



Anesthesia Into The Future: A Snapshot 2013-2017

DEPARTMENT OF ANESTHESIA, PAIN MANAGEMENT
& PERIOPERATIVE MEDICINE

STRATEGIC PLAN

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Capital Health



IWK Health Centre



**DALHOUSIE
UNIVERSITY**
Inspiring Minds
Faculty of Medicine





MESSAGE FROM THE CHAIR

The Department of Anesthesia, Pain Management and Perioperative Medicine began defining its priorities through an inclusive and iterative strategic planning process in 2007. On the following pages you will see what department members have outlined as the priorities and actions for 2013–2017, which will move us toward our collective vision of a culture of excellence in anesthesia clinical practice and programs, research and education.

The department, based on the priorities defined for 2007–2012, has invested in new infrastructure and technology, including an anesthesia information system and database development, which have resulted in improved quality care initiatives and greater accountability in clinical care, education and research. We have secured new equipment and added efficiencies in patient care, boosted our research productivity and surpassed education accreditation standards. Strategic planning, that is defining where we're headed as a department and how to get there, is an excellent investment in the department's future which pays dividends today.

Continuing to build on our previous successful track record, this most recent version of the department's strategic plan sets out a course of action for the next five years that is ambitious yet achievable. We have the right plan and, more importantly, the right people to make this happen.

Romesh Shukla

Head/Chief of Anesthesia, Pain Management & Perioperative Medicine
Dalhousie University/CDHA



EXECUTIVE DIRECTOR'S MESSAGE

Strategic planning is no longer new to the Department of Anesthesia, Pain Management and Perioperative Medicine, but it was in 2007. Like many organizations, the department ran the risk of not engaging its members and thus not achieving a return on its investment nor a realization of its aspirations. As the saying goes, we've come a long way.

The department is now into its sixth year of building, implementing and reinventing a plan that sets the course for it and its members. Working toward a collective vision that enriches our clinical and academic pursuits is now a reality. The achievements in quality assurance and patient safety, research and education that have occurred since initiating strategic planning attest to the engagement of department members, as well as the support of colleagues and partners in other areas of medicine and health. We believe we are setting standards in accountability and transparency and in bringing together members to strengthen the department.

This subsequent five-year strategic plan continues to build on this success story and it is once again my privilege to be the steward of this process and its implementation.

Marilyn Girouard

Executive Director

Anesthesia Research, Programs & Strategic Planning



VISION, MISSION

Vision: A culture of excellence in anesthesia clinical practice and programs, research and education.

Mission: To deliver anesthesia services through up-to-date clinical care based on the latest evidence (research) and knowledge (education).

THE DEPARTMENT OF ANESTHESIA BELIEVES THAT:

- Patients are entitled to safe, evidence informed, humanistic care
- Life-long learning is a pre-requisite to safe, competent care and professional, compassionate clinicians
- Scholarly curiosity is fundamental to the improvement and enhancement of patient care
- Stewardship of local and global resources is a departmental responsibility
- Transparency, accountability in combination with creative thinking and leadership are imperative to the department's quest for excellence



STRATEGIC PLANNING AT A GLANCE

STRATEGIC DIRECTIONS

CLINICAL EXCELLENCE

SCHOLARLY LEADERSHIP

INNOVATIVE EDUCATION

ROBUST INFRASTRUCTURE

LEADING TO

A cadre of well supported and renowned clinicians, researchers, educators and administrators providing world leading anesthesia services and programs in support of Dalhousie University's, Capital Health's and the IWK Health Centre's respective missions

WHICH IN TURN WILL CREATE

A culture of anesthesia excellence enabling the delivery of safe, up-to-date, innovative clinical care, research and education



STRATEGIC OUTCOME #1

Clinical Excellence

A cadre of well supported and renowned clinicians who continue to provide world leading anesthesia services and programs in support of Capital Health's mission.

Indicators:

- Family-centered clinical practice that consistently meets and/or exceeds standards
- Optimal pain control/management
- Patient satisfaction
- Accountable ethical practice
- Establishment of an effective patient/physician relationship
- Informed patients
- Evidence-informed clinical practice
- Collaborative endeavours with interdisciplinary groups
- Royal College of Physicians and Surgeons of Canada accreditation
- Transformational change

Key Actions:

The following will be achieved:

- A Quality Assurance/Patient Safety Office
- Dissemination of new, useful evidence as it relates to best clinical practices
- Improvements to the Same Day Admission Clinic
- Facilitation of a national/international patient care standards/outcome meeting
- Expansion of the Regional Block Service to facilitate patient accessibility
- Integration of Pain Management Services to allow for seamless, efficient patient care
- Recruitment of high calibre anesthesiologists while retaining the current pool of skilled practitioners
- Implementation of a clinical accountability framework



STRATEGIC OUTCOME #2 | Scholarly Leadership

A cadre of renowned researchers who are well supported by a transparent and accountable Office of Research possessing an appropriate infrastructure designed to facilitate research endeavours.

Indicators:

- Scholarly curiosity
- Scholarly synthesis
- Scholarly translation
- Scholarly communication

Key Actions:

The following will be achieved:

- Grants totalling at least \$1M
- 30 or more publications in peer reviewed journals; 80% of which are collaborative
- 40 or more presentations at local, national and international conferences
- 30% or more collaborative research projects
- Dissemination of the research accountability report



STRATEGIC OUTCOME #3 | Innovative Education

A cadre of renowned educators who are well supported by a transparent and accountable Office of Education possessing an appropriate infrastructure designed to facilitate educational endeavours.

Indicators:

- Adherence to adult learning principles
- Learner satisfaction/success
- Synthesis/translation
- Ethical practice
- Leadership
- Mentorship
- Facilitation
- Innovation
- Competence

Key Actions:

The following will be achieved:

- A growing fellowship program
- A mentorship program(s) that encompasses all new staff
- An active and topical journal club that engenders critical thinking
- Continuing professional development opportunities based on identified needs and futuristic thinking/trends
- Simulation learning activities
- A residency program that continues to attract the brightest talent
- An undergraduate experience that nurtures future candidates for anesthesia residency
- An education accountability report
- A global health program that builds capacity in developing partner countries



STRATEGIC OUTCOME #4 | Robust Infrastructure

An efficient, effective administrative infrastructure inclusive of communications, finance, information management and strategic partnerships that supports a culture of excellence and the department's mission.

Indicators:

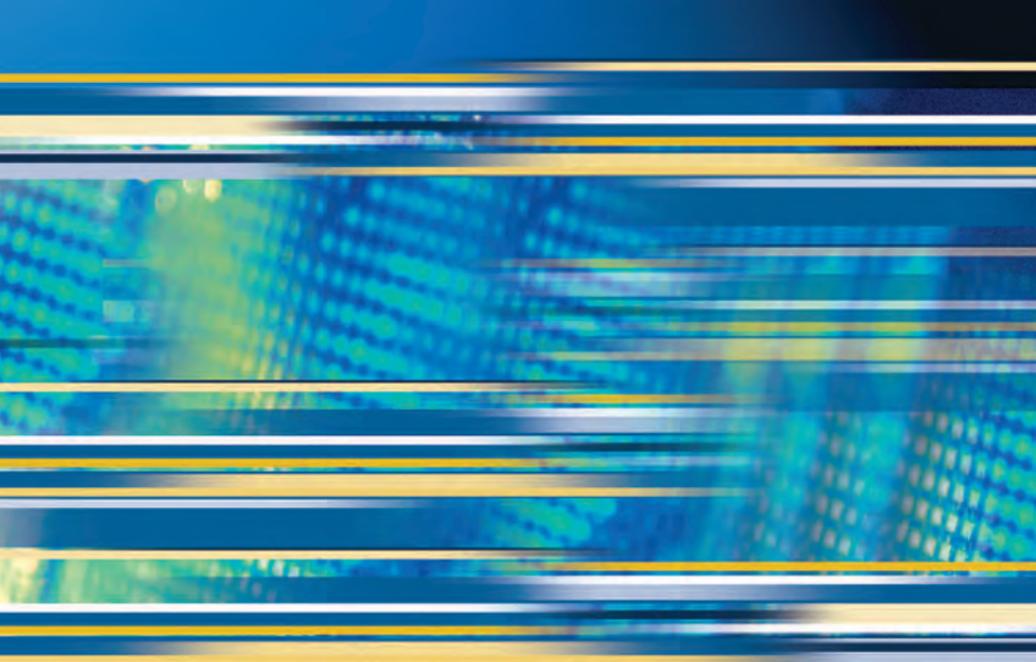
- Customer satisfaction
- Smooth day-to-day operations
- Efficiency
- Effectiveness
- Change management
- Leadership
- Fiscal responsibility
- Openness/transparency

Key Actions:

The following will be achieved:

- A recognition strategy that acknowledges staff contributions
- A performance development system that nurtures departmental talent
- Communication strategies that keep departmental staff and the broader community informed and up-to-date on anesthesia activities, accomplishments and initiatives
- Strategic partnerships that enable the aims and objectives of the department's agenda
- Operationalization of an information management strategy with up-to-date, state-of-the-art technology, processes and systems
- Implementation of accountability frameworks and supporting databases





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