Executive Summary – Strategic Retreat 2018/2019

Background
The previous strategic plan was for 2014-2019. Since the plan was determined, there have been significant leadership changes within the department. The previous plan was very detailed and in depth. Once tasks started to go uncompleted, momentum for the plan decreased and with no leadership to drive it, the plan fell through.

Objective
To develop 4 goals within in the three main focus areas of the department: Research, Clinical Services, Education. These goals must be reasonable and achievable within the next couple of years.

Process
All staff were encouraged to attend a morning retreat. This included academic staff, support staff, residents, fellows and clinical staff. Staff was placed into the 3 groups but were encouraged to move around based on where they felt they could make the best contribution. Each group presented their 4 goals to the rest of the room for discussion and clarification.

Goals
During the discussion, there were five overarching areas that staff felt should be the focus:
- Engagement
- Communications
- Recognition & reputation of the department
- Staffing
- Fiscal responsibility

Next Steps
The staff was appointed into leadership positions to oversee each of the three areas. They were provided with a summary of the goals and were tasked with taking steps to implement them. The department’s leadership team consisting of: Dr Klassen (Clinical); Dr Rashiq (Education); Dr Kerr (Research); Ms Russell (Admin/Finance) and Dr Shaw meet quarterly to discuss the progress being made including barriers and solutions.

Moving forward, communication regarding the strategic planning, including quarterly updates will be shared on the updated department website. Staff will once again be invited to participate in a strategic planning session fall 2020 where the progress on the previous goals will be discussed. Discussion will focus on which goals should be carried forward and identifying specific measures for the upcoming year as well as which goals should be replaced with others.
Goals and Recommendations for Clinical Activities

The working group for clinical activities identified four (4) main goals to advance the clinical mission in the Department over the next year.

1. Goal: Increase manpower within the Edmonton Zone
   
   **Action/Recommendations**
   
   - Explore options for increasing Anesthesia Tech support
   - Increase awareness of position availability at conferences and events
   - Support Clinical Scholar Program participants and identify potential clinical hires

2. Goal: Develop a plan for intra-zone collaboration
   
   **Action/Recommendations**
   
   - Create additional zone leads in areas such as OB, APS and PAC/PeriOp
   - Standardize drug and airway carts
   - Establish zone policies on retirement and maternity/paternity leave
   - Develop cardiac curriculum for peri-op echo

3. Goal: Establish a budget for clinical activities
   
   **Action/Recommendations**
   
   - Determine feasibility to manage our own budget for anesthesiology purchases – currently managed by AHS
   - Explore external and internal funding sources
   - Develop guidelines for sustainable purchasing and promoting sustainable resources

4. Goal: Promote our value
   
   **Action/Recommendations**
   
   - Determine key areas the Edmonton zone can focus attention as centers of excellence
   - Increase both internal and external awareness of areas of excellence
Goals and Recommendations for the Education Office

The working group for the education office identified three (3) main goals to advance the education mission in the Department over the next year.

1. Goal: Define the minimum necessary level of engagement in education for each clinical practitioner within the Zone
   Action/Recommendations
   - Use the aggregate number of hours of non-clinical teaching we need to deliver within the Zone per year and the number of practitioners we have to estimate what each person might fairly be asked to deliver.
   - Learn from practitioners about current barriers to participating in clinical and non-clinical teaching.
   - Review existing tools for tracking participation in education to see if they fairly capture the time and effort spent.
   - Review existing compensation methods for teaching to see if they can be improved

2. Goal: Develop a plan for continuing education of current staff anesthesiologists
   Action/Recommendations
   - Appoint a Director of Continuous Professional Learning
   - Solicit ideas from staff on what topic areas are most desired
   - Explore non-traditional methods of education that might fit well with the lifestyle of our practitioners

3. Goal: Develop a plan for learners from outside the Department
   Action/Recommendations
   - Decide who we are going to agree to educate besides medical students, residents, fellows and staff anesthesiologists
   - Determine the costs and benefits, in the broadest senses, for each such group
   - Begin the creation of plans for each such group that take into account need, alternative options, costs, level of interest, teaching burden and measures of success.
   - Initiate a zone-wide discussion about which of these groups of potential learners we should engage with.
Goals and Recommendations for the Research Team
The working group for the office of research identified four (4) main goals to advance the research mission in the Department over the next year.

1. Goal: Raise the research profile of the Department: within the Department itself, within the Faculty of Medicine, Provincially and Nationally
   Action/Recommendations
   • Expand the research capacity with the department through targeted recruitment. Pain research was identified as an area for growth.
   • Formalize adjunct appointments with members of the Departments of Physiology, Pharmacology and Critical Care. Engage with these members to provide research support and infrastructure for residents and clinicians within the Department.
   • Build relations with existing University Institutes (WHCRI, NMHI)

2. Goal: Engage the clinicians and residents for translational research projects
   Action/Recommendations
   • Establish a project database
   • Make it a core value of the Department to support research
   • Develop Webpage and Newsletter for the Office of Research to advertise/disseminate info on projects, funding opportunities and raise awareness of the Department’s success in research
   • Site chiefs to identify ‘Research leads’ to increase communication between the Office of Research and the various hospitals across the Zone

3. Goal: Promote internal collaboration
   Action/Recommendations
   • Propose a quarterly Departmental ‘Research Meeting’ in which labs, residents and clinicians can hear about updates and research overviews of ongoing projects in the various laboratories in the Department.

4. Goal: Increase funding for discovery/translational science and clinical studies
   Action/Recommendations
   • Identify non-traditional funding sources
   • Identify and build partnerships with industry or other agencies that will bring research funds into the Department