



DESTINATION EXCELLENCE UPDATE AND PLANNING 1/2 DAYS 2021

Evaluation Report



February 2022

Destination Excellence Update and Planning ½ days 2021

Evaluation Report

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1.0 Background and Objectives

In 2021 the Faculty of Medicine's strategic plan, [Destination Excellence](#), entered its fourth year of implementation. As in previous years, an update and planning event was organized to provide the stakeholders with information related to the implementation of the strategic plan and to solicit input on next steps. Due to the on-going COVID-19 restrictions, the 2021 update and planning sessions were organized to take place completely virtually over two mornings, December 1 and 2, 2021.

The 2021 planning team was comprised of (in alphabetical order):

- Dr. Shane Arsenault (PARNL representative)
- Ms. Terri Coles (Communications)
- Ms. Gerona McGrath (chair)
- Mr. Steve Pennell (HSIMS)
- Ms. Tracey Pittman (staff representative)
- Dr. Reza Tabrizchi (faculty representative)
- Dr. Margo Wilson (faculty representative)

The overall organization was similar to the previous year with each day starting off with opening remarks by the Dean, a keynote speaker, followed by concurrent team sessions, and concluding with a featured session. The agenda for the two days are available in Appendix A. The objectives for the sessions were the same as the previous year:

- To update stakeholders on the work of the *Destination Excellence* project teams
- To inform stakeholders of initiatives related to *Destination Excellence*
- To solicit input from stakeholders regarding priorities for the coming year for project teams and for the strategic plan overall.

In the past year, two developments in the larger Memorial University landscape took place: the release of [Transforming Our Horizons](#), the University's strategic plan and the creation of a new Vice President for Equity, Diversity and Inclusion. On the first ½ day, Dr. Delores Mullings, Vice Provost (Equity, Diversity, and Inclusion – (EDI)) was the keynote speaker and discussed plans for her office and for a university-wide EDI framework. On the second ½ day, Dr. Florentine Strzelczyk, Provost and Vice-President (Academic) provided an overview of the University's strategic plan.

Registration data shows that 102 individuals registered for December 1, and 100 for December 2, 2021 sessions. Approximately 90 individuals participated each day. Based on the participation data, representation across all learner groups was lower than desirable. For future sessions, there will be enhanced communications to promote learner participation.

2.0 Feedback for the project teams

Pre-recorded presentations were made available to participants a few days prior to the concurrent sessions. These presentations included questions or items that the different teams were seeking input

on. On December 1, concurrent sessions were held for the Culture of Excellence and Balanced Score Card teams. The Culture of Excellence team had 61 registrants while the Balanced Score Card had 41. On December 2, the Internationalization and Equity, Diversity and Inclusion teams held their feedback sessions. The Internationalization team had 26 registrants while the Equity, Diversity and Inclusion team had 74.

Brief summaries of the input received are below:

Culture of Excellence (CoE)

The CoE team sought input on ensuring the sustainability of the cultural and educational changes after the team sunsets. Feedback to the team from the participants indicated a need for improved communications on professionalism messaging, especially via popular mediums that people frequent; a need for varied ongoing educational initiatives and incentives for professionalism; and the need for a permanent office and resources to continue to grow our culture of professionalism and respect at the Faculty of Medicine.

Balanced Scorecard (BSC)

The BSC team sought focused input on the language for leadership metrics. Feedback to the team from the participants indicated there were issues with the proposed “Inspiring Leadership” metrics, the definitions of leadership and communications, difficulty securing data sources for some of the more complicated metrics, and an overall disconnect between the Strategy Map objectives and the noted metrics. The team will revise the metrics and send the proposed changes to the Destination Excellence Implementation Steering Team (DEIST) for approval.

Internationalization

Since this is a new project, the team requested input on their overall approach to developing an internationalization strategy for the Faculty of Medicine using various working groups. Feedback to the team suggested their planned approach was appropriate with most of the discussion related to highlighting the need to ensure the different learner populations (undergraduate medical, postgraduate medical, and graduate) needs were met, support diversity at the Faculty of Medicine, and strengthen our international presence through formal agreements/partnerships.

Equity, Diversity, and Inclusion (EDI)

EDI is also a new team and sought input on developing an EDI strategy framework for the Faculty of Medicine. Feedback from the participants indicated there was some confusion about the mandate of the EDI team with regards to perceived overlap with some of the work of the CoE team. Other feedback included suggestions for a glossary of terms specific to EDI concepts, developing curricular content or providing access to educational resources for the stakeholders, considering the lived experiences of individuals at the Faculty of Medicine and not simply relying on reporting numbers to reflect different populations, and promoting a sustained cultural change.

3.0 Evaluations from participants

Links to the online evaluations were provided to participants at the end of both ½ days and completion was voluntary. A total of 70 evaluations were received with the following response rates:

Date	Number completed	%
December 1, 2021 (9 a.m. – noon)	38	~42%
December 2, 2021 (9 a.m. – noon)	32	~36%

The specific breakdown of the respondents for December 1 is below:

Session date	Affiliation	Total number	%
December 1, 2021	Administrators/Staff	28	73.68%
	Clinical Faculty	7	18.42%
	Learners	1	2.63%
	MUNFA Faculty	2	5.26%

The specific breakdown of the respondents for December 2 is below:

Session date	Affiliation	Total number	%
December 2, 2021	Administrators/Staff	21	65.63%
	Clinical Faculty	6	18.75%
	Learners	2	6.25%
	MUNFA Faculty	3	9.38%

In terms of overall satisfaction questions, the sessions were generally well received.

Session date	Question	N	Mean	Standard Deviation
December 1, 2021	Overall success	38	8.47	1.27
	Overall organization	38	9.18	0.85
	Appropriateness of the presentations and activities	38	8.71	1.07

Session date	Question	N	Mean	Standard Deviation
December 2, 2021	Overall success	32	8.69	0.98
	Overall organization	32	9.06	0.93
	Appropriateness of the presentations and activities	32	9.03	0.95

Feedback on specific sessions was also solicited with the following results:

Session title	N	Mean	Standard Deviation
Equity, Diversity, and Inclusion presentation	34	8.18	1.77
December 1 Concurrent Session: Culture of Excellence	19	8.47	1.23
December 1 Concurrent session: Balanced Scorecard	19	7.84	1.50
Former project team co-chair panel	28	7.79	0.81
Transforming Our Horizons	26	8.19	1.18
December 2 Concurrent session: Internationalization	12	8.92	0.76
December 2 Concurrent session: Equity, Diversity, and Inclusion	22	8.82	0.89
Undergraduate Accreditation Presentation	28	8.64	1.17

4.0 Qualitative Questions

In addition to the quantitative questions, several qualitative questions were posed. The questions and a summary of the responses are below.

- **What was your favourite part of the event today?**

Both keynote speaker presentations were very well-received and participants enjoyed the opportunity to hear about the progress of the project teams and other initiatives while interacting with peers.

- **How could the event have been improved?**

Feedback suggested that the breakout rooms for the concurrent sessions were too large to be effective, and made facilitation difficult. The 50 minute timeframe for the concurrent sessions was thought to be insufficient to allow for rich, in-depth discussions to take place. Outside the concurrent sessions, feedback for the other sessions indicated a desire for more interactivity between presenters and audience members. Finally, many respondents indicated that longer breaks between sessions would have made it easier for participants to get refreshments, etc.

Longer breaks between sessions

- **Suggestions for topics to include in future update and planning days?**

The topics below were suggested for consideration:

- Should we be thinking about the next strategic plan and what happens after 2023?
- Highlight some of the collaborations/cross faculty initiatives that have taken place – such as clinical and non-clinical research projects supported by the Dean’s awards.
- A report about the health accord.
- Outreach to rural communities.
- More topics on cultural diversity, inclusion and anti-racism.
- Since accreditation is a continual process, continue to have a presentation each year.
- Decide on a date early in the year and invite representatives from government, etc.

5.0 Future format and timing

Participants were asked to select their preference of format for future sessions.

December 1 feedback

Option	%	count
Continue with online only	52.63	20
Return to in-person only	17.79	6
Hybrid (combination of both)	31.58	12
		38 total

December 2 feedback

Option	%	Count
Continue with online only	53.13	17
Return to in-person only	18.75	6
Hybrid (combination of both)	28.13	9
		32 total

Appendix A

Destination Excellence 2021 Update and Planning ½ Days

Agenda

Wednesday, December 1, 2021 Via Webex

TIME	TOPIC	Facilitator(s)
8:45	Participants login	
9:00	Welcome and opening remarks	Dr. Margaret Steele
9:10 – 9:50	Plenary session – Guest speaker Dr. Dolores Mullings, Vice Provost Equity, Diversity and Inclusion	
10:00 – 10:50	Concurrent breakout sessions (participants select one session to attend) Culture of Excellence Team Balanced Score Card Advisory Team	Co-chairs
11:00 – 11:50	Panel discussion Reflections on operationalizing recommendations from strategic planning project teams. Panel participants: Dr. Jill Allison, Dr. Tracey Bridger, Dr. Greg Radu, and Dr. Reza Tabrizchi	Ms. Anne Becker
11:50 – 12:00	Questions, Wrap up, Next steps	Dr. Margaret Steele

Destination Excellence 2021 Update and Planning ½ Days

Agenda

Thursday, December 2, 2021 Via Webex

TIME	TOPIC	Facilitator(s)
8:45	Participants login	
9:00	Welcome and opening remarks	Dr. Margaret Steele
9:10 – 9:50	Plenary session – Guest speaker Dr. Florentine Strzelczyk, Provost, Vice President Academic, Pro-Vice Chancellor Title: Transforming Horizons – An Introduction to Memorial University’s strategic plan	
10:00 – 10:50	Concurrent breakout sessions (participants sign up in advance for the session they want to attend) Equity, Diversity, and Inclusion (EDI) Project team Internationalization Team	Team co-chairs
11:00 – 11:50	Education Excellence session: Dr. Taryn Hearn and Mr. Brian Kerr Undergraduate Medical Education Accreditation update	
11:50 – 12:00	Questions, Wrap up, Next steps	Dr. Margaret Steele