

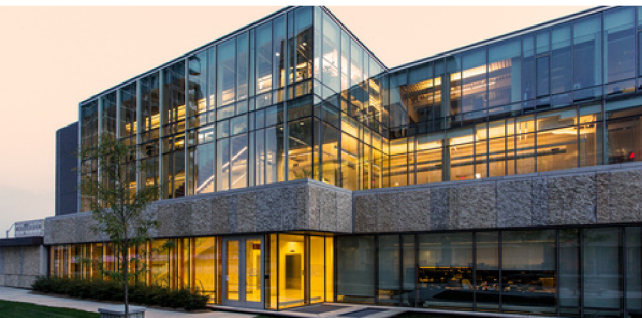


Michael G. DeGroote School of Medicine
Waterloo Regional Campus

Strategic Plan
2024 - 2027

Waterloo Regional Campus

The Waterloo Regional Campus (WRC) opened its doors in 2007, with the first graduating class celebrated in 2010. Since then, as of Summer 2023, there have been 368 doctors graduated from the undergraduate (UG) medical program, and 301 doctors graduated from postgraduate (PG) medical training in the fields of Family Medicine, Internal Medicine, Psychiatry, Pediatrics, and Emergency Medicine. Of these graduates, approximately 1/3 join the active physician workforce in the region to meet the health care needs of the community. There is a Faculty pool of 703 members in the Waterloo Region which consists of the 10 in-hospital and numerous community clinical sites in the geographical region of Kitchener-Waterloo, Cambridge, Guelph, Fergus, and North Wellington. The clinical capacity in the region is varied and vast in scope reaching 26,577 days per year that clinical clerks and residents train in the clinical sites in the WRC catchment area. At time of drafting, there are 88 undergraduate medical learners and 73 postgraduate medical residents.



Purpose, Vision and Values

Overview

The development of the WRC Strategic Plan is intended to assist WRC in defining its priorities and to underpin the allocation of attention and resources to achieve the desired future state defined by the Mission Statement. Waterloo Regional Campus, as a distributed campus of the Michael G. DeGroote School of Medicine, is housed under the umbrella of the Faculty of Health Sciences at McMaster University along with the other health professional Schools of Nursing and Rehabilitation Sciences, and the Bachelor of Sciences and Graduate Studies programs. Acknowledging the location of the Waterloo Regional Campus within this academic system, the WRC Mission Statement and Strategic Priorities are developed to align with and exemplify these overarching statutory documents, while adapting to the local context of the Waterloo Region.

Mission Statement

Achieving educational excellence, research, and innovation by engaging, equipping, and empowering our communities

Purpose:

In health sciences education, research, and clinical practice, we are here to question, learn, discover, communicate, and lead.

Vision:

We aspire to a culture of innovation, exploration, and collaboration, where we lead by learning what was, challenging what is, and optimistically embracing what could be.

Values:

- Innovation and excellence
- Flexibility, nimbleness, and entrepreneurship
- Diversity, inclusivity, and equity
- Cultural competency and safety
- Professionalism, including accountability, integrity, and respect
- Well-being and engagement of our people
- Interprofessional and transdisciplinary collaboration
- Commitment to local, national, and international communities and partnerships
- Strategic decision making

Faculty of Health Sciences Mission

Together, Advancing Health Through Learning and Discovery.



Undergraduate Medical Education (UGME) Mission

Educating and inspiring future physicians to improve health and well-being for all through clinical excellence, innovation, scholarship, leadership and social accountability



Postgraduate Medical Education (PGME) Mission

PGME strives to empower medical learners by providing a safe, inclusive training environment rooted in values of lifelong learning, patient centeredness, and social responsibility. Leveraging our expertise in evidence-based teaching and practice, within a distributed education model, our mission is to equip the next generation of physicians with the knowledge and skills they need to serve our communities and advance health and health systems in Canada and beyond.





Waterloo Regional Campus Strategic Planning Process 2023

Q1

EVALUATION & REFLECTION

- Evaluate the progress of the 2021 Strategic Plan
- Reflect on the current state of medical education within the landscape of pandemic recovery
- Analyze strengths, weaknesses, opportunities, and threats

Q2

CONSULTATION

Internal Partners

Host an off-campus in-person Strategic Plan Retreat to elicit the considerations and ideas of the key WRC member groups.

Community Partners

Host a WRC Advisory Board Meeting to ascertain input and feedback from community partners. The WRC Advisory Board is comprised of key strategic individuals in leadership roles in local hospitals, government, and community organizations.

Q3

CONSOLIDATION

- Analyze and synthesize all internal and external partner input
- Develop a Strategic Plan framework
- Define actionable items to operationalize the Strategic Plan

Q4

ITERATION & REFINEMENT

- Review and solicit feedback from internal WRC partners
- Refine and finalize
- Develop an Action Plan

Strengths, weaknesses, opportunities and threats

The following strengths, weaknesses, opportunities and threats were identified through the consultation process:

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none">• Improving clinical site capacity post pandemic• Robust Faculty pool• Stable and competent administrative staff• Depth of leadership capacity• Strong community partnerships with hospitals, community clinical sites, government, research institutions, and industry	<ul style="list-style-type: none">• Clinical learning capacity limitation in the ICU• Underfunding of the UGME Program• Lack of funding for an Equity, Diversity and Inclusion (EDI) lead	<ul style="list-style-type: none">• Undergraduate (UG) and postgraduate (PG) seat expansion• Learner and faculty involvement in innovation and entrepreneurship via MACcelerate• Collaboration in the Health Innovation Arena• Expansion of research capacity via the WRC Regional Research Collaboration Community of Practice• Potential increase in medical learners resulting from TMU* encroachment in MacCare clinical teaching sites	<ul style="list-style-type: none">• Human health resource crisis due to health care system pressure post COVID pandemic• ROMP* encroachment on rural clinical learning sites



* TMU = Toronto Metropolitan University | ROMP = Rural Ontario Medical Program

Strategic Priorities

The Waterloo Regional Campus' Strategic Plan is comprised of four key priorities:



ACHIEVING EDUCATIONAL EXCELLENCE

to engage, equip and empower our medical learners to become competent and compassionate physicians to meet the health care needs of society



ATTAINING DISTINCTION IN RESEARCH AND SCHOLARLY ACTIVITIES

to identify, develop, and promote research opportunities, experiences, and collaborations for learners and faculty that advance McMaster's regional and global research impact



FOSTERING INNOVATION

to create a culture of asking "...why not?" and "...what if?", with the goal of improving the health and well-being of our patients and communities



ENGAGING, EQUIPPING AND EMPOWERING THE WRC COMMUNITIES

to promote a culture of success for all Waterloo Regional Campus learners, faculty, administrative staff and external partners

Priority 1:

Achieving Educational Excellence

GOAL: To engage, equip and empower our medical learners to become competent and compassionate physicians to meet the health care needs of society



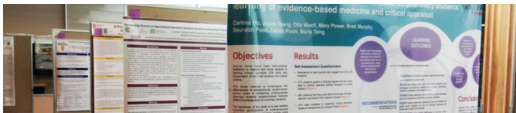
OBJECTIVES

- Increase the number of UG and PG learners at WRC [RAD, RCM, PGL]
- Increase the total number of Medical Trainee Days by increasing clinical capacity throughout all areas of the region [UG & PG REL, ELEC]
- Develop novel community service-learning experiences in the region [COM]
- Develop novel elective experiences in the region [ELEC]
- Increase clinical capacity through expanding the pool of clinical faculty [PG REL, RAD]
- Develop a CTU at St Mary's Hospital [RAD, PG REL, CTU]
- Create new PG educational opportunities (Anesthesia, Addictions, Hospitalist Medicine, etc.) [PGL, PG REL, CAA, AEL, RAD]
- Deliver Digital Health/Med Technology competency for UGME and PGME learners [DHIL]
- Include Digital Health (virtual visits, eConsult/eReferral, AI) in pre-clerkship clinical skills [CSC]
- Develop novel means of delivering clinical skills teaching [CSC]
- Promote and facilitate exposure to inter-professional education in pre-clerkship i.e., HIPED, Eye/Renal day, and case development [PCC]
- Focus opportunities to acquire skills in care of the elderly and mental health [PCC, CSC]
- Expand medical education to help UG and PG achieve prescribing competency [PHM]
- Increase access to addiction training in psychiatry and family medicine PG programs [AEL - HHC]
- Develop and maintain equity, diversity, inclusion, accessibility, and intercultural learning opportunities that build on students' knowledge and lived experiences [PCC, CSC, CEC, PGL, REL]

Priority 2:

Attaining distinction in research and scholarly activities

GOAL: To identify, develop, and promote research opportunities, experiences, and collaborations for learners and faculty that advance McMaster's regional and global research impact



OBJECTIVES

- Foster collaboration with research departments through the WRC Research Collaboration Community of Practice [RAD, RD]
- Integration and expansion of the WRC Research Department into the MACcelerate space to support the R&D needs of innovation and entrepreneurship [RD, DHIL]
- Promote participation in the WRC Medical and Research Certificate of Completion [RD]
- Re-establish Psychiatry Research Marketplace for UG & PG Learners [UG & PG REL: Psych]
- Develop and incorporate MD/PhD learner at WRC [RD, RAD]
- Empower postgraduate residents to engage in meaningful quality improvement and/or scholarly research activities in the Waterloo community [PG REL]
- Nurture early interest in research in aging and mental health [PG PSYCH RL]



Priority 3:

Fostering innovation

GOAL: To create a culture of asking "...why not?" and "...what if?", with the goal of improving the health and well-being of our patients and communities



OBJECTIVES

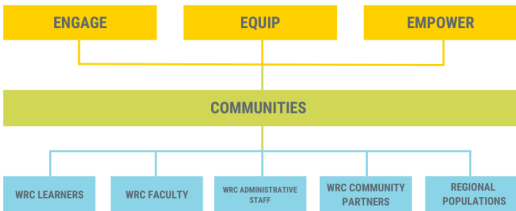
- Promote WRC as a campus with experiential learning in medical innovation [RAD, DHIL]
- Explore an admission stream to recruit applicants with interest/skill in digital health/medical technology [DHIL]
- Support medical learners to acquire knowledge and experience in the innovation process [DHIL]
- Connect medical learners with the medical technology ecosystem [DHIL]
- Support students who want to form medical technology or digital health companies to access the resources they need [DHIL]
- Develop formal competency in entrepreneurship [DHIL]
 - Develop a Masters course in Clinical Informatics and Entrepreneurship [DHIL]
 - Implement a formalized capstone focused on digital health [DHIL]
 - Achieve faculty contribution recognition for faculty working at MACcelerate [RAD]
 - Secure stable funding model for MACcelerate [RAD, DHIL]
 - Integrate and adapt the WRC research department to meet the needs of MACcelerate [RD]
 - Innovate delivery of pre-clerkship clinical skills [CSC]
 - Develop novel training opportunities for UG and PG learners interested in Interventional Psychiatry Services (i.e., ketamine, psychedelic-assisted psychotherapy) [AEL - HHC]
 - Support the growth of the One Room School House [PG Psych, RAD]



Priority 4:

Engaging, Equipping and Empowering the Waterloo Regional Campus communities

GOAL: To promote a culture of success for all Waterloo Regional Campus learners, faculty, administrative staff and external partners



OBJECTIVES

LEARNERS

- Foster a psychologically safe environment for learners [SRA, All]
- Encourage and support resident teaching in pre-clerkship clinical skills [CSC, PCC]
- Regular calendar meetings for UG and PG learner reps with Dean to improve communication [RAD]
- With an equity lens, develop and adapt programs, services, and resources to meet the needs of specific and broad student identities [SRA]
- Expand content bank of learning tips for use in WRC on-campus and social media [LD, COM]
- Promote learner resilience by facilitating learner-initiated wellness and social activities [SRA]
- Increase promotion of PG learning opportunities at WRC clinical learning sites to all McMaster residents [PG REL]
- Increase promotion of WRC PG Programs to all UG learners [PG REL]
- Develop Family Medicine site in Guelph [RAD, PGL, REL PG FM]
- Embed opportunities for improved self-care and physician wellbeing into UG and PG training to cultivate wellness [SRA, UG & PG REL Psych, PCC, CEC, PG RELs]



FACULTY

- Implement new faculty orientation [FD]
 - Support faculty development through a variety of innovative delivery methods [FD]
 - Develop Digital Health Education for faculty competency/capacity [FD, DHIL]
 - Foster Faculty recognition through awards and promotion [FD, RAD]
 - Streamline Faculty (re)appointment process [RAD]
 - Develop new methodologies to strengthen the Student Advisor Program at WRC [LD, SRA]
 - Establish annual events to support Student Advisor group meetings [LD]
- Establish annual faculty development offerings for Student Advisors [LD, FD]
 - Develop clinical rounds for Learners, Faculty and Community sites for WRC PG programs (FM, ER, IM, Peds, Psych) [PG REL]
 - Support the promotion of Faculty to leadership roles at McMaster [RAD]

ADMINISTRATIVE STAFF

- Support admin recognition through development of Admin Award [RAD, RCM]
- Regional Assistant Dean to join staff meetings at appropriate opportunities [RAD]
- Building strong UGME/PGME teams across the tri-campus network [RCM]
- Providing Professional Development opportunities for staff to grow their skills [RCM]
- Career planning and growth opportunities [RCM]



COMMUNITY PARTNERS

- Grow the WRC Advisory Board as fit for purpose [RAD]
- Engage and partner research institutions through the WRC Research Collaboration Community of Practice [RAD, RD]
- Develop and nurture community partnerships with health technology companies, University of Waterloo, and levels of Government [DHIL]
- Promote medical education in the new hospital build in Kitchener-Waterloo [RAD]
- Promote medical education in the 10 hospitals in the region [RAD, OAA, AEL]



LEGEND

AEL	Academic Education Leads
CAA	Chief of Academic Affairs
CEC	Clerkship Education Coordinator
CSC	Clinical Skills Coordinator
COM	Community Engagement
CTU	CTU Director
DHIL	Digital Health & Innovation Lead
ELEC	Electives Coordinator
FD	Faculty Development
LD	Learning Director
PCC	Pre-Clerkship Coordinator
PGL	Postgraduate Liaison
PHM	Pharmacy Lead Director
RAD	Regional Assistant Dean
RCM	Regional Campus Manager
RD	Research Director
REL	Regional Education Leads
RL	Research Lead
SRA	Student/Resident Affairs

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