It is my pleasure to share with you the 2020-2025 Strategic Plan for the Department of Emergency Medicine at Queen's University.

This is an exciting time for our department. Since our creation as the first university Department of Emergency Medicine in Canada in 1995, we have grown from a small group into a large and thriving organization. Our faculty now numbers nearly forty academic clinicians, with expertise in a breadth of clinical subspecialties as well as in clinical research and educational scholarship. Both of our EM residency programs are regarded as among the best nationally, with reputations for innovative and comprehensive training and graduates who have gone on to be national leaders in our specialty. We also offer two clinical fellowship programs that have gained national and international prominence. Our department has a strong foundation of clinical, educational, health services and global health research programs, which continue to grow and contribute to the advancement of the discipline of Emergency Medicine. Indeed, our history and current state give us much of which we can be very proud.

A hallmark of a successful organization, however, is its willingness to grow and change and to look to the future. Rather than be content with the status quo, as a department we recognize the importance of growth, innovation, and improvement to enable future success. As such, over the course of 2019, members of the department embarked collaboratively on a strategic planning process, with input from external partners and stakeholders. A professionally-facilitated retreat helped to identify and build consensus around a set of key strategic priorities on which the department will focus in the coming years. For each strategic priority, a limited number of specific goals was identified, and key enabling opportunities were listed. The result is the document you see now: an ambitious but achievable vision for the next five years in the life of our department.

Our goal with this plan is to identify an intended strategy, but not to exclude or prevent other emerging opportunities from also shaping our course over the years to come. As has so often been the case in our history, we have found tremendous success in our willingness to adapt to unexpected challenges and opportunities, and in our ability to embrace innovation and change we did not plan for. Moreover, no amount of planning will lead to success without ongoing work to nurture and sustain the phenomenal departmental culture of collegiality, partnership, mutual care, and shared enterprise that defines the Department of Emergency Medicine at Queen's.

I am excited to celebrate our achievements in the years to come, and am grateful to everyone who contributed to this exciting vision for the Department.
The mission of the Department of Emergency Medicine at Queen’s University is to provide exemplary emergency care to ill and injured patients, to demonstrate leadership and to create an atmosphere of inquiry through teaching and research for our learners, colleagues and ourselves.

In conducting our clinical and academic affairs, the members of the Department strive to adhere to the following principles:

• We are a collegial group, in which members respect and support one another, our professional colleagues, and our trainees.

• We are role models for our students, residents, colleagues and for one another in professional practice and personal life.

• All members share responsibility for the achievement of the Department’s core clinical, academic, and administrative deliverables.

• Decisions of significance are made with the input of the entire membership, and we strive to use principles of consensus building.
Department of Emergency Medicine

BY THE NUMBERS

Department of Emergency Medicine is home to:

- 35 GFT Faculty members
- 17 Adjunct physicians
- 5 Clinical/Research Fellows
- 10 CCFP-EM Residents
- 23 FRCP(C) Residents

Department of Emergency Medicine active research profile (2019):

- 62 Research studies
- 27 Grants totaling $3,492,161.08
- 98 Publications (2019)

Snapshot of Department of Emergency Medicine Research Studies and grants in progress (2019)
OVER THIS PLANNING CYCLE, THE DEPARTMENT WILL FOCUS ITS ATTENTION ON FINDING INNOVATIVE AND EFFECTIVE WAYS TO:

- Provide high-quality, integrated and streamlined care to high-needs and vulnerable PATIENTS AND POPULATIONS in the Emergency Department
- Renew and grow our RESEARCH program, aligning research activity with priority areas of clinical focus whenever possible
- Continue to enhance our EDUCATION programs in Emergency Medicine with a focus on fostering excellence in our learners and ourselves
- Strengthen and build collaborative PARTNERSHIPS beyond our department in order to advance clinical, educational and research priorities
- Equip faculty with the necessary tools, supports and programs to enable PROFESSIONAL SUSTAINABILITY in the practice of academic Emergency Medicine.

For each strategic priority, members of the department have identified one or more intended goals, as well as key activities which we will seek to undertake to help achieve them.
PATIENTS AND POPULATIONS
PATIENTS AND POPULATIONS

STRATEGIC PRIORITY:

Provide high-quality, integrated and streamlined care to high-needs and vulnerable patients and populations in the Emergency Department.

INTENDED GOALS:

Create a “senior-friendly emergency department” by developing enhanced care programs, pathways and protocols that address the unique needs of frail elderly patients.

Develop innovative, multidisciplinary approaches for the care of patients presenting to the emergency department with mental health, addiction and substance use disorders, with a focus on harm reduction, rapid access to multidisciplinary specialized resources, and decreasing return ED visits.

ENABLING ACTIVITIES:

• Recruit new faculty with specialized training and expertise in the care of geriatric patients and patients with addictions and substance use disorders
• Enhance departmental expertise on the care of vulnerable patients by investing in targeted continuing professional development opportunities for faculty and enhancing residency curricula on geriatrics, mental health, and addictions medicine
• Advocate for and empower trained non-physician caregivers to advance the care of vulnerable populations within the Emergency Department
• Focus departmental quality improvement and patient safety initiatives on enhancing care for vulnerable patient groups
• Identify and seek to collaboratively create partnerships and resources for timely outpatient referral of vulnerable patients with specialized care needs, as well as for “upstream redirection” when possible, to support alternate access points to the healthcare system
• Resource new clinical initiatives with the necessary project management, administrative and operational support to enable effective, timely and coordinated implementation of new projects and programs
STRATEGIC PRIORITY:

Renew and grow the department’s clinical research program, with a focus on impactful projects and programs that inform improved care for emergency department patient populations.

INTENDED GOALS:

Grow the number of clinical research studies enrolling patients in our centre led by departmental investigators.
Aggressively pursue new research grant funding to support stable infrastructure, administrative and operational support for investigators and studies.
Develop and support a program of research in emergency department quality improvement and patient safety.

ENABLING ACTIVITIES:

• Recruit at least one new clinician-investigator with an established program of clinically focused research
• Establish at least one funded Research Chair in the department
• Increase faculty participation in quality improvement projects and program evaluations
• Pursue opportunities for collaborative research with partners in other clinical and non-clinical departments
• Capitalize on funding opportunities through SEAMO to support clinical research fellows
• Support a full-time research scientist/methodologist within the department
• Increase opportunities for trainee engagement in both clinical and quality improvement projects
EDUCATION

STRATEGIC PRIORITY:

Ensure that our postgraduate training programs in emergency medicine are recognized as national leaders in innovative education and training, fostering “excellence by design” in our teaching and trainees.

INTENDED GOALS:

Ensure that growth in clinical and academic specialization translates into enhanced educational offerings for residents in domains of faculty expertise.

Grow the offering of training opportunities within the department that attract learners from other centres and raise the national profile of the department, as well as expand local opportunities for our own residents.

Enable the continued success of the department’s education scholars, maintaining our status as leaders and innovators in emergency medicine education and training.

ENABLING ACTIVITIES:

• Provide appropriate departmental support to training program leaders and educators to enable engaged leadership and curricular innovation

• Review and revamp formal departmental rounds and teaching sessions, with an emphasis on presenters, content and formats that optimize the educational yield for both residents and faculty

• Encourage educational collaboration with other programs and departments through joint rounds and teaching sessions, visiting speakers with interdisciplinary appeal, and by leveraging departmental expertise in simulation-based teaching and other pedagogy

• Establish a new fellowship program in Emergency Medicine Education, partnering with the new Queen’s Masters in Health Professions Education program

• Collaborate with other departments to establish a new, multidisciplinary fellowship program in Point-of-Care Ultrasound

• Continue to support and promote existing fellowship programs in Resuscitation and Global Emergency Medicine
PARTNERSHIPS

STRATEGIC PRIORITY:

*Strengthen and build collaborative partnerships outside of the department in order to advance clinical, educational and research priorities.*

INTENDED GOALS:

Increase the participation and external visibility of department members within the hospital, University and SEAMO in order to share expertise, increase collaborative partnerships, amplify our collective influence, and build social capital.

Grow relationships with regional health care partners in order to identify opportunities for collaboration in clinical care, advocacy and education.

Foster relationships with other community organizations, institutions and individuals in order to promote shared interests, and enhance local advocacy.

Expand our engagement in the advancement of global emergency medicine by supporting and contributing to international partnerships.

ENABLING ACTIVITIES:

- Ensure departmental members are aware of, and supported to participate on committees, working groups, and other collaborative activities within SEAMO, the University/Faculty and the Hospitals
- Create inter-departmental and inter-professional working groups to address key clinical issues that would benefit from a collaborative approach
- Leverage and increase opportunities for recruitment to our clinical fellowship programs by partnering with and deploying fellows to regional emergency departments challenged by limited physician resources
- Identify opportunities to enhance our community engagement through advocacy, education and philanthropy
- Support the development of a residency program in emergency medicine at Haramaya University in Ethiopia by supporting a faculty lead, encouraging visiting clinical faculty and contributing educational expertise
PROFESSIONAL SUSTAINABILITY

STRATEGIC PRIORITY:

Equip faculty and trainees with the necessary tools, supports and programs to enable professional sustainability in the practice of academic Emergency Medicine.

INTENDED GOALS:

Identify and pursue opportunities to enhance the clinical and academic department in order to promote individual wellness, to sustain a collegial and supportive culture, and to enable faculty, learners and staff to experience joy in their work.

ENABLING ACTIVITIES:

• Actively promote the activities and successes of departmental faculty and trainees, both internally and outside of the department
• Develop a regular program of faculty development activities that address the clinical and non-clinical learning needs of the department’s physicians by engaging internal and external subject matter experts
• Ensure the ED clinical schedule and scheduling practices support safe and sustainable clinical practice, are responsive to patient care demands, and support a healthy professional-personal life balance among physicians
• Embrace opportunities to increase the diversity of our faculty and staff, and to promote an inclusive and supportive environment for all faculty members, staff and trainees