CONTINUING HEALTH SCIENCES EDUCATION (CHSE)
STRATEGIC PLAN 2013-2016
At the CHSE Program, we initiated a strategic planning and consultation process in 2012. The process involved:

- a CHSE Staff retreat in February 2012,
- meetings with the chairs of all the Faculty of Health Sciences (FHS) clinical departments and also with academic leaders (Associate/Assistant Deans/Directors) in the FHS,
- regular meetings with CHSE Advisory Committee members,
- on-going consultation with the Associate Dean Education, and
- discussions at the Advisory Committee and Staff meetings.

Through this process we reviewed our mission statement. The revised mission statement and tenets were approved by the CHSE Advisory Committee in June 2013, by the Health Sciences Education Council and the FHS Executive Council in November 2013.

During the strategic planning process we also reviewed the CHSE Program Logic Model (2012-2013). During his term as CHSE Acting Assistant Dean, Dr. Marcel Dore developed the initial draft of the Program Logic Model in 2011. It was created with consideration of the CHSE Mission and Objectives, the CHSE Business Plan, CACME Standards and Continuing Health Sciences Education academic literature. The Program Model was a living document that helped us plan, implement, communicate and evaluate our mission and objectives. This document was finalized and put in effect for the academic year 2012-2013. The Program Model was reviewed, evaluated and re-presented to the Advisory Committee in June 2013 with the outcomes achieved during the 2012-2013 academic year.

As this was the first year that this Program Model was in full use, we recognized the following limitations when aligning this model with our operation and future directions:

- lack of a clear strategic direction
- absence of a method to identify strategic priorities
- focus was mostly on operation
- inability to obtain a quick overview of the process
- difficult to navigate
- not congruent with the new mission statement and tenets

The Advisory Committee recommended that the current model be redesigned to overcome the above issues. Our mandate was to create a simple and easy to use strategic plan that would help to improve current operations and enable the Program to venture into new frontiers. Through our ongoing strategic planning and consultation, we conducted a SWOT analysis, summarized current identifiable goals, and added short and long-term goals to help achieve our mission. From these goals, objectives and actions were identified. The current Strategic Plan will be in place for the next three years (2013-2016). An in-depth evaluation of the Plan will be held in 2017 with revisions made as needed.

We are committed to continue a rigorous evaluation process as per the ER3 Strategic Planning Cycle (Evaluate, Review, Revise, and Recreate). This cycle will keep the Strategic Plan a living document which will be essential for the ongoing evaluation of the CHSE Program’s overall effectiveness in the rapidly evolving Continuing Health Sciences Education and Continuing Professional Development (CPD) environment.

**SWOT ANALYSIS**

Through our strategic planning process, we identified the following key Strengths, Weaknesses, Opportunities and Threats:

**STRENGTHS**
- Dedicated team and robust faculty
- Commitment to quality
- Diverse and innovative approach to CHSE activities

**THREATS**
- Competition (both internal and external)
- Changing Continuing Professional Development environment
- Economic instability and fiscal restraints

**WEAKNESSES**
- Limited automated business solutions
- Outdated event planning software
- Human resources shortage and changing responsibilities

**OPPORTUNITIES**
- Opportunities for collaborations with community partners
- Increasing partnership for scholarship in CHSE
- Increasing involvement in oversight of CHSE activities in the FHS
# Table of Contents

- Faculty of Health Sciences Mission Statement ............................................ 3
- CHSE Mission Statement ........................................................................... 4
- Glossary of Terms ................................................................................... 5
- CHSE Strategic Directions ........................................................................ 6
- CHSE Goals ................................................................................................ 8
  - Innovation Goal 1 .................................................................................. 9
  - Innovation Goal 2 .................................................................................. 10
  - Innovation Goal 3 .................................................................................. 11
  - Innovation Goal 4 .................................................................................. 12
  - Innovation Goal 5 .................................................................................. 12
  - Innovation Goal 6 .................................................................................. 13
  - Innovation Goal 7 .................................................................................. 15
  - Scholarship Goal 8 ................................................................................. 16
  - Scholarship Goal 9 ................................................................................. 17
  - Scholarship Goal 10 .............................................................................. 18
  - Quality Goal 11 ..................................................................................... 19
  - Quality Goal 12 ..................................................................................... 20
  - Quality Goal 13 ..................................................................................... 21
  - Quality Goal 14 ..................................................................................... 22
  - Quality Goal 15 ..................................................................................... 23
  - Expertise Goal 16 .................................................................................. 24
  - Expertise Goal 17 .................................................................................. 25
  - Expertise Goal 18 .................................................................................. 26
  - Expertise Goal 19 .................................................................................. 27
  - Expertise Goal 20 .................................................................................. 28
- Thank you .................................................................................................. 29
GUIDING STATEMENT OF PURPOSE
In health sciences education, research and care, we are here to question, to learn, to discover, to communicate and to make a difference.

VISION
Within a culture of innovation, exploration and collaboration, we lead by learning from what was, challenging what is and embracing what could be.

TENETS
We believe in:
• Interprofessional collaboration
• Commitment to our communities
• Strategic partnerships
• Accountability/Responsibility
• Innovation
• Excellence
• Integrity and Respect
• Optimism

“Together, Advancing Health Through Learning and Discovery”
CHSE MISSION

We create learning opportunities for healthcare providers to advance continuing professional development and optimize health outcomes.

TENETS
- Developing innovative learning opportunities
- Meeting the needs of the public and communities
- Supporting lifelong learning for health professionals
- Providing inter-professional education
- Embracing competency based education
- Advancing research and scholarship
- Achieving highest standards of service

McMaster University HEALTH SCIENCES

2013 – 2016
GLOSSARY

ACCME: Accreditation Council on Continuing Medical Education
AFMC: Association of Faculties of Medicine of Canada
AMEE: Association for Medical Education in Europe
APLL: Assisting Physicians in Lifelong Learning, an initiative by CPD Ontario Collaborative
EHR/EMR: Electronic Health Records / Electronic medical Records
FD: Faculty Development
FHS: Faculty of Health Sciences
FIPPA: Freedom of Information and Protection of Privacy Act
FMEC: Future of Medical Education in Canada
CACHE: Canadian Association of Continuing Health Education
CACME: The Committee on Accreditation of Continuing Medical Education
CASCaDe: Continuing Academic and Scholarly Career Development (McMaster FHS Collaborative)
CCME: Canadian Conference on Medical Education
CE: Continuing Education
CFPC: College of Family Physicians of Canada
CHE: Continuing Health Education
CHSE: Continuing Health Science Education
CME: Continuing Medical Education
COFM: Council of Ontario Faculties of Medicine
Col: Conflict of Interest
CPD: Continuing Professional Development
CPD (O): Continuing Professional Development Collaborative for Ontario Physicians
CPSO: College of Physicians and Surgeons of Ontario
CMPP: Canadian Medical Protective Association
CSBL: Centre for Simulation Based Learning
CSU: Computer Services Unit

ER’ Cycle: Evaluate, Review, Revise, and Recreate Cycle
LHIN: Local Health Integration Networks
MainPro: Maintenance of Proficiency
MDCL: Michael DeGroote Centre for Learning
MDSM: Michael DeGroote School of Medicine
MOC: Maintenance of Certification
PERD: Program for Educational Research and Development
PIPER: Program for Interprofessional Practice, Education and Research
PG: Postgraduate
SCCPD: Standing Committee on Continuing Professional Development (AFMC)
SI: Satisfaction Index
SMART Objectives: Specific, Measurable, Achievable, Realistic, and Time Objectives
RC: Royal College
RCPO: Royal College of Physicians and Surgeons of Canada
RIF: Research and Innovation Fund
UG: Undergraduate
CHSE STRATEGIC DIRECTIONS

INNOVATION

SCHOLARSHIP

QUALITY

EXPERTISE
CHSE STRATEGIC DIRECTIONS

INNOVATION
CHSE activities are built on innovative academic practices that meet the needs of the communities we serve

SCHOLARSHIP
CHSE promotes research, assessment and evaluation in Continuing Professional Development

QUALITY
CHSE has quality management initiatives ingrained in all program activities

EXPERTISE
CHSE has the administrative and operational capabilities to support current and future Continuing Professional Development initiatives
CHSE STRATEGIC GOALS

INNOVATION

CHSE activities are built on innovative academic practices that meet the needs of the communities we serve.

1. Develop and accredit educational offerings using innovative and diverse instructional methods to meet all target audience needs.
2. Develop and accredit CHSE activities that are directed towards defined target audience and are linked to identified learning needs.
3. Develop and accredit CHSE activities that are driven by a consideration of the health needs of communities we serve.
4. Foster and support Individualized Lifelong Learning.
5. Ensure CHSE is integrally involved in the FHS Continuing Education Initiatives.
6. Contribute to various training levels within the continuum of health sciences education in the FHS.
7. Promote and provide inter-professional education.

SCHOLARSHIP

CHSE promotes research, assessment and evaluation in Continuing Professional Development.

8. Engage in health sciences education research that contributes to the discipline of CHSE.
10. Evaluate all educational activities using reliable tools that determine merits and drive changes.

QUALITY

CHSE has quality management initiatives ingrained in all program activities.

11. Manage all aspects of Conflict of Interest (Col) effectively and in compliance with FHS and national standards.
12. Ensure that all programs developed and/or accredited by CHSE comply with national accreditation systems standards.
13. Influence CHSE (CPD) delivery, policy and quality at local, provincial and national levels.
14. Apply a quality management process to advance the Strategic Plan.
15. Maintain full compliance with CACME accreditation standards.

EXPERTISE

CHSE has the administrative and operational capabilities to support current and future Continuing Professional Development initiatives.

16. Develop a governance structure that ensures whether or not CHSE operation complies with FHS standards.
17. Maintain financial viability.
18. Ensure effective academic and administrative human resources.
19. Use marketing activities that advance CHSE profile and maximize revenues.
20. Maintain infrastructure resources to support operation.
CHSE STRATEGIC GOALS

GOAL
WHERE WE ARE GOING
1. Develop and accredit educational offerings using innovative and diverse instructional methods to meet all target audience needs

OBJECTIVE
MILESTONES TO ACHIEVE OUR GOALS

- Offer CHSE activities that encompass a variety of educational formats and designs

- Design and evaluate new CPD instructional methods

ACCTIONS
STEPS TO ACHIEVE OUR OBJECTIVES

- Require 50% of all programs to use two or more complementary learning methods
- Develop educational offerings based on CanMEDS and CanMEDS-FM Frameworks and incorporate at least one additional competency other than Expert
- Ensure that all accredited programs have at least 25% interactive time
- Increase the use of simulation
- Increase the use of online learning
- Increase the use of reflective learning

- Develop and/or accredit at least one new CHSE offering per year that employs learning strategies not routinely used by CHSE
- Initiate and complete at least one scholarly project per year that evaluates the efficiency of instructional methods
- Incorporate the principals and practice of competency based education into new offerings
GOAL
WHERE WE ARE GOING
1. Develop and accredit CHSE activities that are directed towards defined target audience and is linked to identified learning needs

OBJECTIVE
MILESTONES TO ACHIEVE OUR GOALS

- Identify target audience
- Utilize a combination of subjective and objective data to identify perceived and unperceived learning needs
- Develop teaching content that is based on learning needs and is consistent with the defined learning objectives

ACTIONS
STEPS TO ACHIEVE OUR OBJECTIVES

- Define CHSE target audience within strategic plan and CHSE Guidebook
- Define target audiences early in the development process of CHSE activities
- Utilize at least one subjective (perceived) and one objective (unperceived) needs assessment measure for each new program developed by CHSE
- Develop and execute an ongoing CHSE comprehensive curriculum needs assessment survey that captures perceived and unperceived needs to inform planning committees and guide overall CHSE activities
- Mandate that all CHSE accredited programs will have planning committees that includes appropriate representation from target audience
- Promote SMART objectives as the preferred method for presenting learning objectives
- Mandate that all learning objectives are linked to learners needs
- Communicate learning objectives clearly with speakers by including the objectives in the speakers’ invitation letter
- Ensure that all programs accredited by CHSE have planning committees that are either chaired by a McMaster Faculty member or include faculty members that will contribute significantly in lieu of a McMaster Chair
- Mandate planning committee and speakers to ensure that teaching content has scientific validity, integrity and objectivity
- Have the academic Chair/Assistant Dean/Associate Dean endorse educational offerings in their departments and have them sign the applications for program accreditation to ensure that all offerings have scientific validity, integrity and objectivity
GOAL
WHERE WE ARE GOING

3. Develop and accredit CHSE activities that are driven by a consideration of the health needs of communities we serve

OBJECTIVE
MILESTONES TO ACHIEVE OUR GOALS

• Identify population health issues
• Develop educational offerings that address population health issues and impact outcomes

ACTIONS
STEPS TO ACHIEVE OUR OBJECTIVES

• Ensure that the Assistant Dean has regular communication with the LHINs and local hospital leaders, who are knowledgeable of population health issues
• Include representation from the LHINs, hospitals and/or patient advocacy groups in CHSE advisory committee membership
• Perform ongoing needs assessment to examine changes in population health issues from the perspective of the healthcare practitioner
• Develop learning objectives to address changing health and disease trends in populations served by target audience
• Ensure that CHSE long-term research priorities include ongoing measurement of patient outcomes
GOAL
WHERE WE ARE GOING
4. Foster and support individualized lifelong learning

OBJECTIVE
MILESTONES TO ACHIEVE OUR GOALS

- Provide opportunities for self-directed learning
- Introduce coaching in CHSE Activities
- Promote and integrate lifelong learning in CHSE activities

ACTIONS
STEPS TO ACHIEVE OUR OBJECTIVES

- Educate healthcare providers on the principles and practices of lifelong individualized learning through meetings offered by CPD Educator/Lifelong Learning Lead and CHSE Faculty
- Ensure that CPD Educator assists in developing Personalized Learning Plan
- Provide access to self-directed learning resources on the CHSE website, including tools that measure baseline practice data and help identify individual learning needs
- Continue to support APLL (Assisting Physicians in Lifelong Learning) Project phase II (currently has 2 physicians from McMaster)
- Support APLL Phase III by recruiting coaches from a cross section of departments
- Promote APLL to Clinical Departments and all FHS Schools
- Maintain a Royal College CPD educator as a member of CHSE academic staff
- Recruit a CHSE Lifelong Learning (LLL) Faculty Lead
- Actively participate in AFMC-SCCPD Lifelong Learning subcommittee by having a McMaster representative that participates regularly
5. Ensure that CHSE is integrally involved in FHS Continuing Education Initiatives

**OBJECTIVE**

**MILESTONES TO ACHIEVE OUR GOALS**

- Collaborate with PERD
- Collaborate with Faculty Development
- Contribute actively to CASCaDe initiatives

**ACTIONS**

**STEPS TO ACHIEVE OUR OBJECTIVES**

- Have regular meetings with PERD leadership to promote and advance collaboration
- Appoint PERD faculty member as the CHSE Educational Scholarship Lead
- Co-develop programs with FD
- Accredit FD offerings at both main and regional campuses
- Have regular meetings with FD leadership to promote and advance collaboration
- Share expertise with FD in the areas of registration, marketing, educational scholarship and research
- Ensure that FD Assistant Dean is a member of the CHSE advisory committee
- Ensure that CHSE Assistant Dean is an active member of CASCaDe and attends meetings regularly
- Develop and accredit CASCaDe activities that include CHSE
- Provide conferencing and event planning for CASCaDe activities
- Lead in collaboration with FD all CASCaDe initiatives to promote Clinical Scholarship among Clinician-Educators
6. Contribute to various training levels within the continuum of health sciences education in the FHS

**OBJECTIVE**

**MILESTONES TO ACHIEVE OUR GOALS**

- Participate in UG and PG education
- Expand CHSE contribution to distributed campuses

**ACTIONS**

**STEPS TO ACHIEVE OUR OBJECTIVES**

- Include UG and PG learners as target audience in relevant CHSE activities
- Collaborate on CHSE educational and research projects with UG and PG learners, where appropriate
- Measure the magnitude of UG and PG learners participation in CHSE activities
- Maintain CHSE coordinators in both regional campuses
- Ensure representation of regional campuses on CHSE Advisory Committee

**WHERE WE ARE GOING**

- Participate in UG and PG education
- Include UG and PG learners as target audience in relevant CHSE activities
- Collaborate on CHSE educational and research projects with UG and PG learners, where appropriate
- Measure the magnitude of UG and PG learners participation in CHSE activities
- Expand CHSE contribution to distributed campuses
- Maintain CHSE coordinators in both regional campuses
- Ensure representation of regional campuses on CHSE Advisory Committee

**CHSE STRATEGIC GOALS**

CHSE activities are built on innovative academic practices that meet the needs of the communities we serve.
CHSE STRATEGIC GOALS

GOAL
WHERE WE ARE GOING

7. Promote and provide inter-professional education

OBJECTIVE
MILESTONES TO ACHIEVE OUR GOALS

- Integrate inter-professional education in CHSE activities

ACTIONS
STEPS TO ACHIEVE OUR OBJECTIVES

- Ensure that all CHSE planning committees are representative of all healthcare professionals in the target audience
- Select instructors and speakers in CHSE developed programs from diverse healthcare professionals based on their knowledge and expertise
- Create CHSE inter-professional offerings where healthcare professionals from different professions can learn together
- Collaborate with PIPER to advance inter-professional education in FHS through co-developed programs
GOAL
WHERE WE ARE GOING
8. Engage in health sciences education research that contributes to the discipline of CHSE

OBJECTIVE
MILESTONES TO ACHIEVE OUR GOALS

- Establish and promote faculty-wide CHSE research priorities

- Promote educational research in CHSE as an integral part of CHSE activities

ACTIONS
 STEPS TO ACHIEVE OUR OBJECTIVES

- Identify CHSE research priorities based on current trends and through consultations with Advisory Committee members, PERD and other stakeholders
- Establish a research web page on the CHSE website that includes research priorities
- Maintain an inventory of current, past and future CHSE research projects, and include this list on CHSE research webpage
- Ensure that research priorities and activities are aligned with CHSE mission and strategic plan

- Develop research projects that advance CHSE at the FHS, nationally and internationally
- Apply to internal and external grants to fund CHSE research
- Continue funding Educational Scholarship Lead position within PERD
- Establish CHSE research and innovation fund (RIF) with stable funding
GOAL
WHERE WE ARE GOING
9. Promote scholarship in health sciences education

OBJECTIVE
MILESTONES TO ACHIEVE OUR GOALS

- Evaluate pedagogical methods that have not yet been supported with evidence
- Link learning activities to health outcomes
- Disseminate original CHSE research findings

ACTIONS
STEPS TO ACHIEVE OUR OBJECTIVES

- Initiate and complete at least one scholarly project per year that evaluates instructional methods
- Initiate and complete at least one scholarly project every 48 months that evaluates whether CHSE offerings influence health professionals behavior, performance and/or patient and communities health outcomes
- Submit at least one presentation proposal at a national/international conference annually and one publication to a peer reviewed journal
- Mandate that CHSE RIF funding require dissemination
10. Evaluate all educational activities using reliable tools that determine merits and drive changes

**OBJECTIVE**

*MILESTONES TO ACHIEVE OUR GOALS*

- Maintain an evaluation process that measures change in perceptions, competencies, behaviours and/or outcomes
- Use evaluation data to align programs with the needs of learners and CHSE missions

**ACTIONS**

*STEPS TO ACHIEVE OUR OBJECTIVES*

- Update CHSE evaluation forms to meet current standards
- Encourage learners to complete evaluation forms
- Plan evaluation processes using the Dixon typology (level 1: perception, level 2: knowledge, skill or attitude competency, level 3: behaviour and practitioner performance, level 4: patient outcome)
- Evaluate at least one program annually using Dixon typology beyond level 1
- Use seven-point Likert scale rather than the usual five-point scale to effectively differentiate truly outstanding offerings
- Aggregate evaluation to calculate a “Satisfaction Index”
- Set a baseline satisfaction index (SI) score, so that SIs < 60 will require action from the chair of planning committee as well as an explicit plan for future change in program
- Discuss results from evaluations and suggest potential changes with Chair of planning committee for programs that have >50% of items evaluated with a SI < 60 or programs that lacks consistent impact on Dixon Typology Level 2-4
11. Manage all aspects of Conflict of Interest (Col) effectively and in compliance with FHS and national standards

OBJECTIVE

MILESTONES TO ACHIEVE OUR GOALS

- Maintain written policy on Col and management of bias

- Ensure compliance with above policy

- Evaluate the impact of interventions that mitigate and reduce bias in CHSE accredited educational offerings

ACTIONS

STEPS TO ACHIEVE OUR OBJECTIVES

- Update current policy to incorporate most recent recommendations from FHS, CMA and Accrediting organizations (CFPC & RCPSC)
- Have the assistant Dean participate in AFMC-COI Working Group
- Ensure the policy addresses potential Col with both for-profit and not-for-profit entities
- Describe in the policy how CHSE manages and mitigates real and perceived Col
- Direct CHSE faculty, staff, planning committee members, speakers and everyone who has a relationship with CHSE to comply with the policy

- Approve the policy through the advisory committee
- Disseminate the policy to FHS Faculty via planning committee chairs and members and the CHSE website
- Ensure that all planning committee members sign Declaration of Col form that accompanies application for program accreditation. Planning committee Chair is responsible for obtaining signed Declaration of Col forms from all speakers
- Share disclosed Col with attendees through print and presentation to comply with CHSE policy and in accordance with CFPC and RCPSC requirements

- Collect attendees perception on bias with comments using the CHSE program evaluation form
- Share the data compiled from evaluations with speakers, planning committee Chair and members
- Flag and review programs with significant real or perceived bias noted by attendees on the “bias question”
- Share the lessons learned from program reviews with planning committees and speakers
- Support planning committees and speakers as they develop strategies to mitigate potential bias
- Use a bias-detection tool when needed
CHSE STRATEGIC GOALS

WHERE WE ARE GOING

12. Ensure that all programs developed and/or accredited by CHSE comply with national accreditation systems standards

OBJECTIVE

MILESTONES TO ACHIEVE OUR GOALS

• Implement a transparent and consistent process for program accreditation and the assignment of credits

• Maintain up-to-date knowledge of RCPSC, CFPC and other national organizations accreditation standards

• Apply quality management tools during the program accreditation application process

CHSE has quality management initiatives ingrained in all program activities

QUALITY

ACTION

STEPS TO ACHIEVE OUR OBJECTIVES

• Review the current applications for program accreditation

• Develop a worksheet for program accreditation application process

• Have the Assistant Dean or a member from advisory committee participate on the planning committee for most CHSE developed programs

• Ensure planning committees comply with polices and standards through advisory committee representation

• Attend the National CPD Accreditation Conference each year and remain updated of any changes in national standards as needed. This includes the Assistant Dean, Manager and other faculty and staff members involved in program accreditation

• Maintain the CHSE Guidebook up-to-date with CHSE polices and national accreditation standards

• Disseminate knowledge of Mainpro and MOC programs through presentations to physicians groups

• Provide regular feedback to planning committees regarding application status and potential ways to achieve accreditation and improve program development and delivery

• Send every 10th application for program accreditation to a pre-selected member of the advisory committee for an independent quality assurance review, with feedback to the Assistant Dean when discrepancies are noted

• Review teaching material (including PowerPoint slides) when necessary to ensure compliance with accreditation requirements

• Review teaching materials for all programs with solo commercial funding or with previous reports of bias
GOAL
WHERE WE ARE GOING
13. Influence CHSE (CPD) delivery, policy and quality at local, provincial and national levels

OBJECTIVE
MILESTONES TO ACHIEVE OUR GOALS

- Ensure that all CHSE activities delivered by other FHS programs and departments meet the necessary standards and polices

- Participate in the continuum of health sciences education and decision making process in the FHS related to CHSE

- Participate in provincial and national CPD leadership groups

ACTIONS
STEPS TO ACHIEVE OUR OBJECTIVES

- Promote CHSE as the main resource expert for all FHS programs, departments and schools
- Offer conferencing and educational event planning services to FHS programs, departments and schools
- Encourage clinical department to accredit activities through CHSE

- Ensure that the Assistant Dean is a member of MDSM Council and reports on CHSE issues to the Council at least twice annually
- Ensure that the Assistant Dean is a member of Health Sciences Education Council and attends meetings regularly and reports on CHSE issues

- Have the Assistant Dean attend CPD (O) and CPD-COFM meetings regularly
- Have the Program Manager attend CPD (O) and CPD-COFM when required
- Have the Assistant Dean participate regularly in AFMC-CPD meetings
- Have the Assistant Dean and/or Manager participate regularly in CPD monthly teleconference
- Ensure regular participation of the CHSE Educational Scholarship Lead in AFMC-CPD Research Subcommittee

CHSE STRATEGIC GOALS

QUALITY

CHSE has quality management initiatives ingrained in all program activities
GOAL
WHERE WE ARE GOING
14. Apply a quality management process to advance the Strategic Plan

OBJECTIVE
MILESTONES TO ACHIEVE OUR GOALS

• Ensure that CHSE activities are aligned with the mission

• Utilize a strategic plan review process regularly

ACTIONS
STEPS TO ACHIEVE OUR OBJECTIVES

• Collect data from programs evaluation and ensure such data is reviewed by planning committee
• Share data collected from ongoing comprehensive curriculum needs assessments with faculty, staff and advisory committee to guide activities
• Share identified changes in population health status with faculty, staff and advisory committee annually to guide activities
• Create a regular reports and infographs that incorporate all CHSE activities and alignments of these activities to the CHSE mission
• Review monthly report at each staff meeting and advisory committee meeting
• Ensure the advisory committee incorporate the Evaluate, Review, Revise, and Recreate (ERR) Cycle in every meeting as a standing agenda item
GOAL
WHERE WE ARE GOING
15. Maintain full compliance with CACME accreditation standards

OBJECTIVE
MILESTONES TO ACHIEVE OUR GOALS

- Maintain full accreditation

ACTIONS
STEPS TO ACHIEVE OUR OBJECTIVES

- Ensure collaboration among CHSE staff, faculty and advisory committee members in order to achieve compliance with all CACME accreditation standards
- Have Assistant Dean present new strategic plan to the MDSM Council for consultation and approval of mission statement
- Provide regular update to the Dean, VP Academic, Associate Deans and Department Chairs through individual meetings with the Assistant Dean and other appropriate channels
- Devote time and resources on “problem” standards to ensure compliance during 2014 review and beyond
- Achieve Exemplary Compliance in many of CACME accreditation Standards

- Maintain CACME accreditation as a standing agenda item on Advisory Committee agenda beyond 2014
- Continue to discuss CACME accreditation at staff meetings
- Ensure that CHSE staff, faculty and Advisory Committee members have updated knowledge regarding new accreditation standards 2015

CHSE has quality management initiatives ingrained in all program activities
CHSE STRATEGIC GOALS

GOAL
WHERE WE ARE GOING

16. Develop a governance structure that ensures whether or not CHSE operation complies with FHS standards

OBJECTIVE
MILESTONES TO ACHIEVE OUR GOALS

• Maintain updated policies and procedures manual

• Maintain a functional organizational chart

• Maintain governance structure with the oversight and support of an advisory Council

ACTIONS
STEPS TO ACHIEVE OUR OBJECTIVES

• Update policies that cover ethical and legal aspects of CHSE operation including COI and financial accountability (e.g., cancellation policy, financial surplus)
• Adopt McMaster University and FHS policies pertinent to CHSE activities including copyright and privacy policies
• Update CHSE website to promote access to all CHSE related policies
• Update CHSE Guidebook to include CHSE policies
• Develop written procedures that details CHSE process for key functions including needs assessment, program development, planning committee function, evaluation, accreditation and payment processing

• Update the current organizational chart for both academic and administrative staff
• Ensure that the organizational chart shows CHSE relationship within FHS
• Review the organizational chart annually to evaluate its effectiveness and identify potential changes to improve operation and productivity

• Maintain current advisory committee structure and roles based on approved terms of reference
• Continue a process within the CHSE advisory committee to evaluate its structure with the goal to enhance function and productivity

CHSE has the administrative and operational capabilities to support current and future Continuing Professional Development initiatives
CHSE STRATEGIC GOALS

GOAL

WHERE WE ARE GOING

17. Maintain financial viability

OBJECTIVE

MILESTONES TO ACHIEVE OUR GOALS

- Develop an intuitive financial structure
- Maintain financial sustainability independent of external funding
- Generate revenue streams to cover operation, innovation and research expenses

ACCTIONS

STEPS TO ACHIEVE OUR OBJECTIVES

- Maintain a balanced global CHSE budget
- Separate bookkeeping and financial statements for individual programs
- Ensure that scholarly activities and research projects have identifiable budgets and separate bookkeeping
- Guarantee easy access to monthly, annual, and on-demand CHSE financial reports
- Access experts within FHS Education Service to provide support to CHSE staff in areas of financial management
- Make individual programs self-sustaining through registration fees
- Identify the cost for evaluation explicitly in the individual program budget
- Maintain adequate financial support from FHS
- Review and revise CHSE charges annually
- Ensure adequate sources of funding to develop and implement various academic activities integral to the operation and advancement of the CHSE mission
- Conduct and finance comprehensive curriculum needs assessments survey, innovation projects, research and CACME accreditation expenses as an integral part of the operation budget
- Apply for a minimum of two internal/external research grants annually
GOAL
WHERE WE ARE GOING
18. Ensure effective academic and administrative human resources

OBJECTIVE
MILESTONES TO ACHIEVE OUR GOALS
• Ensure that CHSE has the necessary human resources to fulfill the mission and strategic priorities

ACTIONS
STEPS TO ACHIEVE OUR OBJECTIVES
• Retain effective academic faculty including Assistant Dean, Educational Scholarship Lead and RC-CPD Educator
• Recruit a Lifelong Learning Lead as part of either the CPD Educators or APLL structures
• Recruit high caliber speakers from various FHS departments and programs for CHSE programs
• Input CHSE related academic contributions through MacFACTS (STAR-CV) for all faculty members contributing to CHSE activities
• Maintain adequate administrative human resources including program manager, CHSE Coordinators (event planners), graphic designer, registration personnel, administrative and accreditation support staff
• Develop and maintain job descriptions for both academic and administrative staff and follow FHS Human Resources policies and procedures
• Work closely with Education Service administrative leadership to ensure that adequate human resources are available
• Participant in ongoing discussions with CASCaDe partners to achieve fair and efficient sharing of human resources
GOAL
WHERE WE ARE GOING

19. Use marketing activities that advance CHSE profile and maximize revenues

OBJECTIVE
MILESTONES TO ACHIEVE OUR GOALS

- Develop an effective CHSE Marketing Strategy to advance CHSE's role and align such marketing strategies with the CHSE mission

CHSE has the administrative and operational capabilities to support current and future Continuing Professional Development initiatives

CONTINUING HEALTH SCIENCES EDUCATION (CHSE)
www.fhs.mcmaster.ca/conted

CHSE STRATEGIC GOALS

EXPERTISE

EXPERTISE

ACTION
STEPS TO ACHIEVE OUR OBJECTIVES

- Rebranding of CHSE to include a new “logo”, website and tagline
- Develop marketing strategy suitable for our current and future market needs
- Raise the profile and reputation of CHSE in FHS
- Develop a marketing strategy to attract clients from internal (FHS) and external marketplace
GOAL

WHERE WE ARE GOING

20. Maintain infrastructure resources to support operation

OBJECTIVE

MILESTONES TO ACHIEVE OUR GOALS

• Access to adequate office space to maintain operation

• Acquire a state-of-the-art information management system to advance operation

• Ensure access to meeting facilities

• Maintain productive relationship with Centre for Simulation Based Learning (CSBL)

ACTIONS

STEPS TO ACHIEVE OUR OBJECTIVES

• Maintain adequate and functional office space funded by FHS
• Work with FHS Education Service leadership to ensure that the new proposed space at McMaster Health Campus is functional and adequate to advance CHSE activities

• Continue to utilize current “CME Manager” to its maximum potential capacity
• Continue to work with CSU (Computer Services Unit) to complete IT Environmental Scan and develop recommendations to obtain the next generation data management program that advances our registration and record keeping
• Work with FHS Education Service to maintain adequate capital funding for equipment
• Collaborate with CASCaDe partners to share IT resources whenever possible
• Obtain an Office Management System that will streamline communication, marketing, and recordkeeping with increasing efficiency

• Maintain continued access to the University and FHS meeting space (e.g., MDCL, Faculty Club, Downtown Campus and future McMaster Health Campus)
• Work with local and regional businesses to secure affordable meeting space (e.g., Hamilton Convention Centre and area hotels)

• Maintain a CSBL representative on the CHSE advisory committee
• Have regular meetings with CSBL leadership to promote and advance collaboration
• Accredit CSBL continuing education activities
• Continue to explore potential innovative CHSE activities in collaboration with CSBL
• Increase the use of simulation in CHSE offerings
Thank you!

FOR THE DEDICATED CONTRIBUTIONS FROM THE FOLLOWING:

MEMBERS OF CHSE ADVISORY COMMITTEE REPRESENTING:
- School of Nursing
- School of Rehabilitation Science
- Anesthesia
- Family Medicine
- Medicine
- Obstetrics and Gynecology
- Oncology
- Pathology and Molecular Medicine
- Psychiatry & Behavioural Neurosciences
- Radiology
- Surgery
- Niagara Regional Campus
- Waterloo Regional Campus
- Centre for Simulation Based Learning
- Division of E-Learning Innovation (DELI)
- Foundation for Medical Practice Education
- Program for Faculty Development
- Program for Educational Research & Development (PERD)
- Program for Interprofessional Education and Research (PIPER)
- Clinical Epidemiology & Biostatistics
- Pediatrics
- Midwifery Educational Program
- Physician Assistant Educational Program

MEMBERS OF CHSE ADMINISTRATIVE AND ACADEMIC STAFF

FHS EDUCATION SERVICES