

RADY FACULTY OF HEALTH SCIENCES

# STRATEGIC FRAMEWORK

2016 - 2021



UNIVERSITY  
OF MANITOBA

Rady Faculty of  
Health Sciences

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## MESSAGE FROM DEAN, RADY FACULTY OF HEALTH SCIENCES & VICE-PROVOST (HEALTH SCIENCES)

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Over the past few years, we have taken some important steps forward to build the Rady Faculty of Health Sciences, starting with involvement in planning its formation to approving the academic governance structure with its first Faculty Council By-law.

It is now an appropriate time to develop a Strategic Framework to guide the work and define the priorities of the Faculty for the next five years. It is anticipated that this will assist the Faculty in reaching its potential and will assist us in responding to opportunities and challenges as they arise.

I have been impressed with the volume and quality of input received into this process and I want to thank you for playing a valuable role in developing this Strategic Framework.

I look forward to working with you in the months and years ahead as we work together to meet our priorities and mature the Rady Faculty of Health Sciences.

The image shows a large, modern building with a prominent glass facade. The words "UNIVERSITY OF MANITOBA" are displayed in large, white, sans-serif capital letters across the top of the glass section. The building is surrounded by trees and a clear blue sky. The foreground is slightly blurred, showing the silhouettes of leaves and a street lamp.

## UNIVERSITY OF MANITOBA

## ABOUT THE RADY FACULTY OF HEALTH SCIENCES

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The University of Manitoba, founded in 1877 as Western Canada's first university, is the province's only research-intensive university, educating the majority of professionals in Manitoba and is a trailblazer in many areas of learning, research, discovery and community engagement.

It offers more than 100 programs including 47 doctoral, 90 masters and one diploma program. Every year U of M faculty members secure more than \$160 million in external funding.

U of M is home to 48 Canada Research Chair positions and a Canada Excellence Research Chair. It is home or partner to 40 research centres, institutes and shared facilities that believe in collaborative research and scholarship.

The Rady Faculty of Health Sciences' programs and Colleges span both the Bannatyne campus and the Fort Garry campus, as well as clinical teaching sites across the city and province.

The Rady Faculty of Health Sciences is a research leader in the areas of immunity, inflammation and infectious disease; population and global health; patient oriented research and integrative research in health and well-being. It receives external research funding of more than \$80 million annually.

The Rady Faculty of Health Sciences recognizes the importance of collaboration in interdisciplinary research, interprofessional education and training and service delivery to learners in the health professions.





## CONSULTATIONS

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In developing this Strategic Framework, input was received in a variety of ways.

An initial framework for the Strategic Priorities was pulled from the past year's Strategic Resource Planning process. Then, a Survey for a Strategic Framework, Rady Faculty of Health Sciences was sent out requesting input from faculty, staff, administrators and learners. Over 500 responses were received and this input was extremely valuable in determining the shared values and shaping the supporting actions for the Strategic Priorities.

As well, the Rady Faculty of Health Sciences Dean's Council was consulted. The principles in the Strategic Framework were then presented at a town hall. This final version was taken to Dean's Council for approval and for information to the Faculty Executive Council.

### SHARED VALUES OF THE RADY FACULTY OF HEALTH SCIENCES

Mission  
Dentistry

Mission  
Medicine

Mission  
Nursing

Mission  
Pharmacy

Mission  
Rehabilitation  
Sciences

### SHARED STRATEGIC PRIORITIES OF THE RADY FACULTY OF HEALTH SCIENCES

Strategic Plan  
Dentistry

Strategic Plan  
Medicine

Strategic Plan  
Nursing

Strategic Plan  
Pharmacy

Strategic Plan  
Rehabilitation  
Sciences

## SHARED VISION AND VALUES

Within the Rady Faculty of Health Sciences, the Colleges are collectively focused on excelling in education, research, and health care delivery. These common goals are demonstrated in a shared vision for the Rady Faculty of Health Sciences.

This shared vision is supported by a shared set of values as well as six shared strategic priorities for the Rady Faculty of Health Sciences.

As well, the Colleges continue to individually fulfill their missions and strategic plans.

### A SHARED VISION

The vision of the Rady Faculty of Health Sciences is:

To advance excellence in health care through innovative research and health professional education that supports collaborative practice.

### A SHARED SET OF VALUES

The Rady Faculty of Health Sciences believes in:

- Community & Collaboration
- Scholarship & Innovation
- Equity & Inclusion
- Professionalism
- Social Accountability



## COMPLEMENTARY MISSIONS

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Each College within the Rady Faculty of Health Sciences has a unique but complementary mission:

### MISSION OF THE COLLEGE OF DENTISTRY

The College of Dentistry is dedicated to educating students to become caring oral health professionals in a progressive learning environment, conducting oral health/related research, and serving the oral health professions and society as a source of knowledge and expertise.

### MISSION OF THE COLLEGE OF MEDICINE

To service the healthcare needs of the people of Manitoba and beyond; improving health and patient care through partnerships, leadership and innovation in medical education, research, clinical practice and community engagement.

### MISSION OF THE COLLEGE OF NURSING

We are leaders in nursing education, research and outreach. Our goal is to advance nursing knowledge, practice and health care locally, nationally and internationally.

### MISSION OF THE COLLEGE OF PHARMACY

The College of Pharmacy is an institution that will create an educational environment that facilitates the integration of pharmacy scholarship in the areas of practice, research and service to effect optimal health outcomes for individuals and communities, and the advancement of the profession of pharmacy.

### MISSION OF THE COLLEGE OF REHABILITATION SCIENCES

To create, communicate and advance knowledge, skills and behaviours in health, quality of life and participation in collaboration with the community through research, education and service to the people of Manitoba, Canada and the world.





## SHARED STRATEGIC PRIORITIES

### I. EDUCATION AND THE LEARNER EXPERIENCE

The Rady Faculty of Health Sciences is committed to sustaining and enhancing its educational programs and offering flexible learning opportunities to all of its learners, including working with Indigenous communities to support pipeline programs and ensuring a culturally safe learning environment. It is dedicated to providing an outstanding educational experience and delivering education and training opportunities that recognize learners' diverse career paths.

This priority aligns with the U of M Strategic Priority: Inspiring Minds through Innovative and Quality Teaching.

#### SUPPORTING ACTIONS

- Maintain accreditation and support all professional and entry-to-practice programs within the Colleges, ensuring core and fundamental curricula are provided.
- Promote a teaching and learning environment that fosters life-long learning across the education continuum, including pre-licensure/ undergraduate, postgraduate, graduate and continuing professional development programs.
- Provide flexible learning opportunities and innovative teaching approaches that enhance the quality of education provided, including varying methods of course delivery (classroom, clinical, practical, group), online learning resources and simulation.
- Encourage self-directed learning and learner responsibility for achievement.
- Enhance the teaching and learning environment infrastructure (such as mobile tables in classrooms, storage space for equipment, change rooms, up-to-date technology).
- Seek to establish new or enhance existing programs (such as the Interdisciplinary Health Program (consisting of the Bachelor of Health Sciences and Bachelor of Health Studies degrees), Graduate Prosthodontics and Endodontics, Pharm D).
- Continue to promote and expand opportunities for clinical and practical exposure, including exposure to rural and northern health care provision and education.
- Set targets for teaching and learning in diverse settings, to better prepare learners for diversity in career opportunities.
- Renew a focus on ensuring a respectful learning environment, with attention to physical, cultural, social and emotional safety and needs in learner wellness.
- Promote accessible external and internal learner support services and activities that support learning and development.
- Ensure admissions criteria support learner applications and admissions for all backgrounds.
- Continue to support the development and enhancement of professionalism in the learner body.





## II. RESEARCH

The Rady Faculty of Health Sciences is committed to creating a state-of-the-art research environment that is nationally and internationally competitive. It is dedicated to enhancing opportunities for community-based research.

This priority aligns with the U of M Strategic Priorities: Driving Discovery and Insight through Excellence in Research, Scholarly Work and other Creative Activities; Creating Pathways to Indigenous Achievement.

### SUPPORTING ACTIONS

- Invest in the Faculty Core Research Platforms across the Faculty.
- Work collaboratively within U of M and with partners external to U of M to provide a comprehensive system for equitable research support including grant facilitation and mentorship for faculty members.
- Develop an outcome measurement process for research and scholarly activity that recognizes quality outcomes.
- Continue to nominate promising new faculty members for research awards and provide mentoring and assistance to obtain career awards.
- Support and invest in learner research opportunities and mentorship.
- Develop a communication plan that includes updated website materials and social media to enhance the profile and visibility of research and scholarly activities.
- Support faculty involved in community driven research priorities, including research that involves community agencies, stakeholders and practitioners.
- Provide opportunities for collaboration and partnership among clinical and research faculty, promote faculty-wide interprofessional groups, and use organizational expertise, to develop innovative, collaborative and applied research.
- Continue research and collaboration in Indigenous Health, with a process to engage Indigenous communities through the Institute of Indigenous Health.
- Pursue the development of, and collaborations in, international research.
- Develop mechanisms to encourage research in areas important to social accountability.
- Increase the number of Chairs and professorships (endowed and grant funded) across the Faculty.
- Work with partners to improve and streamline the ethics review process.



### III. TEACHING AND THE WORKING ENVIRONMENT

The Rady Faculty of Health Sciences is committed to attracting, retaining and developing staff and faculty of the highest caliber, who achieve professional excellence in their contributions to the Rady Faculty of Health Sciences. It is dedicated to increasing faculty and staff satisfaction within the working environment and to focus on ensuring a safe and respectful space for faculty and staff.

This priority aligns with the U of M Strategic Priorities: Building Community that creates an Outstanding Learning and Working Environment; Inspiring Minds through Innovative and Quality Teaching.

#### SUPPORTING ACTIONS

- Develop a comprehensive and collaborative Faculty-wide program for accessible faculty development, including mentorship opportunities and the development of skills for the establishment and assessment of competency-based education.
- Ensure resources are prioritized for quality recruitment and competitive start-up packages.
- Work to ensure faculty and staff salaries remain competitive and academic (tenured) positions continue to be maintained.
- Provide support for staff development and advancement.
- Provide support for faculty and staff who support innovative, interprofessional and collaborative education programs and teaching methods.
- Develop plans for faculty and staff succession and expansion, based on strategic priorities.
- Define faculty and staff requirements for performance and advancement.
- Promote workload allocation to support staff and faculty in teaching and learning.
- Implement Faculty-wide Promotion and Tenure guidelines.
- Renew a focus on ensuring a respectful working environment, with attention to physical, cultural, social and emotional safety and staff needs in wellness.





#### IV. COMMUNITY, PARTNERSHIPS AND COLLABORATION

The Rady Faculty of Health Sciences is committed to offering interprofessional education that will enhance the provision of clinically integrated care. It is dedicated to actively building and enhancing partnerships to contribute to the communities it serves, including Indigenous Health partnerships for collaborative care.

This priority aligns with the U of M Strategic Priorities: Forging Connections to foster High Impact Community Engagement; Inspiring Minds through Innovative and Quality Teaching.

##### SUPPORTING ACTIONS

- Through the Office of Continuing Competency and Assessment, engage health provider communities and alumni through a strong program of continuing professional development (CPD) that keeps them connected with the Faculty throughout their careers.
- Support the Office of Interprofessional Collaboration, including the development of an interprofessional curriculum in collaborative care, clinical and simulation opportunities.
- Maintain and sustain current interprofessional learning opportunities and cultivate new and innovative opportunities, in a variety of settings for learners, including continuing interprofessional education for clinicians.
- Provide faculty development activities in interprofessional collaboration.
- Include patients, learners and community representation in strategies for collaborative education and practice through the Office of Interprofessional Collaboration.
- Develop the Office of Interprofessional Collaboration webpage and other communication strategies to increase awareness, and share information about ongoing activities and opportunities for involvement for learners, faculty, patients and families, practicing health care professionals, and other stakeholders.
- Incorporate the use of evidence and knowledge in the development of activities to facilitate collaborative care.
- Enhance capacity to support rural and northern Manitoba in healthcare through interprofessional learner and faculty teams in the promotion and provision of collaborative care.
- Develop and maintain community partnerships to promote collaboration in all areas of health care, based on communities' health needs.
- Support learner-led interprofessional collaboration activities (such as the WISH clinic and the Community Mentorship Program).
- Create opportunities for Faculty researchers to advance interprofessional research.
- Work with partners to improve the process for granting privileges to Faculty learners and greater clinical or field education within the regional health authorities.
- Maintain adequate patient numbers for all education programs.
- Continue to build on the close relationships with professional associations, regulatory colleges and examination bodies.



## V. INDIGENOUS HEALTH AND ACHIEVEMENT

The Rady Faculty of Health Sciences is committed to developing a full range of resources to support Indigenous health and achievement across the Rady Faculty of Health Sciences, including the creation of an Indigenous Institute of Health and Healing. It is dedicated to enhancing opportunities for partnership development with Indigenous communities.

This priority aligns with the U of M Strategic Priorities: Creating Pathways to Indigenous Achievement; Forging Connections to foster High Impact Community Engagement; Inspiring Minds through Innovative Quality Teaching.

### SUPPORTING ACTIONS

- Create an Indigenous Institute of Health and Healing (through the amalgamation of the J. A. Hildes Northern Medical unit, the Manitoba First Nations Centre for Aboriginal Health Research and the Centre for Aboriginal Health Education.).
- Focus opportunities for education, curricula revision and learner experiences in Indigenous Health, ensuring Indigenous Health is a cross-cutting theme in its education programs.
- Implement and support learner and faculty exchange through international Indigenous health networks.
- Ensure Indigenous patient and community engagement, feedback and collaboration in planning and strategies for education, research and practice.
- Apply the United Nations Declaration on the Rights of Indigenous Peoples as a framework for a Reconciliation Action Plan (in accordance with the Truth and Reconciliation Commission recommendations).
- Continue research collaboration in Indigenous Health.
- Support Indigenous communities in the development of pipeline programs that will support success in the junior high and high school years and the learners' ongoing participation in post-secondary education.
- Provide recruitment supports on campus to attract and ensure success of Indigenous learners.
- Provide a comprehensive orientation for new learners regarding Indigenous populations, including advocacy opportunities in teaching, research, scholarship and service delivery.
- Require training in cultural proficiency, including the development and support of a respectful and culturally safe environment.
- Provide mentorship opportunities for Indigenous learners.





## VI. INVESTMENT IN ITS RESOURCE BASE

The Rady Faculty of Health Sciences is committed to ensuring that its capital investments and resource allocations enhance the working and learning environments to meet the current and future needs of the Faculty. It is dedicated to balancing faculty and staff levels to meet academic and administrative requirements.

This priority aligns with the U of M Strategic Priority: Building Community that creates an Outstanding Learning and Working Environment.

### SUPPORTING ACTIONS

- Continue the planning and development of a new building at the Bannatyne Campus, with input from its stakeholders.
- Support the development of an interprofessional health clinic at the Bannatyne Campus.
- Explore with and seek support from U of M in the investment in needed software and hardware to enable linkages between U of M campuses and among the Colleges.
- Develop the Indigenous Traditional Medicine Garden as a safe place and a unique learning environment.
- Maintain and support library resources and on-line accessibility.
- Where infrastructure is created or renovated, ensure the creation of shared spaces that create opportunities for interprofessional collaboration.
- Support the infrastructure development of clinical simulation and laboratory based education at both campuses.
- Advocate for equitable allocation of U of M resources at the Bannatyne campus.
- Consult with external experts, and develop internal experts, to undertake a programmatic review of its undergraduate and graduate programs, to look for opportunities to share resources and minimize duplication within the Rady Faculty of Health Sciences.
- Develop indicators to assist with optimizing resource allocations.
- Continue to ensure transparency in the budget process.
- Continue to mature the governance structure for the Rady Faculty of Health Sciences.



## CONCLUSION

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In this Strategic Framework, the Rady Faculty of Health Sciences has advanced a specific set of priorities: to demonstrate excellence in education and the learner experience; to conduct leading-edge research; to provide quality teaching and satisfaction in the working environment; to build our community, partnerships and offer enhanced interprofessional collaboration and education; to build Indigenous health and achievement; and to invest in the Rady Faculty of Health Sciences.

Achieving these priorities will allow the Rady Faculty of Health Sciences to realize its shared vision to be a leader in innovative research and health professional education that supports collaborative practice.





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