

THE UNIVERSITY OF OTTAWA DEPARTMENT OF RADIOLOGY

2021 – 2026 EXCELLENCE PLAN







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MESSAGE FROM THE CHAIR

I am thrilled to present you with the *Department of Radiology 2021-2026 Excellence Plan*. I want to thank the many colleagues who gave up of their personal time to contribute to this plan. At least 70% of Departmental members contributed in some way, so I am confident that it is a true reflection of your thoughts and aspirations for the Department.

Strategy is the keystone of business success. We have succeeded in creating an academic plan that is reflective of the multiple institutions and specialties our department represents, thereby assuring its relevance and success. The creation of this plan is really the beginning of our journey. It is intended to be dynamic, and the priorities we set may be revisited and refined over the course of its execution, so your continuous engagement is appreciated.

I have previously reminded the group that operational effectiveness is not strategy, and strategy is not a polar opposite of operational effectiveness. Together they are the means to harness our good intent and ensure the choices we make align with a calculated path to success.

While effectiveness is important for competitive advantage, strategy is about differentiation. It means deliberately choosing a different set of behaviors, activities, and processes to deliver a unique mix of value. However, as I heard from many practice plans, achieving a sustainable strategic position does require tradeoffs with positions that are incompatible.

As Michael Porter (Harvard Business review) wrote, "With so many forces at work against making choices and tradeoffs in organizations, a clear intellectual framework to guide strategy is a necessary counterweight". Through this planning process, we have created the "clear intellectual framework" needed to ensure the Department creates an environment conducive to empowering you to realize your full professional potential. So, in essence, this plan is about setting a path to the future and creating a legacy to pass on to the next generation of Department of Radiology members.

By defining, our mission, vision, and values you have defined what the Department of Radiology means to you. Emerging from your enthusiastic participation and responses to the planning process is an overwhelming commitment to excellent patient care, compassion, respect, reputation, empathy, humanity, and work ethic. These descriptors are the epitome of the image we have of our collective selves, and the image or "brand" we want to project to our patients, colleagues, and institution. Tom Peters sums up the emotions embodied in a brand. "A brand is ultimately about nothing more (and nothing less) than heart. It's about passion...what you care about. It's about what's inside—what's inside you, what's inside your company." It was heartening for me to feel the deep emotion expressed by many participants when defining who we are as a department. I hope the passion to attain our ideal values continues to resonate well past the current plan. I encourage you to reflect on your personal brand and make a conscious effort to align these with the collective, within the Department of Radiology.

As Chair I remain deeply grateful for the privilege of leading the Department of Radiology. I remain committed to providing the environment that will ignite your passion and leverage our clinical and academic skillset for the benefit of all our regional partners and most importantly our patients.

Sincerely

Richard

2021 – 2026 Excellence Plan at a Glance



OUR MISSION

We are expert academic physicians, clinicians, physicists, scientists, educators, and other healthcare providers from three independent institutions: The Ottawa Hospital, The Children's Hospital of Eastern Ontario, and l'Hôpital Montfort.

We are committed to advancing medical imaging, image-guided therapeutics, and radiation medicine in the Ottawa Region, nationally and internationally.

We combine our leadership in innovation, scholarship, and simulation training with our unique geographic location and industry partnerships to advance the dissemination of best practices, contribute to better clinical outcomes, and deliver compassionate, high-quality, patient-centered care.

We believe in the dignity of our patients, learners, trainees, and team members. Through interdisciplinary and inter- and intra-institutional collaboration, we cultivate an environment of excellence in research and teaching, driving continuous self-improvement and leading-edge care important to our patients and their loved ones.

OUR VISION

To be recognized internationally as a renowned academic department of radiology and the leading Canadian hub for research, innovation, education, and quality scholarship, that provides each patient with world-class, evidence-based, compassionate clinical care.

OUR VALUES

- Respect: We embrace and encourage bilingualism, diversity of opinions, acknowledging differences, and promoting equity, diversity, and inclusion.
- Integrity: We demonstrate ethical behaviour, accountability, transparency, and objectivity.
- Excellence: We educate the next generation of physicians, leaders, teachers, and innovators. We
 generate new knowledge and leverage cutting edge technology to positively impact patient
 outcomes through the provision of world class care to all. We are inclusive of underserved and
 marginalized communities.
- Diversity: We welcome and respect the diversity of our learners, trainees, patients, employees, and physicians without biases based on differences of any kind; recognizing that better care for diverse populations is enhanced when everyone feels a sense of inclusion and belonging.
- Teamwork: We foster engagement, encourage multidisciplinary inclusive collaboration, and recognize that every individual counts.
- Patient-Centred Care: We support patient-centred care by conducting evidence-based research and delivering education and training guided by patient values, preferences, and needs.
- Care and Wellbeing: We nurture a safe, compassionate workplace responsive to the individualized needs of our members.

STRATEGIC PRIORITIES AND ACTIONS

NOTES TO READER

Note on Strategic Priority Area Cross-Referencing

This 20201 – 2026 Excellence Plan is cross-referenced against the University of Ottawa Faculty of Medicine (FOM) with additional references made to the hospital environment where DOR's strategic actions intersect with clinical care (THE). The intent of this approach was to set goals, identify activities, and set a forward course of action appropriate for a medical department within the context of the university and academic hospitals of which we are a part and serve.

It is acknowledged that not all items listed under the strategic priorities related to the hospital environment (THE) will apply to all hospital contexts. The *Excellence Plan* allows for flexibility on which priorities will be implemented and how they will be implemented within each unique operational setting according to each hospital's strategic plan.

Guide to Priority Levels

- Urgent (U) = Falling behind and not advancing quickly is a risk to ongoing activities and business.
 Critical to either bringing us to current standards or to mitigate imminent threats and trends. Find time and resources or re-allocate them from other areas if necessary.
- High (H) = Needs attention within the next year. Important for course correction and to bring us to the next level. Allocate time and resources in the current planning cycle.
- Medium (M) = Should be attended to soon. Important to achieving our vision, but not immediately susceptible to risks or threats. Strategies to find the time and resources should be put into place now to act in the medium-term.
- Low (L) = Nice to have if the time and resources can be found. May not fit into the current plan's timeframe but should not be forgotten.

Guide to Status Levels

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Not yet started
Behind schedule and/or at risk
Started and in progress
Well underway and on-track
Completed

STRATEGIC PRIORITIES AND ACTIONS: EDUCATION

						E	EDU	CA	TION	I PR	IORI	TY A	ARE/	S				X-R	EF	
	DEPARTMENT OF RADIOLOGY ACTIONS: EDUCATION	PRIORITY	STATUS	EDU 1.1 FDU 1.2	EDU 1.3	EDU 1.4	EDU 2.1	EDU 2.2	EDU 2.4	EDU 2.5	EDU 3.1	EDU 3.2 EDU 3.3	EDU 3.4	EDU 4.1	EDU 4.2	EDU 4.4	SECONDARY	FOM PRIORITIES	THE HOSPITAL ENVIRONMENT	uOTTAWA FACULTY OF MEDICINE EDUCATION PRIORITY AREAS
1.	Introduce Competence by Design (CBD) and harness technology to support it. Widen opportunities for learning including, Objective Structured Clinical Examination, teaching files, resident rounds, simulation training, competency assessments etc. as well as non-technological elements. Develop a Brightspace self-learning/assessment tool for CBD	н	2	x x	x				x											ENRICH LEARNER EXPERIENCE EDU 1.1. Further our work toward graduating learners who are professionally ready through provision of competency- based education EDU 1.2 Identify and implement innovative teaching
2.	Establish the Department of Radiology as a Canadian center for dissemination of best educational practices including simulation training	м	2	x x	x				x								IGH	1.4		strategies across the education spectrum EDU 1.3 Optimize IT processes, and strive to provide
3.	Establish the Department of Radiology Continuing Medical Education (CME) program as a leader in meeting the emerging needs of learners and trainees. (This may include highlighting branded expertise, European Society of Therapeutic Radiology and Oncology, Canadian Organizations of Medical Physicists, American College of Radiology-style training addressing subspecialty practice and the continuum of training (including re-training or new skill acquisition by practicing physicians), AI, virtual reality training, and 3-D assisted learning). Develop a Brightspace self-learning/assessment tool for CME	м	;	x x	×	[IGH	1.4	THE 3.3	learning management systems and technology reflecting current state-of-the-art technology EDU 1.4 Increase access to personal and career counselling services in addition to enhancing wellness initiatives across all levels of UGME, PGME, TMM, GPS and CPD EXPAND INNOVATIVE EDUCATION PROGRAMS EDU 2.1 Expand our current 3rd- and 4th-year TMM program to a full four-year Bachelor program
4.	Formalize and provide more structure to the mentorship program for learners and staff that includes social/well-being, academic and research activities.	н		х																EDU 2.2 Create master's programs in public health, in medical education in French, and in anatomical sciences
5.	Establish an educational budget to target and support advanced educational scholarship, MSc Education, and participation in other educational learning initiatives. Including piloting sabbaticals through formal support of unique academic and training/learning opportunities	н				x			x											education EDU 2.4 Adapt our Continuing Professional Development program to support physician practice improvement, as well as faculty development in support of competency- based medical education
6.	Create graduate programs (e.g., Medical Imaging and Radiation Sciences graduate program and Translational and Molecular Medicine Program) enabling greater access for clinician scientists and imaging scientists to student supervision	м					x	x		x										EDU 2.5 Expand our graduate programs with an interdisciplinary stream in medical sciences across basic biomedical sciences and clinical and translational research
7.	Enhance multi-disciplinary engagement to increase learning through rounds and teaching, working with clinical specialties and diagnostic imaging subspecialties	м									x						IGH	1.4		FOSTER INTERDISCIPLINARY AND INTERPROFESSIONAL LEARNING
8.	Identify and pilot ways to take greater advantage of the knowledge and experience of imaging scientists, medical physics, and AI scientists	м					х	х		x	x									EDU 3.1 Increase the number of opportunities for interdisciplinary learning EDU 3.2 Create indicators to demonstrate value in these
9.	Partner with the Department of Innovation in Medical Education to promote educational scholarship and build an educational support network and resources	м							х											interactions for both research and education EDU 3.3 Target specific early synergies to demonstrate the
10.	Develop a pathway for post graduate trainees to pursue concurrent graduate degrees	м								x										potential for promoting collaboration EDU 3.4 Identify opportunities for interprofessional
11.	Create programs to increase interest for residents into under-represented subspecialties such as paediatric/interventional radiology and nuclear medicine.	м									x									education across the learning spectrum GROW OUR EDUCATION RESEARCH CENTRE
12.	Develop educational metrics including educational scholarship, grants and educational programs for to measure success investment in education and to facilitate promotion on an educational platform	м)	<)	(x				EDU 4.1 Facilitate development of teaching skills of our faculty with a structured curriculum EDU 4.2 Increase scholarly output in medical education
13.	Ensure that relative value unit credits are allocated for educational activities	U)	()	(X				EDU 4.3 Recognize educational work in order to facilitate

						ED	buc	ATI	ON I	PRIC	DRIT	Y AF	REAS	5		-		X-R	EF	
	DEPARTMENT OF RADIOLOGY ACTIONS: EDUCATION	PRIORITY	STATUS	EDU 1.1 EDU 1.2	EDU 1.3	EDU 1.4	EDU 2.1	EDU 2.2	EDU 2.4	EDU 2.5 FDI131	EDU 3.2	EDU 3.3	EDU 3.4	EDU 4.1	EDU 4.2 FDU 4.3	EDU 4.4	SECONDARY	FOM PRIORITIES	THE HOSPITAL ENVIRONMENT	uOTTAWA FACULTY OF MEDICINE EDUCATION PRIORITY AREAS
14.	Leverage existing UOttawa and Faculty of Medicine grants focused on multidisciplinary teams (e.g., UOttawa BMRI teams or translational grants, Gavin Murphy etc.)	м										x								academic promotion, to increase success with awards and grants, and to further faculty engagement EDU 4.4 Act as a resource for education research by
15.	Create a Department of Radiology award or matching award to drive collaboration in research	м										x								providing guidance to faculty members who engage in education research to enable the sharing of resources
16.	Further support young investigators beyond the Junior Radiology Protected Time stream through active promotion, mentorship, and sponsorship	н										x								necessary for scholarly work, including access to methodologists, research assistants and other sources of support
17.	Build inter-professionalism by establishing a departmental grant to foster interdepartmental and intradepartmental collaboration that supports the interdependency of team knowledge, systems, and engagement	н											x							
18.	Expand summer student hires to bridge the clinical and academic departments through competitive research awards	м											x							
19.	Expand Continuing Professional Development resources to all members of the department, including non-trainees by leveraging existing and new CME opportunities and technologies	м												x					THE 3.3	
20.	Establish an educational committee, partnered with hospitals and UOttawa/Telfer, Wilson Institute, DIME, Centre for Faculty (Educational Scholars Program and Stepping-Stones) and other educational CPD opportunities resources to create an educational hub as a resource to promote educational scholarship and build bandwidth in educational leadership	м												x	x x	×			THE 1.6 THE 2.5	
21.	Leveraging group-funded technologist education resources to increase synergy between allied healthcare professionals (e.g., radiologists and technologists within the department of medical imaging)	н																	THE 2.4	
22.	Establish a Medical Imaging and Radiation Sciences graduate program at the Faculty of Medicine to facilitate supervision of graduate students of the Department of Radiology and to distinguish the Department of Radiology from other training programs by offering trainees an opportunity to obtain a master's degree while undergoing their training. Leverage pre-existing teaching material to support and avoid duplication of learning by allowing learners to integrate into graduation program													x			IGH RES RES	1.1	THE 2.4	
23.	Establish hubs around strategic mandates of research, quality and educational to build communities focused on developing skillsets within each mandate	м																	THE 1.6 THE 2.4 THE 3.3	
24.	Establish scholarship centred on outcomes of initiatives applied to Competency by Design program	м						1	x											
25.	Develop partnerships with industry to establish educational funding	м																		
26.	Build, establish and fund an advanced DOR education center	м																	THE 2.4	
27.	Through the establishment of interprofessional hubs, create an environment that promotes and sustains continuous quality improvement	н																	THE 1.6 THE 2.4 THE 3.3	

STRATEGIC PRIORITIES AND ACTIONS: RESEARCH

						RE	ESE/	ARC	CH PI	RIOF	RITY /	AREA	٩S			X	REF	
	DEPARTMENT OF RADIOLOGY ACTIONS: RESEARCH	PRIORITY	STATUS	RES 1.1 RES 1.2	RES 1.3	RES 1.4	RES 2.1	RES 2.2	RES 3.1	RES 3.2	RES 3.3 RES 3.4	RES 4.1	RES 4.2	RES 4.3	RES 4.5	SECONDARY FOM PRIORITIES	THE HOSPITAL ENVIRONMENT	uOTTAWA FACULTY OF MEDICINE RESEARCH STRATEGIC PRIORITY AREAS
28.	Grow research mentorship through the active engagement of actively funded and established and/or successful departmental researchers	н	2	ĸ													THE 1.6 THE 2.4	BUILD ON OUR CURRENT STRENGTHS RES 1.1 Recruit, integrate, mentor, and retain world-class
29.	Develop leadership in research and build and share physical, equipment, and human resources research infrastructure within and outside the Department to support cutting-edge research (e.g., scientists, research nurses for clinical trials, basic science, imaging capability, cutting edge equipment, and industry partnerships)	н	2	ĸ						2	x x		2	¢			THE 3.2	researchers, learners, and staff in areas of strategic priority RES 1.2 Expand joint recruitment initiatives with affiliated research institutes and other faculties RES 1.3 Advance emerging research areas identified as top priorities in our broad consultation, including medical artificial
30.	Apply a dissemination model to leverage residents, fellows, research fellows, and staff to contribute to mission (e.g., sharing what is learned at conferences and updating colleagues on research activities, and explicitly engaging trainees)	н	2	ĸ													THE 2.4	intelligence and Indigenous health RES 1.4 Coordinate research prize and award nominations for a diverse pool of candidates
31.	Strengthen relationship with OHRI (e.g., having a Department of Radiology representative on OHRI strategic, scientific, and philanthropy committees)	н															THE 3.4	ADVANCE OUR EMERGING RESEARCH PRIORITIES RES 2.1 Advance emerging research areas identified as top
32.	Implement patient-centric, evidence-based decision-making models and strategies to enhance patient and family experience	н															THE 1.3	priorities in our broad consultation, including medical artificial intelligence and Indigenous health
33.	Leverage a Medical Imaging and Radiation Sciences graduate program at the Faculty of Medicine to actively promote collaboration across UOttawa faculties through student supervision and build greater research bandwidth	м	2	ĸ			x								x	EDU 4.1	THE 1.6 THE 2.4	RES 2.2. Identify additional areas of importance to human health and prioritize them based on available resources, national/international standing in the field, critical mass of
34.	Improve cross-silo and inter-institutional/faculty collaboration, through joint hires/sharing of research assistants, promotion of research areas of interest, sharing of knowledge and expertise, Department of Radiology members contributing as co-leaders in addition to collaborators. Foster collaborations between Carleton, Waterloo and other universities, and the uOttawa program.	н		x	x		x	x	x								THE 2.4 THE 3.2	expertise/ leadership, access to unique resources/infrastructure and available funding programs (community, provincial, federal, global) ENHANCE OUR WORLD CLASS COLLABORATIVE RESEARCH ENVIRONMENT
35.	Provide grants and support for Research Ethics Board approval to reduce barriers to research. Fund early research ideas along strategic lines	н		х	x	:	х	х	x									RES 3.1 Support research programs/initiatives that foster interdisciplinary and inter- institutional collaboration RES 3.2 Integrate and align strategic priorities, resource
36.	Develop partnerships with industry to support cutting-edge research, including promoting grantsmanship and infrastructure through ORHI, the Canadian Foundation for Innovation, and industry for capital equipment funding, and human resources to facilitate agile adoption of new technology including AI, new sequences, procedures, robotics, and scanners	н			x			x	x			x	;	ĸ		IGH 1.3	THE 3.2 THE 4.2 THE 4.3 THE 4.4	allocation and process optimization across basic science departments, clinical departments, and affiliated hospital research institutes RES 3.3 Expand our dynamic, inclusive, and enriching research environment for students, faculty, and staff
37.	Expand recognition programs beyond Department of Radiology for research, clinical, and educational achievements	м				x												RES 3.4 Enhance research development and administrative support through optimization and harmonization of processes
38.	Strategically hire radiologists, scientist, and research assistants to advance a mandate of new skill acquisition and dissemination throughout the Department of Radiology	н						x	x								THE 1.6 THE 3.2	and elimination of barriers to research progress GROW OUR STATE-OF-THE-ART RESEARCH INFRASTRUCTURE
39.	Leverage broad hospital reach and disease exposure for knowledge dissemination for Continuing Medical Education use and industry partnership (e.g., AI)	м						x	x								THE 3.2	RES 4.1 Develop cutting-edge and sustainable new research space to support the growth and expansion of our diverse research programs and initiatives

						R	ESE	ARC	CH PI	RIO	RITY	ARE	AS			x	-REF	
	DEPARTMENT OF RADIOLOGY ACTIONS: RESEARCH	PRIORITY	STATUS	RES 1.1	RES 1.2	RES 1.3 RES 1.4	RES 2.1	RES 2.2	RES 3.1	RES 3.2	RES 3.3 RES 3.4	RES 4.1	RES 4.2	RES 4.3	RES 4.5 RES 4.5	SECONDARY FOM PRIORITIES	THE HOSPITAL ENVIRONMENT	uOTTAWA FACULTY OF MEDICINE RESEARCH STRATEGIC PRIORITY AREAS
40.	Embed innovation and technology for computer assisted and AI diagnosis proces improvement and quality assurance	S															THE 1.6 THE 3.2	RES 4.2 Optimize and retrofit existing research space and infrastructure
41.	Strategically planned research to build national and international reputation in specific research domains	м							x									RES 4.3 Expand support for core facilities to ensure access to state-of-the- art equipment, technology, and expertise
42.	Leverage pre-clinical imaging core, imaging scientists and clinician scientists to promote cross faculty collaboration with funding through grants/Canadian Foundation for Innovation	н								x							THE 2.4 THE 3.2	RES 4.4 Lead the expansion of city-wide core facilities and linking of infrastructure through virtual cores for optimal usage and accessibility
43.	Develop a biozone model – including the incorporation of start-ups into Department of Radiology space and partnering with start-up and industry to promote research patents and revenue generation	м									x			x			THE 3.2	
44.	Enhance opportunities for internal departmental research awards to promote a more consistent source of research funding and the development of early career researchers	н									x						THE 2.4	
45.	Develop research space and infrastructure (wet lab, dry lab, research assistant booths, and scientist offices) within the 5 th floor Breast Health Center	L										x	x					
46.	Promoting the access of research equipment and human resources available at all sites, including CHEO	н										x	x					
47.	Engage OHRI leadership to ensure space for Department of Radiology at the new institute building	м											x					
48.	Leverage grant applications and collaborations through the Canadian Foundation for Innovation to increase innovative technologies within the Department of Radiology and promote new research collaborations	м											x				THE 2.4 THE 3.2	
49.	Pursue linkages within existing uOttawa core facilities, expand existing pre- clinical imaging core operations to engage or promote external business and provide end-to-end industry service provision	н												;	ĸ			
50.	Amplify research productivity through graduate students in the new Medical Imaging and Radiation Sciences graduate program at the Faculty of Medicine	м		x	ĸ					x :	x							
51.	Leverage fellowship positions to grow research bandwidth including research fellowships	м		x	ĸ					x	x							

STRATEGIC PRIORITIES AND ACTIONS: ENGAGEMENT

					ENG	GAG	EME	ENT	PRI	IORI	TY A	REA	S		X-I	REF		
	DEPARTMENT OF RADIOLOGY ACTIONS: ENGAGEMENT	PRIORITY	STATUS	ENG 1.1	ENG 1.3	ENG 2.1	ENG 2.2	ENG 2.3	ENG 3.1	ENG 3.2	ENG 3.3 ENG 3.5	ENG 4.1	ENG 4.2	ENG 4.3	SECONDARY FOM PRIORITIES	THE HOSPITAL ENVIRONMENT	uOTTAWA FACULTY OF MEDICINE ENGAGEMENT STRATEGIC PRIORITY AREAS	
52.	Chair/chief and departmental leadership to regularly communicate and provide updates to all members of the Department of Radiology through various means (newsletters, annual and financial reports, emails, social media, town halls, etc.), including acknowledging member achievements, both broadly and individually	н		x	ĸ												EXPAND OUR RECOGNITION PROGRAM ENG 1.1 Develop and implement effective strategies for day-to- day, informal, and formal recognition ENG 1.2 Encourage all members of the Faculty of Medicine to	
53.	Establish a representative governance committee and/or leadership team to regularly lead processes to review and make recommendations on DOR's internal decision-making policies, structures and processes, and the department's relationship with partner institutions, practice plans, and other key organizations.	н														THE 2.4 THE 3.1 THE 3.3 THE 4.2	engage in the recognition programs by recognizing their peers, managers, and subordinates and equip them with the information and tools to do so ENG 1.3 Review, evaluate and enhance the recognition program	
54.	Work with practice plans to develop a business strategy whereby shared contributions create sustainable and acceptable funding models to support strategic goals															THE 3.1	periodically with the aim of maximizing its effectiveness NURTURE A DIVERSE AND EQUITABLE ENVIRONMENT ENG 2.1 Assess the current climate to enable the evaluation of	
55.	Nominate Department of Radiology members for Faculty of Medicine, Canadian Association of Radiologists, hospitals and Royal College of Physicians and Surgeons awards	н		x	ĸ												ENG 2.1 Assess the current climate to enable the evaluation of progress in future programs aimed at EDI by collecting data on the four diversity categories identified in the Canadian Employment Equity Act (gender, visible minority status, Indigenous status, and disability status) and la Francophonie, for all faculty members	
56.	Establish mechanisms for real-time, constructive feedback through 360 reviews, professional development plan as tool to self-fulfilment, social media recognition of successes and featured staff, daily huddles, 4pm second opinion, and leading with the positive	м		x	ĸ												within the Faculty of Medicine ENG 2.2 Ensure a more diverse and equitable environment by developing policies related to EDI	
57.	Establish a 'plan for success', to support and invest in new hires and junior faculty who wish to pursue academic promotion	н		x								x			IGA 2.4		ENG 2.3 Promote and advocate for an equitable environment within the Faculty of Medicine by devising strategies to mitigate	
58.	Establish recognition awards for wellness and EDI in each section/department and participate in external award programs to support best practice	м)	¢	х					х						any inequities identified through the data collection process and create positive spaces for minority individuals	
59.	Establish criteria, structures, and mechanisms to collect data annually that is provided to senior management and serves as the basis for reviewing, developing, and implementing departmental EDI and wellness improvement plans	м			x						x						CHAMPION FACULTY-WIDE WELLNESS ENG 3.1 Provide accessible and effective counselling services and programs for faculty and learners in the Faculty of Medicine while	
60.	Appoint a successor lead in EDI with a defined role that includes policy development and expansion of diverse representation amongst leadership	н					х	х									working in collaboration with the Student Affairs Office ENG 3.2 Increase the visibility of the Wellness Program services	
61.	Support the recognition, success, development, and advancement of women by promoting initiatives (such as the uptake of the Women's Award in Medical Imaging). Increase awareness of leadership courses and development opportunities available for women staff and trainees, and creating a women's peer support group	н					x	x	x								and the broader wellness strategy for the Faculty of Medicine with a coordinated communications plan ENG 3.3 Engage and support the academic hospital wellness programs to create an "Academic Hospital Wellness Network" to help leverage efforts to measure and cultivate wellness ENG 3.4 Not relevant to Department of Radiology activities	
62.	Mandate training in unconscious bias for all departmental members	н					х										ENG 3.5 Coordinate a robust award program for faculty to recognize faculty achievement in promoting wellness through the	
63.	Create a peer-to-peer support and mentor network, (including between sections and drop-in availability) that leverages hospital/ Department of Radiology peer support programs and UOttawa Employee and Family Assistance Program	м							x	3	x						recognize faculty achievement in promoting wellness through the recognition program outlined above	

					EN	NGA	GEN	ИEN	IT PI	rio	RITY	' Are	AS		х	-REF	
	DEPARTMENT OF RADIOLOGY ACTIONS: ENGAGEMENT	PRIORITY	STATUS	ENG 1.1	ENG 1.2	ENG 1.3	ENG 2.2	ENG 2.2	ENG 3.1	ENG 3.2	ENG 3.3	ENG 3.5	ENG 4.1	ENG 4.3	SECONDARY FOM PRIORITIES	THE HOSPITAL ENVIRONMENT	uOTTAWA FACULTY OF MEDICINE ENGAGEMENT STRATEGIC PRIORITY AREAS
64.	Appoint new wellness lead and establish a wellness committee with a mandate to prioritize a positive culture and "rehumanize" the department in supporting both official languages								х	x	x						PROMOTE A RESPECTFUL AND PROFESSIONAL ENVIRONMENT ENG 4.1 Conduct professionalism onboarding of all staff and trainees
65.	Promote greater social interaction within the department through initiatives such as creating a departmental WhatsApp social group and increasing social events and activities	м							х	x	x						ENG 4.2 Identify and develop resources for remediation and training programs in professionalism for faculty members and learners such as online or in-person learning modules (e.g.,
66.	Regular chair communication to promote and raise awareness of ongoing and new wellness issues and initiatives	н								x							management of faculty–trainee boundaries module in partnership with CPD and Saegis) ENG 4.3 Promote scholarship through ongoing initiatives to
67.	Establish awards for new/early career faculty to value and recognize their achievements	н			x												improve the learning environment and evaluating outcomes using several measures such as the professionalism portal, learning
68.	Leverage hospital, Continuing Professional Development, and UOttawa resources for remediating and training in professionalism on an individual basis	м											>	:			environment surveys and the Association of Faculties of Medicine of Canada (AFMC) Graduation Questionnaire
69.	Through the establishment of a quality hub, facilitate interprofessional collaboration and skillset development needed for quality scholarship and improvement	н														THE 1.6 THE 2.1 THE 1.4	
70.	Leadership development through budgeted Department of Radiology-supported activities and time allocation; for example, offer a Canadian Medical Association physician leadership courses in-house	м										:	x			THE 2.2	
71.	Ensure equitability of access to leadership opportunities through fair, accessible, and transparent processes	м														THE 2.2	

STRATEGIC PRIORITIES AND ACTIONS: FRANCOPHONIE

					FF	RAN	ICOI	рног	NIE	PRIC	RIT	Y AR	EAS			X-F	REF	
	DEPARTMENT OF RADIOLOGY ACTIONS: FRANCOPHONIE	PRIORITY	STATUS	FRA 1.1	FKA 1.2 FRA 1 3	FRA 1 4	FLA 1.4	FKA 2.1 FRA 2.2	FRA 2.3	FRA 2.4	FRA 3.1	FRA 3.2	FRA 3.3	FRA 3.4	FRA 4.1	SECONDARY FOM PRIORITIES	THE HOSPITAL ENVIRONMENT	uOTTAWA FACULTY OF MEDICINE RESEARCH FRANCOPHONIE PRIORITY AREAS
72.	Foster closer links between UOttawa, The Ottawa Hospital, Hôpital Montfort, CHEO and other sites for learners through initiatives such as resident community elective opportunities and expanding learning files and tools in French, including the possibility of online francophone teaching files and cases	н		x				х										ADVANCE LA FRANCOPHONIE FRA 1.1 Create an environment that will help francophones thrive at the Faculty
73.	Develop bilingual Continuing Medical Education content	м		х														FRA 1.2 Strengthen our undergraduate medical training program in French
74.	Identify members to develop, participate in, and expand our 1 & 2 nd year francophone medical student lectures to inspire a new generation of francophone radiologists	н			x													FRA 1.3 Ensure national and international visibility of the Faculty of Medicine's innovations in French
75.	Expand the 3 & 4 th year francophone medical student in hospital rotations and medical student teaching file, through initiatives such as elective opportunities for residents	н			x													FRA 1.4 Promote educational, scientific and clinical research in French
76.	Advise and promote francophone medical student research projects through the Institut du Savoir Montfort	м			>	()	ĸ			T								CULTIVATE A FRANCOPHONE ENVIRONMENT FRA 2.1 Improve the bilingual image of the Faculty
77.	Provide support for francophone medical students in the preparation and collection of data for radiology research.	L			>	()	ĸ											FRA 2.2 Increase the level of bilingualism of learners, staff and teachers
78.	Collaborate with the UOttawa and other hospital sites to promote and participate in multi-centre research	м			>	()	ĸ			T								FRA 2.3 Increase the number of bilingual learners, staff and teachers
79.	Strengthen hiring and promotion practices for fully bilingual radiologists, technologists, and managers in the Department of Radiology	м					2	x										FRA 2.4 Encourage bilingual students and residents to make an active offer
80.	Formally appoint a lead as a liaison at the department to steward Francophonie mandate	м					2	x		T								ENGAGE WITH OUR FRANCOPHONE COMMUNITIES FRA 3.1 Strengthen the social commitment of our programs
81.	Promote the use of French in meetings as well as professional and social interactions	м						х	[to our francophone communities FRA 3.2 Create more ties with francophone medical
82.	Expand support of our talented francophone students and encourage their individual learning and research progress	м							х	¢								communities in Canada FRA 3.3 Increase and strengthen partnerships with major
83.	Seek to promote and encourage francophone and bilingual medical students to pursue a career in radiology through initiatives such as having Montfort radiologist participation at medical student career night	н							x	x								francophone organizations (local, national and international) FRA 3.4 Make an impact on international cooperation in French-speaking Africa
84.	Continue to promote the unique history of the Hôpital Montfort and its essential place as an institution promoting the health of francophones through greater uOttawa Department of Radiology engagement	н									х							BROADEN OUR BILINGUAL PROGRAMS FRA 4.1 Develop a master's degree in medical education in
85.	Actively advertise francophone learning and social events with our French speaking colleagues across Canada and particularly in Quebec	L										x						French in collaboration with the Faculty of Education FRA 4.2 Create the first and only Doctor of Pharmacy
86.	Promote initiatives with local and national francophone organizations first including seeking financial support for francophone research.	L											x					(PharmD) program in French outside of Québec FRA 4.3 Increase the number of francophone residency
87.	Establish relationships with international francophone organizations including Médecins Sans Frontières for our francophone students to consider actively contributing to global health issues	L											x	x				positions in general specialties FRA 4.4 Explore the possibilities of creating other programs

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	DEPARTMENT OF RADIOLOGY ACTIONS: FRANCOPHONIE	PRIORITY	STATUS	FRA 1.1	FRA 1.2	FRA 1.3	FRA 1.4	FRA 2.1	FRA 2.2	FRA 2.3	FRA 2.4	FRA 3.1	FRA 3.2	FRA33	FRA 3.4	FRA 4.1	SECONDARY	FOM PRIORITIES	THE HOSPITAL ENVIRONMENT	uOTTAWA FACULTY OF MEDICINE RESEARCH FRANCOPHONIE PRIORITY AREAS
8	 Establish relationships with French speaking medical schools in France and Africa to offer reciprocal arrangements for elective medical students 	L												>	x					based on populations' needs including a physician assistant program and a bachelor's degree for paramedics
8	 Offer our active support to collaborating with francophone research in other health fields and master's programs related to radiology 	м														x				
9	 Offer a medical imaging perspective to multidisciplinary francophone research and projects (both ongoing and new projects) 	м														x				
9	 Partner with the Official Languages and Bilingualism Institute or other uOttawa department to develop/offer targeted courses (possibly online, self-directed) for residents, faculty, and staff with the goal of developing a working-level competence in a second language to better serve francophone patients (e.g., vocabulary on the body parts and basic sentence structure to ask questions such as "where does it hurt"?) 	м						x	x										THE 1.2	

STRATEGIC PRIORITIES AND ACTIONS: INTERNATIONAL, GLOBAL & REGIONAL HEALTH

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	DEPARTMENT OF RADIOLOGY ACTIONS	PRIORITY	STATUS	IGH 1.1	IGH 1.2	IGH 1.3	IGH 1.4	IGH 2.1	IGH 2.2	IGH 2.3	IGH 2.4	IGH 2.5	IGH 3.1	IGH 3.2	IGH 3.3	IGH 4.1	IGH 4.3	IGH 4.3	SECONDARY FOM PRIORITIES	THE HOSPITAL ENVIRONMENT	uOTTAWA FACULTY OF MEDICINE INTERNATIONAL & GLOBAL HEALTH PRIORITY AREAS
91.	Provide training/support to clinics in mid-low- income areas acquiring new technology	н			x																ENSURE IMPACTFUL AND DIVERSE PARTNESHIPS IGH 1.1 Develop and maintain key international partnerships for which their
92.	Develop regional integration of central intake, imaging backbone linking regional hospitals with an emphasis on the dissemination of technology (including AI) and best practices	U						x	x											THE 1.5	value proposition benefits the Faculty on many levels IGH 1.2 Expand on our collaborative strategy within the Faculty and across external stakeholders including the uOttawa International Office, embassies and governmental agencies, leading to a refined process for partnership
93.	Continued modernization of infrastructure to support desired workflows (breast density, iron measurements, expansion and replacement of capital equipment, seamless and integrated home reporting)	н						x	x											THE 1.5	development and renewal IGH 1.3 Create a revenue-enhancing strategy to support our priorities and initiatives that includes financial support to learners IGH 1.4 Develop partnerships for incremental educational programs that are
94.	Implement and evaluate the impact of patient reported outcomes for targeting surveillance in oncology	м						x													multi- disciplinary and promote enhanced collaborations between learners and faculty members IMPROVE GLOBAL HEALTH LOCALLY AND ABROAD
95.	Greater emphasis on educational opportunities for remote communities including Nunavut in service, education, and CME dissemination	н								x										THE 3.3	IGH 2.1 Conduct research on other global health programs to identify best practices and potential collaborations IGH 2.2 Focus on developing global health at home, by expanding our
96.	Promote clinical excellence through guideline and white paper development, involvement in and leadership of national and international committees, and knowledge transfer of best	н								x										THE 3.2	educational mandate to Northern Canada and regional areas, such as the Ottawa Inner City Health Program IGH 2.3 Promote educational exchanges in order to better serve marginalized populations, new immigrants, refugees and Indigenous groups
97.	practices to local and regional partners Promote skills development, and disseminate protocols, standard operating procedures, and best practices with regional community and academic hospital partners and primary care providers	н								x										THE 1.6 THE 3.2 THE 4.2 THE 4.3	 IGH 2.4 Expand global health initiatives and identify preferred partnerships for trainee mobility IGH 2.5 Increase the number of trainees who accompany faculty members on their global health missions to collaborate on research and educational
98.	Enhance community partnerships to broaden exposure of trainees to community practice	м								:	x					x				THE 3.2	projects PRIORITIZE OUR SOCIAL ACCOUNTABILITY MANDATE
99.	Enhance Department of Radiology visibility through VP and other international invitations	м									3	x									IGH 3.1 Expand the Global Health Program (GPH) to focus on activities with a social accountability mandate
100.	Increase the Department's social accountability foothold through group contribution to Ottawa, the broader region, and international community	м										:	x		x		x				IGH 3.2 Prioritize local, national, and international initiatives and partnerships that provide a meaningful and long-term impact on organizations that are being supported
101.	Growth in strategic research and innovation sphere especially through partnership/ innovation initiatives/biozone	м											2	x							IGH 3.3 Celebrate learners' and faculty members' achievements that prioritize social accountability IGH 3.4 Promote the Global Health Concentration (GHC), which offers an in-
102.	Promote learner participation in the Ontario Medical Association, Ontario Association of	н														x					depth investigation of global health topics of interest to students with the goal

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DEPARTMENT OF RADIOLOGY ACTIONS	PRIORITY	STATUS	IGH 1.1	IGH 1.2	IGH 1.3	IGH 1.4	IGH 2.1	2.2 HDI	1GH 2.3	IGH 2 5	IGH 3.1	IGH 3.2	IGH 3.3	IGH 3.4	IGH 4.1	IGH 4.3	IGH 4.3	SECONDARY FOM PRIORITIES	THE HOSPITAL ENVIRONMENT	uOTTAWA FACULTY OF MEDICINE INTERNATIONAL & GLOBAL HEALTH PRIORITY AREAS
Radiologists, Canadian Association of Radiologists and other provincial, national and international committees																				of creating critical thinkers and lifelong learners EMPOWER OUR LEARNERS FOR GLOBAL CITIZENSHIP
103. Develop training in social-cultural aspects of working with cultures with unique and diverse perspectives on healthcare and healthcare practices and recognizing them and incorporating them, where possible.	м															x				 IGH 4.1 Increase support to all learners to facilitate participation in internationally focused activities locally, within Canada, and globally IGH 4.2 Support faculty members and learners taking part in global health activities in low-resource settings including in education, research, health care and capacity-building opportunities in a safe and ethical manner
									-											IGH 4.3 Expand financial support options to increase the number and type of bursaries available to serve the entire learner population of the Faculty

ANNEX A: STRATEGIC PRIORITY AREAS FOR THE HOSPITAL ENVIRONMENT

Better Patient Experience

THE 1.1 Engage patients and families as active partners in decision-making related to strategic directions and process changes that impact patient care, research, and education.

THE 1.2 Create a safe and respectful environment of patient centered care

THE 1.3 Ensure that all staff continue to model evidence-based behaviours that are proven to enhance the patient and family experience.

THE 1.4 Create an environment that promotes and sustains continuous quality improvement.

THE 1.5 Improve patient flow in an effort to provide patients with the right care, at the right time, in the right environment.

THE 1.6 Enhance health research and discovery by engaging patients in research activities and embedding research into day-to-day clinical operations.

Better Staff Experience

THE 2.1 Continue to build on our leading practices in staff wellness and safety programs.

THE 2.2 Continue to focus on improving employee, physician, and resident engagement.

THE 2.3 Continue to review safety incidents and errors using "Just Culture" methodology.

THE 2.4 Promote the development of inter-professional teams in partnership with Ottawa's universities and colleges.

THE 2.5 Provide a learning environment that enhances the resident, student, and staff experience.

Better Value

THE 3.1 Create financial strength and flexibility by managing available resources and promoting financial and operational stewardship.

THE 3.2 Create capacity for innovation through a centre of excellence in Innovation and Quality.

THE 3.3 Create a culture of continuous improvement by continuously evaluating existing processes and streamlining them to achieve maximum value.

THE 3.4 Ensure philanthropy is an organizational priority and continue to inspire our community to place hospitals at the top of their philanthropic priority list.

Better Health Populations

THE 4.1 Transition to service line management, an organizational structure that aligns the accountability of health-care teams with the care needs of specific patient populations.

THE 4.2 Create partnerships across the continuum of care to provide a better patient experience.

THE 4.3 Lead system integration to create value by improving patient outcomes and reducing costs.

THE 4.4 Invest in information systems and technology to help effectively manage care in an integrated system.