

May 2018

EQUITY, INNOVATION AND PARTNERSHIPS

**STRATEGIC PLAN FOR THE DEPT.
OF PSYCHIATRY AND BEHAVIOURAL
NEUROSCIENCES 2018-2022**



A STRATEGIC PLAN FOR THE DEPARTMENT OF PSYCHIATRY & BEHAVIOURAL NEUROSCIENCES

This document outlines our priorities and emerging areas of academic focus for the coming four years, as well as the supports required for their successful implementation, and presents goals for each. It builds upon our earlier strategic directions document and will be accompanied by a work plan that will detail the specific steps and tasks required as we move forward. Our plan is entitled “Equity, Innovation and Partnerships” (EIP) – 3 of our core values – and is rooted in our vision, mission and shared values.

OUR VISION

Innovation in everything we do.

OUR MISSION

Excellence in scholarly clinical, research and educational activities to improve outcomes for people living with mental illness through prevention, earlier detection and person and family-centred care across the lifespan.

OUR COMMON VALUES

- Respect, inclusivity, collegiality and diversity
- Original thought, excellence, innovation and continuing improvement
- Transparency, accountability and integrity
- Partnerships and collaboration
- The person and family at the centre of care
- Addressing stigma, ensuring equity and reducing disparities

Our plan and priorities build upon the Vision for McMaster articulated in “Forward with Integrity” and are consistent with strategic plans developed by the Faculty of Health Sciences and the Mental Health and Addiction programs of St. Joseph’s Healthcare Hamilton, Hamilton Health Sciences and Homewood Health, our partner hospitals.

They are also aligned with the emerging strategic directions for McMaster University as articulated in “Research for the Greater Global Good” and as McMaster becomes increasingly focused on Human Health and Social Determinants, many of the University’s priorities, are reflected in our strategic plan. These include Aging, Chronic Disease, Big Data, Knowledge Translation and Commercialization, Indigenous Knowledge and Research, Building equitable, prosperous and sustainable communities and Outreach.

OUR PRIORITIES AND EMERGING AREAS

To achieve our mission we have identified 5 priorities for our academic activity for the next 2 years, as well as emerging areas with the potential to become major foci for the Department. We also have 4 “driver” concepts that will influence everything we do. These are:

- a) A focus on earlier detection and intervention across the lifespan
- b) Knowledge translation and dissemination and influencing health care policy
- c) Promoting the work of the Department and our faculty
- d) Advancing equity in mental health and addictions care

PRIORITIES

Our priorities will be integrated with and build upon the current work of our existing Centres and Divisions. They are:

1. Healthy Development for Children and Youth
2. Preventing and Reducing the Impact of Trauma
3. Big Data, Biomarkers, Staging and Personalised treatment
4. Excellence in Addictions
5. Innovation in Education and Knowledge Sharing

EMERGING AREAS

1. Optimal Aging
2. New approaches to assessment, screening and treatment
3. Developing partnerships with key medical specialties
4. Indigenous mental health
5. Improving transitions and access
6. Global mental health
7. Understanding patient and family preferences

OUR STRATEGIC GOALS FOR THE NEXT 5 YEARS

To successfully implement our priorities, and build the infrastructure and engage our faculty to enable us to do so, our plan has three goals for the next 5 years.

- 1) To implement our strategic priorities which will enable us to achieve academic excellence and make original contributions to advance the wellbeing of individuals and families living with mental illness and mental health problems
- 2) To create the necessary infrastructure, efficiencies and partnerships to support the implementation of our plan
- 3) To support faculty engagement and productivity

GOAL 1. TO IMPLEMENT OUR PRIORITIES

Within each of our priorities we have identified specific objectives for the next 5 years. Each priority / emerging area will also develop specific 1 year, 2 year and 3 year objectives, with measurable outcomes that will be reviewed annually

PRIORITY 1. Healthy Development for Children and Youth

Objectives

- To position the Department and the Offord Centre for Child Studies (the Offord Centre) as the major Canadian Centre for increasing and disseminating knowledge about factors affecting healthy child development and how to address these
- To develop an integrated program that supports local and provincial initiatives aimed at children in the early years (under 6)
- To promote and expand the work of McMaster's Autism Research Team (MacART)
- To work with HHS's Child and Youth Mental health program to look at how to increase clinical - research collaborations
- To address mental health issues facing students in higher education

PRIORITY 2. Preventing and Reducing the Impact of Trauma

Objectives

- To be global leaders in understanding the causes of and preventing or reducing the impact of child maltreatment and intimate partner violence
- To become the hub of a National Network to further our understanding of the causes and management of trauma in the Military, First Responders and Health Professionals

PRIORITY 3. Big Data and Biomarkers

Objectives

- To create a Centre that will encompass our work in Big Data, Biomarkers, Staging, Artificial Intelligence and Precision treatment and bring together faculty from our Department and across the University with a common interest in the Neurosciences (basic and clinical)

PRIORITY 4. Excellence in Addictions

Objectives

- To build the Peter Boris Centre for Addictions Research into an internationally recognized and sustainable enterprise.
- To conduct state-of-the-art research on the causes, consequences, and treatment of addiction.

PRIORITY 5: Innovation in Education and Knowledge Sharing

Objectives

- To develop innovative approaches to Curriculum Development and Teaching, including Competence by Design
- To redesign the CBS Program as a sustainable commercial entity delivering training programs to individual, workplaces and organisations in Hamilton and our surrounding communities.
- To develop and implement the new Psychotherapy Master's Program
- To develop an integrated program in teaching the psychotherapies
- To strengthen the presence and broaden the activities of Psychiatry within the Waterloo Region and the WRC.
- To promote educational scholarship amongst learners and faculty
- To incorporate the humanities within our teaching and community education programs

EMERGING PRIORITIES

Optimal Aging

- The earlier recognition of and intervention with factors that can affect healthy aging and community involvement of seniors

New approaches to assessment, screening and treatment

- To develop and test new screening tools
- To improve transitions and eliminate barriers to care for marginalised populations
- To build Canada's premier Forensic Psychiatry Research Program

Expanding the potential of partnerships with key medical specialty areas

- To build strong academic programs in
 - Psycho-oncology
 - Women's Mental Health
- To link initiatives and projects within our strategic plan with primary care
- To strengthen education and training in Mental Health Issues for all health professionals

Indigenous Mental Health

- To raise the awareness of our faculty and learners about issues facing indigenous communities
- To make it easier for indigenous students to enter and succeed in our education programs
- To promote a culture of Truth, Reconciliation and anti-colonisation
- To build partnerships with indigenous communities to support education and collaborative research

Global Mental Health

- To build capacity in communities facing challenges in developing or accessing mental health care
- To develop a sustainable north-south model for international collaboration
- To work with the City of Hamilton to build healthy neighbourhoods and communities

Understanding patient and family preferences

- To become leaders in the measurement and modeling of mental health service preferences

GOAL 2. TO CREATE THE INFRASTRUCTURE TO SUPPORT THE IMPLEMENTATION OF OUR PRIORITIES

- a) To develop a sustainable Financial Plan
- b) To develop a Human Resource plan to support our strategic priorities
- c) To Review and improve our organizational processes and structures
- d) To improve communications across the Department

GOAL 3. TO SUPPORT FACULTY ENGAGEMENT AND PRODUCTIVITY

- a) To inform and engage our faculty, staff and learners in implementing our strategic plan. s
- b) To promote the work of our Department and faculty amongst academic communities and with government
- c) To facilitate increases in academic productivity by our faculty
- d) To build partnerships across the Faculty, University, Community and with other academic centres
- e) To design a comprehensive faculty development program that will include:
 - A recruitment and retention strategy
 - A plan for the integration of new faculty
 - Our leadership program
 - Our mentoring program