What is Project Renaissance?

Project Renaissance is the title of the current strategic planning process in the McGill Faculty of Medicine, the development of which began in 2015, followed by the launch in 2016. It is intended to provide a strategic vision for the Faculty over the 5-year period beginning in July 2017. It is the successor strategic planning process to “Thinking Dangerously.”

The overarching aim of Project Renaissance

First and foremost, we seek to fulfill the vision of the Faculty of Medicine: “Healthier societies through education, discovery, collaboration and clinical care.” This must be carried out consistent with our mission statement, which holds that we aim to educate future and current health professionals and scientists based on the highest standards of excellence and principles of life-long learning, and pursue novel research and clinical innovation, to improve the health of individuals and populations worldwide. Both the process and resulting plan will also reflect our values of professionalism.

Major Goals for 2017-2022

• Ensure that our educational programs prepare our learners for their roles as health care providers and health researchers in the 21st century

• Position McGill as Canada’s leading University in health research

• Reinforce McGill’s leading role in health care in Quebec and Canada

• Set the stage for our third century by creating a Health Sciences Campus

Project Renaissance Themes

Five (5) major themes for the above goals are proposed:

1. Education

Led by the Vice-Dean, Education, this theme focuses on promoting a student-centered approach that values learner engagement in the education enterprise across the many educational programs of the Faculty of Medicine. There will be a particular focus on improving the learning environment, both in the health professional programs and, in collaboration with
Graduate and Postdoctoral Studies, in graduate programs. An additional goal is to promote interprofessionalism and interdisciplinarity in both health professional and graduate education, as part of an effort to best prepare students for collaboration and teamwork in the workplace and in service to society. This theme will also look at the potential for growing the international impact of our educational programs, whether through collaboration, distance learning or new hybrid programs. It will also focus efforts on advanced assessment and evaluation techniques to continually improve our performance and ensure we function as a true “learning organization.”

Each of the schools or major programs in the Faculty will be asked to align their existing plans, or create new strategic plans that are aligned with this overall approach. For example, the strategic framework for the undergraduate and postgraduate medical programs, referred to as “Physicians of Tomorrow,” will aim to ensure that graduates are well prepared for practice and for life-long learning.

2. Research
Led by the Vice-Dean, Life Sciences, this theme will build on the accomplishments of the last strategic research plan, to reinforce research excellence in the Faculty, while working to identify emerging areas of excellence that are ready for further development. The next strategic research plan will also focus on ensuring that we maximize the benefit of major new investments by government and the private sector in neuroscience and computational medicine. This theme will also explore the potential for growing our international collaborations with the goal of identifying the best opportunities for partnerships with peer institutions and for building new and strengthening existing basic science and clinical co-operations.

3. Academic Affairs
Led by the Vice-Dean, Academic Affairs, this theme will explore ways to better align resources to ensure we are able to continue to recruit and support top calibre faculty members. Working closely with hospital/research centre partners, there will be a strategic realignment of the means of financing hospital-based research faculty to ensure sustainability. This theme will also explore ways of ensuring that CAS (Contract Academic Staff) professors, particularly clinical faculty, are properly supported and their contributions recognized. Work will continue on the development of a strong mentoring program.

4. Health Affairs
Under the direction of the Vice-Dean, Health Affairs, this theme will focus on optimizing relations with our health care partners. Significant realignment is necessary in the face of an evolving and rapidly changing health care system. Once a final conclusion to discussions currently underway among the MUHC, CIUSSS Ouest-de-l’Ile and CIUSSS Centre-Ouest is achieved, this theme will specifically look at enhancing the relationship between the Faculty of Medicine and our principal affiliated healthcare organizations.

This theme will also examine the relationship between McGill and its RUIS (Réseau Universitaire Intégré de Santé), consistent with the vision and mission statements of the Faculty of Medicine,
as they relate to our RUIS partners. This includes addressing the impact of the establishment of the Campus médical satellite en Outaouais, and enhancing partnerships with other healthcare or educational organizations, such as the one between the Ingram School of Nursing and the Université du Québec en Outaouais (UQO), as well as the partnership between the School of Physical and Occupational Therapy and the Université du Québec à Chicoutimi (UQAC).

5. Toward a Faculty of Health Sciences

Under the leadership of the Dean of the Faculty of Medicine, this theme will seek to define an optimal model for the Faculty in the 21st century.

Governance

Over the last 5-10 years, the Faculty of Medicine’s health professions programs have increasingly come to resemble a federation of “Schools,” rather than a medical program with other professional schools in the periphery. This theme will explore the optimal governance and organizational model to support the Faculty of Medicine’s diverse educational and research programs, including consideration for the establishment of new administrative entities, such as a School of Medicine (UGME, PGME, CPD and clinical departments) and a School of Medical Sciences (basic science departments and units).

Space and Finance

Beyond the need to establish the right model for the organization of the Faculty, the biggest strategic obstacle in the next 5 years will be the availability of appropriate spaces that promote mutual learning and translational innovations. The Dean will lead a reflection on the development of a strategy for a new Health Sciences Campus, which will be a major part of the Faculty’s participation in the upcoming 200th anniversary capital campaign. Similarly, as part of a reflection on organization and space, the Faculty needs to work toward ensuring that we are appropriately resourced and funded and that we are better aligning resources to meet the growing needs of our mission. This will involve a strategic reassessment of our budgeting process to ensure that we are acquiring and using our resources wisely.

Process

The Deanery Executive Committee will serve as the Steering Committee for Project Renaissance. Each theme will be the responsibility of the respective Vice-Dean or, in the case of Toward a Faculty of Health Sciences, by the Dean. An advisory committee comprised of different stakeholders external to the Faculty’s day-to-day operations will also be created to ensure oversight.

This strategic framework is expected to be ratified in early 2017, with the establishment of a working group and a consultation process for each theme during spring 2017. Reports of the working groups to the Faculty Council are expected by the end of the calendar year 2017, with implementation of recommendations beginning in 2018.