

DESTINATION EXCELLENCE

Faculty of Medicine Strategic Plan: 2018-2023





A Message from Dean Margaret Steele

The Memorial University of Newfoundland's Faculty of Medicine stands at a crossroads of past, present and future. Looking back, we celebrate half a century of transforming health care for the people of Newfoundland and Labrador and beyond. Today, the Faculty of Medicine is a destination of choice for learners, faculty and staff who are passionate about expanding knowledge, delivering health services and uncovering the answers to the most pressing health questions of our time. And, looking forward, we imagine a distinctive future filled with significant contributions that will make an even larger difference in the lives of the people and communities we serve.

Over the last 12 months, we have gone on a journey of strategic discovery. We have reached out and engaged over 500 people, including learners, faculty, staff, community members and partners. We have listened, collaborated, reflected and learned. Our new strategic plan, **Destination Excellence**, signifies our pledge to aim higher and achieve excellence in all we do. It also signals our commitment to integrating education, research and social accountability as well as uniting the diverse talents of our learners, faculty and staff to accelerate the Faculty of Medicine's collective impact on the communities we serve. Finally, the plan recognizes the need for innovation and change and motivates us to think, prepare and act in new and different ways.

I encourage you to review our strategic plan, **Destination Excellence**, and to identify where you fit and how you can make your greatest contributions to achieving our shared vision:

Through excellence, we will integrate education, research and social accountability to advance the health of the people and communities we serve.

Sincerely yours,

Margaret Steele
Dean, Faculty of Medicine / Professor of Psychiatry
Memorial University of Newfoundland
HBSc, MD, FRCPC, MEd, DF CPA, CCPE



I. STRATEGIC PLAN CONTEXT

As you read and reflect on **Destination Excellence**, there are several words or phrases that could be interpreted differently or questioned by readers. Therefore, it is important to clarify these terms to ensure members of our audience share a common understanding and perspective. The following is a brief description of four important terms that anchor the strategic plan.

OUR COMMUNITIES

We are privileged to serve a broad and diverse array of communities. Our communities encompass:

- Faculty of Medicine learners, including current students and alumni
- Memorial University of Newfoundland employees, colleagues, faculties and schools
- Residents of rural and urban communities, spread across Newfoundland and Labrador, New Brunswick, Prince Edward Island and Nunavut
- Communities of interest, which are groups of people that share common characteristics. For example, physicians, Indigenous communities, underserved groups of people, and people affected by chronic diseases.
- Global and national communities, where our learners, faculty or staff can make a difference







INTER-DEPENDENT TEAMWORK

To be successful, we need to work as a high-functioning, boundary-less, inter-dependent team, where each member of the Faculty of Medicine contributes fully to advance our integrated outcomes across education, research and service to our communities. Inter-dependent teamwork encompasses collaboration and cooperation across professions, disciplines and roles; within the faculty, the university and beyond.

SOCIAL ACCOUNTABILITY

We have a responsibility and obligation to align our education, research and service activities to address the leading health issues of the communities we serve. We are committed to collaborating with members of our communities, including the public, health professionals, health organizations and government to define these priorities.

LEARNERS

The Faculty of Medicine's primary learners encompass undergraduate medical students, residents, graduate students and postdoctoral fellows. In addition, we provide continuing education, training and development for our faculty, staff, physicians and alumni and other health professionals.

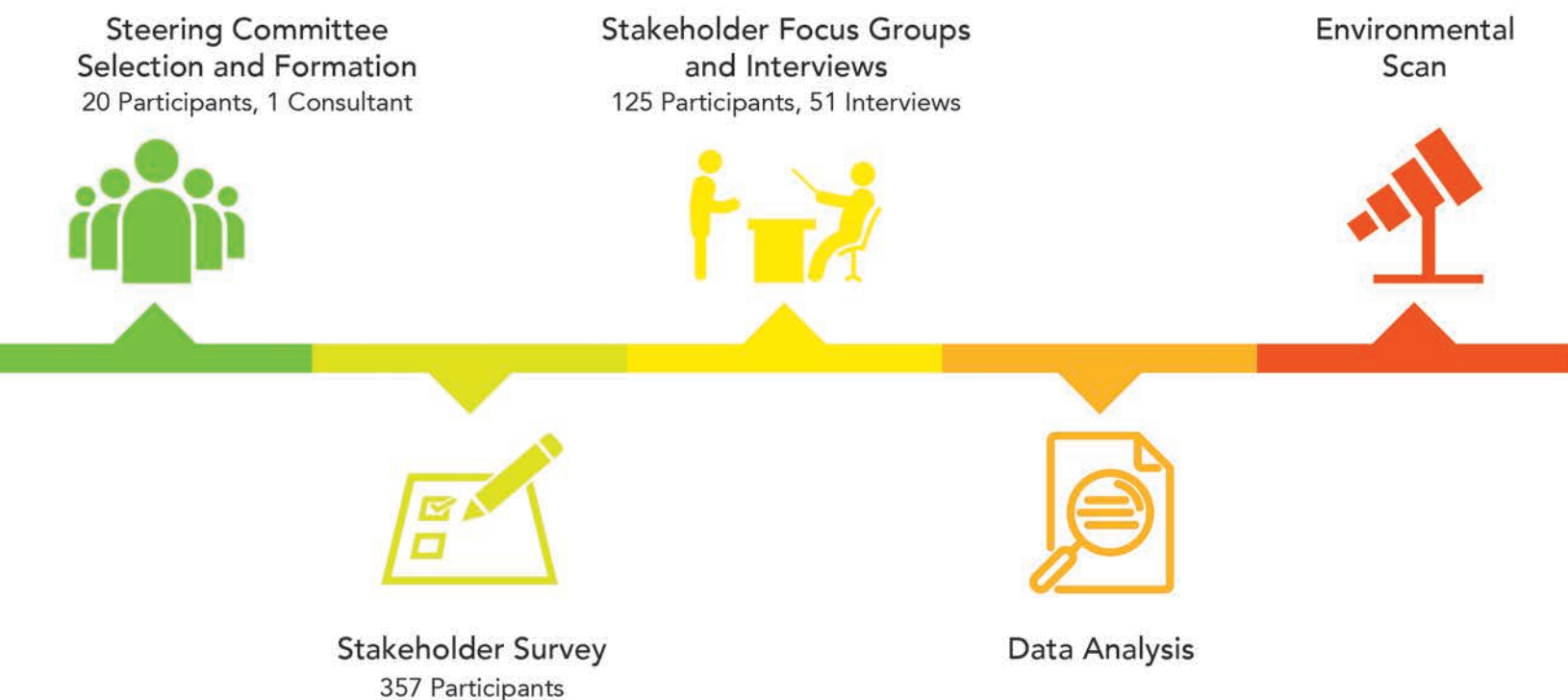
II. CHARTING OUR DESTINY

This strategic plan is the finale of a 12-month process, designed to engage many diverse voices, harness the passion we have for the vital work we do, and generate distinctive ideas for our future.

The starting point of our journey was to form a Strategic Planning Steering Committee, led by Dr. Margaret Steele. The committee was comprised of 20 individuals, representative of different stakeholders of the Faculty of Medicine, including faculty, staff, learners and partners. Committee members were enthusiastic and dedicated to their mandate and steered the process with wisdom and care.

The foundation of our strategic planning process was rooted in the engagement and due diligence activities, which encompassed three significant phases.

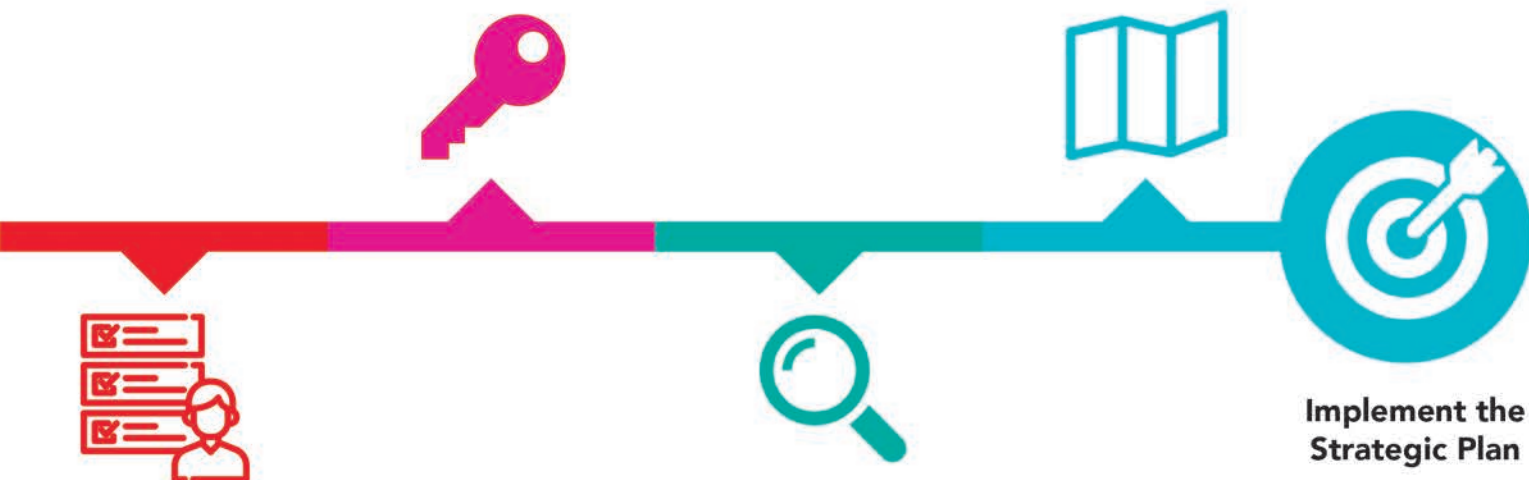
PLANNING PROCESS





Key Findings - Discussions
and Deliberations

Launch Strategy Map at
Retreat - December 2017



Task Groups:
5 Task Groups
85 Participants

Review Processes

Implement the
Strategic Plan

1. Stakeholder Engagement: Oct. 2016 - May 2017

More than 500 individuals joined the conversation, including educators, researchers, clinicians, learners, community members, partners and leaders. Stakeholders participated via one or more of the following consultation methods:

- Stakeholder survey
- Focus groups
- One-on-one interviews
- Faculty Council discussions

2. Environmental Scan: April 2017 - Sept. 2017

Our environmental review and analysis included:

- An external scan focused on important trends, issues and opportunities in education and research; funding for health and education; determinants of health; social factors, such as demographics and health status; technology and infrastructure
- A best practices review
- A review of relevant papers on education, research and health
- An internal organizational scan

3. Data Analysis and Decision Making: Sept. 2017 - Oct. 2017

We established five inter-dependent task groups, comprised of 85 individuals, to analyze the data we collected and asked them for recommendations in five key areas: education; research; global health and community engagement; simulation and educational technology; and culture and human resource development.

The engagement and review phases yielded rich outcomes, including the identification of the Faculty of Medicine's greatest strengths. In addition, the most important forces of change in our internal and external environment were determined, which highlighted the importance of creating a strategic plan that is a living and evolving document.



III. CELEBRATING OUR STRENGTHS

The following is a review of the Faculty of Medicine's strengths and strategic influences:

OUR WORK IS COMMUNITY INSPIRED

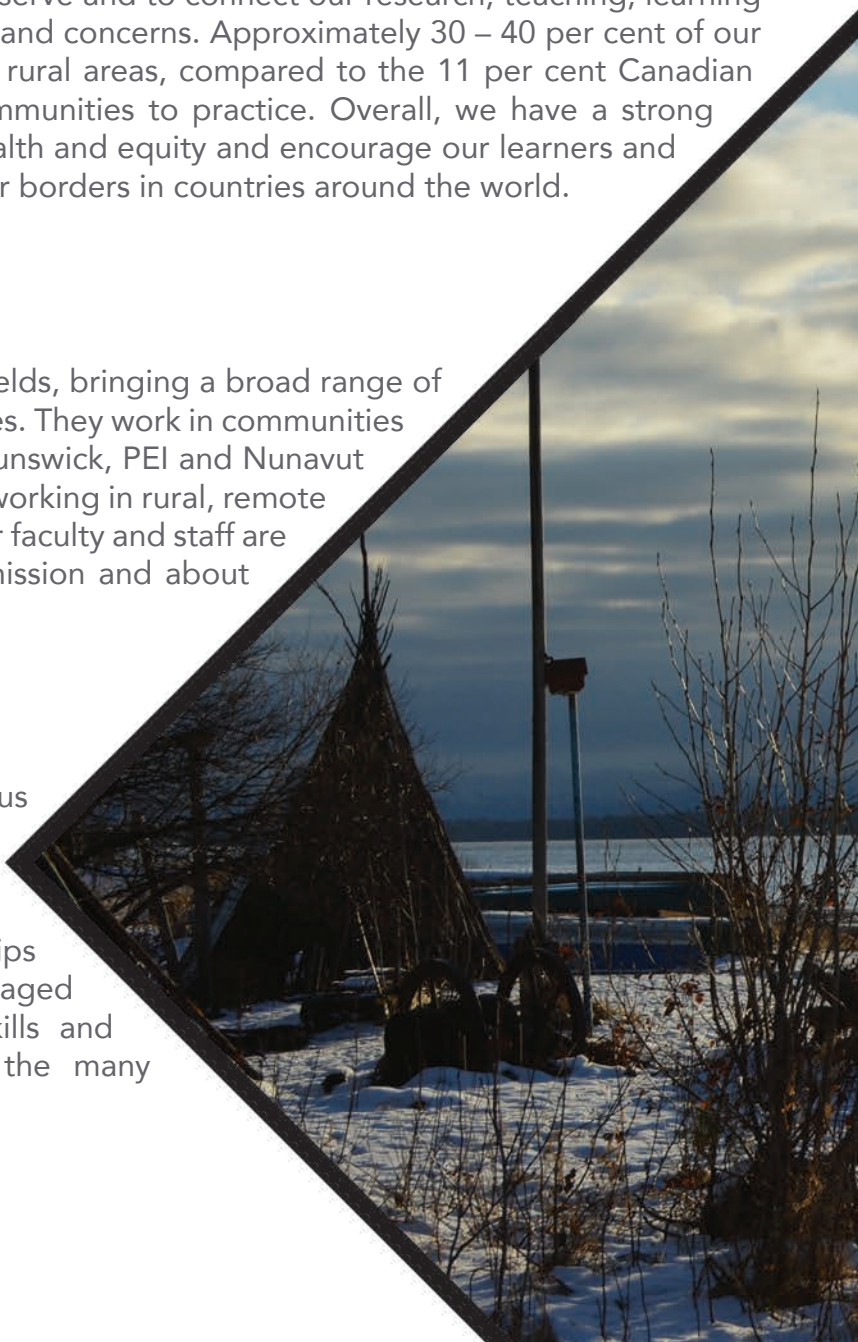
We have a special obligation to the people of Newfoundland and Labrador, New Brunswick, Prince Edward Island (PEI) and Nunavut and we take that responsibility seriously. We strive to engage with and listen to the people and populations we serve and to connect our research, teaching, learning and service priorities with their health needs and concerns. Approximately 30 – 40 per cent of our undergraduate medical students come from rural areas, compared to the 11 per cent Canadian average, and many return to their local communities to practice. Overall, we have a strong commitment to local, national and global health and equity and encourage our learners and faculty to contribute at home and beyond our borders in countries around the world.

OUR PEOPLE

Our faculty and staff are at the top of their fields, bringing a broad range of proven skills, talents and interests to their roles. They work in communities across Newfoundland and Labrador, New Brunswick, PEI and Nunavut sharing their knowledge and experiences of working in rural, remote and urban communities with our learners. Our faculty and staff are passionate about the Faculty of Medicine mission and about making a meaningful impact in all they do.

OUR LEARNERS

Our learners are as motivated and curious as they are talented. They possess a true passion for discovery and learning and achieve outstanding results, including national and international awards, scholarships and fellowships. Our learners are actively engaged locally and in rural sites, learning new skills and knowledge and making contributions to the many communities we serve.







EDUCATION

Learners flourish in the Faculty of Medicine's invigorating, caring and collaborative environment; experiencing expert teaching and mentoring; with access to scholarly and specialization opportunities. We continually strengthen our programming, curriculum design and graduate program offerings to fulfill the diverse needs of today's learner and ensure they are fully prepared to be tomorrow's health leaders.

RESEARCH

The Faculty of Medicine has built an admirable track record in research, addressing questions of importance, many of them inspired by the communities we serve. From advances in clinical research, to basic science discoveries, to important genetic breakthroughs, to population health and education research, we are making a difference to people's wellbeing provincially, nationally and globally.

FACILITIES

We are privileged to work, learn and conduct research in several first-rate education and research facilities. Our spaces are designed to inspire learning, knowledge creation, scholarship innovation and inter-dependent teamwork and collaboration.

PARTNERSHIPS

Working with a variety of health, academic, research, government and community partners is critical to the successful accomplishment of our mission. Whether it is training learners in the community; collaborating with inter-dependent research teams; engaging people in research trials; cooperating with industry to develop answers to disease and population health questions; spreading knowledge to the communities we serve; or influencing health policy, our impact is substantial.

IV. STRATEGIC DRIVERS OF CHANGE

Through the engagement processes and environmental scan, we uncovered a multitude of factors that were relevant to shaping the Faculty of Medicine strategic plan for the next five years. The list was contracted to eleven key environmental influences that will inform and shape the work we perform.

1

Newfoundland and Labrador is experiencing significant financial challenges, and a declining population that is aging at the same time. Furthermore, at least 63 per cent, of the population has a chronic disease and residents have the highest rates of diabetes, high blood pressure and obesity in Canada. Data indicates that these challenges lead to negative health outcomes and lower quality of life, raise the cost of health-care delivery, and harm economic development.

2

The health needs of the public and how we deliver care have changed considerably over the last 50 years. Medicine has evolved from an emphasis on treating acute health issues to a greater focus on the management and prevention of chronic diseases. Accordingly, the need to train health professionals capable of and willing to address the key determinants of health and work in inter-dependent teams to meet the health needs of our communities has become critical.

3

The most significant advances in health and learner outcomes will emerge when there is purposeful integration and coordination between clinical care and research, in harmony with high quality education of the next generation of health professionals and researchers.



We cannot work alone. The complex science of medicine is evolving at an unprecedented rate of speed and requires us to sharpen our internal, university and external partnerships with a focus on sharing knowledge, expertise and resources.

4

Research priorities, models and processes are continuously evolving in the face of tougher competition for support and funding.

5

To advance translational research outcomes, it is critical to strike a balance between the independence to conduct curiosity-driven research and research aligned to meeting community needs.

6



Current and future learners expect and will benefit from competency-based, integrated and frequent real-life experiences in clinical, education, research, or leadership settings.

7

Significant innovations in technology and digital solutions will continue to shape how we educate our learners, conduct research and deliver health services.

8

The mental health and wellness of our learners, staff and faculty is of paramount importance to the success of the Faculty of Medicine.

9

The constrained fiscal reality for universities, researchers and the health system will challenge us for the foreseeable future.

10

The level and transparency of funder and public reporting, to ensure we are delivering on our social and fiscal obligations and promises, is increasing.

11

V. BUILDING THE STRATEGY MAP

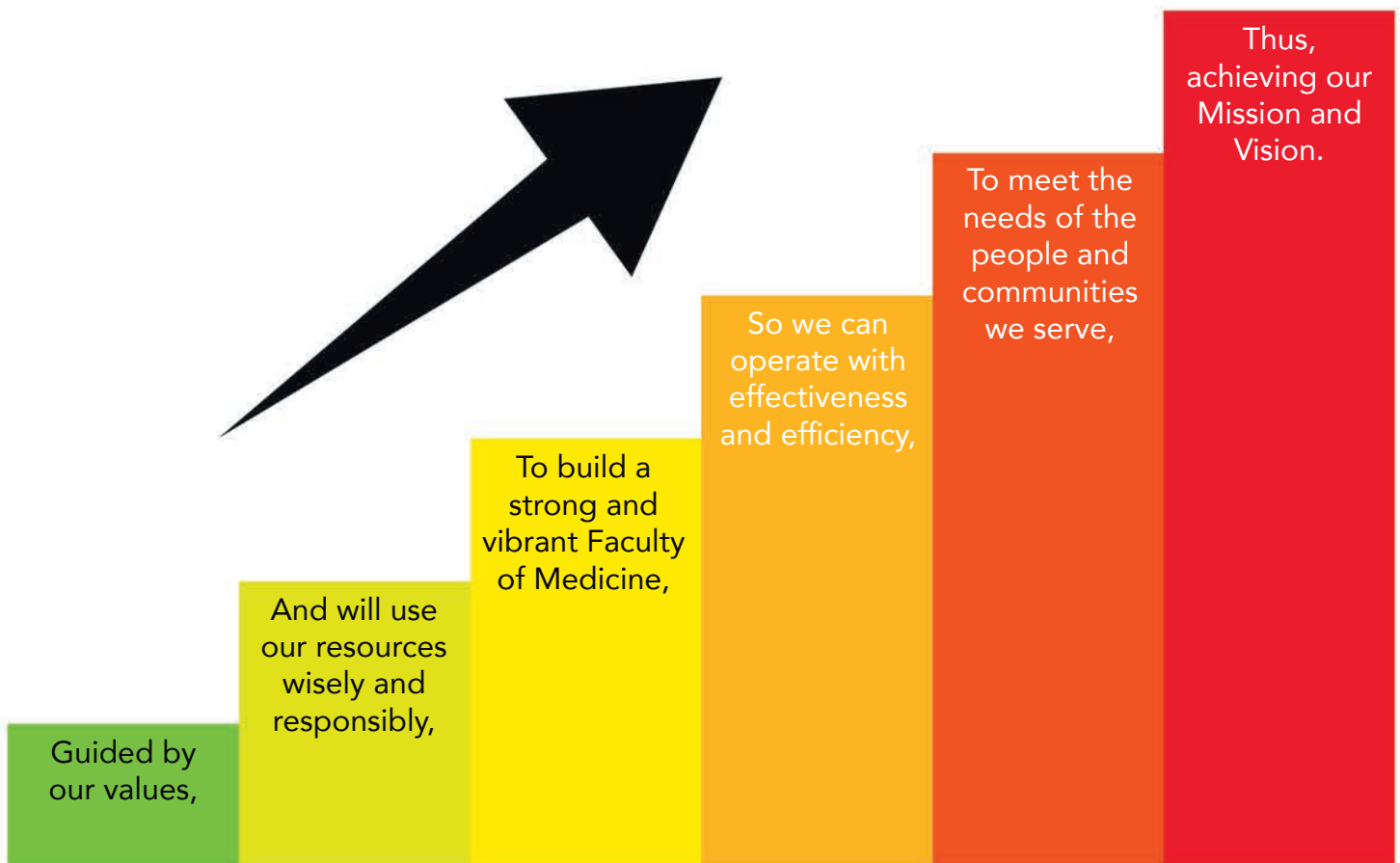
Throughout our engagement phases, we reflected on five critical strategic questions:



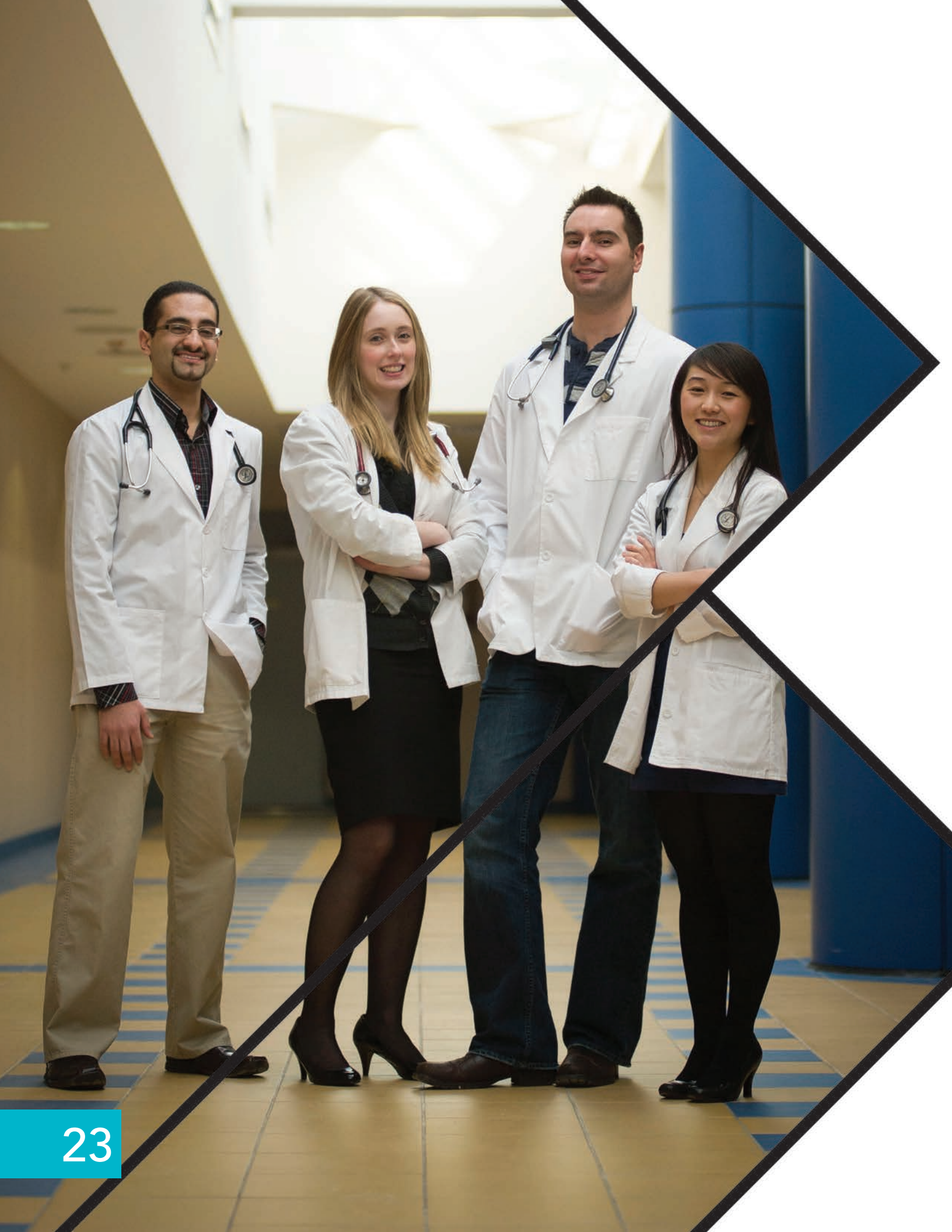


The faculty's Strategy Map illustrates our directions for the next five years. It provides us with the clarity and foresight we need to seize the opportunities before us and overcome the challenges. The Strategy Map supports us to work in an organized, inter-dependent and decisive way.

Ultimately, the Strategy Map tells our strategic story in one page by answering the five questions. Moving from the bottom of the map to the top of the map, The Faculty of Medicine will be:







Our Mission

Working in the spirit of partnership and respect, the Faculty of Medicine is committed to delivering integrated excellence in education, research and evidence informed care; meeting the unique health needs of our rural, remote and urban communities; and advocating for health, equity, Indigenous health and healthy populations.

Our Vision

Through excellence, we will integrate education, research and social accountability to advance the health of the people and communities we serve.

Our Values

We:

- Put the needs of our learners and communities at the forefront of everything we do
- Support faculty and staff to succeed
- Act and lead with integrity and professionalism
- Embrace learning, creativity and innovative thinking in all we do
- Foster inter-dependent teamwork and collaboration

HOW WILL WE ACHIEVE OUR VISION?

THE STRATEGIC PILLARS

The Strategy Map connects the Faculty of Medicine's mission and vision to concrete outcomes that we will deliver for the communities and people we serve, over the next five years. In turn, the Strategy Map identifies the **processes, people, support systems, technologies** and **resources** required to achieve those outcomes.

STRATEGIC PILLAR #1:

STRATEGIC OUTCOMES: IMPROVING LIVES

THRIVING LEARNERS AND GRADUATES

- Learners achieve academic success throughout their Faculty of Medicine educational journey
- Learners rate their educational experience as excellent
- Learners feel connected, supported and challenged to reach their full potential, with resilience
- Learners gain the skills to lead and participate in inter-dependent teams
- Graduates are prepared to respond to population needs and to be tomorrow's scientific and clinical leaders
- Graduates are equipped with the competencies needed to thrive in the 21st century health system
- Learners, faculty and staff are lifelong learners

IMPACTFUL RESEARCH

- Our research addresses pressing and emerging needs of regional, Indigenous and global populations
- Our research accelerates the transfer of discoveries into clinical practice, education and the health system
- Faculty, staff, researchers and learners are active partners in integrated research and scholarly pursuits
- Our inter-dependent research projects are community informed and inspired
- Our research achievements are nationally and internationally recognized and acclaimed

HEALTHIER COMMUNITIES

- The communities we serve are actively engaged in identifying community needs, influencing education, research and service priorities and evaluating new models of practice
- Learners are motivated to remain in our communities after graduation and to support underserved, rural and remote areas
- Government, academic and health partners are involved in the pursuit of our mission
- We participate in sustainable regional, provincial, national and global partnerships to shape and improve health equity and the health system
- Faculty, staff, learners and graduates embrace their social responsibility to positively impact the health status of our communities

STRATEGIC PILLAR #2:

STRATEGIES OF EXCELLENCE: EXCELLENCE IN ALL WE DO

The 'Strategies of Excellence' pillar answers the question: To achieve our strategic outcomes, as defined above, at what **processes** and **practices** must we **excel**?

EDUCATION EXCELLENCE

We must excel at:

- Delivering high quality, dynamic and innovative academic programming
- Enabling faculty to be exceptional teachers and learner advocates
- Providing learners with active, engaged, empowering and authentic community-based experiences that include longitudinal learning activities
- Incorporating competency-based learning, programmatic assessment and inter-dependent practice
- Accelerating the effective use of education technologies across all programs and teaching spaces
- Teaching, mentoring, assessing and supporting learners
- Providing learners with career planning services to support and prepare them to return to work in our communities

RESEARCH EXCELLENCE

We must excel at:

- Identifying focused areas of research strength where we can lead and maximize return on investment
- Empowering researchers with appropriate resources, support and efficient processes
- Embedding an integrated and coordinated research curricula across all programs
- Promoting and nurturing the development of inter-dependent research teams to accelerate scientific discoveries
- Building robust academic and external partnerships and networks
- Effectively disseminating our research outcomes to the scientific and clinical communities and the public

SOCIAL ACCOUNTABILITY

We must excel at:

- Inscribing global health and community engagement principles and competencies into academic programming
- Preparing learners to understand the determinants of health and health policy and to advocate for patients and communities
- Actively listening to and collaborating with the populations we serve and our health and research partners
- Evaluating and enhancing our education, research and service programs in alignment with community needs
- Developing partnerships that strengthen community capacity in underserved populations and rural and remote areas
- Building structures that expand our influence and presence in Canada and on the global stage
- Expanding philanthropic funding models to advance our mission

STRATEGIC PILLAR #3:

FACULTY OF MEDICINE CAPACITY: EMPOWERED PEOPLE

What enables excellence? The Faculty of Medicine's culture and our people, as well as technology and a robust infrastructure, enable excellence. Therefore, this strategic pillar describes the **capacity** we need to excel.

CULTURE OF EXCELLENCE

We will:

- Unify our team around a focus on excellence and achievement of our shared vision, mission and values
- Create a productive, engaging, enjoyable and supportive work experience for faculty and staff
- Weave social accountability into everything we do
- Embrace meaningful change and translate ideas and solutions into action
- Cultivate an environment of lifelong learning

INSPIRING LEADERSHIP

We will:

- Nurture and support formal and informal leaders to inspire and lead, in alignment to our vision and mission
- Facilitate effective communication and collaboration amongst learners, faculty, staff and community partners
- Encourage and support leadership development for current and future leaders
- Create and embrace opportunities for all staff, learners and faculty to achieve their potential

EXCEPTIONAL PEOPLE

We will:

- Work in a dynamic organizational structure, and ensure our people are in the right roles, equipped with the right skills, focused on the right priorities
- Build our talent and workforce capabilities through strategic recruitment and retention programs and succession planning
- Facilitate exceptional faculty and staff development and mentoring at all career stages
- Foster an environment that encourages wellness for all
- Recognize and celebrate individual and team achievements

ROBUST INFRASTRUCTURE

We will:

- Stay at the forefront of advances in educational, research and information technology
- Enhance technologies that enable inter-dependent teamwork and collaboration
- Harness the full power of existing and new technology, equipment and labs
- Fortify data management capabilities and capacity to capture, store, preserve, access and utilize data securely
- Provide spaces where faculty, staff and learners can network and collaborate

STRATEGIC PILLAR #4:

SUSTAINABILITY: ENDURING LEGACY

Finally, we asked what resources will we need and how will we utilize the resources to ensure long-term **sustainability**?

EFFICIENT AND EFFECTIVE RESOURCING

We will:

- Allocate resources to the strategic priorities, in direct alignment to our mission and to the health needs / priorities of the populations we serve
- Enhance our fundraising efforts to attract more charitable donations in support of our mission
- Expand and diversify Faculty of Medicine revenue

CONTINUOUS PERFORMANCE MANAGEMENT AND IMPROVEMENT

We will:

- Track, measure and analyze our performance across our academic mandate
- Use data to continuously improve performance and results and to set improvement goals
- Strengthen program evaluation to enable improvements
- Improve efficiency and productivity through process and quality improvement initiatives
- Share our performance results with faculty, staff, learners, partners and communities
- Monitor population health and our external environment, including emerging opportunities, risks and challenges

DYNAMIC ADVOCACY

We will:

- Identify, foster and participate in partnerships that advance our mission
- Promote the mission and vision of the Faculty of Medicine and communicate our contributions to our communities and to society

Thus, achieving
our VISION and
MISSION.

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To build a
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FOUNDLAND FACULTY OF MEDICINE STRATEGY MAP

IN EXCELLENCE 2018-2023

OUR MISSION

Delivering integrated excellence in education, research and evidence informed care; meeting the unique health and advocating for health, equity, Indigenous health and healthy populations.

OUR VISION

Social accountability to advance the health of the people and communities we serve.

IMPROVING LIVES

IMPACTFUL RESEARCH

Identifying and emerging needs of regional, Indigenous and global
Transfer of discoveries into clinical practice, education and
Learners are active partners in integrated research and
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HEALTHIER COMMUNITIES

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EXCELLENCE IN ALL WE DO

EXCELLENCE: We must excel at...

Research strength where we can lead and maximize return on
Appropriate resources, support and efficient processes
Coordinated research curricula across all programs
Development of inter-dependent research teams to
External partnerships and networks
Research outcomes to the scientific and clinical communities

SOCIAL ACCOUNTABILITY: We must excel at...

- Inscribing global health and community engagement principles and competencies into academic programming
- Preparing learners to understand the determinants of health and health policy and to advocate for patients and communities
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ROBUST INFRASTRUCTURE: We will...

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- Provide spaces where faculty, staff and learners can network and collaborate

ENDURING LEGACY

PERFORMANCE MANAGEMENT AND IMPROVEMENT: We will...

Performance across our academic mandate
Improve performance and results and to set improvement goals
To enable improvements
Activity through process, technology and quality improvement
With faculty, staff, learners, partners and communities
Our external environment, including emerging
Trends

DYNAMIC ADVOCACY: We will...

- Identify, foster and participate in partnerships that advance our mission
- Promote the mission and vision of the Faculty of Medicine and communicate our contributions to our communities and to society

OUR GUIDING VALUES

We:
Lead and communities at the forefront of everything we do
Support faculty and staff to succeed
Lead with integrity and professionalism
Encourage creativity and innovative thinking in all we do
Foster dependent teamwork and collaboration



VI. MAKING OUR MARK - IMPLEMENTATION

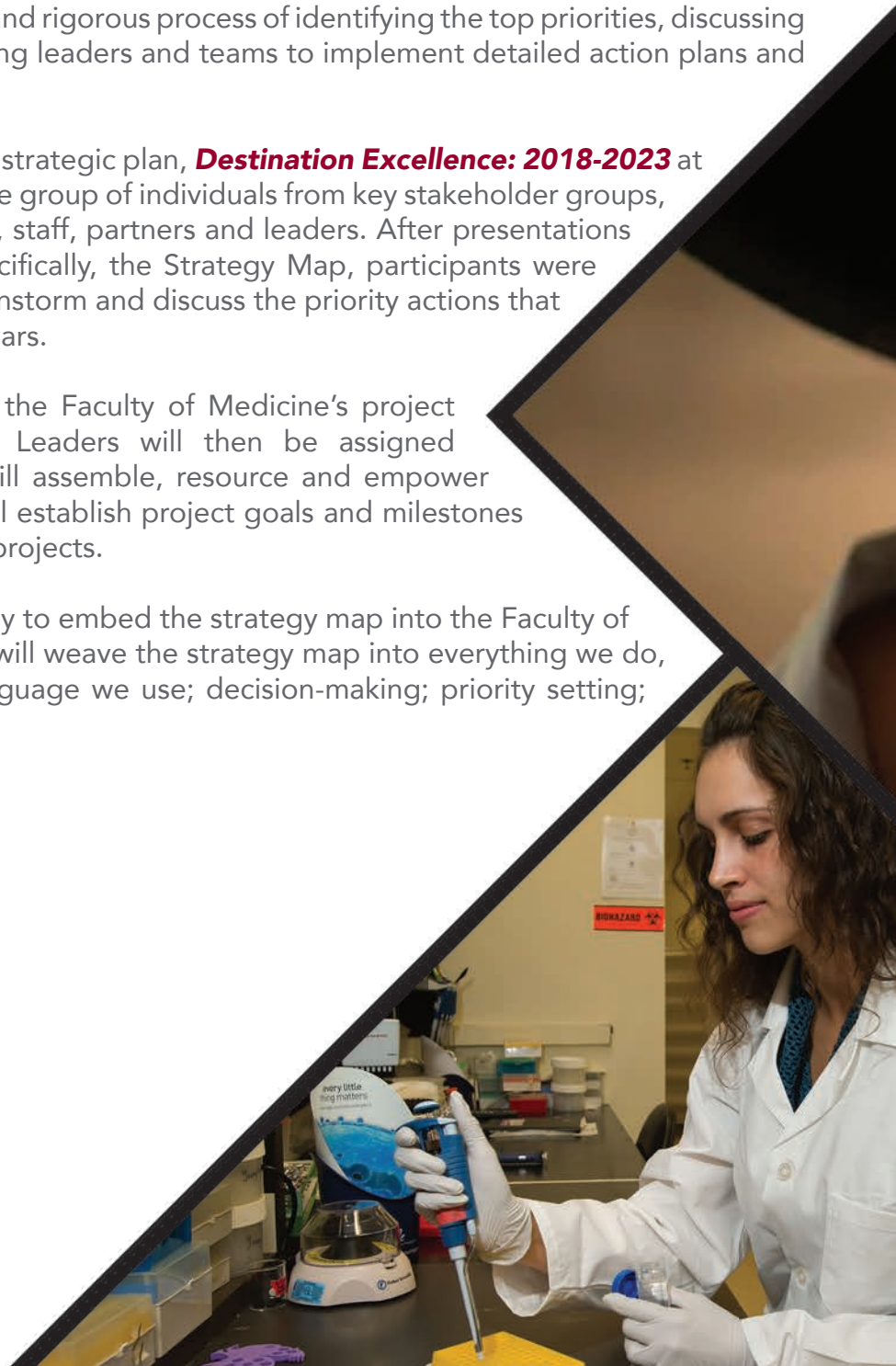
The most vital component of strategic planning is implementation – **breathing life into the plan and sustaining it over the long-term**. Implementation is time consuming, difficult and requires discipline. Why? It produces change and asks people to work, think and operate in different ways. However, if we do not evolve, we will not achieve our mission, vision and goals.

Therefore, to realize sustainable success, we must move from thinking and planning to action and results. Implementation is a systematic and rigorous process of identifying the top priorities, discussing the how, when and why and empowering leaders and teams to implement detailed action plans and bring the changes to life.

On December 5, 2017, we unveiled our strategic plan, **Destination Excellence: 2018-2023** at a strategic retreat, attended by a diverse group of individuals from key stakeholder groups, such as learners, researchers, clinicians, staff, partners and leaders. After presentations about the new strategic plan and specifically, the Strategy Map, participants were asked to reflect on the plan and to brainstorm and discuss the priority actions that we should focus on over the coming years.

The next key milestone is to confirm the Faculty of Medicine's project priorities and operational initiatives. Leaders will then be assigned accountability for the priorities and will assemble, resource and empower inter-dependent teams to act. They will establish project goals and milestones and track progress over the life of the projects.

At the same time, we will work diligently to embed the strategy map into the Faculty of Medicine's culture and workplace. We will weave the strategy map into everything we do, including communications and the language we use; decision-making; priority setting; and hiring, training and recognition.





VII. MEASURING PERFORMANCE

What gets measured, matters. Our strategy map matters. We have defined long-range aspirations for the Faculty of Medicine that will call for change across all facets of our mission. Accordingly, we will develop a performance scorecard to track and measure progress and results. The performance scorecard will articulate performance targets across each strategic pillar. Actual performance against targets will be gauged on a regular basis and performance improvement programs will be established to tackle negative variances. Leaders will also use performance data to inform and guide decisions and change initiatives; and to facilitate team discussions about performance.



In addition to the performance scorecard, performance will be evaluated and improved by:

- Tapping into the distinct perspectives and ideas of the Faculty of Medicine's faculty and staff to assess how we are doing and what we can improve;
- Seeking input from learners and communities we serve;
- Appraising improvements in population health;
- Asking for feedback from partners, funders and other stakeholders;
- Benchmarking performance against peers in our sector, both on a Canadian and global level.



VIII. CLOSING WORDS

Proudly, the Faculty of Medicine's new strategic plan, **Destination Excellence**, is our pledge to one another and to the people and communities we serve. It is a testimony to what we learned during our strategic planning process, while building on our 50-year legacy of distinction. **Destination Excellence** is a call to action, charting our course forward to a bright future. It asks all of us - faculty, staff, learners, partners and communities - to step forward and work together to achieve our mission and vision:

Through excellence, we will integrate education, research and social accountability to advance the health of the people and communities we serve.

The future awaits! Please join us on this journey to **Destination Excellence**.





OUR VISION

Through excellence, we will integrate education, research and social accountability to advance the health of the people and communities we serve.

IMPROVING LIVES

EXCELLENCE IN ALL WE DO

EMPOWERED PEOPLE

ENDURING LEGACY





Faculty of Medicine



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