up the plan – quality of care, research and education, and sustainability and accountability – all of which are key areas of focus for the DOM.

1 Sunnybrook's vision is: Sunnybrook invents the future of health care. Sunnybrook's mission is: We care for our patients and their families when it matters most. In partnership with the University of Toronto, Sunnybrook leads by discovery, innovation, teaching and learning. Sunnybrook's values are: excellence, collaboration, accountability, respect, engagement.

Sunnybrook Research Institute

The Sunnybrook Research Institute (SRI) is the research arm of Sunnybrook Health Sciences Centre. SRI has 1,275 research staff which include 295 scientists and clinician scientists, 485 postdoctoral fellows and other trainees, and 495 skilled research personnel.² Scientists at SRI work in one of Sunnybrook's eight programs, with areas of expertise in biological, physical and/or evaluative clinical sciences.

SRI is an important enabler of the DOM's research productivity. SRI helps support research conducted by current staff and helps attract clinician scientists to Sunnybrook's DOM. The vast majority of the DOM's 50 clinician scientists and investigators are senior associate or affiliate scientists at SRI.

University of Toronto Department of Medicine

The University of Toronto Department of Medicine will be revising its strategic plan in 2015. The current plan – *Leading Change: Harnessing Academic Medicine to Transform Healthcare* (2010-2015)³ – included four strategic directions in the areas of quality and new models of patient-centred care, education, biomedical research, and faculty support and sustainability. The University DOM is under the leadership of a new Chair, Dr. Gillian Hawker, who was consulted and provided guidance for the development of the Sunnybrook DOM plan.

2 http://sunnybrook.ca/uploads/1/_research/about/sri-fact-sheet_final_3.pdf. Accessed March 15, 2015.

3 University of Toronto Department of Medicine. 2010 (August). *Leading Change: Harnessing Academic Medicine to Transform Healthcare. Strategic Plan 2010-15*.

Institute for Clinical Evaluative Sciences

The Institute for Clinical Evaluative Sciences (ICES) is an independent, non-profit organisation whose mission is research excellence resulting in trusted evidence that makes policy better, health care stronger and people healthier. ICES has more than 350 scientists, research and support staff across

Ontario. ICES welcomes researchers with an interest and/or experience in using administrative data to conduct health services research. DOM faculty and potential new hires can become adjunct scientists at ICES and contribute to the overall research productivity of Sunnybrook's DOM. Currently, 11 DOM faculty have appointments with ICES.

Methods Used to Develop the Plan

Two methods were used to develop Sunnybrook Department of Medicine's Strategic Plan: conducting consultations and reviewing background information.

Consultations

A targeted consultation process was used to refresh the DOM's strategic plan. This included:

- An interview with Dr. Gillian Hawker to obtain her perspective as the University of Toronto Chair of the Department of Medicine.
- Interviews with three Chiefs of Staff to obtain their input on potential internal collaborations between the DOM and other departments: Dr. Sue Belo, Chief of Anaesthesia; Dr. Jocelyn Charles, Chief of Family and Community Medicine; and Dr. Avery Nathens, Chief of Surgery.
- Extensive input from DOM members using a number of approaches: i) Division Heads were asked to consult with their respective medical staff to identify key issues and future priorities and goals; ii) Chairs of the Standing Committees – Education, Faculty Well-Being, Finance and Research – were asked to identify priorities and goals from their respective area of focus; and iii) the DOM Executive Committee provided initial input on priorities, and used three meetings

to discuss the consultation input, and develop strategic priorities and short-term deliverables over the next two years. Throughout the process, the Division Heads were encouraged to consult with their respective medical staff. As well, Dr. Imrie encouraged Department members to send individual comments directly to him.

The main focus of the consultations was to identify opportunities and potential priorities for the DOM over the next five years. A traditional SWOT analysis (strengths, weaknesses, opportunities, threats) was not conducted. Appendix A presents the consultation input on future opportunities.

Review of Background Documents

A number of significant recent background documents provided core information to help shape the plan. In particular, these included:

- *Focus Sharpened: 5-Year Review Report* (September 1, 2009-August 31, 2014). Prepared by the Sunnybrook Department of Medicine.
- *External Review of the Department of Medicine at Sunnybrook Health Sciences Centre*, June 2, 2014. Prepared by Dr. Tomas G. Parker, MD.
- *Sunnybrook Department of Medicine Annual Report*. July 1, 2012-June 30, 2013. Previous annual reports were also reviewed.

3. Assessment of the DOM's Achievements from 2010-2015

The DOM has made significant progress achieving the goals it set out for itself for 2010-2015. An assessment of the DOM's successes is presented below.

Strategic Priority Area 1: Quality Clinical Care	
Priorities	Achievements From 2010-2015
1.1 Implement innovative inpatient and ambulatory models of acute care to improve access and quality.	<ul style="list-style-type: none"> Deployed a General Internal Medicine rapid referral clinic. Deployed obstetrical medicine clinics in partnership with the Women and Babies Program.
1.2 Improve alignment with Sunnybrook's strategic priority areas and programs.	<ul style="list-style-type: none"> Formalized discharge clinic visits in order to improve care transition from inpatient to outpatient. Developed formal partnerships with 20 community primary care physicians.
1.3 Implement innovative city-wide collaborations in areas such as obstetrical medicine, geriatrics and rheumatology.	<ul style="list-style-type: none"> Decreased the patient census per team on GIM to <25 (15% reduction).

Strategic Priority Area 2: Research	
Priorities	Achievements From 2010-2015
2.1 Improve support for clinical researchers within the DOM.	<ul style="list-style-type: none"> Implemented a mechanism to support mid-career researchers. Increased the Practice Plan research budget.
2.2 Pursue strategic recruitment of clinician scientists and investigators focused on: <ol style="list-style-type: none"> Health services research; Quality and patient safety; Educational research and scholarship; Specific academic foci within clinical programs. 	<ul style="list-style-type: none"> Implemented a strategy to communicate accomplishments of our researchers throughout the hospital. Established a named professorship and dinner for the DOM Resident Research Day. Transferred research staff from the Sunnybrook Department of Medicine Partnership (SDMP) to Sunnybrook Research Institute (SRI).
2.3 Strengthen the relationship of the DOM to SRI in support of our mutual priorities.	<ul style="list-style-type: none"> Increased DOM research contributions to SRI and the SRED program by 20%. Established a mechanism to find adequate work space for DOM and affiliated Programs' clinical research in the hospital. Improved visibility and promotion for DOM Research within and outside Sunnybrook through deployment of videos on the web. Conducted an external review of the DOM research activities and committee functioning.

Strategic Priority Area 3: Education

Priorities	Achievements From 2010-2015
3.1 Improve the experience of our learners.	<ul style="list-style-type: none"> Improved the teaching space used for Morning Report. Recruited a research assistant to support education scholarship. Instituted a process for awarding teaching stipends more transparent, focused and merit-based. Developed and deployed a regular Departmental education newsletter. Nominated at least four DOM members for external awards each year. Incorporated in each rotation a structured orientation, updated goals and access to an online rotation manual.
3.2 Advance educational leadership, research and scholarship.	
3.3 Lead in the teaching of quality and patient safety.	

Strategic Priority Area 4: Sustainability and Accountability

Priorities	Achieved
4.1 Implement a sustainable new financial management model.	<p><i>Sustainability</i></p> <ul style="list-style-type: none"> Implemented a new partnership model. Revised the SDMP partnership agreement. Established a process to take advantage of SRED credits. Implemented a faculty well-being committee. Developed and implemented a late career transition policy. Implemented a new pregnancy and parental leave policy. Developed and implemented a policy for non-partner members of the department. <p><i>Accountability</i></p> <ul style="list-style-type: none"> Improved physician hand hygiene compliance to over 90%. Created a vibrant DOM web presence. Improved communication of DOM research and education accomplishments. Deployed a departmental portal to improve communications. Conducted external reviews of two Divisions each year. Implemented performance assessments for Management Committee members and committee chairs.
4.2 Develop a sustainable recruitment plan that includes resource requirements.	
4.3 Improve faculty workplace satisfaction.	
4.4 Develop performance metrics for clinical care, research and education.	

4. Sunnybrook Department of Medicine’s Strategic Plan

Sunnybrook Department of Medicine’s Strategic Plan includes:

- Principles to Guide the Plan’s Development and Implementation
- Vision, Mission and Values of the DOM
- Strategic Priority Areas, Priorities and Goals for the DOM

Principles to Guide the Plan’s Development and Implementation

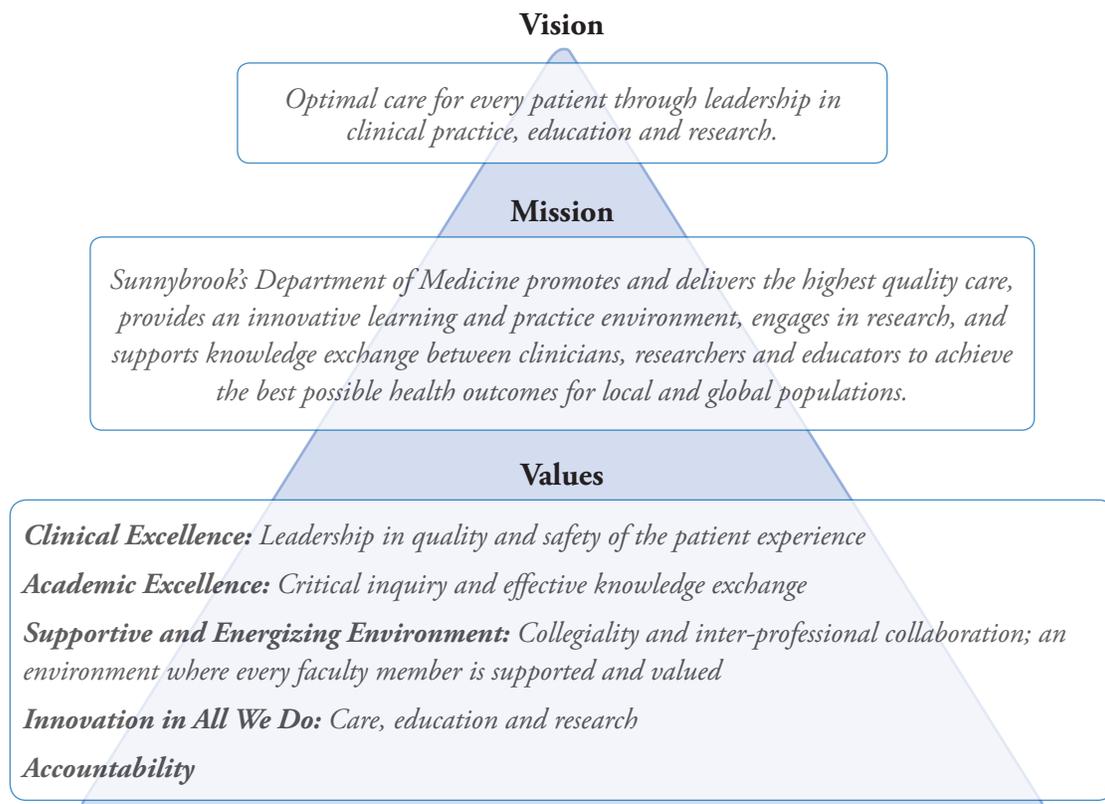
Three principles guided the development of the Strategic Plan and will guide its implementation.

1. The DOM will strategically focus its efforts.
2. The DOM’s strategic priorities will align with the priorities of its key partners most notably Sunnybrook Health Sciences Centre, Sunnybrook Research Institute, and the University of Toronto’s Department of Medicine.
3. The DOM will maximise its capacity and impact by establishing and strengthening partnerships with other programs and departments at Sunnybrook, with other hospitals in the Toronto Academic Health Science Network, and with community hospitals.

Vision, Mission and Values of the DOM

The DOM confirms that its vision and mission – which were developed in 2009 – continue to be appropriate.

As well, the values developed at that time continue to be valid with the addition of innovation in all we do, which includes care, education and research.



Strategic Priority Areas, Priorities and Goals for the DOM

Sunnybrook's DOM will focus its efforts in four strategic priority areas. These align with the key components of Sunnybrook's strategic plan.

Each DOM strategic area has associated priorities along with short-term goals that will be achieved over the next two years. (Appendix B identifies the responsibilities for delivering on each goal.)

Toward the end of Year 2, the DOM will identify its goals for Years 3 to 5 taking into account healthcare trends, changing needs and potential opportunities.

The first strategic priority area is *Quality Clinical*

Care. The DOM's priorities for 2015-2019 include continued implementation of innovative inpatient and ambulatory acute care models. Selected DOM Divisions will help lead the development of these models which will improve access and quality of care for their patients and result in a more efficient and effective use of hospital resources. Two additional priorities focus on improving alignments with Sunnybrook's strategic priorities and programs, and increasing collaborations with other departments.



1. Quality Clinical Care

Priorities	Short-term Goals (Years 1+2)
1.1 Continue implementing innovative inpatient and ambulatory models of acute care to improve access, quality and efficient and effective use of hospital resources.	<ul style="list-style-type: none"> a. Deploy Gastroenterology, Respiriology and Outpatient Parenteral Antibiotic Therapy (OPAT) rapid referral clinics. b. Develop and implement Division-specific coordinated patient triage and referral management. c. Ensure all Divisions implement processes that support timely access to primary and secondary care for patients in Sunnybrook's catchment area.
1.2 Improve alignment with Sunnybrook's strategic priorities and programs.	<ul style="list-style-type: none"> d. Explore and, if appropriate, implement a centralized ambulatory clinic pilot model.
1.3 Increase collaborations with other Sunnybrook departments.	<ul style="list-style-type: none"> e. Explore innovative ways of providing primary and secondary care including eConsultation, and visiting (sessional) care to family health teams. f. Ensure all Divisions make outpatient notes accessible in Sunnycare. g. Develop and implement innovative models of resident after-hours coverage. a. Identify and implement collaborative initiatives with Anesthesia, Surgery and other Sunnybrook departments.

The second strategic priority area is **Research**. The priorities focus on greater support for clinical researchers, strategic recruitments in selected research areas, a stronger relationship with the Sunnybrook Research Institute, and commercialization of innovations.

2. Research	
Priorities	Short-term Goals (Years 1+2)
2.1 Continue to improve support for clinical researchers within the DOM.	<ul style="list-style-type: none"> a. Increase the maximum support for researchers in the Department through the Partnership and other sources. b. Establish an endowed chair for the DOM PIC to support research in the Department. c. Partner with the Sunnybrook Foundation to support additional research chairs and/or professorships for Clinician Scientists. d. Explore opportunities for commercial ventures and inventions.
2.2 Continue to strategically recruit clinician scientists and investigators focused on: <ul style="list-style-type: none"> i) Health services research; ii) Quality and patient safety; iii) Educational research and scholarship; iv) Specific academic foci within clinical programs. 	
2.3 Continue to strengthen the relationship of the DOM to SRI in support of mutual priorities.	
2.4 Promote commercialization of innovations.	

The third strategic priority area is **Education**. The priorities emphasize improvements in the learner experience, advancement of education leadership, research and scholarship, and leadership in teaching quality and patient safety.

3. Education	
Priorities	Short-term Goals (Years 1+2)
3.1 Improve the experience of our learners.	<ul style="list-style-type: none"> a. Increase support for clinician teachers and educators through the Partnership and other sources. b. Nominate at least four DOM members for external awards each year. c. Increase the volume of education research and scholarship grants, presentations and publications by 25%. d. Continue to grow education in quality and safety in partnership with the UofT Department of Medicine. e. Create Departmental education rounds to promote interaction and collaboration among teachers and educators. f. Partner with Sunnybrook to improve physical infrastructure for teaching within the Department. g. Improve the education presence on the DOM Website.
3.2 Advance educational leadership, research and scholarship.	
3.3 Lead in the teaching of quality and patient safety.	

The fourth strategic priority area is *Sustainability and Accountability*. The priorities focus on continued evolution and development of the financial management model to support medical staff, and a recruitment plan to ensure ongoing sustainability and viability of the DOM. Other priorities include ongoing improvements to faculty workplace satisfaction and continued focus on performance metrics for clinical care, research and education.

4. Sustainability and Accountability	
Priorities	Short-term Goals (Years 1+2)
4.1 Continue to evolve and strengthen the financial management model.	<p>Sustainability</p> <ul style="list-style-type: none"> a. Develop and implement a global budgeting model for the academic budgets. b. Advocate for financial support for DOM administrative roles and those with oversight for hospital resources. c. Develop a budget to support work in quality and patient safety. d. Develop and implement at least two new/enhanced initiatives per year to support faculty development, workplace satisfaction and wellness. <p>Accountability</p> <ul style="list-style-type: none"> e. Continue to develop and report one measure of access and one measure of outcome for each Division. f. Improve the system of measuring and reporting productivity for clinician teachers and educators. g. Implement a rigorous annual review process for all part-time faculty. h. Improve physician hand hygiene compliance to >90% and maintain gains. i. Develop and implement individual physician reports that include length of stay and eDischarge completion rate. j. Incorporate multisource feedback into annual activity reporting.
4.2 Continue to evolve and strengthen the DOM recruitment plan.	
4.3 Continue to improve faculty workplace satisfaction.	
4.4 Develop performance metrics for clinical care, research and education.	

Appendix A

Input From the Consultations on Opportunities and Potential Priorities for the DOM Over the Next Five Years

The following opportunities and potential priorities for the DOM were identified over the course of the consultations.

Clinical Care

Hospital Clinical Care Strategic Priorities

- Determine how and where the DOM will provide primary and secondary care given the hospital's priority on tertiary and quaternary care.
- Define local catchment populations and communicate to other hospitals/providers.
- Assess the impact of fewer ER admissions, primary/secondary patients and inpatient resources on physician practices, continuity of care, education, research and recruitment.

Ambulatory/Inpatient Care

- Deliver innovative specialty ambulatory care that supports practices, education and research, and helps the hospital meet its strategic priorities.
- Strengthen quality and links between ambulatory and inpatient care in all Divisions.
- Strengthen the DOM in preoperative care.

Research and Innovation

- Strengthen the DOM-Sunnybrook Research Institute working relationship.
- Increase support for research (e.g., Practice Plan, hospital).
- Develop and promote a spirit of innovation in how we educate students, care for patients, and translate innovations into new/enhanced models and ways of care at Sunnybrook and beyond.

Education

- Strengthen education: more/improved space, support for early/mid-career educators, peer support, clinician teacher rounds, quality of work life for educators. Increase Practice Plan support for education.
- Address learner call schedules with potential reduced hours.
- Clarify the DOM's education brand and unique education contribution.
- Measure education quality/performance and link to accountability and support.

Quality and Safety

- Support more Clinicians in Quality and Innovation.
- Increase quality and safety initiatives, and translate to the hospital and beyond.

Human Resources

- Continue Division Head recruitments and support their work.
- Balance the growing and changing clinical and academic demands of DOM faculty and residents.
- Define the role of part-time faculty and their fit in the Division, DOM and hospital.
- Support faculty development and promotion.
- Strengthen physician wellness (e.g., building resilience, mindfulness, stress reduction, facilitating difficult conversations, giving feedback, peer-support, etc.).

Operating Issues

- Increase/enhance resources and physical space for ambulatory medical education and clinical care.
- Consolidate space to reduce DOM fragmentation.
- Synchronize e-health records across the DOM.

Profile of the DOM and the Divisions

- Increase the profile and promote the contributions of the DOM and Divisions (especially smaller ones) in the hospital.

Collaborations and Partnerships

- Increase collaboration with other Sunnybrook departments (e.g., anesthesia, surgery, family medicine, etc.).
- Partner with other DOMs in the city to strengthen Divisions.
- Develop city-wide care models and programs that include links with other hospitals and community-based practices.
- Become the academic hub for healthcare delivery in North East Toronto/Greater Toronto Area.

Appendix B: Strategic Priorities, Goals and Responsibilities

1. Quality Clinical Care		
Priorities	Short-term Goals (Years 1+2)	Responsibility
<p>1.1 Continue implementing innovative inpatient and ambulatory models of acute care to improve access, quality and efficient use of hospital resources.</p> <p>1.2 Improve alignment with Sunnybrook's strategic priorities and programs.</p> <p>1.3 Increase collaborations with other Sunnybrook departments.</p>	a. Deploy Gastroenterology, Respirology and Outpatient Parenteral Antibiotic Therapy (OPAT) rapid referral clinics.	Relevant Division Heads
	b. Develop and implement Division-specific coordinated patient triage and referral management.	All Division Heads
	c. Ensure all Divisions implement processes that support timely access to primary and secondary care for patients in Sunnybrook's catchment area.	All Division Heads
	d. Explore and, if appropriate, implement a centralized ambulatory clinic pilot model.	Physician-in-Chief Deputy Physician-in-Chief
	e. Explore innovative ways of providing primary and secondary care including eConsultation, and visiting (sessional) care to family health teams.	Physician-in-Chief Deputy Physician-in-Chief
	f. Ensure all Divisions make outpatient notes accessible in Sunnycare.	All Division Heads
	g. Develop and implement innovative models of resident after-hours coverage.	Residency Program Director
	h. Identify and implement collaborative initiatives with Anesthesia, Surgery and other Sunnybrook departments.	Deputy Physician-in-Chief

2. Research		
Priorities	Short-term Goals (Years 1+2)	Responsibilities
2.1 Continue to improve support for clinical researchers within the DOM.	a. Increase the maximum support for researchers in the Department through the Partnership and other sources.	Research Chair
2.2 Continue to strategically recruit clinician scientists and investigators focused on: i) Health services research; ii) Quality and patient safety; iii) Educational research and scholarship; iv) Specific academic foci within clinical programs.	b. Establish an endowed chair for the DOM PIC to support research in the Department.	Physician-in-Chief
	c. Partner with the Sunnybrook Foundation to support additional research chairs and/or professorships for Clinician Scientists.	Physician-in-Chief
2.3 Continue to strengthen the relationship of the DOM to SRI in support of mutual priorities.	d. Explore opportunities for commercial ventures and inventions	Working Group (to be established)
2.4 Promote commercialization of innovations.		

3. Education		
Priorities	Short-term Goals (Years 1+2)	Responsibilities
3.1 Improve the experience of our learners.	a. Increase support for clinician teachers and educators through the Partnership and other sources.	Education Chair Matt Oliver
3.2 Advance educational leadership, research and scholarship.	b. Nominate at least four DOM members for external awards each year.	Education Chair
3.3 Lead in the teaching of quality and patient safety.	c. Increase the volume of education research and scholarship grants, presentations and publications by 25%.	Education Chair
	d. Continue to grow education in quality and safety in partnership with the UofT Department of Medicine.	Quality Lead
	e. Create Departmental education rounds to promote interaction and collaboration among teachers and educators.	Education Chair
	f. Partner with Sunnybrook to improve physical infrastructure for teaching within the Department.	Education Chair Physician-in-Chief
	g. Improve the education presence on the DOM Website.	Education Chair Denise Campbell

4. Sustainability and Accountability

Priorities	Short-term Goals (Years 1+2)	Responsibility
<p>4.1 Continue to evolve and strengthen the financial management model.</p> <p>4.2 Continue to evolve and strengthen the DOM recruitment plan.</p> <p>4.3 Continue to improve faculty workplace satisfaction.</p> <p>4.4 Develop performance metrics for clinical care, research and education.</p>	Sustainability	
	a. Develop and implement a global budgeting model for the academic budgets.	Matt Oliver
	b. Advocate for financial support for DOM administrative roles and those with oversight for hospital resources.	Physician-in-Chief
	c. Develop a budget to support work in quality and patient safety.	Physician-in-Chief
	d. Develop and implement at least two new/enhanced initiatives per year to support faculty development, workplace satisfaction and wellness.	Faculty Wellness Committee
	Accountability	
	e. Continue to develop and report one measure of access and one measure of outcome for each Division.	All Division Heads
	f. Improve the system of measuring and reporting productivity for clinician teachers and educators.	Education Chair
	g. Implement a rigorous annual review process for all part-time faculty.	Physician-in-Chief
	h. Improve physician hand hygiene compliance to >90% and maintain gains.	Physician-in-Chief Deputy Physician-in-Chief
	i. Develop and implement individual physician reports that include length of stay and eDischarge completion rate.	Deputy Physician-in-Chief
	j. Incorporate multisource feedback into annual activity reporting.	Physician-in-Chief



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