

# Transformational and Strategic Plan Progress Report

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**2021–2024**



# Message from the Department Head



Dear colleagues,

As we complete the third year of the Transformational Plan, I am excited to share a summary of our collective progress in becoming a more inclusive, innovative, and global department.

The launch of the Transformational Plan included commitments to adopt a distributed leadership model, introduce policies to institutionalize diversity, inclusivity, equity, and accessibility, create a welcoming environment for all department members, and extend the frontiers of the department's research and education programs, with an increased focus on distributed medical education, global mental health, and the launch of innovative clinical programs.

Our department members have worked tirelessly and collaboratively with internal and external stakeholders, locally and abroad, to achieve progress in each element of our Transformational Plan. Although a lot has been accomplished over the past three years, more remains to be achieved.

I sincerely thank our department members, our faculty, our staff, and our learners for their dedication, support, and contribution to the Transformational Plan. I thank our key partners within Faculty of Medicine, Nova Scotia Health, IWK Health, QEII Foundation, and the Government of Nova Scotia for their support for our department. Many others have contributed to the success of our Transformational Plan, and I want to say thank you.

Sincerely,

A handwritten signature in black ink, appearing to read 'Vincent Agyapong', written in a cursive style.

**Dr. Vincent I.O. Agyapong**

Head, Department of Psychiatry Faculty of Medicine, Dalhousie University  
Head, Department of Psychiatry, NSH Central Zone

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# **Transformative and inclusive leadership**



# Transformative and inclusive leadership

## Key accomplishments

2021 - 2023	2023/24
<ul style="list-style-type: none"><li>• Updated the Department of Psychiatry’s strategic vision to include a Transformational Plan following extensive stakeholder consultation, and positive faculty survey and feedback</li><li>• Established four new clinical/academic sections, in addition to the existing Division of Child and Adolescent Psychiatry, as part of a plan for distributed leadership and to deepen faculty engagement. These new sections are:<ul style="list-style-type: none"><li>• Section of Community Psychiatry</li><li>• Section of Forensic Psychiatry</li><li>• Section of Geriatric Psychiatry</li><li>• Section of Acute, Consultation, and Emergency Psychiatry</li></ul></li><li>• Section Heads and Associate Section Heads have been appointed through transparent, competitive search and selection processes and have been in place since April 1, 2022</li><li>• Several Clinical Academic Leadership roles have been established within the clinical/academic sections, and across community clinics and inpatient services, as part of a distributed, inclusive, engaging, and accountable leadership strategy</li><li>• Expanded the Department of Psychiatry Executive Committee to include representation from Dalhousie Medicine New Brunswick, Saint John, New Brunswick — a distributed learning site for the Faculty of Medicine at Dalhousie University</li></ul>	<ul style="list-style-type: none"><li>• First department leadership retreat which included leaders from distributed sites in Nova Scotia and New Brunswick and was focused on equity, diversity, and inclusivity, and the Maritime role of the department</li></ul>

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**Valuing our faculty,  
staff, and learners  
and promoting  
wellness and  
personal  
development**



# Valuing our faculty, staff, and learners and promoting wellness and personal development

## Key accomplishments

2021 - 2023	2023/24
Wellness	
<ul style="list-style-type: none"><li>Established a departmental Wellness Committee, with membership including representation from distributed learning sites in Nova Scotia and New Brunswick, graduate students, psychiatry residents, administrative staff, research faculty, and clinical faculty to plan and facilitate programs to promote and enhance the wellness of faculty and staff</li><li>A Solutions for Wellness Survey was launched in May 2023. The survey results will provide direction of how the Wellness Committee, in partnership with leadership, can promote a culture of wellness, efficiency of work, and personal resilience</li><li>A subcommittee organized a department-wide Summer Recreational Event at Hatfield Farms on June 23, 2023 that was well attended and enjoyed</li></ul>	<ul style="list-style-type: none"><li>Completed the Solutions for Wellness survey data in summer 2023 with about an 80% response rate. Wellness Committee members are working with their local leaders to action wellness solutions from the survey</li><li>A retirement survey to faculty and staff was completed in January 2024 and this data has been used to draft guidelines for celebrating our retiring faculty and staff</li><li>Wellness events like the monthly wellness hike resumed in April 2024 and a Summer Celebration event is planned for Sept. 6, 2024 at the Discovery Centre</li></ul>

# Valuing our faculty, staff, and learners and promoting wellness and personal development

## Key accomplishments

2021 - 2023	2023/24
Equity, Diversity, Inclusion, and Accessibility	
<ul style="list-style-type: none"><li>Established an Equity, Diversity, Inclusion, and Accessibility (EDIA) Committee, with membership including representation from distributed learning sites, and appointed a director for EDIA</li><li>Established EDIA representation on department committees. The department's EDIA Director is serving on numerous committees, including the department's Executive Committee, and search committees for leadership positions within the department. In addition, members of the EDIA Committee are representatives on the department's Awards, Wellness, and International Fellows Program Committees</li><li>In 2021, an EDIA survey was conducted by the Continuing Professional Development Committee, and the results were presented at ground rounds on Oct. 12, 2022. A poster on the EDIA survey results, titled "Educating for Equity, Diversity, and Inclusion Within the Department of Psychiatry: Results of a Needs Assessment," was presented at the department's Research Day on Oct. 21, 2022</li></ul>	<ul style="list-style-type: none"><li>The EDIA Committee is developing an orientation package for Newcomers, such as international medical graduates, entering the department as faculty, residents, or staff</li><li>In April 2024, the EDIA Committee presented at Grand Rounds. Drs. Mutiat Sulyman and Sanjana Sridharan presented "Welcome Home to Nova Scotia: An EDIA Lens on Acculturation, Inclusion &amp; Wellbeing in the Department of Psychiatry"</li><li>A research scoping review on acculturation is ongoing</li><li>Members of the committee attend the College of Physicians and Surgeons of Nova Scotia's Welcome Collaborative multiple times per year. In March 2024, members of the committee presented at a Dalhousie Mental Health Awareness Week event for international students</li></ul>

# Valuing our faculty, staff, and learners and promoting wellness and personal development

## Key accomplishments

2021 - 2023	2023/24
Awards, Recognition, and Engagement	
<ul style="list-style-type: none"><li>Established the Department of Psychiatry Dedicated Service Award to recognize the contribution of faculty and staff who have served the department for over 10 years and are retiring or leaving the department<ul style="list-style-type: none"><li><b>10</b> award recipients in two years</li></ul></li><li>Established the Department of Psychiatry Leadership Award to recognize the contribution of department leaders who have served for over five years and are leaving their roles<ul style="list-style-type: none"><li><b>12</b> award recipients in two years</li></ul></li><li>Established the Department of Psychiatry Extra Mile Award to recognize faculty, staff, and teams who go above and beyond the regular call to duty</li><li>Established the Department Head's Meet and Interact with small groups of faculty, staff, and learners in scheduled and unscheduled engagements to bring leadership closer to department members:<ul style="list-style-type: none"><li>Met with several faculty at their clinical work sites</li><li>Lunch time meetings with small groups of staff</li><li>Dinner meetings with residents by year group</li></ul></li></ul>	<ul style="list-style-type: none"><li>Department of Psychiatry Dedicated Service Award<ul style="list-style-type: none"><li><b>6</b> award recipients since last report</li><li><b>16</b> total award recipients in three years</li></ul></li><li>Department of Psychiatry Leadership Award<ul style="list-style-type: none"><li><b>8</b> award recipients since last report</li><li><b>20</b> total award recipients in three years</li></ul></li><li>Department of Psychiatry Extra Mile Award<ul style="list-style-type: none"><li><b>10</b> recipients since the award was established</li></ul></li><li>Instituted service milestone recognition for department members who have achieved 10, 15, 20, 25, and 30+ years of service<ul style="list-style-type: none"><li>Approximately <b>70</b> department members recognized for a service milestone (most retroactively)</li></ul></li><li>Continued the Department Head's Meet and Interact with small groups of faculty, staff, and learners</li></ul>

# Valuing our faculty, staff, and learners and promoting wellness and personal development

## Key accomplishments

2021 - 2023	2023/24
Professional Development	
<ul style="list-style-type: none"><li>Established a policy offering all full-time, clinical faculty at least 10 per cent protected time for pursuit of clinical and academic interests that align with the departmental mandate and priorities</li><li>Overhauled the department's Faculty Development Fund, increasing the fund to over 100,000 dollars per annum from 25,000 dollars per annum, and shifting the fund allocation from a system that was inequitable and inaccessible, to one that is equitable and accessible by all Department of Psychiatry paid clinical and PhD faculty</li></ul>	<ul style="list-style-type: none"><li><b>21</b> faculty members have accessed the Faculty Development Fund since April 1, 2023 when the new policy was introduced</li><li><b>3</b> faculty members (emerging leaders) are being sponsored by the department to complete a leadership course through Doctors Nova Scotia</li></ul>

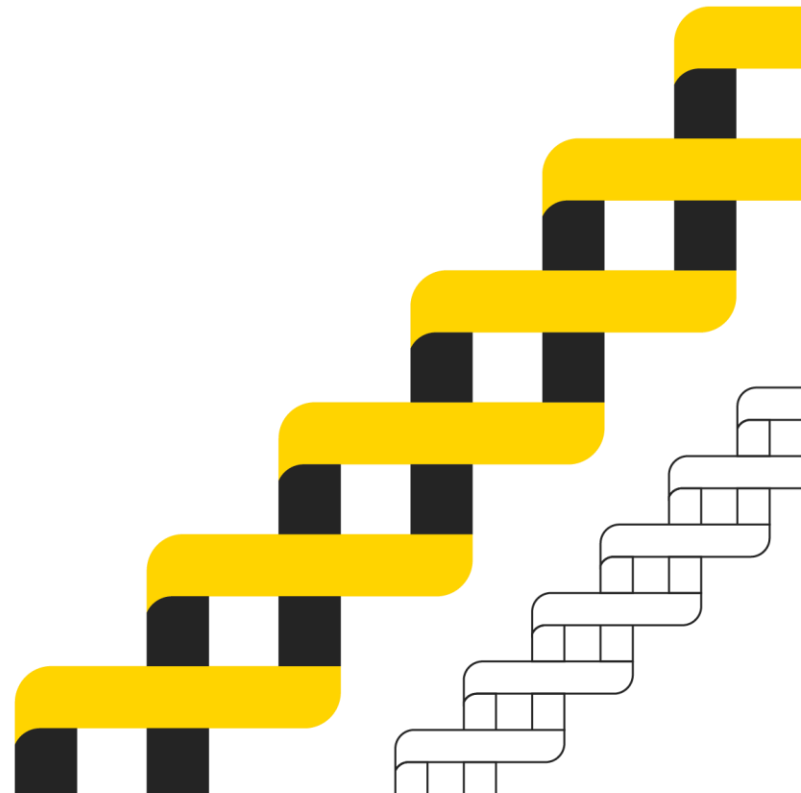
# Valuing our faculty, staff, and learners and promoting wellness and personal development

Key accomplishments

2021 - 2023	2023/24
Recruitment	
<ul style="list-style-type: none"><li>Recruited record numbers of graduating residents to join the department in the last three years:</li><li>An average of <b>5.0</b> graduating residents per year were offered appointments in the department from 2021 to 2023, compared with an average of <b>2.8</b> graduating residents per year appointed to the department in the five years leading up to the launch of the Transformational Plan</li></ul>	<ul style="list-style-type: none"><li><b>4</b> graduating residents were offered appointments with the department in 2024</li><li>An average of <b>4.75</b> graduating residents per year were offered appointments in the department from 2021 to 2024</li></ul>

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# **Expanded access to care and improved quality of care**



# Expanded access to care and improved quality of care

## Key accomplishments

2021 - 2023	2023/24
<ul style="list-style-type: none"><li>• Central Zone Clinical Council was established and meets monthly to improve clinical administration and co-leadership within the Mental Health and Addictions Program</li><li>• Instituted monthly leadership safety rounds to deepen the culture of quality and safety among clinical teams and improve quality of patient care across clinical programs in the Nova Scotia Health Central Zone</li><li>• Establishment of the Rapid Access and Stabilization Program (RASP) to address long-standing gaps in access to mental health support and psychiatric consultation for patients in Nova Scotia, and support for primary care providers<ul style="list-style-type: none"><li>• In the four months between May and August 2023, <b>250+</b> patients received direct access to a psychiatrist for a comprehensive psychiatric assessment for diagnostic clarification, medication initiation, or medication adjustment in comparison to an average of 100 patients who had direct access to a psychiatrist annually in the Central Zone</li><li>• Early data shows a high level of satisfaction. On average, <b>115</b> people who accessed the program rated their overall satisfaction of the services received as a <b>9.51 out of 10</b></li></ul></li></ul>	<ul style="list-style-type: none"><li>• Rapid Access and Stabilization Program (RASP) completed its first year of operation in April 2024 and continues to be a success<ul style="list-style-type: none"><li>• In the 12 months between May 2023 and April 2024, <b>960</b> unique patients received direct access to a psychiatrist through RASP for a comprehensive psychiatric assessment in the Central Zone</li><li>• There was a <b>1,226.67%</b> adjusted increase in the number of new unique patients who gained direct access to psychiatrists after being referred by a primary care provider in the Central Zone in the 2023/2024 fiscal year (RASP implementation year) compared to the 2022/2023 fiscal year (pre-RASP implementation)</li><li>• There was a <b>102%</b> adjusted increase in the number of unique patients who gained access to psychiatrists through either a transfer of care from a mental health clinician or referral from a primary care provider</li><li>• One-year data shows a high level of satisfaction. On average, <b>435</b> people who accessed the program and completed the satisfaction survey rated their overall satisfaction of the services received as a <b>9.31 out of 10</b></li></ul></li></ul>

# Expanded access to care and improved quality of care

## Key accomplishments

2021 - 2023	2023/24
<ul style="list-style-type: none"><li>Established a Nova Scotia Transcultural Mental Health Program to provide mental health support for African Nova Scotians, Newcomers, and Indigenous people in Nova Scotia</li><li>A total of <b>42</b> clients were seen between the Newcomer Health Clinic and Nova Scotia Brotherhood Initiative between March 22, 2022 and August 30, 2023</li><li>Based on EMR data at the Weji'winen, there was a total of <b>75</b> psychiatric contacts within the past six months, of which 40 were indirect consultations offered on site by Dr. Keri-Leigh Cassidy, and 35 were direct consultation in the adult mental health system. On site mental health consultation for children by IWK staff has also recently begun</li><li>Secured new funding for a full FTE to hire Dr. Cinera States to support marginalized populations, including African Nova Scotians, Indigenous people, Newcomers, and homeless people</li><li>Our faculty co-leading and contributing to reforms at the East Coast Forensic Hospital</li><li>Several quality improvement projects and initiatives to expand access to psychiatric care across all sections/divisions</li><li>Recruited a Neuropsychiatrist in preparation for the establishment of a Maritime Neuropsychiatry Clinical Academic Program</li></ul>	<ul style="list-style-type: none"><li>Nova Scotia Transcultural Mental Health Program saw a total of <b>100</b> unique clients and <b>255</b> visits attended across all TMHP clinics from Aug. 31, 2023 to Aug. 31, 2024, including:<ul style="list-style-type: none"><li><u>CMHA (Bayer's Road, Bedford/Sackville, Cole Harbour, and Dartmouth)</u>: <b>34</b> unique clients seen; <b>91</b> visits attended</li><li><u>Nova Scotia Sisterhood Initiative</u>: <b>20</b> unique clients seen; <b>52</b> visits attended</li><li><u>Mi'kmaw Native Friendship Centre (Weji'winen)</u>: <b>29</b> unique clients seen; <b>51</b> visits attended</li><li><u>Newcomer Health Clinic</u>: <b>15</b> unique clients seen; <b>21</b> visits attended</li><li><u>Nova Scotia Brotherhood Initiative</u>: <b>14</b> unique clients seen; <b>40</b> visits attended</li></ul></li><li>RASP has also to date (August 31, 2024) offered comprehensive psychiatric assessments to <b>136</b> individuals who belong to ethnic minority groups, including <b>41</b> Indigenous People, <b>37</b> Black people, <b>16</b> people of Middle Eastern origin, <b>15</b> East Asians, <b>8</b> South Asians, <b>8</b> Latinos, and <b>11</b> people of other minority ethnic origins</li><li>Recruited a Neuropsychiatrist and established the Neuropsychiatry Clinical Academic Program</li><li>Recruited a Concurrent Disorders Psychiatrist and established the Concurrent Disorder Clinical Academic Program</li></ul>

# Expanded access to care and improved quality of care

## Key accomplishments

**2021 - 2023**

**2023/24**

### Division of Child and Adolescent Psychiatry

#### *Clinical Initiatives*

- Transforming services in ambulatory care — allocating psychiatric and non-physician clinical resources based on need/capacity data — Dr. Abidi, Dr. Sharon Clark, IWK APL CAPA, Amos Hundert, IWK Continuous Improvement Lead

#### *Quality Improvement/Knowledge Translation*

- Greenspace — launch of outcome measurement online tool for patients/clinicians across Mental Health & Addiction Program — launched with psychiatry and specialty services in 2023 — Dr. Bagnell/Dr. Abidi psychiatry, Dr. Debbie Emberly, IWK APL Research and Outcomes

#### *Clinical capacity building*

- Continued initiatives to increase capacity such as the Youth Addictions Conference and Gender Care Annual Conference. These conferences have increased access to training and evidence-based treatments for physicians and clinicians across the province
- Conducted a needs assessment in January 2024 to determine if primary care practitioners are interested in education sessions and earning continuing medical education credits on topics in Child and Adolescent Psychiatry, and how this could best be delivered. Received quality improvement project funding with Department of Psychiatry to support this project development over the next year
- Co-created a continuing medical education program for our maritime pediatric colleagues and the success of the pediatric seminar and case consultation sessions resulted in a national presentation at the Canadian Pediatric Society annual conference in June 2024

#### *Focus on equity-deserving populations*

- IWK Mental Health and Addictions and IWK Department of Psychiatry continued its focus to improve supports for equity-deserving children, youth and families who face barriers in accessing mental health and addictions services

#### *Clinical:*

- African Nova Scotian service (launched in 2023), Integrated Youth Services (planned initial sites launch in 2025 with 8 sites funded across the province)

# Expanded access to care and improved quality of care

## Key accomplishments

2021 - 2023	2023/24
Section of Community Psychiatry	
<ul style="list-style-type: none"><li>• Service integration between subspecialty services and Community Mental Health teams to build skills and expertise in community services</li><li>• Redistribution of FTEs among CMHTs to correct the imbalance and shortage in psychiatry resources</li><li>• Active recruitment of psychiatrists to fill vacant FTEs and improve service provision and access to psychiatric care</li><li>• Developing the Transcultural Psychiatry Services to provide a fast-track access to mental health services to marginalized, visible minority, and Indigenous populations</li><li>• Working in collaboration with the Forensic Section to streamline the referrals from forensic services to civil community mental health services</li></ul>	<ul style="list-style-type: none"><li>• Appointment of Clinical Academic Leaders across all Community Mental Health Teams (CMHTs)</li><li>• Hiring new doctors for CMHTs, including two psychiatrists with subspecialties in Transcultural Psychiatry (serving marginalized populations) and Addiction Psychiatry/Concurrent Disorders (establishing the Concurrent Disorder Clinical Academic Program)</li><li>• Launched comprehensive initiatives to address service gaps in community psychiatry. The section's focus includes exploring the potential to advocate for a care model that incorporates physician assistants and case managers for patients requiring such services</li><li>• The Nova Scotia Operational Stress Injury (OSI) Clinic is extending mental health services to the Western Zone and providing ongoing support for the PEI OSI clinic</li></ul>

# Expanded access to care and improved quality of care

## Key accomplishments

2021 - 2023	2023/24
Section of Forensic Psychiatry	
<ul style="list-style-type: none"><li>• PCNA: Major project of Patient Care Needs Assessment is completed. The data are being reviewed to impact on the Model of Care development</li><li>• Established the new Model of Care Goals and Principles after exhaustive discussion and feedback</li><li>• Although a bit delayed, we recruited a psychiatrist to work in Forensic who is anticipated to start in October 2023</li></ul>	<ul style="list-style-type: none"><li>• Established an international fellowship program and welcomed a new fellow. The section is preparing to welcome two more</li><li>• Restarted an elective international residency for senior residents</li><li>• Continued to work on developing a database to support research within the section</li><li>• Starting elements from the new Model of Care that involve qualitative measures and measured based care (MBC)</li></ul>

# Expanded access to care and improved quality of care

## Key accomplishments

2021 - 2023	2023/24
Section of Geriatric Psychiatry	
<ul style="list-style-type: none"><li>Historically, the two geriatric psychiatry teams (at the Abbie Lane and NSH) had different approaches to triage, leading to inconsistent application of referral criteria. As of July 2023, the section now has an identified allied health professional who reviews all referrals prior to triage for both teams, and collaborates with Central Intake and Geriatric Medicine to ensure patient referrals are properly vetted and sent to the most appropriate clinical service for expedient care</li><li>Several staffing changes have occurred on the Geriatric Psychiatry Acute Inpatient Unit, including addition of trained caregiver staff to increase support for patients, and moving to a model in which one psychiatrist (instead of two) provides psychiatric care to inpatients</li><li>The Geriatric Psychiatry Residency Program continues to train and graduate highly-competent geriatric psychiatrists, with geriatric psychiatrists now available for consultation in all zones in Nova Scotia</li></ul>	<ul style="list-style-type: none"><li>The section has started a collaboration with the North End Health Clinic and MOSH to facilitate easier access to Geriatric Psychiatry consultation for marginalized individuals</li><li>The Geriatric Psychiatry Web Education Series, delivered monthly to physicians and allied health professionals in Nova Scotia, has undergone redevelopment. The series now has a 24-month blueprint, to ensure core topics are routinely presented, and is being recorded to ensure access to those who cannot attend live sessions. Recordings can now be accessed via the Atlantic Seniors Mental Health Network website, providing broader access to clinicians in other Atlantic provinces</li></ul>

# Expanded access to care and improved quality of care

## Key accomplishments

2021 - 2023	2023/24
Section of Acute, Consultation, and Emergency Psychiatry	
<ul style="list-style-type: none"><li>• The Day Hospital Program has increased patient capacity and has expanded its interdisciplinary team to include an occupational therapist</li><li>• Psychiatry Emergency Services (PES) now has three dedicated psychiatrists</li><li>• The section has filled five Clinical Academic Leader (CAL) positions in 2023</li></ul>	<ul style="list-style-type: none"><li>• The Section of Acute, Consultation, and Emergency Psychiatry has been working to fill vacancies, has increased patient capacity through the Day Hospital program, and has begun several research projects</li><li>• The section recruited a Neuropsychiatrist and established the Neuropsychiatry Clinical Academic Program. It also recruited a new staff psychiatrist for the Rapid Access and Stabilization Program (RASP)</li><li>• RASP completed its first year of operation in April 2024 and has been successful in improving access to psychiatric care for adults in the Central Zone</li></ul>

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**Extended the  
department's  
research frontiers**



# Extended the department's research frontiers

## Key accomplishments

### 2021 - 2023

- Established the Department of Psychiatry Research Management Committee
- The establishment of Research Directors for the five sections/divisions in the department. This will allow frontline clinical staff involvement in research, answer their clinical questions, and further Quality Improvement/Quality Assurance projects in their sections/division. These section/division Research Directors meet with the departmental Research Director on a regular basis
- Appointing Research Assistants for each clinical section/division to support clinical faculty engaged in clinical translational research and quality improvement initiatives. There has been success in hiring two of the five RAs (to date) specific to the section/division, that will help the section/division research directors/leadership in their research mandate
- There has been success in distributed research to include zones outside of Central Zone in Nova Scotia as well as New Brunswick. Most zones in Nova Scotia and New Brunswick now have a research lead
- Resumed in-person Department of Psychiatry Research Day Conference, with record numbers of abstracts received and conference registrants
- Great success from our early-career and established researchers with securing externally-funded research grants in the last year, and with publications in peer-reviewed journals in the last two years

### 2023/24

- Unprecedented new research projects initiated or involving our frontline clinical faculty
- Engagement of frontline clinicians (Central Zone and in distributed sites) in research:
  - Through the work of the sectional/division Research Directors and the Research Assistants, as seen in projects initiated and DPRF grant requests; and,
  - Through the availability of seed funding for our distributed sites, with Fredericton region being the first to access
- A successful Department of Psychiatry Research Day that includes records set for the number of abstract submissions and attendance, and for increasing attendance at the public facing panel discussion the evening prior to Research Day
- Successful research grants being awarded at many levels of granting agencies as well as publications. Of note in the last year were our successes with our early career and new faculty in grants being awarded

#### *Child and Adolescent Psychiatry*

- Incorporating scholarly research work in clinical and education practice:  
*As part of an academic department who values and supports scholarship, faculty members advance, synthesize, and translate knowledge to enhance the mental health and wellbeing of children, adolescents, and their families.*
- In December 2023, the division incorporated the above statement of support for scholarship in the NS child and adolescent psychiatry mandate. With the support of Director of Research and Integrated RA for the Division (supported by Department of Psychiatry) a comprehensive list of faculty projects and research areas of expertise was compiled. In January 2024, there were **14** division faculty involved in at least one scholarly project across **5** research areas (quality and evaluation, technology, health systems, clinical trials and medical education)

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**Extended the  
frontiers of the  
department's  
education  
programs**



# Extended the frontiers of the department's education programs

## Key accomplishments

2021 - 2023	2023/24
<ul style="list-style-type: none"><li>• Department Head toured distributed learning sites in Nova Scotia and New Brunswick (Moncton, Saint John, Fredericton, Truro, Cape Breton, Bridgewater, the Annapolis Valley, and Yarmouth) to interact with faculty and staff as part of efforts to increase their connectedness to the department in preparation for expansion of distributed residency education to these sites</li><li>• Established the Nova Scotia and New Brunswick Academic Council as an enabler for the expansion of medical education at distributed learning sites across the two Maritime provinces. This is in preparation for the creation of a new rural psychiatry residency training stream and expansion of the International Fellowship program</li><li>• Concluded a survey for all psychiatrists at distributed learning sites in Nova Scotia and New Brunswick to assess enablers and barriers to the expansion of medical education to the sites</li><li>• Extension of residency training to Cape Breton</li><li>• Enhancing distributed medical education by including distributed site representatives on the Education Management Team and adding new training sites at the PGME and UGME levels</li><li>• Strengthening the new education leadership structure by engaging section education leads in recruitment of teachers and other administrative tasks</li><li>• Heading up a working group to make recommendations to the Department Head which will address issues related to Psychiatric Emergency Services as identified in the PGME internal review</li></ul>	<ul style="list-style-type: none"><li>• The Cape Breton site finished its first year as a core rotation for PGY-2s</li><li>• Following the environmental scan survey for all psychiatrists at distributed learning sites in Nova Scotia and New Brunswick, the research was published in three papers. The first paper, outlining the protocol for the environmental scan, was published in 2023. Two subsequent papers based on the results of the environmental scan survey, one exploring engagement in teaching activities at distributed medical education sites, and the other engagement in research activities, were published in 2024</li></ul>

# Extended the frontiers of the department's education programs

## Key accomplishments

2021 - 2023	2023/24
Subspecialty and fellowship training	
<p><i>Child and Adolescent Psychiatry</i></p> <ul style="list-style-type: none"> <li>Distributed learning sites — Truro and Kentville established as core rotations in child and adolescent subspecialty residency program in 2021, Sydney site visit in fall 2023 with hopes of sites in all zones by 2024 — Dr. Lovas/Dr. Propper</li> </ul> <p><i>International Fellowship Program</i></p> <ul style="list-style-type: none"> <li>Launching the International Fellowship Program and offering training positions to international fellows in Mood Disorders Clinic, Reproductive Mental Health, and Nova Scotia Operational Stress Injury Clinic</li> </ul>	<p><i>Child and Adolescent Psychiatry</i></p> <ul style="list-style-type: none"> <li>A site visit in Sydney Cape Breton was held in 2024, and the training site was approved for rural rotations for subspecialty child and adolescent psychiatry residents. There is now an established site across all zones in the province and rural psychiatry is mandatory rotation for all subspecialty residents</li> <li>The Division of Child and Adolescent Psychiatry will welcome its first international fellow in September 2024</li> </ul> <p><i>Geriatric Psychiatry</i></p> <ul style="list-style-type: none"> <li>The Geriatric Psychiatry Subspecialty Program will welcome its first international fellow in September 2024 for six months</li> </ul> <p><i>International Fellowship Program</i></p> <ul style="list-style-type: none"> <li>The International Fellowship Program has rapidly gained international acclaim, attracting applications from the Gulf region and developing countries</li> <li>The program welcomes international fellows in a variety of subspecialties, including Mood Disorders, Forensic Psychiatry, Geriatric Psychiatry, Child and Adolescent Psychiatry (IWK and northern zone), Nova Scotia Operational Stress Injury Clinic, Reproductive Mental Health, the Centre for Emotions &amp; Health, Neuropsychiatry, and Psychotherapy. Recently, the department has expanded its offerings to include Addiction Psychiatry and Transcultural Psychiatry, leading to a surge in applications for training in these areas</li> </ul>

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# **Global leadership and influence**



# Global leadership and influence

## Key accomplishments

2021 - 2023	2023/24
Social Policy & Advocacy	
<ul style="list-style-type: none"> <li>Established a Social Policy &amp; Advocacy Committee with representation from community-led organizations to plan and execute programs geared towards advocating for resources and the rights of patients with mental illness and their families</li> <li>The committee has advertised for and welcomed lived experience representatives to its membership</li> <li>This spring, the Social Policy &amp; Advocacy Committee developed draft policy recommendations for Social Policy &amp; Advocacy, as per the Terms of Reference for the committee. The document is currently under review for feedback from key stakeholders this summer. The draft document will next be shared with Dr. Agyapong for his input, and then with members of the Executive Committee this fall</li> </ul> <p><i>Social Advocacy/Community Engagement, Division of Child and Adolescent Psychiatry</i></p> <ul style="list-style-type: none"> <li>IWK MHA African Nova Scotia service — engagement and report 2021-2022, business plan funded and launched in 2023 — Dr. Bagnell &amp; Maureen Brennan, Director, IWK MHA</li> </ul>	<ul style="list-style-type: none"> <li>The Social Policy &amp; Advocacy Committee developed a “Policy Document” and “Strategic Action Plan.” Together, these documents define and guide implementation of the committee’s mandate. The Action Plan included developing a SP&amp;A fund application process. SP&amp;A funding is available to members of the Dal Department of Psychiatry. Visit the Social Policy &amp; Advocacy webpage for more information</li> <li>Working groups focused on evaluations development, decolonized positive reinforcement, and communications are being formed and will help the committee implement its Action Plan</li> <li>An Academic Leadership Retreat was held on May 10, 2024, convening leaders in the Dal Department of Psychiatry to engage in strategic planning. Dr. Keri-Leigh Cassidy, Director of SP&amp;A, worked closely with Drs. Mutiat Sulyman, Director of Equity, Diversity, Inclusion, and Accessibility, and Zenovia Ursuliak, Director of Wellness in preparing for the retreat. The retreat included a special focus on SP&amp;A, EDIA, and wellness, with orientation information about supporting these areas provided to leaders before the retreat</li> </ul>

# Global leadership and influence

## Key accomplishments

2021 - 2023	2023/24
Global Mental Health	
<ul style="list-style-type: none"> <li>Developed a project charter for the establishment of a Centre for Global Mental Health to promote Global Mental Health education, research, and knowledge translation through: <ul style="list-style-type: none"> <li>International Graduate Program in Clinical Psychiatry: Program coordinator appointed, and concept paper approved by Faculty of Medicine Council and University Senate. Full application pending review submission to the University Senate</li> <li>International Fellowship Programs: Program director appointed and Launched the Department's International Fellowship Program in September 2022 with two Fellows from the Gulf States participating</li> <li>Global Mental Health Research — Assistant Professor of Global Mental Health has been appointed</li> <li>Research collaborations established with institutions and researchers in Ireland, Ghana, Zambia, and Bangladesh</li> </ul> </li> <li>Secured an agreement with the Centre of Excellence for Neuropsychiatry at Beaumont Hospital and the Royal College of Surgeons in Ireland to have a senior-year resident or recent graduate complete a no-cost, one-year training fellowship program in neuropsychiatry in Ireland</li> </ul>	<ul style="list-style-type: none"> <li>Following the development of a project charter, submitted an application to Dalhousie University to establish a WHO/PAHO Collaborative Centre for Global Mental Health to promote Global Mental Health education, research, and knowledge translation</li> <li>The International Graduate Program in Clinical Psychiatry has been renamed to a Masters in Global Clinical Psychiatry. A full application for the masters program has been completed and is pending review by University Senate</li> <li><b>5</b> International Fellows from the Gulf States and <b>3</b> fellows from Ghana accepted by the department's International Fellowship Program</li> <li>Research collaborations were established with Zambia, Brazil, and Greece</li> <li>Launched the Dalhousie Global Mental Health Guest Lecture Series in collaboration with the Nova Scotia Health Innovation Hub, IWK Health, and the Office of Community Partnerships and Global Health, Faculty of Medicine, Dalhousie University.</li> <li>Launched the Dalhousie Special Interest Forum for Global Mental Health and Leadership Development</li> <li>Established Memorandum of Understanding between the Dalhousie University and two academic institutions in Ghana – The University of Ghana Medical School and the Ghana College of Physicians and Surgeons <ul style="list-style-type: none"> <li>For the Department of Psychiatry at Dalhousie University to train Ghanaian Psychiatrists in subspecialty areas including Child and Adolescent Psychiatry, Geriatric Psychiatry, Forensic Psychiatry, Neuropsychiatry and Concurrent Disorders Psychiatry</li> <li>For the Department of Psychiatry at the University of Ghana Medical School to train psychiatry residents from Dalhousie University in Transcultural Psychiatry</li> </ul> </li> </ul>

# Our mission

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To improve the mental health of society and advance the field of psychiatry through education, research, advocacy, and psychiatric care.

# Our vision

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Excellence and innovation in education, research, and psychiatric care.

# Our values

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Integrity  
Creativity  
Professionalism  
Accountability  
Collaboration  
Compassion  
Inclusivity

