

DEPARTMENT OF ANESTHESIA



Office of Research Strategic Plan

VISION

A culture of excellence in anesthesia clinical practice, programs, research and education. The department will be nationally and internationally recognized for its scholarly activities and will maintain its reputation for excellent clinical care.

MISSION

We engage in the discovery of new knowledge to advance the science and practice of anesthesia through scholarly inquiry and its translation into improved health practices, products and outcomes for the communities we serve.



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Office of Research

STRATEGIC DIRECTIONS

The following will have been accomplished in three years:

1

A **learning** environment characterized by a culture of curiosity and collaboration.

2

An enhanced research **profile** among the communities we serve.

3

An informed **plan** that builds research capacity and guides our success.

4

An appropriately **resourced** program that facilitates our achievements, individually and collectively, and reflects our values of transparency and accountability.

1 A learning environment characterized by a culture of curiosity and collaboration.

2010 - 11

Actions	Lead	DD
1.1 Participate in research outreach activities and contribute to continuous learning environment		
1.1.1 Engage in student outreach activities to provide non-medical students with clinical experience (Priority Action)	Researchers	Aug-11
1.1.2 Hold regular meetings related to research (i.e. Research Club)	Managing Director	Ongoing
1.1.3 Support and track participation on hospital and university research ethics boards	Managing Director	Ongoing
1.1.4 Encourage participation and attendance at Anesthesia Research Day	Medical, Resident Research and Managing Directors	Apr-11
1.1.5 Solicit feedback from Research Day participants	Medical, Resident Research and Managing Directors	May-11
1.1.7 Participate in Continuing Professional Development activities and profile research when appropriate	Managing & Medical Directors (Office of Education)	Ongoing
1.2 Facilitate the integration of the research agenda into all programs		
1.2.1 Support research component of fellowship program	Researchers	Ongoing

2011 - 12

Actions	Lead	DD
Ongoing		
Ongoing		
Ongoing		
Implement changes based on feedback	Medical, Resident Research and Managing Directors	Apr-12
Ongoing		
Evaluate research component of fellowship program	Fellowship Directors, Managing Directors (Education, Research)	Oct-11

2012 - 13

Actions	Lead	DD
Ongoing		
Ongoing		
Ongoing		
Ongoing		

1 A learning environment characterized by a culture of curiosity and collaboration.

2010 - 11

Actions	Lead	DD
1.2.2 Assist programs and individuals in developing research agendas	Sr. Research Consultant, Managing Director	Jun-11
1.2.3 Engage in knowledge translation activities	Researchers	Ongoing
1.3 Engage learners (residents) with an appreciation for research		
1.3.1 Recruit research-oriented residents through selection criteria and participation on interview teams (Priority Action)	Researchers, Residency Program Director	Feb-11
1.3.2 Ensure that residents participate in, and produce, quality research that results in publication in peer reviewed journals	Resident Research Director	Ongoing
1.3.3 Identify strategies that will support residents who wish to pursue research-related graduate education during residency	Resident Research Director	Feb-11
1.3.4 Lead resident research workshop series	Resident Research Director	Ongoing

2011 - 12

Actions	Lead	DD
Assist programs in developing research agendas	Sr. Research Consultant, Managing Director	
Ongoing		
Ongoing		
Evaluate the strategies designed to support residents in pursuing research-related graduate education during residency	Resident Research Director	
Ongoing		

2012 - 13

Actions	Lead	DD
Ongoing		
MD/PhD program during residency	Resident Research Director	2013/14
Ongoing		

2010 - 11

Actions	Lead	DD
2.1 Build partnerships, collaborations and awareness of our activities		
2.1.1 Develop a strategy on cultivating collaborations with other departments (Priority Action)	Sr. Research Consultant, Medical and Managing Directors	May-11
2.1.2 Secure cross and adjunct appointments to appropriate departments and participate in their academic and administrative activities	Chair	Ongoing
2.1.3 Invite other researchers to a department research event	Executive, Medical and Managing Directors	Jun-11
2.1.4 Inventory networking opportunities	Managing Director	Aug-11
2.2 Increase the research profile of the department		
2.2.1 Support subsequent QEII Excellence in Research Gala host department (as requested)	Executive Director, Researchers	Nov-10

2011 - 12

Actions	Lead	DD
Ongoing		

2012 - 13

Actions	Lead	DD
Foster international collaboration	Medical Director	2013/14
Ongoing		

2010 - 11

Actions	Lead	DD
2.2.2 Actively participate in department's Recognition Strategy	Exec. Director, Research Directors	Ongoing
2.2.3 Advocate for department research interests	All	Ongoing
2.2.4 Membership on hospital/university research committees, peer review and grant committees	Sr. Research Consultant, Managing Director, Researchers	Ongoing
2.2.5 Participate in promotional opportunities (i.e. Mini Med School, Dal public lectures)	Researchers	Ongoing
2.2.6 Register for databases (Dal Experts, NSHRF Directory of Researchers, get linked with websites of partners)	Managing Director, IT Specialist, Researchers	Jan-11
2.2.7 Evaluate communication efforts	Managing Director	Jan-11

2011 - 12

Actions	Lead	DD
Ongoing		
Ongoing		
Ongoing		
Ongoing		
Ongoing		
Implement changes based on feedback	Managing Director	Jul-11

2012 - 13

Actions	Lead	DD
Ongoing		
Ongoing		
Ongoing		
Ongoing		
Ongoing		

2010 - 11

Actions	Lead	DD
3.1 Engage in regular planning and reporting activities to inform future directions		
3.1.1 Ongoing implementation of strategic plan actions and evergreening of plan	Managing Director	Oct-10
3.1.2 Identify gaps in resources to support foci-related research	Medical, Managing Director	Mar-11
3.1.2 Foster an active Research Advisory Committee	Medical, Managing Director	Ongoing
3.1.3 Review Accountability Framework and adjust as required	Managing Director	Jun-11
3.2 Capacity building / Quality Assurance		
3.2.1 Evaluate peer review process	Managing Director	Jan-11
3.2.2 Promote educational training opportunities	Managing Director	Ongoing

2011 - 12

Actions	Lead	DD
Ongoing implementation of strategic plan actions and evergreening of plan		
Address identified gaps	Chair, Medical and Managing Directors	Mar-12
Ongoing		
Examine engagement of department in research activities and identify strategic directions for future		
	Medical, Managing Directors	Aug-12

2012 - 13

Actions	Lead	DD
Ongoing implementation of strategic plan actions and evergreening of plan		
Develop a plan to participate in institutional strategic initiatives	Sr. Research Consultant, Medical and Managing Directors	2013/14
Ongoing		
Sabbatical program		
	Researchers	2013/14

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APPENDIX A
ENVIRONMENTAL SCAN

Environmental Scan

An environmental scan is an assessment of the internal and external conditions and factors that affect an organization. It provides a context for planning activities. The following is a *SWOT* analysis which considers our internal strengths and weaknesses and our external opportunities and threats.

Internal	
Strengths	Weaknesses
<ul style="list-style-type: none"> • AFP funding model (equity of pay model and protected time) • Physician recruitment in short term may permit new research-oriented clinician hire(s) • Clarity around priorities and what success looks like • Increasing credibility with non-research colleagues • Location in regional health centre • Qualified, long-serving staff with low turnover • Developing information management systems • Implementation of resident research program • Launch of academic fellowship programs • University's intellectual property policy • Increasing access to research methods and biostatistical expertise (Research Methods Unit) 	<ul style="list-style-type: none"> • Susceptible to funding constraints in clinical environment • Limited communication between research teams; challenges of working from decentralized locations (5 buildings) • Little integration between institutional administrative systems & policies (Dal / IWK/CDHA/ Allied Health Sciences Corp.) • Limited patient pool relative to larger centres • Limited experience pursuing non-traditional funding sources

External	
Opportunities	Threats
<ul style="list-style-type: none"> • Increasing national focus on collaborative, interdisciplinary research • Alignment with CIHR Strategy on Patient-Oriented Research (SPOR) • Pharmaceutical industry moving to focus on phase 1 & 2 trials in western countries • Launch of Perioperative Clinical Trials (PACT) group, led by department of anesthesia and Secretariat based here 	<ul style="list-style-type: none"> • Increasing competitiveness for grants • Disinclination of government (fed and prov) to increase health research funding for operating grants • Increasing move by federal government and others to invest in targeted priorities and large-scale initiatives • Increasing focus on large-scale, institutional funding programs • Increasing focus on leveraging funds through partnership and matching funds • Demographics – pending retirements & resulting pressure for recruitment; global competition for research and clinical talent • Increasing pressure for clinical spending (research investments may get less and less) • Administrative and regulatory complexity (REBs, accountability, Health Canada) • Industry sponsorship moving away from western countries • Limited appreciation by granting and training organizations of clinical schedules, resulting in constraints on access to opportunities • As a specialty has historically not attracted research scientists • Anesthetists have limited training/background in research
<p><i>Vetted by Anesthesia Research Advisory Committee (February 11, 2009) and Strategic Planning Session Participants (February 18, 2009). Amended Dec 21, 2010.</i></p>	