2012-2013 FRAMEWORK FOR ACTION
DEPARTMENT OF CLINICAL STUDIES PLAN

The Department Plan furthers the vision of the department and college and includes objectives that require the support and participation of the members of the department (and in some instances, external to department).

DEPT NAME ___________ Clinical Studies ___________ DATE __ April 1, 2012 __

1. Five years from now, what would you like your DEPARTMENT to be known for?

   a) Nationally and internationally?

   The department’s leading role in the advancement, application and instruction of knowledge within the field of veterinary medicine.

   b) Within the college and university?

   Commitment of faculty to the improvement of individual animal health by educating outstanding veterinarians and advancing knowledge in the field of veterinary medicine.

   c) Within your department (by the faculty, staff and students)?

   A department with united collegial faculty with a common vision of providing excellence in the education of veterinarians, advancement of knowledge and individual animal health care.
2. What major initiatives do you have planned for the coming year that will help you achieve this distinction?

Initiatives*

1. To improve joint planning between the OVC-HSC and the Department of Clinical Studies
2. To improve curricular integration
3. To create and maintain a clinical skills program within a new purpose designed facility
4. To improve the co-ordination and continued development of the spay/neuter program at the OVC
5. To develop a mentorship program to support and assist early entry and established faculty with career development and transitions.
6. To expand and strengthen the departments graduate program
7. To clarify, refine, strengthen and communicate the research portfolio of the Department of Clinical Studies
8. To promote and facilitate clinical trials at the OVC
9. To create a facility to facilitate the delivery of diagnostic and therapeutic interventions to promote the health and well-being of the equine athlete
10. To develop and maintain a minimally invasive unit within the OVC-HSC
11. To create a working companion animal pain management, mobility, and recovery care center within the OVC-HSC

* Please see strategic plan and associated logic models for specifics including the working groups/leaders of the initiatives listed.
PLANNING THEMES

THEME I.
VALUES, RELATIONSHIPS, COMMUNICATION

GOAL 1: To improve joint planning between the OVC-HSC and the Department of Clinical Studies

Objectives 1: We will improve communications regarding OVC-HSC issues and faculty within the Department of Clinical Studies

a) Summer 2012
   1. Clinic Heads or alternate will present update regarding HSC issues at each department meeting
   2. Dr. Cox will attend Department Meeting to discuss HSC financials and get input on hospital advisory committee
   3. Sections will organize in writing key issues, if any, surrounding support for case management within the hospital and the service chief of each section will submit to clinic heads for feedback

b) Fall 2012
   1. Clinic Heads or alternate will present update regarding HSC issues at each department meeting
   2. Sections (ie faculty) will meet with Dr. Cox or designate regarding hospital management issues identified in their report

c) Winter 2013
   1. Clinic Heads or alternate will present update regarding HSC issues at each department meeting

Indicators of Success:
1. Faculty will identify with issues on both a Department and HSC perspective.
2. Faculty will increase engagement to find solutions that are mutually beneficial to both the hospital and department
THEME II.
BSc and DVM CLASSROOM AND LABORATORY LEARNING

OVERALL GOAL: To provide a curriculum that ensures graduating veterinarians have the necessary knowledge, skills and attitudes to have a successful career in the field of veterinary medicine

GOAL 1: Improve the Delivery of the DVM Curriculum

Objective 1: To establish better integration of the courses taught within the Department and College

ACTION PLAN:
a) Summer 2012
   1. Course coordinators to continue performing review of DCS courses according to the needs of the College Curriculum Review
   2. Chair of the UGTL to give update regarding College curricular review at Department meeting (April, May or June)
   3. Department UGTL to hold meeting to discuss and define roles of course, intra and interphase coordinators
   4. Department UGTL to hold meeting with coordinators and faculty regarding integrated courses to allocate teaching hours and the ideal order for the material

b) Fall 2012
   1. UGTL to present roles of course, intraphase and interphase coordinators at departmental meeting

c) Winter 2013
   1. UGTL explores methods of exam integration and reports findings at Departmental meeting

Indicators of Success:
1. Increased faculty ownership of course quality and delivery (zero disruptions in course delivery)
2. Provision of a curriculum that is always evolving and relevant to the graduating veterinarian
GOAL 2: To Develop New Strategies and Improve Instruction of Clinical Skills to DVM students

Objective 1. To create and maintain a professional skills program within a new purpose designed facility

ACTION PLAN:
  a) Summer 2012
     1. Leaders gain additional information regarding other skill centers in both veterinary and non-veterinary facilities
     2. Leaders of the initiative meet with the Dr. Lissemore to identify opportunities for integration of skill learning throughout the DVM curriculum
     3. Leaders explore costs of setting up facility
     4. Develop a business plan and establish a long-term financial plan that will support the maintenance of the facility and its personnel
     5. Get feedback on plan from Dr. Cox
     6. Faculty to attend clinical teaching workshops aimed at integrating models into clinical skill training. Attendees will provide report on potential opportunities for model development and outcome measures at other academic institutions.
  b) Fall 2012
     1. Faculty and leaders who attended conferences regarding skill training report to faculty regarding skills training at department meeting
     2. Leaders of the initiative and Chair meet with Dr. Stone regarding facility, curriculum to be taught in facility and business plan for facility.
  c) Winter 2013
     1. Leaders of initiative set specific targets for project to move forward

Indicators of Success:
  1. Identification of curriculum to be delivered in new center
  2. An operational plan for the skills center
  3. A financial plan for the skills center

Objective 2. To improve the co-ordination and continued development of the spay/neuter program at the OVC

ACTION PLAN:
  a) Summer 2012
     1. Create a position to coordinate, manage and assist in the instruction of the spay/neuter program at OVC
     2. Coordinator and Chair to meet with faculty in Phase III surgical exercise to create a working document/summary of current situation of spay/neuter program and its evolution.
3. Set up a meeting with Coordinator, Chair DCS, Director PHC to discuss spay/neuter programs, contacts and future coordination of programs
4. Review and edit DCS Clinical Skills Intern position duties for 2012/2013

b) Fall 2012
1. Review the curriculum delivered in 2012/2013 with goal of improving the existing organization of curriculum to optimize the learning opportunities in the program

c) Winter 2013
1. Meeting of Chair DCS, Dr. Lissemore, coordinator and faculty to propose changes to program that would take effect 2013/2014 and in future

**Indicators of Success:**
1. Reduced reliance on teaching animals
2. Increased knowledge regarding animal resources in Southern Ontario (ie suitable for entry into spay/neuter program)
3. Exposure to students in Phase I and II to spay/neuter program
4. Increased spay/neuter opportunities for students
5. Increased student satisfaction at completion of phase III regarding clinical skills
6. Improved students primary health care knowledge surrounding shelter animals
THEME III.
PATIENT/CLIENT BASED LEARNING, RESEARCH AND HEALTHCARE

OVERALL GOAL: To lead in the advancement of knowledge, its application and its instruction within individual animal health

GOAL 1: To become leaders in equine sports medicine in Canada

Objectives 1: We will facilitate the delivery of diagnostic and therapeutic interventions to promote the health and well-being of the equine athlete

ACTION PLAN:
   a) Summer 2012
      1. Faculty leaders develop strategy for CE in equine sports medicine.
      2. Faculty leaders gather information and present information to working group on academic structure of other ESM facilities.
      3. Large Animal Faculty members meet and establish guidelines for client service.
   b) Fall 2012
      1. Large Animal Faculty members meet and create development of RDVM satisfaction survey, plan for frequency of data collection and procedures for review of data.
      2. Faculty leaders evaluate ESM services at other competing facilities and their cost structure.
   c) Winter 2013
      1. Faculty in LA run a CE event for RDVM’s.

Indicators of Success:
   1. Increase expertise and knowledge in world-wide expertise and service in ESM.
   2. Client service standards in place for large animal hospital.
   3. 10% increase in returning clients.
   4. 10% increase in LAC caseload.

GOAL 2: To become leaders in cutting edge minimally invasive procedures

Objectives 1: To develop and maintain a minimally invasive unit within the OVC-HSC

ACTION PLAN:
   a) Summer 2012
1. Working group will survey existing and new hires regarding their interest and skills in MI procedures
2. Working group will create a list of prioritized procedures
3. Leaders will work with Dr. Cox to create a long-term financial plan that will support the maintenance of the facility and its personnel

b) Fall 2012
1. Working group will develop and SOP for case flow in the hospital depending on presenting complaint and procedures to be performed

c) Winter 2013
1. Working group will develop strategic plan for faculty and staff to further skills to advance center

**Indicators of Success:**
1. Double the number of minimally invasive procedures performed per year by 2014
2. Have formed a group of at least 4 faculty and staff with appropriate skills to offer a continuous service/ongoing patient care
3. To have renovated appropriate space and a functional multidisciplinary unit

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**GOAL 3: To become leaders in rehabilitation, pain management and long-term care of companion animals**

**Objectives 1:** To create a working companion animal pain management, mobility, and recovery care center within the OVC-HSC

**ACTION PLAN:**

a) Summer 2012
1. Working group to summarize current income from OVC-HSC rehabilitation patients
2. Leaders to develop business plan for center and get feedback from faculty and Dr. Cox

b) Fall 2012
1. Leaders to submit business plan to Dean
2. Submit proposal for hiring one RVT/CCRP to service existing cases with the current infrastructure
3. Develop plan for improving and expanding patient care

c) Winter 2013
1. Hire RVT/CCRP
2. Develop plan for capturing data regarding cases information and fiscal impact of above hire.

**Indicators of Success:**
1. 20% increase in cases managed in center
2. Reduction of referrals to other centers for rehabilitation to zero
3. 10% increase in repeat customers to center

### THEME IV
**RESEARCH and GRADUATE PROGRAM**

OVERALL GOAL: In the next five years, the overall goal for the Department in the realm of the advancement of knowledge is to continue to increase and strengthen research within the department.

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**GOAL 1: To develop world-recognized leaders in research**

**Objective 1:** We will develop a mentorship program to support and assist early entry and established faculty with career development and transitions

**a)** Summer 2012:
1. Establish a mentorship committee
2. Seek faculty input on mandate and structure of committee
3. Mentorship committee will collect data on different mentorship programs-including outcome measures of mentorship programs

**b)** Fall 2012
1. Leaders will report to faculty regarding different mentorship programs and their outcome measures
2. Based on findings, leaders will develop proposal for mentorship program and its evaluation

**c)** Winter 2013
1. Leaders will present new faculty orientation proposal to department at meeting

**Indicators of Success:**
1. Increased faculty engagement in Department.
2. Increased success and satisfaction of early entry faculty

**Objective 2:** We will develop expand and strengthen the departments graduate program

**ACTION PLAN:**

**a)** Summer 2012
1. GSRC reviews the consultants report filed as part of the internal quality assurance process review of the Department of Clinical Studies and the initial response to report
2. GSRC presents consultants report at Department meeting and collects feedback from faculty
3. GSRC reviews and writes guidelines for advisor and committee responsibilities within the DCS. Guidelines are sent out to faculty for feedback.
4. GSRC creates a document outlining the roles and responsibilities of the GSRC. The document is sent out to faculty for feedback.
5. Departmental research secretary develops list of ‘typical’ funding sources and ‘typical deadlines for application’ for faculty. List is reviewed by GSRC and posted on Department Research website (for faculty viewing only).
6. GSRC meets to discuss methods to collect data regarding courses offered in Department and develops course evaluation template

b) Fall 2012
1. GSRC and Department Chair draft official response to Report and present response to Dean Stone
2. GSRC presents graduate course evaluation template for graduate courses at Department meeting
3. GSRC starts evaluation of courses
4. GSRC summarizes and presents final guidelines for advisors and committee members at Departmental meeting
5. Department research administrative assistant summarizes last five years and current funding of graduate students (other than DVSc allocations) in department.

c) Winter 2013
1. GSRC presents summary of funding opportunities for faculty at department meeting
2. GSRC follows up with recommendations from consultants report.
3. GSRC continues with evaluation of courses-plan to present final summary of evaluation in summery 2014

Indicators of Success:
1. Increased entry of graduates into academic or non-traditional positions.
2. Increased student satisfaction at time of graduation
3. 10% increase in graduate student numbers outside of the DVSc positions
GOAL 2: To develop strong focused research programs

Objective 1: We will clarify, refine, strengthen and communicate the research portfolio of the Department of Clinical Studies

ACTION PLAN:

a) Summer 2012
   1. Re-establish a department research advisory committee (RAC)-with both faculty and research administrative assistant

b) Fall 2012
   1. RAC develops a list of core research strengths and identifies areas for focused growth and specialization
   2. RAC develops plan for promoting research in department (for example, engaging other departments regarding research opportunities for students in our department)
   3. RAC works on developing department newsletter with research updates

c) Winter 2013
   1. 1st Departmental newsletter with research focus released-developed by Chair and RAC
   2. Increased use of department research website by increasing links with specific research groups

Indicators of Success:

1. 10% increase in students in areas of focus
2. 10% increase in publications
3. Publications outside of traditional specific veterinary focus journals

GOAL 3: To promote and facilitate performing research related to individual animal health

Objective 3: We will facilitate implementation of clinical trials

ACTION PLAN:

a) Summer 2012
   1. Initiative leaders will educate department technicians regarding clinical trial coordination and management
   2. Chair in consultation with faculty will assign a faculty member from the department to act as a clinical trial coordinator (likely lead of initiative or a designate). Individual will start tracking on-going clinical trials, integrate with RAC to report on on-going clinical trials in Department Newsletter and create notice board for posting of information regarding proposed and on-going clinical trials

b) Fall 2012
1. Working group will develop a standardized consent form for clinical trials at OVC
2. Leaders will submit proposal regarding standardization of fees for clinical trials in teaching hospital
3. Chair will invite O of R to department to discuss each units role in facilitating clinical trials. Propose having a contact individual at O of R who will help facilitate the clinical trials process

c) Winter 2013
1. Leaders will engage in discussions with ACS to develop a clinical trial AUP that is more appropriate for clinical trials.
2. Leaders in collaboration with Deyna Dineson will develop site on Departments website for clinical trials

**Indicators of Success:**
1. 10% Increase in enrolment/completion of clinical trials
2. Increase in faculty awareness of ongoing clinical trials
3. 10% increase in # of faculty performing clinical trials

### THEME V.

**FISCAL VIABILITY**

**GOAL 1.** Improve financial status of the OVC with the intent to increase opportunities for reinvestment and growth in both core and novel fields of veterinary medicine that will improve opportunities for the advancement of knowledge and education of veterinarians.

**Objective 1:** We will ensure fiscal responsibility within the Department’s new initiatives

See each initiative listed above.

**Objective 2:** We will continue to collect and evaluate the data regarding our expenditures incurred in delivering the DVM curriculum

a) Summer 2012
1. C.Kerr, Elaine Smith and Nicole Kudo will review and organize data by course/rotation regarding donations brought in to OVC-HSC.
2. C.Kerr will send data to faculty involved with admission and course coordinator to verify accuracy of data
3. C. Kerr will meet with Brent Rumford to discuss any discrepancies.

b) Fall 2012 and Winter 2012
1. C. Kerr will follow up with any discrepancies re OVC-HSC with Dr. Cox