2016 - 2018 Strategic Goals

Last Updated: June 7, 2016

	Status
1: Provide best CPD practices through planning and implementing effective programs	
1.1 Design and implement a comprehensive needs assessment process to identify both perceived and unperceived needs of learners	0
1.2 Ensure all curriculum planning committees are following best educational practices	0
1.3 Provide self-directed learning activities that embed reflective practices and self-assessment tools to help healthcare professionals identify and understand individual learning needs	0
1.4 Use an ongoing evaluation plan to ensure learning needs are being met through effective programs	0
1.5 Provide opportunities for professionals to maintain clinical, teaching, leadership and CanMEDS competence in their field.	0
1.6 Ensure leadership reflects innovative, educational best practices in CPD/FD approaches	0
1.7 Communicate effectively to all healthcare groups, faculty and key stakeholders	0
1.8 Provide leadership opportunities and deliver appropriate recognition for demonstrated leadership and contributions to CPD and FD	0
2: Foster interprofessional education and collaborative practice	
2.1 Use the Canadian Interprofessional Health Collaborative (CIHC) Interprofessional Competency Framework (2010) to inform program design	0
2.2 Work closely with the FHS offices to ensure consistency in programing, share resources and avoid duplicating agendas	0
2.3 Foster behaviours that promote patient-centred care and collaborative practice	0
2.4 Offer programs that include two or more healthcare practitioners from different professions	0
3: Integrate innovative instructional design strategies into all programs	
3.1 Determine how best to design and deliver programs to meet the needs of the target population	0
3.2 Blend new technologies and pedagogical innovations into program design and implementation strategies that best meet both individual and group needs	0
4: Engage in scholarship through research and innovation in CPD	
4.1 Inventory current CPD activities through an innovative scholarly lens	0
4.2 Translate knowledge of research and innovation	0
4.3 Network with community partners, educators, practitioners, and patient/clients through sharing idea	0
5: Maintain a model of sustainability	
5.1 Maintain diversified funding model through collaborative partnerships	0
5.2 Maintain the support and collaboration with the Decanal Team and Finance Office	0
5.3 Continue to accredit programs	0

Objective	Targets	
	2016	2017
1.1 Design and implement a comprehensive needs assessment process to identify both perceived and unperceived needs of learners	CPD: Design a focused online needs assessment for launch in fall 2016 CPD & FD: Redesign the way the office uses needs assessment by creating a common bank of needs from all resources (literature, guidelines, program evaluations, statistics, focus groups, stakeholder interviews, ICES and CEPSSN databases, hospital, CCAC and LIHN data etc.) by end of year 2016	CPD & FD: Work with EdTech to design a function in Program Centre to map needs assessments to session objectives
1.2 Ensure all curriculum planning committees are following best educational practices	CPD & FD: Develop a formal planning committee process and have prepared materials prior to each meeting by fall 2016 CPD & FD: Set program objectives with planning committee prior to session topics being chosen by fall 2016 FD: Collaborate with three regional partners per term to offer regional programs FD: Advising on best practices including accreditation	CPD & FD: evaluate and revise planning committee process by spring 2017 FD: Collaborate with three regional partners per term to offer regional programs FD: Advising on best practices including accreditation
1.3 Provide self-directed learning activities that embed reflective practices and self-assessment tools to help healthcare professionals identify and understand individual learning needs	CPD - Refresh the self directed learning website with updates links and current resources by spring 2016 FD - create and launch four asynchronous online modules regarding advance teaching strategies by end of year 2016 FD - Research/plan for the FD Mentorship program CPD/FD to embed SDL principles into program design for regular programs (ie pre/post tests and reflective activities, facilitated feedback) CPD/FD to gather practice questions from all program registrants to inform presenters of the audience needs.	CPD - Complete self directed learning scoping review (CanMEDS Grant) by summer 2017 FD - create and launch 6 more asynchronous online modules completing the advance learning series Inventory our CPD/FD programs to ensure at least 40% embed SDL Help physicians/health teams/Faculty in our region access data to inform practice/teaching change/improvement (ie CPCSSN, teaching evaluations, peer feedback, Ottawa database with practice Q&A, ICES)

1.4	Use an ongoing evaluation plan to ensure learning needs are being met through effective programs	CPD & FD: Review and refine evaluation plan and incorporate FD by summer 2016 CPD & FD: Complete 2016 evaluation of the office by end of year 2016 CPD: gather information related to how new graduates prefer to receive education by fall 2016	CPD & FD: Complete 2017 evaluation of the Office by end of year CPD: Design a program based on the learning preferences of newly graduated healthcare professionals by the end of year 2017
1.5	Provide opportunities for professionals to maintain clinical, teaching, leadership and CanMEDS competence in their field.	CPD & FD: create a tool to assist healthcare practitioners to identify scope of practise CPD: Work with CFPC and RCPSC to begin design of a CPD competency guide FD: Programs and activities with broad faculty interest or need FD: Transition of PGME to competency-based medical education FD: Development of research capacity	CPD & FD: Launch a tool to assist healthcare practitioners to identify scope of practise CPD: Continue to work with CFPC and RCPSC to design a CPD competency guide FD: Programs and activities with broad faculty interest or need FD: Transition of PGME to competency-based medical education FD: Development of research capacity
1.6	Ensure leadership reflects innovative, educational best practices in CPD/FD approaches	CPD & FD: Facilitate an external office review by Spring 2016 CPD & FD: Hire or extend Associate Dean position CPD & FD: Expand CPD Advisory Committee to govern FD and review member representation in terms of referance	CPD & FD - Review *Advisory Committee* membership and Terms of Reference
1.7	Communicate effectively to all healthcare groups, faculty and key stakeholders	CPD & FD: Communicate programs offered through emails, posters, pamphlets CPD & FD: Create a template for an annual report	CPD & FD: Communicate programs offered through emails, posters, pamphlets CPD & FD: Produce annual report by May 2017
1.8	Provide leadership opportunities and deliver appropriate recognition for demonstrated leadership and contributions to CPD and FD	CPD: Determine a relevant framework for a acknowledgment process for professionals by end of year 2016 FD: Evaluate PERP awards (are they meeting the goals of the program) and create a plan for change by end of year 2016	CPD: Provide an acknowledgment process for professionals FD: Launch new FD recognition program

> Note: Additional targets will be added if Echo funding or other grants are received

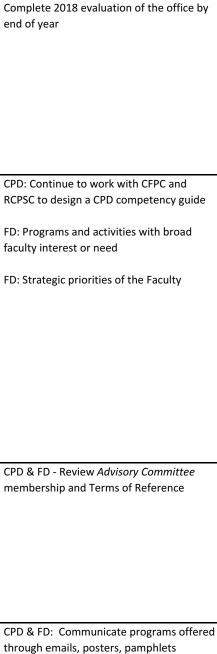| 2018 |
| --- |
| CPD: Administer the 2016version needs assessment with any applicable updates to determine new needs by fall 2018 |
| CPD: prepare to share findings with advisory committee and program planning committees in 2019 |
| FD: Administer a FD specific needs assessment spring 2018 |
| FD: Summarize and share results with stakeholders in fall 2018 |
| CPD & FD: evaluate and revise planning committee process by spring 2018 |
| FD: Collaborate with three regional partners per term to offer regional programs |
| FD: Advising on best practices including accreditation |
| CPD & FD - Implement scoping review findings into educational offerings including online models |
| Inventory our CPD/FD programs to ensure at least 80% embed SDL |
| Launch faculty mentorship/preceptorship/coaching program |

Complete 2018 evaluation of the office by end of year

CPD: Continue to work with CFPC and RCPSC to design a CPD competency guide

FD: Programs and activities with broad faculty interest or need

FD: Strategic priorities of the Faculty

CPD & FD - Review *Advisory Committee* membership and Terms of Reference

CPD & FD: Communicate programs offered through emails, posters, pamphlets
CPD & FD: Produce annual report by May 2018

CPD: Provide an acknowledgment process for professionals

FD: Run a recognition program for faculty

Strategic Goal 2: Foster Interprofessional education and collaborative practice

Last Updated: June 7, 2016

Objectives	Targets		
	2016	**2017**	**2018**
2.1 Use the Canadian Interprofessional Health Collaborative (CIHC) Interprofessional Competency Framework (2010) to inform program design	FD: Work with various Queen's offices to develop programs that meet Interprofessional needs CPD: include IP competencies in planning committee discussion through SPC template	CPD & FD: incorporate CanMeds IPTCPD grant framework findings into at least 20% of 2017 programs	CPD & FD: incorporate CanMeds IPTCPD grant framework findings into at least 20% of 2018 programs
2.2 Work closely with the FHS offices to ensure consistency in programing, share resources and avoid duplicating agendas	CPD & FD: Continue to work collaboratively with offices FD: Attend and present at each school's team meeting at least once a year CPD & FD: Create a quarterly FHS managers meeting to discuss projects	FD: Bring FD programs created by other departments into Program Centre CPD & FD: Continue to work collaboratively with offices FD: Attend and present at each school's team meeting at least once a year CPD & FD: Maintaining FHS Manager's meeting quarterly	FD: Bring FD programs created by other departments into Program Centre CPD & FD: Continue to work collaboratively with offices FD: Attend and present at each school's team meeting at least once a year CPD & FD: Maintaining FHS Manager's meeting quarterly
2.3 Foster behaviours that promote patient-centred care and collaborative practice	CPD: Continue to include a patient on advisory committee CPD: Use patient data to inform program development CPD: Include patient perspective pearl in post conference survey CPD: Provide CPD programs that allow opportunities for different healthcare professionals to work together as a team FD: Reinforce patient centred care into programs	CPD: Continue to include a patient on advisory committee CPD: Use patient data to inform program development CPD: Include patient perspective pearl in post conference survey and option to reflect CPD: Provide CPD programs that allow opportunities for different healthcare professionals to work together as a team FD: Reinforce patient centred care into programs	CPD: Continue to include a patient on advisory committee CPD: Use patient data to inform program development CPD: Include patient perspective pearl in post conference survey and option to reflect CPD: Provide CPD programs that allow opportunities for different healthcare professionals to work together as a team FD: Reinforce patient centred care into programs

2.4	Offer programs that include two or more healthcare practitioners from different professions	CPD: Offer team based discount to encourage IP teams attending together in 20% of programs	CPD & FD: have planning committees represent an IP audience for at least 50% of programs	CPD & FD: have planning committees represent an IP audience for at least 50% of programs
		FD: Work with all three Schools to create programs that would meet an IP need	CPD & FD: include a recommendation of who should attend each program that is targeted to IP audience	CPD & FD: have planning committees discuss inviting IP speakers / facilitators to match the needs of the target audience
				CPD & FD: include a recommendation of who should attend each program that is targeted to IP audience

Strategic Goal 3: Integrate innovative instructional design strategies into all programs

Last Updated: June 7, 2016

Objectives	Targets		
	2016	**2017**	**2018**
3.1 Determine how best to design and deliver programs to meet the needs of the target population	CPD & FD - Research innovative program delivery strategies for CPD including face-to-face, online and blended learning through a review of literature, environmental scan, and annual reports on a Quarterly bases	CPD & FD - Research innovative program delivery strategies for CPD including face-to-face, online and blended learning through a review of literature, environmental scan, and annual reports on a Quarterly bases	CPD & FD - Research innovative program delivery strategies for CPD including face-to-face, online and blended learning through a review of literature, environmental scan, and annual reports on a Quarterly bases
	FD & CPD - Redesigned instructional strategies and content based on feedback surveys	FD & CPD - Redesigned instructional strategies and content based on feedback surveys	FD & CPD - Redesigned instructional strategies and content based on feedback surveys
	FD & CPD - Design feedback surveys for program participants to ensure learning objectives and individual needs were met	FD & CPD - Design feedback surveys for program participants to ensure learning objectives and individual needs were met	FD & CPD - Design feedback surveys for program participants to ensure learning objectives and individual needs were met
	FD & CPD - Use registration process to customize information presented for participants	FD & CPD - Use registration process to customize information presented for participants	FD & CPD - Evaluate registration process questions and it's ability to customize presentations
		FD - Began a dialogue between the FD Office and LHEARN or others outside of Queen's about simulation lab	

| 3.2 | Blend new technologies and pedagogical innovations into program design and implementation strategies that best meet both individual and group needs | CPD - Have at least one interactive component (beyond Q&A) or pre or post learning activities in all programs

FD - Run one program on Teaching Simulation

CPD - At least two programs per year with hands on learning (CEC, SIM Lab etc.)

FD - Develop and launch 4 Advanced teaching online modules

FD - create a webinar series with facilitated post discussion and run 6 in 2016 | CPD - At least three programs per year with hands on learning (CEC, SIM Lab etc.)

CPD - Have at least one interactive component (beyond Q&A) or pre or post learning activities in all programs

FD - Run one program on Teaching Simulation

CPD - At least two programs pre year with hands on learning (CEC, SIM Lab etc.)

FD - Develop and launch 4 Advanced teaching online modules

FD - Run Webinar series with facilitated post discussion and run 6 in 2017 | CPD - At least four programs per year with hands on learning (CEC, SIM Lab etc.)

CPD - Have at least one novel interactive component (beyond Q&A) or pre or post learning activities in all programs

FD - Run one program on Teaching Simulation

CPD - At least two programs pre year with hands on learning (CEC, SIM Lab etc.)

FD - Develop and launch 4 Advanced teaching online modules

FD - Run Webinar series with facilitated post discussion and run 6 in 2018 |

Strategic Goal 4: Engage in scholarship through research and innovation in CPD

Last Updated: June 7, 2016

Objectives	Targets		
	2016	**2017**	**2018**
4.1 Inventory current CPD activities through an innovative scholarly lens	CPD & FD: Include a member of the OHSE on the Advisory Committee CPD & FD: Develop a partnership with the OHSE to assist with the research agenda CPD & FD: Collaborate and contribute to innovative scholarly projects CPD: Collaborate with OHSE on re-designing the formal office evaluation Appoint someone to take the lead on conducting an inventory of CPD activities through an environmental scan	CPD & FD: Involve a Research Assistant to lead on collecting and analyzing data, conducting literature reviews, and supporting research CPD & FD: Collaborate and contribute to innovative scholarly projects CPD: Create an office research webpage	CPD & FD: Collaborate and contribute to innovative scholarly projects
4.2 Translate knowledge of research and innovation	CPD & FD: Disseminate innovative research findings through external scholarly portals	CPD & FD: Disseminate innovative research findings through external scholarly portals	CPD & FD: Disseminate innovative research findings through external scholarly portals
4.3 Network with community partners, educators, practitioners, and patient/clients through sharing ideas, activities and practices both within the LHIN and beyond	CPD & FD: Involve stakeholders and key opinion leaders in the development, implementation, and / or dissemination of research activities	CPD & FD: Involve stakeholders and key opinion leaders in the development, implementation, and / or dissemination of research activities	CPD & FD: Involve stakeholders and key opinion leaders in the development, implementation, and / or dissemination of research activities

Progress Update		
2016	2017	2018

Strategic Goal 5: Maintain a model of sustainability

Last Updated: June 7, 2016

Objectives	Targets		
	2016	**2017**	**2018**
5.1 Maintain diversified funding model through collaborative partnerships	Maintain a balanced or profitable budget Have diverse sources of funding, scheduling grants to end at different times Source alternative faculty development funding to increase sustainability Collaboration with external and internal stakeholders	Fund a large scale CPD project with a portion of the carry forward funds, with the goal of creating a profitable program Have diverse sources of funding, scheduling grants to end at different times Launch at least one FD program for an external audience with the aim of generation a profit Collaboration with external and internal stakeholders	Maintain a balanced or profitable budget Have diverse sources of funding, scheduling grants to end at different times Run at least one faculty development program for an external audience that generates a profit Collaboration with external and internal stakeholders
5.2 Maintain the support and collaboration with the Decanal Team and Finance Office	Create a sustainable budget that aligns with expected outputs for faculty development Meet regularly with Advancement to keep CPD and FD at top of mind when meeting with donors CPD: Make a one pager for Advancement to use when speaking with advancement	Where possible align programs with the funding opportunities within the faculty Volunteer to be on faculty wide committees to work collaboratively with the faculty Maintain a sustainable budget that aligns with expected outputs outputs for faculty development	Work with the Dean of FHS to situate CPD as one of the main educational components in the FHS Maintain a sustainable budget that aligns with expected outputs for faculty development
5.3 Continue to accredit programs	Maintain Quinte Health Bulk Accreditation Accredit for Lakeridge and other external programs chaired by Queen's faculty Continue to accredit both CPD and FD programs Accredit at least 3 MD Briefcase program	Maintain Quinte Health Bulk Accreditation Accredit for Lakeridge and other external programs chaired by Queen's faculty Continue to accredit CPD and FD programs	Maintain Quinte Health Bulk Accreditation Accredit for Lakeridge and other external programs chaired by Queen's faculty Continue to accredit CPD and FD programs