

THE IMPLEMENTATION OF *DESTINATION EXCELLENCE*

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BUT FIRST AN INTRODUCTION TO NL

**COME
FROM
AWAY**

The poster features the title 'COME FROM AWAY' in large, bold, yellow, distressed block letters. The letter 'O' in the word 'FROM' is replaced by a stylized globe with blue and white horizontal stripes. The background is a dark blue wood-grain texture.

A NEW MUSICAL

MEMORIAL UNIVERSITY FACULTY OF MEDICINE



Faculty of Medicine “fast facts”:

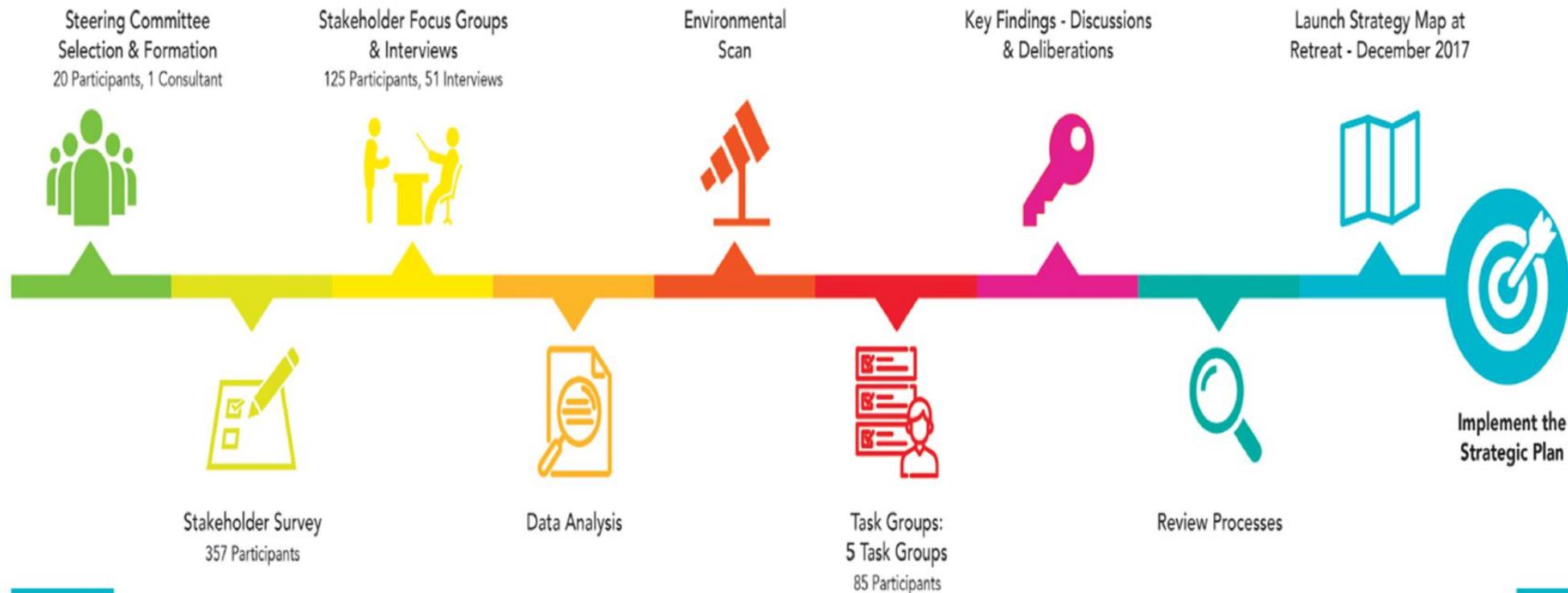
- Founded in 1967 (~54 years old)
- 320 undergraduate medical students (80 per cohort in the 4 year MD program)
- 280 postgraduates (across 19 programs)
- 260 graduate students (diploma, masters, PhD programs)
- 270 fulltime faculty (clinical and PhD)
- 1 200 part-time faculty (many at distributed sites)
- 350 staff (administration/research)

NEW DEAN – NEW STRATEGIC PLAN



- Dr. Margaret Steele arrived in 2016 as the new (and first female) Dean
- One of her first actions was to commence a strategic planning exercise
- The process was led by an external consultant, Ms. Anne Becker, Climb Consulting Inc.
- A steering committee comprised of internal and external stakeholders was put in place to guide the process

PLAN DEVELOPMENT PROCESS



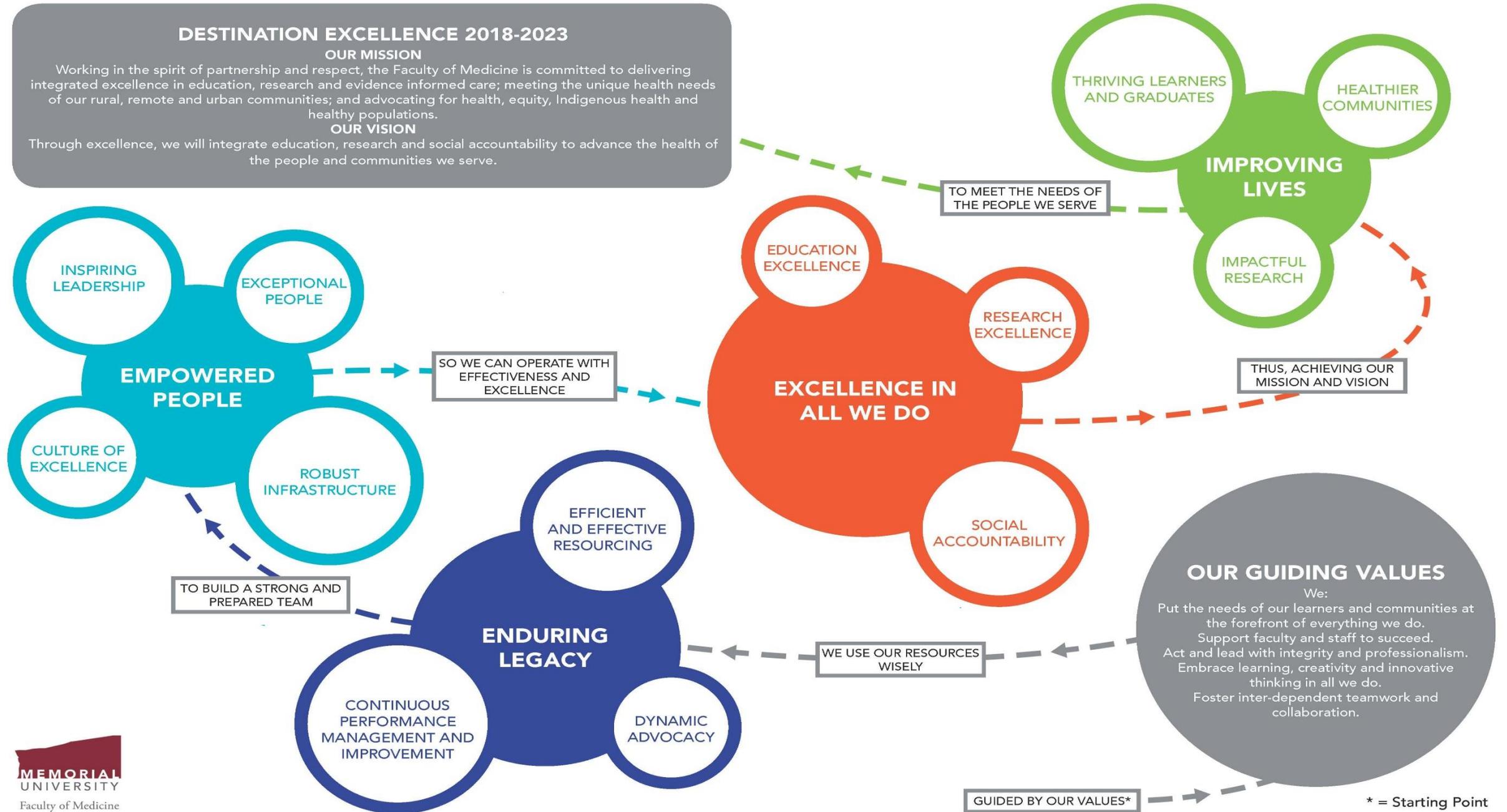
DESTINATION EXCELLENCE 2018-2023

OUR MISSION

Working in the spirit of partnership and respect, the Faculty of Medicine is committed to delivering integrated excellence in education, research and evidence informed care; meeting the unique health needs of our rural, remote and urban communities; and advocating for health, equity, Indigenous health and healthy populations.

OUR VISION

Through excellence, we will integrate education, research and social accountability to advance the health of the people and communities we serve.



OUR VISION AND MISSION

OUR VISION

Through excellence, we will integrate education, research and social accountability, to advance the health of the people and communities we serve.

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OUR VALUES



FOUR PILLARS OF THE PLAN

IMPROVING LIVES

EXCELLENCE IN ALL WE DO

EMPOWERED PEOPLE

ENDURING LEGACY

IMPLEMENTATION APPROACH

- Overall a **project management** approach was determined as the optimal way to achieve the outcomes of the plan
- A **project manager** was assigned to oversee all aspects of the implementation
- Extensive stakeholder **communication** and **education** about the language of the plan and project management methodology took place (and continues)
- Primary goal is to **embed** the strategic plan into everything we do

IMPLEMENTATION APPROACH

- Project teams** were established and all academic and administrative units were asked to develop plans in alignment with the overall plan
- For the overall plan, project teams, and unit plans there is a focus on **measuring results**, learning as a Faculty, and celebrating results
- Annual **update and planning retreats** take place to provide status reports and seek input from various stakeholders

THE PROJECT TEAMS (2019 – 2021)



PROJECT TEAM MEMBER SELECTION

- Combination of members appointed/invited by virtue of their official roles and open calls for faculty (clinical and PhD) and staff
- Applicants were/are vetted based on a series of criteria
- Student leadership groups appoint(ed) their own representatives to each of the teams
- After review of some project teams, we are including a librarian.

WHAT WENT/IS GOING WELL

- Units, faculty, staff and learners have embraced the plan and we hear the language of the plan used in all we are doing
- Excellent uptake to calls for team participation across all target groups
- Four of the original teams have completed their work and “sun set” after addressing their key priorities. Key initiatives have been operationalized. New teams are in place/being put in place to address the next level of work.
- Evidence of an emerging organizational culture change occurring

WHAT COULD HAVE BEEN/WILL BE DONE BETTER

- Many of the project team participants took on the project work in addition to their normal duties. This resulted in some working extra hours or some unable to fully participate.
- Other than the project manager, no formal administrative support was assigned, so working groups were responsible for setting up meeting polls, agendas, minutes, etc.
- Comprehensive measurement of progress in the form of a Balanced Score Card is still evolving

Questions for me?

***Looking forward to hearing
your experiences
implementing strategic
plans!***