



**SEAMO**  
Southeastern Ontario Academic Medical Organization

# STRATEGIC PLAN 2015-2018



# Message from the CEO and Chair of the Governing Committee

It has been an exciting year for the Southeastern Ontario Academic Medical Organization (SEAMO). As the association entered its 20<sup>th</sup> year of operation, members from the five SEAMO signatories, department heads and a number of other key stakeholders, undertook the process of identifying a way forward for the group.

Given the shifting landscape of health care delivery in Ontario, the development of this plan represents a unique opportunity for us to reflect upon both where the organization started and where it is headed.

Being such a complex entity — composed of five signatories, 14 departments and over 300 physicians practicing within 30 specialties — we knew the creation of a three-year strategic plan would represent a milestone moment. After hundreds of hours of work between nearly 50 contributors, it is our pleasure to present the SEAMO Strategic Plan for 2015-18.

We know that this Strategic Plan will serve us well for years to come and thank every individual who contributed to its development. The way forward represents an opportunity of growth for our organization, and we are confident that we will achieve great things together.



A handwritten signature in black ink, appearing to read 'Reznick'.

Richard K. Reznick, MD, MEd, FRCSC, FACS,  
FRCSEd (hon), FRCSI (hon)

Dean, Faculty of Health Sciences  
CEO, SEAMO



A handwritten signature in black ink, appearing to read 'Copestake'.

Peter Copestake  
Chair, Governing Committee  
SEAMO

# Background

## *Our Signatories*

The Southeastern Ontario Academic Medical Organization (SEAMO) is comprised of the Clinical Teachers' Association of Queen's University (CTAQ), Hotel Dieu Hospital (HDH), Providence Care, Kingston General Hospital (KGH) and Queen's University.



The role of CTAQ is to advance and promote the welfare of teaching clinicians in hospitals associated with Queen's University. CTAQ representation on the SEAMO Governing Committee provides an important forum for communication and cooperation with the university and teaching hospitals.



HDH is a faith-based, academic hospital that actively engages in implementing innovative models of care that support patient care, as well as regional and academic health care needs. Affiliated with Queen's University, HDH is a major teaching location for learners from the Faculty of Health Sciences. HDH research contributes to the growing field of knowledge about health care and ambulatory care in Canada.



KGH is Southeastern Ontario's leading centre for complex-acute and specialty care. Through KGH's facility in Kingston, and 24 satellites and affiliate sites throughout southeastern Ontario, they serve almost 500,000 residents, who live in a 20,000-square-kilometre predominantly rural area, as well as some communities on James Bay in Ontario's north.

Together with Queen's University, KGH trains post-graduate students and conducts important research through 160 researchers. Every year, 2,400 students from 34 universities and colleges across Canada rely on KGH's learning environment on their journey to become the health-care professionals of tomorrow.



Providence Care is the leading regional provider of aging, mental health and rehabilitative care in Southeastern Ontario. The hospital meets the needs of patients, clients and residents at two hospital sites, a long-term care home and at community locations throughout the region. Through academic affiliations, many of Providence Care's clinical teams include residents, students, trainees and/or learners.



Established over 150 years ago, the school of Medicine at Queen's University aims to advance the tradition of preparing excellent physicians and leaders in health care by embracing a spirit of inquiry and innovation in education and research. The educational program leading to the MD degree is central to the purpose of the Faculty.

Continuing medical education is also a primary responsibility of the School of Medicine. Assisting physicians to maintain their knowledge and skills plays an important role in the maintenance of their competence. The provision of local and regional programs of continuing medical education assists in strengthening professional liaisons and the rational balancing of primary, secondary and tertiary responsibilities within, and beyond, Southeastern Ontario.

## *Our Organization*

SEAMO was created in 1994 and is responsible for the management and allocation of resources to meet the health, education, research and related clinical needs of the community. It monitors the ongoing effectiveness of activities within the scope of the Alternative Funding Plan (AFP) agreement.

The AFP is intended to provide funds that recognize the unique contributions of academic physicians, increase the capacity of Academic Health Sciences Centres (AHSC) to provide clinical services and academic activities in an integrated manner, improve the coordination and integration of the interests of medical staff, teaching hospitals and universities, facilitate the successful recruitment and retention of academic physicians, and ensure funds reach academic physicians in an open and transparent manner.

SEAMO currently funds over 300 physicians, spanning 30 specialties, which represents the vast majority of physicians working at the AHSC. A list of the departments participating in SEAMO are provided below:

- Anesthesiology & Perioperative Medicine
- Critical Care
- Emergency Medicine
- Family Medicine
- Medicine
- Obstetrics & Gynecology
- Ophthalmology
- Otolaryngology
- Pathology
- Pediatrics
- Physical Medicine & Rehabilitation
- Psychiatry
- Surgery
- Urology

## Our Structure

The SEAMO Governing Committee was created to establish policies to enable the delivery of clinical service, health education and research under the AFP agreement. An independent chair leads this 17-member committee, which is representative of the five SEAMO signatories. Several sub-committees support the work of SEAMO by providing direction and advice to the Governing Committee.



The Deliverables Committee, Resources Committee and Strategic Priorities & Recruitment Committee play a pivotal role with respect to the implementation of the strategic plan.

## **Deliverables Committee**

The Deliverables Committee advises the Governing Committee with respect to departmental accountability for the resources received and recommends core deliverables for patient care, education and research as well as scholarship.

## **Resources Committee**

The Resources Committee advises the Governing Committee with respect to the allocation of resources in accordance with policies adopted by SEAMO and the drafting of policies related to the finances of SEAMO.

## **Strategic Priorities & Recruitment Committee**

The Strategic Priorities and Recruitment Committee (SPRC) advises the Governing Committee in the development of strategic priorities that align with, and support, the strategic plans and operational objectives of the signatories, as well as the establishment and implementation of a centre-wide physician staffing and recruitment plan.

## *Drivers of Change*

As SEAMO approached its 20<sup>th</sup> anniversary in 2014, a number of opportunities for growth emerged from the changing landscape of health care. These included expanding geographical reach, working with additional partners and developing a stronger public voice to advocate for issues relevant to its members. A consultation of key stakeholders on the future direction of SEAMO was undertaken in the development of a strategic plan. As part of the process, SEAMO crystalized the following mission statement:

**SEAMO is a unique organization of five signatories: the Clinical Teachers' Association of Queen's University, Hotel Dieu Hospital, Kingston General Hospital, Providence Care and Queen's University.**

**SEAMO is responsible and accountable for the Alternate Funding Plan agreement with the Ministry of Health and Long-Term Care and the Ontario Medical Association.**

**We support the delivery of outstanding health care, foster excellence in research and education and facilitate the transformation of academic medicine in Southeastern Ontario.**



# Positioning SEAMO for Success

There are five cornerstones of the strategy that will position SEAMO for continued success. These cornerstones focus the efforts of SEAMO and prepare the organization for strategic change. Key opportunities for each of the cornerstones are presented on the pages that follow; details of how the key initiatives were derived are presented in the appendix.

## *Five Strategies for Execution*



*SEAMO should continue to focus on strong financial management, enhanced transparency and enriched accountability*

For the last several years, SEAMO has focused on the development and implementation of an Accountability Framework.

Moving forward, the goal is to refine and enhance accountability metrics, develop a centre-wide physician resource plan and strengthen departmental practice plans through the development of standardized templates.

Additionally, the Resources Committee will lead a review of the current physician compensation framework.

These activities will be carried out by SEAMO sub-committees with the involvement of the hospitals and the clinical departments of SEAMO.

Activity	Implementation	Responsible	Time	Cost	Target
<b>Enhance Accountability Metrics</b>	<ul style="list-style-type: none"> <li>Identify additional clinical metrics</li> <li>Review and refine PGME metrics</li> <li>Augment quality management metrics</li> <li>Review and refine research metrics</li> <li>Monitor and report on UGME metrics</li> </ul>	Deliverables Committee	Year 1-2	Non-financial	New metrics established
<b>Re-evaluate Physician Compensation Framework</b>	<ul style="list-style-type: none"> <li>Explore alternative methods of benchmarking physician compensation</li> <li>Conduct SWOT analysis</li> <li>Develop options paper</li> </ul>	Resources Committee	Year 1-3	Non-financial	Options paper tabled
<b>Develop Centre-wide Resources Plan</b>	<ul style="list-style-type: none"> <li>Conduct a census of existing resources</li> <li>Work with hospitals to determine their needs and priorities</li> <li>Assist departments in developing short and long-term recruitment plans</li> <li>Identify recruitment priorities</li> </ul>	Departments Hospitals SPRC	Year 1-2	Non-financial	Centre-wide resources plan reviewed/ approved
<b>Introduce standardized Practice Plan template</b>	<ul style="list-style-type: none"> <li>Develop Practice Plan template</li> <li>Engage departments in developing new practice plans and/or refining existing plans</li> </ul>	Deliverables Committee	Year 1-2	Non-financial	Revised practice plans reviewed/ approved

*SEAMO should act as an incubator for new funding models*

The changing landscape of the current health care environment may well provide opportunities to explore new funding models. Over the next three years, SEAMO will identify and explore other relevant funding models, both domestic and international.

Building on its current expertise as an early adopter of a comprehensive AFP, SEAMO will position itself to act as an incubator for new models of physician compensation, such as outcome or performance-based physician funding (quality component) and team-based funding.

As a test site, SEAMO can provide innovative prototypes for new, integrated models, such as wellness care.

Activity	Implementation	Responsible	Time	Cost	Target
Perform retrospective analysis	<ul style="list-style-type: none"><li>Develop report on SEAMO’s first 20 years, documenting its evolution, highlighting strengths and weaknesses</li><li>Identify opportunities for growth and change</li></ul>	CEO	Year 1-3	\$5K	Report tabled
Identify and explore other relevant funding models	<ul style="list-style-type: none"><li>Conduct environmental scan, both domestic and international</li><li>Engage stakeholders such as the MOHLTC, Health Force Ontario and OMA</li></ul>	CEO	Year 1-3	Non-financial	Options paper tabled

*SEAMO should pursue new sources of funding*

SEAMO will pursue new sources of funding. Options for consideration include organizations such as the Department of National Defence and Corrections Canada, with whom discussions are currently underway, and others that are relevant to SEAMO’s academic mission.

This will involve the development of an environmental scan and formal engagement with potential funders.

Activity	Implementation	Responsible	Time	Cost	Target
Establish agreements with identified funding sources	<ul style="list-style-type: none"><li>• Conclude negotiations with Corrections Canada and DND</li><li>• Develop funding agreements</li><li>• Ratify agreements with signatories</li></ul>	SEAMO management	Year 1-2	\$25K Legal fees	One or more funding agreements finalized
Identify other funding sources	<ul style="list-style-type: none"><li>• Conduct environmental scan</li><li>• Complete SWOT analysis</li><li>• Develop funding opportunities report</li></ul>	Resources Committee	Year 1-3	Non-financial	Funding report tabled

*SEAMO should explore extending its membership to include physicians across Southeastern Ontario who are an important part of the teaching mission*

SEAMO will explore opportunities for expanding membership to other physician groups, which are an important part of the teaching mission across Southeastern Ontario.

This includes physicians teaching residents and students in distributed medical education sites and satellite programs. SEAMO will conduct an environmental scan, investigate the feasibility with signatories and funders, and develop mechanisms for the inclusion of additional members to SEAMO.

Activity	Implementation	Responsible	Time	Cost	Target
Investigate feasibility	<ul style="list-style-type: none"><li>Explore relationship implications and technical components with the signatories, the MOHLTC and OMA</li></ul>	SEAMO management	Year 2	Non-financial	Report tabled
Conduct environmental scan	<ul style="list-style-type: none"><li>Identify potential organizations/ physicians</li><li>Establish criteria for prioritizing membership expansion</li></ul>	SEAMO management	Year 2	Non-financial	Report tabled
Establish membership expansion mechanisms	<ul style="list-style-type: none"><li>Develop policies, procedures and other supporting documentation</li></ul>	SEAMO management	Year 3	\$25-50K Legal fees	Board ratification of additional groups

*SEAMO will explore investing in clinical facilities to directly support clinical service delivery in Southeastern Ontario*

Consistent with the health transformation agenda of Ontario, there will be an increasing proportion of academic service delivery moving out of the hospital environment and into a community setting.

This may provide SEAMO with an opportunity to become involved in clinical facilities. SEAMO will establish a task force to direct the development of an environmental scan and feasibility study.

A report will be drafted and tabled with the Governing Committee and other relevant stakeholders.

Activity	Implementation	Responsible	Time	Cost	Target
<b>Conduct environmental scan and feasibility study</b>	<ul style="list-style-type: none"><li>• Establish a task force</li><li>• Investigate satellite clinics across Canada and internationally</li><li>• Identify opportunities in which SEAMO could be involved</li><li>• Conduct risk analysis</li></ul>	Task Force	Year 1-3	\$100K Consulting fees	Report tabled
<b>Assess and prioritize options</b>	<ul style="list-style-type: none"><li>• Perform SWOT analysis</li><li>• Draft options paper</li></ul>	Task Force	Year 1-3		Options paper tabled

# Implementation Plan

SEAMO's initial strategic investment of time and resources, recognizing additional work is required in subsequent years to fully realize opportunities:

Strategy	Implementation	Year 1	Year 2	Year 3
Enhanced Transparency and Enriched Accountability	• Identify additional clinical metrics	X	X	
	• Review and refine PGME metrics	X	X	
	• Augment quality management metrics	X	X	
	• Review and refine research metrics	X	X	
	• Monitor and report on UGME metrics	X	X	
	• Explore alternative methods of benchmarking physician compensation	X	X	X
	• Conduct SWOT analysis	X	X	X
	• Develop options paper	X	X	X
	• Conduct a census of existing resources	X	X	
	• Work with hospitals to determine priorities	X	X	
	• Assist in developing recruitment plans	X	X	
	• Identify recruitment priorities	X	X	
	• Develop Practice Plan template	X	X	
	• Engage departments re; practice plans	X	X	
New Funding Models	• Develop report on SEAMO's first 20 years	X	X	X
	• Document evolution	X	X	X
	• Highlight strengths and weaknesses	X	X	X
	• Identify opportunities for growth and change	X	X	X
	• Conduct environmental scan	X	X	X
	• International	X	X	X
	• Engage stakeholders	X	X	X
New Funding Sources	• Conclude negotiations with CC and DND	X	X	
	• Develop funding agreements	X	X	
	• Ratify agreements with signatories	X	X	
	• Conduct environmental scan	X	X	X
	• Complete SWOT analysis	X	X	X
	• Develop funding opportunities report	X	X	X
Membership Expansion	• Explore political ramifications and technical components with the signatories, MOHLTC, OMA		X	
	• Identify potential organizations/physicians		X	
	• Establish criteria for membership expansion		X	
	• Develop policies, procedures, etc.			X
Clinical Facilities	• Investigate other satellite clinics	X	X	X
	• Identify potential models for SEAMO	X	X	X
	• Conduct risk analysis	X	X	X
	• Perform SWOT analysis	X	X	X
	• Draft options paper	X	X	X



# Appendix

## *Project process, consultations and surveys*

The Monieson Centre for Business Research in Healthcare, Queen's School of Business, undertook two processes for SEAMO:

1. A consultation of SEAMO members on future strategic directions
2. Development of a Strategic Plan

### *Phase 1 — Strategic planning consultation*

In advance of the development of a formal strategic plan, the Monieson Centre conducted a comprehensive consultation of SEAMO's executive and leadership, the product of which informs the final plan. The Centre conducted a three-fold examination to ensure SEAMO's stakeholders had a voice in the process:

1. **Key Stakeholder Interviews:** The Centre facilitated one-on-one interviews with key members of the Governing and Signatories Committees and Board of Governors (e.g., Peter Copestake, Leslee Thompson, Hugh MacDonald, Michael Fitzpatrick, Hoshia Abdollah, John Rudan, Stephen Archer). The purpose was to: (a) achieve support for the planning process through collaborative consultation, (b) identify issues (including differing perspectives, conflicts, etc.), (c) build agendas to ensure important issues are raised and resolved.
2. **Leadership Survey:** A brief electronic survey of meeting invitees to further advance the collaborative nature of the process and to gather feedback on SEAMO's strategic priorities from the organization's broader leadership.
3. **Strategic Discussion Retreat:** A retreat was held in December 2013 to bring together 30 to 40 key stakeholders to address strategic alternatives for the future direction of SEAMO.

The process was designed to ensure all members had a voice. Following the retreat, the Monieson Centre prepared recommendations for a strategic plan for review by the executive and membership.

## *Phase 2 — Strategic plan development*

The Strategic Planning Task Force was assembled to refine the five strategic options presented at SEAMO's strategic planning session on December 13, 2013. A first meeting of the task force in January 2014 began refinement of the issues. Central to this task was ensuring any new directions for SEAMO were consistent with its mission:

"Our mission is to educate health professionals and students in the biomedical sciences by conducting research, by generating a spirit of inquiry, and by serving the health needs of the people of Southeastern Ontario, drawing on Queen's learning environment to enable our graduates to become the leading health professionals for Canada's rural, northern, and urban communities and to provide researchers and educators for the nation." ([www.seamo.ca](http://www.seamo.ca))

"SEAMO is the appropriate entity to be responsible for the management and allocation of resources to meet the health, education, research and related clinical needs of the community served by it within the necessary and appropriate accountability framework." (*An Agreement to Provide Alternate Funding, 2005*)

While expanding membership and adding new activities may be feasible, appropriate activities will contribute to SEAMO's orientation around teaching and research. Six criteria were proposed to assess the options under consideration:

<b>Principle 1: Importance</b>	<ul style="list-style-type: none"> <li>• Is this option non-trivial?</li> <li>• Is there demand for such activity?</li> <li>• Strategic issues?</li> <li>• Relevant to SEAMO as a whole, not just certain departments, signatories, etc.?</li> <li>• Pressing/time sensitive?</li> </ul>
<b>Principle 2: Impact</b>	<ul style="list-style-type: none"> <li>• What magnitude will the impact of these actions have?</li> <li>• Likelihood of occurrence?</li> <li>• Far-reaching in consequences?</li> <li>• Will the option enable SEAMO to effect change?</li> <li>• Leverage special competences?</li> <li>• Does it align well with the strategies of the signatories?</li> <li>• Does it have a mechanism for measuring impact?</li> </ul>
<b>Principle 3: Originality</b>	<ul style="list-style-type: none"> <li>• Are other organizations adequately filling this function?</li> <li>• Will SEAMO replicate any of its signatories' or stakeholders' functions?</li> <li>• Does SEAMO have special competencies not utilized elsewhere in the system?</li> </ul>
<b>Principle 4: Feasibility</b>	<ul style="list-style-type: none"> <li>• Is this financially viable?</li> <li>• Can it be accomplished in a manageable timeframe?</li> <li>• Does it satisfy legal and regulatory requirements?</li> </ul>
<b>Principle 5: Appropriateness</b>	<ul style="list-style-type: none"> <li>• Does this fit the mission of SEAMO?</li> <li>• Is it a reasonable function for SEAMO?</li> </ul>
<b>Principle 6: Stakeholders</b>	<ul style="list-style-type: none"> <li>• What would be the response from SEAMO's stakeholders, especially the five signatories, the Ministry of Health and Long-Term Care, and the Ontario Medical Association?</li> </ul>

The Centre used momentum generated by the consultation phase to foster efficient development and adoption of a formal strategic plan. Following the circulation of the draft strategic plan, the Centre:

1. Gathered initial feedback on the strategic plan through consultation with the SEAMO Executive and Governing Committees.
2. Collected broader feedback on the strategic plan through an electronic survey of all SEAMO-funded physicians.
3. Facilitated a one-day strategic planning session to develop a clear set of goals, outcomes and measures that can be used to assess the ongoing implementation of the strategy.

At the June 24, 2014, meeting, the SEAMO Governing Committee approved the following strategic directions:

- SEAMO should pursue new sources of funding
- SEAMO should act as an incubator for new funding models
- SEAMO should explore extending membership opportunities to include physicians across Southeastern Ontario who are an important part of its teaching mission
- SEAMO should explore investing in clinical facilities to directly support clinical service delivery in Southeastern Ontario



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