

Radical Collaboration 2026 School of Medicine

Strategic Plan 2021-2026



Radical Collaboration for a Healthier World

Introduction

In 2021, Queen's Health Sciences defined its aspirational future with a strategy called "Radical Collaboration for a Healthier World". Work is underway on initiatives related to five priorities: Interdisciplinary Research, Integrated Health Sciences Education, Clinical Impact in the Community and Beyond, Commitment to EDIIA, and Thriving People and Nurturing Culture.

The School of Medicine is fully aligned with the faculty-wide initiatives of Radical Collaboration. The principles of the strategy are being integrated into daily clinical and academic work. In the fall of 2022, leaders paused to reflect on specific School of Medicine intentions around the Radical Collaboration priorities.

This strategic engagement included interviews with leaders from across the school from July to October 2022. Insights from these discussions culminated in a retreat on November 10, where approximately 60 faculty, staff, and students from the School of Medicine and its partners met to deepen their understanding of the potential for Radical Collaboration in their spheres, and to set directions for the School of Medicine with the faculty strategy as the foundation.

Radical Collaboration 2026

School of Medicine

Guiding Principles



Foster a nurturing and supportive culture



Amplify the focus on issues of health equity, access to care, and sustainable health systems



Serve within the local community and expand our impact for undeserved areas



Use the full range of knowledge and experience in the SOM to benefit research and teaching



Build common purpose and connections across the 17 departments in the School of Medicine



Interdisciplinary Research

Ensure that new knowledge production across the School of Medicine is collaborative by design, enabling research that transforms health and practice across all dimensions.

- Develop processes for integrated recruitment, opportunities for internal peer reviews across disciplines and shared resources across departments
- Ensure design for the new health sciences complex integrates opportunities for research collaboration, both deliberate and incidental
- Build on existing alliances for the next generation of shared knowledge development
- Integrate inquiry-based learning across the curriculum to build capacity for research among clinical and clinical-adjacent learners and practitioners
- Take a school-wide approach to increasing research funds: shared grants, relationships with philanthropy and industry opportunities



Integrated Health Sciences Education

Create flexible pathways between programs, resources, and processes to open up opportunities for individualized learning, research, and innovation. Facilitate pathways across disciplines and departments to work together on ideas that matter.

- Create a simplified organizational chart to clarify relationships, resource sharing, and access to cross-platform connections
- Map the structural processes that limit collaboration and create an operational strategy for improvement

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(Integrated Health Sciences Education continued)

- Shift distributed resources to enable centralized supports across programs
- Fulfill the potential of the Lakeridge Health and Weeneebayko Area Health Authority initiatives, and integrate more clinicians, researchers, and learners into the projects
- Identify topics for shared learning, both in the classroom and in practice environments
- Expand existing cross-disciplinary initiatives like Global Health
- Create stronger links between the clinical areas, basic sciences, and undergraduate education for shared projects that respond to clinical needs

Clinical Impact in the Community and Beyond

Improve the health of the community where we work and learn

- Fulfill the potential of the Lakeridge Health partnership, Weeneebayko Area Health Authority Health Campus, and Primary Care Health Home in Kingston; amplify visibility as part of the School of Medicine mission to influence community health and health equity
- Expand community partnerships to incorporate other aspects of the School of Medicine (e.g., PGME) and look for opportunities for service learning for students in undergraduate and post-grad science programs



Commitment to EDIIA

Embed EDIIA principles and structures across all programs and processes, working toward a fully accessible environment and an inclusive culture.

- Minimize systemic barriers faced by applicants through equitable and inclusive admission and transition processes
- Increase opportunities for equity-deserving learners to engage within the academic and non-academic community at Queen's Health Sciences



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(Commitment to EDIIA continued)

- Increase faculty engagement and retention by creating a culture that recognizes small contributions, skills, strengths, compassion, care and expressing genuine thanks
- Adapt and implement a Queen's Health Sciences Inclusive Curriculum Model
- Advance an EDIIA interprofessional approach to the curriculum
- Develop infrastructure to formalize Queen's Health Sciences EDIIA-related professional development
- Make explicit links between initiatives such as Kaleidoscope Institute for Global and Population Health, Weeneebayko Area Health Authority Health Campus, and Queen's-Lakeridge Health MD Family Medicine Program, as part of the EDIIA strategy
- Integrate planetary health and climate change into EDIIA work

Thriving People and Nurturing Culture

Support students, staff, and faculty with resources that foster personal wellbeing and the wellbeing of the broader community so that people can work toward their fullest potential.



- Increase access to resources and supports for student, staff, and faculty wellness
- Create a process improvement team with a mandate to simplify work systems and processes
- Ensure the design for the new health sciences complex incorporates space and structures that enable accessibility and wellbeing
- Acknowledge and support faculty and learners on the clinical frontlines with ease of academic process
- Emphasize a culture of care, compassion, and accountability, anti-oppressive practice and acknowledgement and recognition

