

A hand is shown with several glowing icons connected by lines: a target, a cube, a triangle, and a square. The hand is positioned over a circular area containing a brain scan with glowing white neural pathways. The background is a dark blue with a grid of light blue dots.

2022
- to -
2025

Knowledge Advancing Healthcare

ACADEMIC DEPARTMENT OF RADIOLOGY STRATEGIC PLAN

BRIGHTER WORLD

HEALTH SCIENCES
Radiology

McMaster
University 

Our Vision

Together, advancing excellence in clinical care, research, and education to become global leaders in radiology.

Our Mission

We will strengthen and support a culture that fosters excellence in patient care, research and education through discovery, collaboration, innovation, and technology development.

Our Values

Collegiality

Seeking diversity in perspectives through respect for each other and our partners

Collaboration

Achieving common goals through shared purpose and respect

Equity, Diversity and Inclusion

Promoting a culture that embodies equity, diversity, and inclusion in all we do

Innovation

We will push boundaries and broaden our knowledge in the pursuit of high-quality clinical care, education, technology, and research

Excellence

We commit to delivering the highest quality of clinical care, education, and research every time and all the time

Global Impact

We will be bold in our efforts to provide world-class clinical care, education, and research

Message from the Academic Leadership Team:

I am pleased to present the Department of Radiology's 2022-2025 strategic plan: "*Knowledge Advancing Healthcare*". This plan is anchored in our departmental values and highlights the initiatives through which we will create unprecedented impact over the next three years.

The plan demonstrates how our department contributes to clinical, education, and research excellence both locally and globally. We seek to strengthen ourselves as part of a world-class department and foster the tradition of innovative excellence as one of our values.

To date, significant consultation has taken place with our students, staff, faculty, and community partners to inform and engage on our key priority areas. Together we worked to distill the information into key initiatives that will co-exist with the refresh of the Faculty of Health Sciences' and McMaster University's priorities in the years ahead.

The Department of Radiology will offer the richest opportunities to advance knowledge, deliver clinical excellence and discover innovative ways to propel medical imaging to inspirational levels. Building upon our strengths in scholarship, teaching and clinical excellence, our Strategic Plan will guide us over the next three years to prepare engaged and productive learners, advance excellence in clinical care to improve patient lives and help build a healthier community.

I acknowledge and thank everyone who joined us in creating this strategic plan. Together we have laid out a road map to venture forward with vision and purpose, to create and communicate knowledge and advance clinical excellence in our journey to become global leaders in radiology.



Dr. Julian Dobranowski | *Chair and Professor*

Our Department of Radiology at McMaster University highly values teaching and education. We have a track record of excellence in education. We successfully teach and mentor future clinicians, teachers, scholars, and researchers. Through this strategic plan we aim to harness the strengths of our current education resources and people, in order to increase our impact on our McMaster community and beyond.

We attract bright, collegial, and motivated residents and fellows. We are dedicated to offering and delivering the best training and education experience, competitive with global leaders in education. We are privileged to work in the milieu of McMaster's innovative learning environment. Undergraduate education offers current and future opportunities to educate young physicians in training regarding the pivotal role of medical imaging in patient care. We aim to highlight diagnostic imaging and interventional radiology as rich and rewarding career choices.

With a large cadre of expert clinicians and strong educators, this strategic plan will guide us in further extending our footprint in education, clinical and scholarly contributions to the national and international community. Continuing medical education and shared learning circles back to the founding principle of education at McMaster – lifelong learning.

We look forward to building on our strengths along with the development of new and innovative ways to deliver radiology education. This is an exciting time as we look at the future together!

Dr. Karen Finlay | *Associate Chair Education*

It's an exciting time to be part of the leadership team in the Academic Department of Radiology. There is unprecedented growth in advance imaging technology challenging our faculty to embrace innovative opportunities. To this we add a commitment to diversity, deep respect for an inclusive culture, an impressive research capacity, our leadership in teaching excellence, and a commitment to sound operational management. From these foundational advantages, we are well positioned to deliver on the key priorities outlined in this plan.

This strategic plan serves as an important guide to help our department succeed in the face of any challenge and find opportunities to strengthening our departmental capacity to support innovation. If we champion our values as the foundational principles for our actions, we will collectively deliver on our robust action plans.

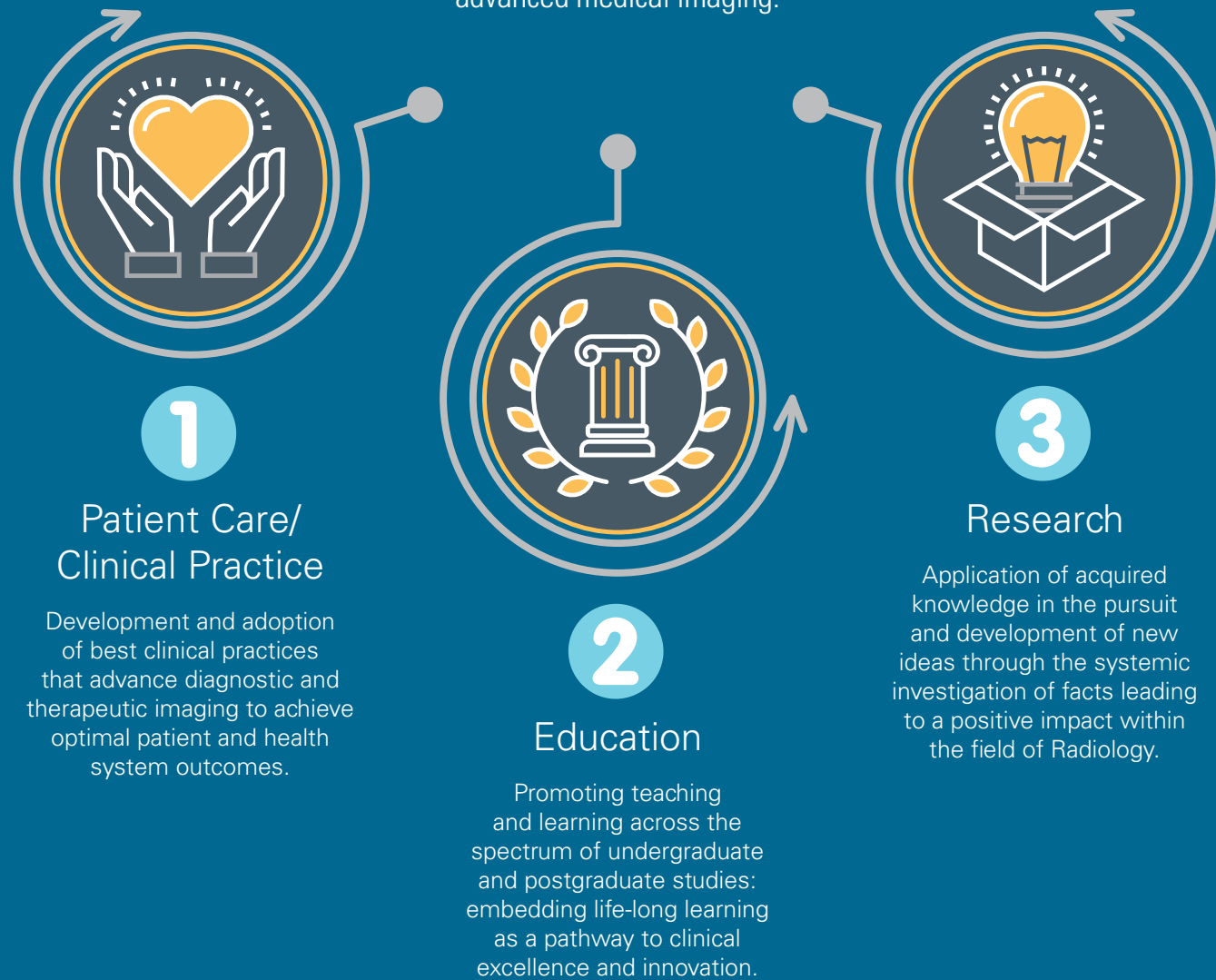
Many thanks to everyone who contributed invaluable input, shaping the contents of this plan, and enabling the roll out of a dynamic guide for the future.

We will draw on this shared energy to create unstoppable momentum in our department as we fulfil our mission.

Lisa Reid | *Manager*

Strategic Priorities:

Over the next three years, the Department's activity will be driven by three core strategic priorities to fulfill our ambitious journey to further excellence in advanced medical imaging.



"Where else in medicine can you so closely tie physiology, anatomy and disease all together? Radiology does have a very important role."
— Interview participant

Patient Care/ Clinical Practice



PRIORITY No.

1

Development and adoption of best clinical practices that advance diagnostic and therapeutic imaging to achieve optimal patient and health system outcomes.

What we will Achieve:

- Development of evidence-based clinical practice guidelines for imaging and image-guided therapy through clinical, translational and patient outcomes research.
- Provision of state-of-the-art education to a multidisciplinary group of healthcare providers to optimize clinical practice based on best evidence.
- Collaboration with multidisciplinary health care providers as expert imaging consultants to achieve optimal patient outcomes.
- Leaders in technological advancement and innovation for diagnostic and therapeutic imaging and their application to patient care.
- Commitment to a culture of growth and support for academic work that ultimately improves patient care.
- Faculty wide championing of equitable patient care through patient advocacy and education
- Connect with patients and the community to understand patient needs and priorities



“Radiology is in a unique position to engage with everyone across the city and can be a bridge between hospitals, departments, training levels and specialties.”
 – Strategic Plan Focus Group participant



“We have the tools, assets and people to be world class leaders in research.”
 – Executive Leader, St Joseph’s Healthcare Hamilton



Education



Research

PRIORITY No.

2

Promoting teaching and learning across the spectrum of undergraduate and postgraduate studies: embedding life-long learning as a pathway to clinical excellence and innovation.

What we will Achieve:

Impact Undergraduate education by:

- Integrating education of basic radiological anatomy and interpretation
- Integrating teaching and learning of appropriateness and utilization of imaging

Postgraduate impact:

- Building on the excellence of our residency program to develop exciting CBD curriculum, explore educational collaborations and graduate future innovative leaders in the field.

Impact Postgrad Fellowship impact by:

- Leveraging the excellence of our subspecialty training with further curriculum development and formal education strategies to “build the best” for fellowship training.
- Establish a mentorship and coaching leadership framework within our department to build future leaders and innovators in education.
- Expand our footprint in continuing medical education and community outreach with exploration of unique areas of education.
- Explore new and innovative methodologies in Radiology education.

Expand the education mandate to include the community and patients.

PRIORITY No.

3

Application of acquired knowledge in the pursuit and development of new ideas through the systemic investigation of facts leading to a positive impact within the field of Radiology.

What we will Achieve:

- Novel research that builds on the reputation of McMaster University
- An established infrastructure, culture and mentorship program that supports our researchers
- Ongoing collaborations with our key partners in decisions involving Radiology research
- Increased staff commitment to research with increased research productivity, grant funding, research projects and publications.
- Increased community recognition of radiology-based research and medical imaging data custody.
- Expanding research capacity through introduction and expansion of graduate and postgraduate studies.
- Building strong relationships across specialties and disciplines within academia and industry in the pursuit of collaborative research.
- A commitment to the application of knowledge transfer to improve patient care.
- Focus on research quality and patient-centered outcomes.
- Identification of funding opportunities to support research.

Achieving our Strategic Priorities: ACTION PLAN SUMMARY

PRIORITY No.

1

Patient Care/
Clinical Practice



OBJECTIVE:

Development and adoption of best clinical practices that advance diagnostic and therapeutic imaging to achieve optimal patient and health system outcomes.

ACTIONS:

Establish a Robust Leadership Structure within the Academic Department

- Establish an academic governance structure with terms of reference, including term limits.
- Establish Division Heads for various subspecialties, and Academic Site Leads for each hospital.
- Establish an academic advisory committee for leadership to connect on a regular basis to monitor progress, discuss challenges, and address issues.
- Increase connections with other relevant faculties and departments with both the University and our Hospital partners.

Enhance Academic and Clinical integration

- Strengthen inter-hospital collaborations by the sharing and dissemination of clinical practice guidelines.
- Develop partnerships with national and international societies to create relevant guidelines.
- Establish mechanisms to enhance opportunities for Academic radiologists to liaise with clinicians.
- Profile key collaborations on website, social media and inter-departmental communication channels to share with the broader community.
- Establish safe and reasonable daily workload volumes to enable teaching, research and delivery of the academic mission as well as maintaining and enhancing high-quality clinical care.
- Create communities of practice integrating faculty with clinical partners to further shared goals in the pursuit of high-quality patient care and excellence in education and research.

Explore funding frameworks in support of the Academic mission

- Explore, develop and adopt funding options to support academics, such as an Alternate Funding Plan.
- Increase involvement in clinical research to increase department funding.
- Develop practice options for faculty to have dedicated/protected time for academic activities, especially research.
- Seek financial incentives for academic faculty and remove disincentives (ie barriers to secure academic, research time).

Promote Academic Culture and Awareness

- Profile the impact and benefit that both research and education have on faculty, the department and all our key partners.
- Develop a social media campaign to showcase what Radiology Faculty are doing and achieving.
- Create a Global outreach program to promote collaboration with peer Academic Departments.
- Celebrate faculty who demonstrate their commitment to the academic mission within their clinical environment, emphasizing the value of academic activity.



PRIORITY No.

2

Education



OBJECTIVE:

Promoting teaching and learning across the spectrum of undergraduate and postgraduate studies: embedding life-long learning as a pathway to clinical excellence and innovation.

ACTIONS:

- Seek Royal College accreditation for additional sub-specialty radiology training programs to enhance educational portfolio available for students, trainees and academic faculty.
- Build sub-specialty residency working groups to review Royal College framework to identify pathway towards implementation.
- Explore and engage in interdisciplinary educational opportunities across different health care disciplines, specialties and departments.
- Create academic half days between disciplines and MCC-CME participations within subspecialty themes.
- Develop curriculum or program for education with focus on Equity, Diversity and Inclusion as well as psychosocial impact.
- Develop an EDI leadership position in the department.
- Facilitate access to education grants and grant applications.
- Enhance UGME contributions through mandatory faculty tutor and lecture obligations.
- Develop a New Faculty Orientation Program.
- Facilitate and promote broader involvement of campus faculty.
- Building on existing regional rounds and visiting professor program to provide integrated CME to faculty and learners.
- Support a new position for Faculty Development or CME Lead and committee.
- Update Department Website to:
 - Profile our vision and commitment to education, research and high-quality advanced imaging
 - Profile and celebrate educators and the educational programs
 - Profile the department leaders, teachers and key achievements
 - Host a calendar of teaching and education events and advertise to core audiences online
- Create and facilitate education grants and grant applications.



PRIORITY No.

3

Research



OBJECTIVE:

Application of acquired knowledge in the pursuit and development of new ideas through the systemic investigation of facts leading to a positive impact within the field of Radiology.

ACTIONS:

Establish foundational elements of the Academic Department's Research Structure and Support for Faculty:

- Foster a culture of leadership that supports and encourages research.
- Select and support an associate chair of research position
- Establish regional clinical research rounds
- Determine whether the department has the right staffing model in support of research efforts
- Develop clear definitions and expectations of academic roles (who can be PI, Co-PI, etc).
- Compile a list of research resources for faculty – hosted on new website, with links to current grants
- Create and maintain annual publication lists for faculty research
- Provide faculty support for creation of standardized CV for CIHR, CFI
- Create and open access to database of local research projects and a method to follow up on research projects.

Establish a Research Advisory Group to:

- Serve as a regularly scheduled forum for information/problem sharing among faculty and learners
- To voice research ideas, information and concerns of faculty to Administration.
- Support and encourage knowledge translation among peers

Develop a workable plan to provide access to priority imaging technologies in conjunction with hospital plans.

Facilitate and promote broader involvement of campus faculty.

Explore establishment of a seed funding program to support novel research.

Increase community outreach through increased inclusion in public forums (eg, cancer support groups).

Develop an outlet for dissemination of research information.

Building the Strategic Plan: OUR JOURNEY

We heard from our faculty, staff, students and partners in the broader health system through focus groups, engaging best in class, workshops and the Strategic Plan Advisory Group. Our consultation process allowed us to build ideas as a collective, to test and refine concepts to make sure our strategic plan captured what was most important to our people and to advance the Academic Mission.



– MARCH 2021 –

Mission and Values:

Harmonizing our mission and values across Faculty of Health Sciences and McMaster University



– APRIL 2021 –

Dreaming Big:

Engaging best in class around the globe



– MAY 2021 –

Engaging our People:

Engaging our people and partners in ideas for our future



– JUNE 2021 –

Advisory Group Creative:

Generating our vision, priorities and concepts aligned to what we heard from our people



– JUNE 2021 –

Refining our Focus:

Testing draft vision, mission and values and our strategic priorities



– JUNE 2021 –

Drafting the Plan:

Refining our strategic priorities and actionable ways to develop the roadmap for our future



– OCTOBER 2021 –

Strategic Plan launch!



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