



MEMORIAL
UNIVERSITY

Grounded in Excellence

Memorial University's Faculty of Medicine Strategic Plan
2024 - 2027



Message from Dr. Dolores McKeen

Interim-Dean

The Faculty of Medicine at Memorial University has a rich history of educating future physicians and medical scientists for almost six decades. Our learners, faculty and staff are passionate about expanding knowledge, uncovering answers to important health questions and advancing the health of urban, rural and remote communities.

In this strategic plan, Grounded in Excellence, you will see that the core facets include - excellence in education, excellence in research and scholarship and excellence in social accountability.

Many voices were involved in creating our plan. Interviews were held, focus groups were facilitated and input was gathered from faculty, staff and learners in the Faculty of Medicine as well as the university community. We place great value on our partnerships and engaged leaders and representatives from the Government of Newfoundland and Labrador, NL Health Services, the College of Physicians and Surgeons of Newfoundland and Labrador (CPSNL), Newfoundland and Labrador Medical Association (NLMA), University of Prince Edward Island (UPEI) and the Association of Faculties of Medicine of Canada (AFMC) and more.

Similar to the approach used in creating our previous strategic plan Destination Excellence 2018-2023, this was a collaborative and focused effort. It is a pledge to aim higher and achieve excellence in all we do and it outlines our commitment to integrating education, research and scholarship and social accountability while promoting Memorial University's strategic goals.

Our new plan focuses on previous achievements and defines new future-oriented objectives that support the goals expressed in Destination Excellence 2018-2023.

Over the next few years, we will continue to support our communities, advance health care, conduct impactful research and celebrate our successes.

Sincerely,

Dolores M. McKeen, MD, FRCPC, MSc, CCPE

Dean, Faculty of Medicine

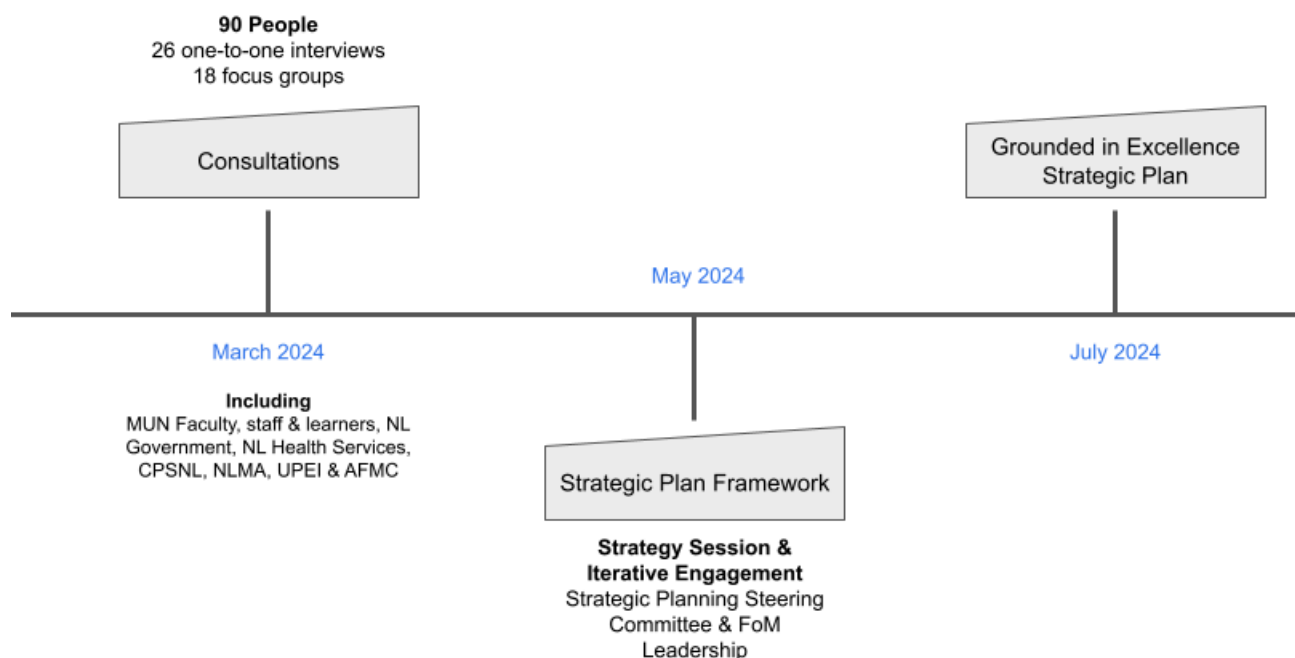
Professor of Anesthesia

Consultation Process

In March of 2024, a comprehensive consultative process was initiated toward the creation of Memorial University (Memorial) Faculty of Medicine's (FoM) new three-year Strategic Plan. We carried out 26 1:1 interviews and 18 focus groups, engaging over 90 individuals across the university and Faculty of Medicine, including faculty, staff and learners, as well as leaders and representatives from external organizations such as Newfoundland and Labrador (NL) government, NL Health Services, the College of Physicians and Surgeons of Newfoundland and Labrador (CPSNL), Newfoundland and Labrador Medical Association (NLMA), University of Prince Edward Island (UPEI) and the Association of Faculties of Medicine of Canada (AFMC). We employed an integrative approach to information gathering and analysis, seeking opportunities to deepen objectives and goals articulated in the Faculty of Medicine's previous Strategic Plan, *Destination Excellence*, throughout the consultation process.

Over the course of the spring and early summer, based on insights gathered from consultations and in collaboration with the Strategic Planning Steering Committee, a framework for the Strategic Plan was refined, revised and expanded into this final document.

Our comprehensive outreach and integrative approach helped shed light on the Faculty of Medicine's achievements with respect to previously articulated goals, as well as challenges and opportunities in mobilizing our education, research and social accountability mandates, which we have aimed to address in the new Strategic Plan, *Grounded in Excellence*.



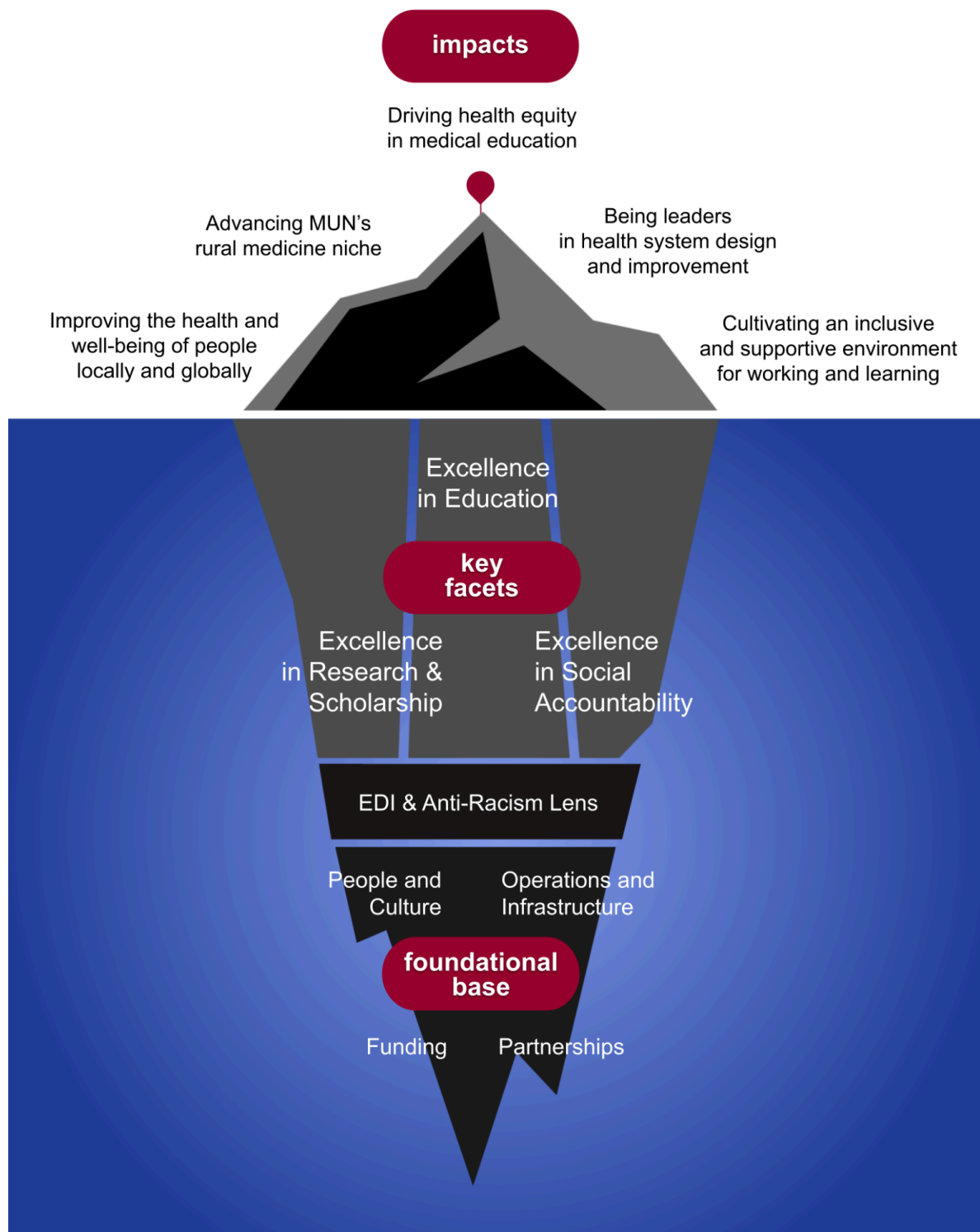
Grounded in Excellence, the Faculty of Medicine’s Strategic Plan (2024-2027) takes a retrospective and prospective look at what we have accomplished and where we are at in relation to ***Destination Excellence***, our 2018-2023 Strategic Plan. In ***Grounded in Excellence***, we focus on our achievements and define new future-looking objectives that underpin the aspirations articulated in ***Destination Excellence***. We unpack “improving lives” as an ultimate desired outcome, to more tangibly define the various discernible impacts that the Faculty of Medicine wishes to bring about. We also explore beneath the surface, identifying specific capabilities and capacities that ground us and give rise to these ultimate benefits. A visual guide in the Appendix shows how various elements in ***Destination Excellence*** have been carried forward into the new strategic plan.

We chose the image of an iceberg to organize and communicate our aims for the upcoming three years. An iceberg is a symbol of our geography and our connection to land and sea. Moreover, it is a majestic structure that is stabilized and underpinned by tremendous strength and resilience beneath the surface. Similarly, at the Faculty of Medicine, what lies beneath the surface – the talent and dedication of our people, our unwavering commitment to excellence in everything that we do, and intentional investments in our infrastructure and operations, have and will continue to lead to impressive results and tangible benefits for our communities and the world.

In our conceptual rendering, the visible tip of the iceberg represents the ultimate long-term impacts of our work, as the only medical education program in the province of Newfoundland and Labrador. ***Grounded in Excellence*** describes in more specific terms the benefits that we wish to bring about for members of the FoM community, the university, the province, and most importantly for the people that make up the landscape of Newfoundland and Labrador.

Below the surface lies the main body of the iceberg: our key facets of work as a Faculty of Medicine, which consist of education, research and scholarship, and social accountability. These activities are directly linked to our visible and recognizable results and are hence a primary focus of ***Grounded in Excellence***, where we outline a number of strategic objectives to deliver outstanding medical education, to carry out high-impact research and scholarship, and to be socially accountable to our communities.

At the bottom of the iceberg, we envision a strong and secure foundational base, consisting of people, culture, operations and infrastructure, funding and partnerships, all enabled through an intentional lens of equity, diversity, inclusion and anti-racism. ***Grounded in Excellence*** articulates a number of cross-cutting initiatives to help reinforce this underpinning, which in turn upholds and gives rise to our key facets (the main body of the iceberg).





Mission, Vision and Guiding Principles

We remain steadfast in our essential mission and vision and committed to the guiding principles articulated in Destination Excellence.

OUR MISSION

To meet the unique health needs of the communities we serve and advance population health through integrated excellence in education, research, scholarship, and social responsibility

OUR VISION

An inclusive, vibrant and cutting edge hub of discovery and learning that is tangibly contributing to the health and wellbeing of people locally and globally

OUR GUIDING PRINCIPLES

- ▲ We prioritize the needs of learners and communities in everything we do
- ▲ We support faculty and staff to succeed
- ▲ We act and lead with integrity and professionalism
- ▲ We embrace learning, creativity and innovative thinking in all we do
- ▲ We foster inter-dependent teamwork and collaboration

Advancing the Key Facets: Strategic Objectives

Excellence in Education

Thriving learners and a world-class medical education program are the Faculty of Medicine's primary focus. Through innovative teaching delivered by engaged and dedicated faculty, learner-centered education environments, wellness strategies, and access to unique learning opportunities, we will ensure that each learner can reach their potential.

Strengthen distributed medical education

- ▲ Create community-based Longitudinal Integrated Clerkship (LIC) sites and LIC training opportunities for undergraduate students
- ▲ Strengthen communication and collaboration amongst learners, faculty, staff, community partners and clinical sites
- ▲ Streamline logistical processes to determine faculty availability and learner placements in a more proactive fashion
- ▲ Strengthen collaboration with government and health services partners to ensure all healthcare delivery sites are appropriately equipped to deliver medical education
- ▲ Increase access to educational infrastructure and equipment for clinical faculty in distributed sites

Optimize and modernize the curriculum

- ▲ Develop and integrate planetary health competencies into the curriculum
- ▲ Ensure coordination and alignment of efforts with the AFMC in the implementation of AI and data science in medical education



Enhance faculty development and engagement

- ▲ Optimize the recognition and engagement of faculty and staff at distributed sites, as critical members of the FoM community
- ▲ Enhance faculty development offerings and events
- ▲ Increase full-time faculty positions
- ▲ Simplify faculty appointment and remuneration processes to reduce delays and improve efficiency
- ▲ Optimize teaching loads of clinical faculty in all phases of the undergraduate curriculum
- ▲ Advocate for academic physician protected time for research, scholarship and teaching
- ▲ Build and offer training opportunities around AI, as a tool for medical education and clinical decision making

Advance interprofessional education

- ▲ Explore, identify and implement opportunities for interprofessional and interdisciplinary collaboration
- ▲ Create opportunities for faculty, staff and learners from across health professions to network and collaborate
- ▲ Enhance and refresh existing interprofessional education offerings to further address the challenges and opportunities of team-based care

Maximize the learner experience across the education continuum (undergraduate, post-graduate and graduate students)

- ▲ In alignment with the Okanagan Charter, continue to embed health and sustainability into all aspects of our programs
- ▲ Resource wellbeing services with quality improvement mechanisms to address the needs of all learners
- ▲ Harmonize PGME learner offerings to ensure a coherent and streamlined service interface for residents
- ▲ Ensure all learners are informed and engaged in the FoM's directions and activities by developing a streamlined student-friendly approach to information sharing and communication
- ▲ Develop enhanced mechanisms for learner participation in FoM decision making
- ▲ Improve quality of learner experience at distributed sites, including increasing access to university resources and high-quality housing options for families

Excellence in Research & Scholarship

From basic science discoveries to advances in clinical care and medical education, research and scholarship at the Faculty of Medicine aims to improve the lives of people locally and globally. We will continue to cultivate our research and scholarship identity and culture, investing in core supports, partnerships, expert faculty, and graduate and postdoctoral trainees to amplify our impact.



Maximize funding and research program development

- ▲ Look for opportunities to enhance FoM's and Memorial's areas of distinct strength in health research and scholarship
- ▲ Strengthen institutional relationships and partnerships in areas of strategic importance for the FoM
- ▲ Conceptualize and secure funding for large-scale institutional research programs and research infrastructure/platforms

Optimize research administration and services

- ▲ Enhance and streamline FoM's research administration and service capabilities and processes to support researchers and scholars and drive research program success
- ▲ Enhance consistent/predictable research supports to bolster clinical and wet lab research and to encourage research and scholarship in healthcare settings
- ▲ Establish reward and recognition opportunities and career progression pathways for research staff
- ▲ Provide necessary supports for core facilities and equipment upkeep and maintenance

Enhance graduate student recruitment and retention

- ▲ Enhance infrastructure and programs directed at improving graduate student and research trainee wellness and experience
- ▲ Develop programs and initiatives to enhance recruitment and retention of graduate students and postdoctoral trainees

Cultivate the FoM's research and scholarship identity and culture

- ▲ Recruit more tenure-track and non-tenured researcher faculty with special attention to diversity to enhance the FoM's research and scholarship footprint

- ▲ Prioritize the recognition of researchers and the value of science, discovery and scholarship in externally-facing and internally-facing messaging and communications
- ▲ Establish regular FoM-wide forums and summits to celebrate and recognize research and scholarship
- ▲ Expand and promote formal courses and skill enhancement offerings to build clinical faculty's research capabilities
- ▲ Strengthen the research curriculum for medical learners including increased exposure and opportunities

Excellence in Social Accountability

We will continue to align our education, research and service activities to address the priorities of the communities we serve. We remain steadfast in our commitment to meaningfully collaborate with community members, health organizations and government to best serve the people of Newfoundland and Labrador.



Contribute to physician capacity building in the province of NL

- ▲ Expand community outreach and promotion activities to enhance awareness of community-based family medicine as a desirable, rewarding and distinguished career
- ▲ Refine admissions processes to consider an applicant's socioeconomic profile including identity and lived experiences
- ▲ Use evidence-based decisions to improve student success and retention across the continuum, from admissions to exit of training
- ▲ Ensure early engagement of each learner with career planning services, supporting and preparing graduates to set up practice in our communities
- ▲ Increase the number of residency seats in alignment with health system gaps and needs
- ▲ Support mechanisms for assessment and licensure of internationally educated physicians
- ▲ Ensure that learners are immersed in positive and meaningful learning environments across the healthcare system

Incorporate diverse community perspectives into our research, scholarship and education activities

- ▲ Incorporate Indigenous health principles, cultural safety, access and equity across the entirety of our educational program
- ▲ Increase exposure to community and Indigenous health through training opportunities for all learners
- ▲ Identify and secure funding for research projects that address questions of mutual interest to FoM researchers and health system evidence users
- ▲ Strengthen community engagement to identify needs and evolve curricular and research priorities
- ▲ Enhance patient and public partnership in research through continuation of the FoM's contributions to the Canadian Primary Care Research Network (CPCRN) and the NL CIHR SPOR Support Unit (NL SUPPORT)
- ▲ Continue to develop programs that reflect the evolving needs and make-up of our populations
- ▲ Develop new research and education opportunities that combine our expertise in climate change and the social and environmental determinants of health

Co-create capacity and capability for health equity in underserved communities

- ▲ Continue to support the Global Health and Health Equity Program and the Indigenous Health Initiative to ensure learners have the skills for culturally responsive research, scholarship and practice
- ▲ Co-create systems with underserved communities including newcomer and immigrant populations to ensure they have the opportunity and resources to participate in teaching/precepting, research and scholarship, faculty development and the admissions process
- ▲ In collaboration with community members, jointly develop an Indigenous health strategy
- ▲ Dedicate sufficient resources to enable full implementation of Indigenous health goals including action in research, education and service
- ▲ Invest in the development of a critical mass of Indigenous faculty and staff with appropriate supports to lead all aspects of Indigenous Health medical education
- ▲ Increase opportunities for Indigenous learner inclusion in all divisions of FoM and educational programs

Applying a Lens of: Equity, Diversity, Inclusion and Anti-Racism

We intend to infuse principles of Equity, Diversity, Inclusion and Anti-Racism into all aspects of the Faculty of Medicine, including implementing systems and structures to prevent and address racism and oppression. We are committed to continued learning and transformation in the way we educate, communicate, and work, to foster safety and belonging for all faculty, staff and learners.

- ▲ Embed EDI, anti-racism and cultural safety training for all learners, staff and faculty, including leadership and clinical faculty across all sites
- ▲ Enhance leadership development and opportunities for under-represented groups
- ▲ Develop robust policies and processes for identifying and addressing discrimination, including anti-Black racism and anti-Indigenous racism, and other forms of oppression experienced by learners, staff and faculty
- ▲ Ensure gender and race diversity/representation are embedded into faculty recruitment decision-making processes
- ▲ Support learner, staff and faculty affinity groups to improve psychological safety and belonging for minority FoM members



Strengthening the Foundational Base: Cross-Cutting Initiatives

Funding

Cultivating a healthy and diversified funding portfolio for the Faculty Medicine is a key objective and a primary enabler of our work in the coming years. Specifically, we intend to:

- ▲ Diversify the FoM's philanthropic funding channels
- ▲ Advocate for and secure sufficient government funding to fulfill the FoM's mandate and generate community impact
- ▲ Explore external funding opportunities with government and industry to support scholarly activities and research

Partnerships

We are privileged to engage in mutually beneficial relationships with communities, community organizations, our provincial government, NL Health Services and most recently with the University of Prince Edward Island. We all have a unique role to play in improving lives, locally and globally. We will build collaborations to enhance each other's contributions and maximize our collective impact.

Key objectives include:

Institutional and Health Services Partners

- ▲ Clarify the FoM's and health authority's mandates, roles and accountabilities through affiliation agreements and/or other supporting documents
- ▲ Enhance communication and collaboration between FoM and health system partners to effectively align agendas and priorities
- ▲ Improve information sharing and transparency between FoM and health system partners to enhance the learning and work environment
- ▲ Work with UPEI faculty and staff members in the collaborative delivery of Memorial's UGME curriculum
- ▲ Enrich and expand clinical placement sites across PEI

Communities and Community Organizations

- ▲ Expand outreach and relationship building with underserved communities
- ▲ Develop and/or subscribe to centralized, unified channels for engaging with communities and community organizations (reducing duplication and disjointed community outreach on the part of the the FoM, other faculties and the university)
- ▲ Ensure regular efforts are made to verify transparency and reciprocity in support of decolonized relationships with Indigenous communities

People and Culture

We will continue to prioritize the growth of an innovative, inclusive and collaborative environment for staff and faculty to thrive. We will build on the principles of fairness, transparency and responsiveness to cultivate joy at work and nourish the wellbeing of everyone who takes part in the Faculty of Medicine. Key objectives include:

- ▲ Develop and implement a systematic recognition and awards program to celebrate individual and team achievements
- ▲ Evaluate the need for new policies to address faculty and staff wellbeing and work-life balance
- ▲ Increase transparency and awareness of career advancement opportunities for all faculty and staff
- ▲ Ensure equitable governance representation and remuneration for faculty at distributed sites
- ▲ Increase access to well-being resources and supports for faculty at distributed sites



Operational and Administrative Policies and Processes

We will continue to optimize our operations to enhance our work efficiency and maximize our impact with a focus on inter-institutional and extra-institutional communications. Key objectives include:

- ▲ In partnership with our internal constituents as well as external partners establish robust data gathering, evaluation and performance metrics to measure our collective outcomes and impacts
- ▲ Develop a public engagement/external communications strategy to convey how the FoM's work across the research, education and social accountability dimensions is generating benefits for the community
- ▲ Continue to strengthen FoM's institutional partnerships within the broader academic community
- ▲ Develop a governance structure for the medical education program on PEI functioning under Memorial's accreditation
- ▲ Explore opportunities for streamlining and synergizing resources and workflows with UPEI
- ▲ Ensure coordination with physician regulatory bodies to provide appropriate learner oversight and due diligence during clinical training

Impacts: Measuring our Progress

In the context of this three-year strategic plan, our success will be measured by our ability to mobilize action and/or achieve results against the various strategic objectives and cross-cutting initiatives that we have outlined.

The longer term outcomes and impacts of the FoM's work include:

- ▲ **Improving the health and well-being of people locally and globally.** We anticipate that in the long term, our work at the FoM will lead to tangible improvements in population health outcomes as well as in the social, economic and environmental conditions that underpin people's lives at the local, national and global levels.
- ▲ **Advancing Memorial's rural medicine niche.** We expect that our work will help to propel Memorial's reputation, recognition and visibility as a national and global leader in rural medicine.
- ▲ **Driving health equity in medical education.** Through socially-accountable research and education programs, and robust, durable relationships with Indigenous communities and underserved populations, we aim to make meaningful contributions to reducing health disparities.
- ▲ **Being leaders in health system design and improvement.** We anticipate that our work will result in innovative approaches to interprofessional medical training and new knowledge related to models of care delivery, helping to partially address the growing gaps in primary care.
- ▲ **Cultivating an inclusive and supportive environment for working and learning.** Our work will help to build a strong community within the Faculty of Medicine, maximizing engagement, fun, joy, respect and collaboration amongst faculty and staff and optimizing our learning environments to provide learners, trainees and residents with the best possible experience.

We anticipate that this long-term vision and desired outcomes will remain unchanged and guide our work over the course of multiple future strategic planning cycles. At the same time, we do not anticipate that we will be making measurable advancements in these impact areas by the end of this three-year plan. However, one of the strategic initiatives that we wish to advance by the end of this strategic planning cycle relates to the development of a performance measurement and data gathering system to gauge our progress toward achieving our longer-term outcomes and impacts. One potential result by the end of 2027 that would stem from this work would be the definition of success metrics and establishment of baseline data to enable continued, future monitoring and evaluation.

**Destination Excellence
2018-2023**

STRATEGY MAP

Improving Lives

Thriving
Learners and
Graduates

Impactful
Research

Healthier
Communities

**Grounded in Excellence
2024-2027**

STRATEGY MAP

impacts

Driving health equity
in medical education

Being leaders in
health system design
and improvement

Advancing Memorial's
rural medicine niche

Improving the health
and well-being of
people locally
and globally

Cultivating an inclusive
and supportive environment
for working and learning

Excellence In All We Do

Education

Research

Social
Accountability

key facets

Education
Excellence

Research
& Scholar-
ship

Social
Account-
ability

EDI & Anti-Racism

Empowered People

foundational base

Culture

Leadership

People

Infrastructure

People & Culture
Operations &
Infrastructure

Enduring Legacy

Funding

Partnerships

Resourcing

Performance
Management
and
Improvement

Advocacy

Grounded in Excellence 2024-2027

STRATEGY MAP

impacts

progress measurement

improving the health and well-being of people locally and globally

advancing Memorial's rural medicine niche

driving health equity in medical education

being leaders in health system design and improvement

cultivating an inclusive and supportive environment for working and learning

key facets

strategic objectives

education

- Strengthen distributed medical education
- Optimize and modernize the curriculum
- Enhance faculty development and engagement
- Advance interprofessional education
- Maximize the learner experience across the education continuum (undergraduate, post-graduate and graduate students)

research & scholarship

- Maximize funding and research program development
- Optimize research administration and services
- Enhance graduate student recruitment and retention
- Cultivate the FoM's research and scholarship identity and culture

social accountability

- Contribute to physician capacity building in the province of NL
- Incorporate diverse community perspectives into our research, scholarship and education activities
- Co-create capacity and capability for health equity in underserved communities

EDI & Anti-Racism

Commit to learning and transformation to ensure EDI and antiracism infuse all facets of the FoM

foundational base

cross cutting initiatives

people & culture

Prioritize staff and faculty recognition, wellbeing, and work-life balance

operations & infrastructure

Optimize policies, processes and communications to increase efficiency and impact

partnerships

Deepen mutually beneficial relationships to advance our mission and improve lives

funding

Expand and diversify FoM funding and revenue