

STRATEGIC PLAN

2018 - 2023



Rady Faculty of
Health Sciences



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INTRODUCTION

The health care landscape is continuously changing, and the College of Pharmacy, Rady Faculty of Health Sciences (RFHS), University of Manitoba (U of M) is an enthusiastic partner with others in the sector in dreaming, designing and enacting optimum health care education, scholarship and interventions. Pharmaceutical sciences and expanded scopes of pharmacists' practice continue to transform health care and, in an era where it is becoming increasingly evident that a focus on prevention and “upstream” determinants of health will be a major focus in the future, will also support individual and community health and well-being.

As the College plans for the future, we have included all members of our community in developing this plan to build on our strengths and address opportunities for even more positive impact. This plan is aligned with and supports the strategic priorities of the RFHS, and the University of Manitoba.

A Strategic Planning Committee from the College worked with the Dean to design a retreat open to all college members and key external stakeholders. Through phone or in-person interviews, College faculty sought the input of those stakeholders who were unable to attend. A list of all stakeholders who provided input is included in Appendix A.

An all-day retreat was held on January 26th, 2018. The input from the retreat guided the drafting of elements of the plan, which were then shared with all college members with a request for input, and reviewed and revised by working groups. The priorities and the plan have been shared with our stakeholders.

Context

COLLEGE STRENGTHS

People and Culture

The College has dedicated faculty with high quality and diversified teaching and research expertise, high quality dedicated support staff, and strong alumni support.

College members identify a positive, collegial, team oriented work culture where they feel supported and respected. They have strong leadership and synergy internally and in their collaborative relationships with other departments. They are progressive and innovative, finding opportunities for educational ingenuity and are navigators of change, with flexibility and resiliency to challenges along the way. They see opportunities for learning and contribution with Indigenous communities, the aging population, primary care services and rural and northern communities. They are proud of their success in research and advocacy and of the success of their students.

College members have good relationships with stakeholders internal to the university including members of the RFHS and the four other health science colleges as well as other colleagues in the university. They have also formed close partnerships with professional organizations such as the College of Pharmacists of Manitoba (CPhM), Pharmacists Manitoba (PhmMB) and the Canadian Society of Hospital Pharmacists (CSHP) Manitoba.

Structures

College members value the small size of their classes, enabling them to get to know their students and ensuring that students form strong long-term connections with the College. They have a state-of-the-art building and updated lab equipment. As part of the RFHS, they have good inter-professional education (IPE) opportunities, as well opportunities for funding and collaborative research.

Outcomes

The College has high research productivity and funding. The students have a strong knowledge base, clinical skills, professional approach, increasing opportunities for inter-professional education, and frequently nation-leading pass rates on the Pharmacy Examining Board of Canada exams (PEBC). Traditionally, students have had a strong success rate in job placements for students in the marketplace. Also, the College is relatively self-sustaining, with additional supports available through the RFHS.

Opportunities in External Trends

Health Care

The health care system in Manitoba is changing, with opportunity for reframing and creating mechanisms to influence an expanding role of the pharmacist and pharmacy students within teams and systems across the province. Pharmacists can take the lead in articulating a vision for future pharmacy services and support structures required for expanded scopes of practice. The College of Pharmacy, along with the RFHS, can be influential in new models of care, especially in primary care, and in rural and northern regions. The future vision includes a more integrated system, breaking down the silos of care, with pharmacy recognized for its important clinical role. The move to more shared decision-making with patients offers opportunity to increase our clinical connectedness.

The funding changes in health care could create new models for pharmacy compensation and community pharmacy business models, with more interdisciplinary connections. The College will continue to create opportunities for students to be involved in collaborative practices. With the intent to further expand rotations to rural and northern areas, new models of care in these areas offer opportunities for students to get varied rotation experiences.

The Profession

There are many changes in practice, including the expanding role of pharmacy technicians thereby enabling pharmacists to focus more on patients, quality assurance standards, clinical practice, consultation, primary care, increased interest in new services such as travel health clinics, medication reviews, vaccine administration, changes in the funding models and increasing need for pharmacist business management. There also are changes in the prescribing roles of other health care team members such as nurse practitioners and physician assistants.

Educational Programming

Several trends are changing teaching and learning. Technology brings options for on-line and blended learning opportunities, in undergraduate, graduate and continuing education programming. Diverse experiences and perspectives increasingly enrich learning through inter-professional education. By defining Entrustable Professional Activities (EPA) students are able to provide services to people and the public during their program. The patient experience is a major focus, as is the pharmacist role in the health system, especially within collaborative care teams, contributing to increasing need for transformative learning in skills for interpersonal and organizational relations, change management and leadership.

Research

There are possibilities to renew/establish research identity and focus. Specific trends in health care offer research opportunities, e.g. medication misuse and the opioid crisis, as do the close interface between clinical, basic science and pharmacy practice researchers, internal collaborations with groups such as Ongomiizwin – the Indigenous Institute for Health and Healing at the RFHS, CancerCare Manitoba, Children's Hospital Research Institute of Manitoba (CHRIM), Centre on Aging, Manitoba Centre for Health Policy (MCHP), The George and Fay Yee Centre for Healthcare Innovation (CHI), and the Strategy for Patient-Oriented Research (SPOR), Regional Health Authorities and professional associations. The new PharmD program, the graduate program (MSc and PhD) and the Summer Undergraduate Student Research Program placements in other labs may also foster research interest.

There may be increased resources such as time, funding application supports, and funding for research activities due to the new Dean, funding opportunities such as the RFHS Innovation Fund and NCE, coordinated through the Associate Dean-Research (ADR), as well as student funding with Mitacs, and industry partnerships.

Community Engagement

Many community and population dynamics are relevant to pharmacy, as everyone can potentially benefit from pharmacy services. There is interest in advocacy for the profession and for patient education, and addressing questions about cost, value added and the impact of services on health care. Other professions such as psychology and sociology can benefit from more education about health care from the pharmacy perspective.

The health care system seems to be increasing commitment to the complex needs of Indigenous, aging, and other sometimes-vulnerable populations such as children. Pharmacy-related patient and community engagement can support these communities and build relationships, trust and support. The University of Manitoba is increasing programs to support Indigenous student achievement and Indigenous and rural placements are a strong focus in the PharmD program.

Technology offers opportunities for reduced costs for teams of students to serve remote areas and for enhanced inter-professional collaboration.

Strategic Framework

The strategic framework represents the identity of the College. In general, in big picture terms, it describes the purpose, focus and principles of the College, outlined as the mission, vision and values.

Mission

Leading transformative pharmacy education, research, and service

Vision

Healthy people and communities through innovative education and scholarship in pharmacy

Values

Social accountability

Professionalism

Excellence

Equity, Diversity and Inclusion

Community and Collaboration

The college is a member of the RFHS, University of Manitoba: the mission and vision align and support those of the faculty.

The mission, vision and values show the College's commitment to partnering with others for the overall benefit of people's health and well-being locally, nationally and globally. In the mission, leading transformational change is identified. There is excitement about discovering and embracing new ways of teaching, scholarship, and community engagement – ways that may radically transform, not just refine. Transformative changes also bring times of exploration and uncertainty as they break new ground – “building the road as you travel it”. Leaders and scientists developed in our programs will impact the well-being of diverse communities.

Priorities

Five strategic priorities support the College's vision:

- Education and Learner Engagement
- Research, Scholarly Work & Creative Activities
 - Community Engagement
- Indigenous Health and Achievement
- College Wellness and Sustainability

While these will be outlined separately, they are interdependent and synergistic. Each priority has goals and objectives.

¹The Mondragon Cooperative system; <http://www.praxispeace.org/assets/pdf/THE-MONDRAGON-REPORT.pdf>



EDUCATION & LEARNER ENGAGEMENT

PRIORITY – Education & Learner Engagement

GOALS	OBJECTIVES
Provide an outstanding professional program, contributing leaders to the profession.	<ol style="list-style-type: none"> 1. Implement the entry to practice PharmD program. 2. Ensure continued quality in the BSc (Pharm) program until program closure. 3. Develop a framework and plan for a PharmD program for practicing pharmacists. 4. Develop a framework and plan for Continuous Professional Development for pharmacists.
Provide a successful, flexible, graduate training program.	<ol style="list-style-type: none"> 1. Ensure overall program excellence. 2. Optimize student enrolment. 3. Create pathways that support flexible and innovative programs including programs of concentration in areas of research strength.
Provide an environment supporting positive and productive experiences for learners.	<ol style="list-style-type: none"> 1. Provide support to students to enhance their career advancement and growth as leaders.* 2. Create diverse opportunities for learning and research.

*revision approved by College Council, January 2021



RESEARCH,
SCHOLARLY WORK &
CREATIVE ACTIVITIES

PRIORITY – Research, Scholarly Work & Creative Activities

GOALS	OBJECTIVES
Define current research identity.	1. Develop and implement detailed research strategic plan, detailing research identity and areas of focus.
Increase research visibility and recognition.	1. Support the College Communication Strategy (See Priority 3, 3.2) as it pertains to Research, Scholarly Work and Creative Activities.
Increase support for research.	<ol style="list-style-type: none">1. Increase access to infrastructure, funding and other research support available through the RFHS and UM.2. Support the College Fundraising Strategy as it pertains to Research, Scholarly Work and Creative Activities.3. Build capacity in graduate program through enhanced recruitment strategy.4. Build capacity in undergraduate summer research program.5. Provide appropriate support and oversight of research laboratories.
Enhance research productivity.	<ol style="list-style-type: none">1. Increase processes that support research productivity.2. Strengthen faculty support in research.



COMMUNITY ENGAGEMENT

PRIORITY – Community Engagement

GOALS	OBJECTIVES
Build on collaborative partnerships.	<ol style="list-style-type: none">1. Enhance partnerships with institutions and other health systems to enable a greater contribution to our programs.2. Increase experiential placements for students in rural and northern areas.3. Create, develop and nurture partnerships with Indigenous communities and provide service through experiential placements.4. Build on our strong partnerships with RFHS, the University, pharmacy organizations and others.5. Ensure satisfaction of partners with experiential placements.
Enhance effective outreach.	<ol style="list-style-type: none">1. Develop new partnerships through active outreach.2. Be a resource on medication information for the community.
Increase College's visibility.	<ol style="list-style-type: none">1. Enhance the community's and the public's understanding of the College's role and expertise.2. Develop a communication strategy.



INDIGENOUS HEALTH & ACHIEVEMENT

PRIORITY – Indigenous Health & Achievement

GOALS	OBJECTIVES
Foster a climate and safe environment that recognizes and respects the history, worldviews and contributions of Indigenous peoples of Canada.	<ol style="list-style-type: none"> 1. Identify knowledge and attitudinal gaps of faculty, staff and students as they relate to the disparity, as well as Indigenous accomplishments, that exists in Indigenous history and health, in collaboration with Indigenous partners and communities. 2. Enhance cultural safety knowledge of faculty and staff. 3. Create an action plan for integrating Indigenous knowledge, worldviews and pedagogy into the curriculum in collaboration with Indigenous partners and communities.
Attract and retain Indigenous students, faculty, and staff.	<ol style="list-style-type: none"> 1. Create a balanced work environment inclusive of Indigenous faculty, staff and students, which reflects the community it serves. 2. Create an admission process that is culturally safe and inclusive of measured outcomes for Indigenous learners.
Develop positive and respectful relationships with Indigenous communities.	<ol style="list-style-type: none"> 1. Participate in positive and respectful dialogue and learning, and create partnerships.



COLLEGE WELLNESS & SUSTAINABILITY

PRIORITY – College Wellness & Sustainability

GOALS	OBJECTIVES
Ensure administrative and financial resources to meet the College's growing needs.	<ol style="list-style-type: none"> 1. Explore opportunities for revenue generation to support growth and program enhancements.* 2. Create an environment of excellence to ensure optimal administrative processes and supports across the College.
Ensure appropriate infrastructure supports.	<ol style="list-style-type: none"> 1. Explore availability of collaborative space for Office of Experiential Education (OEE). 2. Review and facilitate placement needs to accommodate students in rural and northern rotations.
Ensure positive workplace environment.	<ol style="list-style-type: none"> 1. Conduct review for ongoing administrative support staff needs. 2. Support Professional and Career Development through creation of a formal mentorship program and/or other continuing education opportunities.* 3. Ensure appropriate faculty and staff complement through development and implementation of a "people plan" to meet College priorities and programs.* 4. Build a culture of innovation that facilitates transformational change.* 5. Celebrate our positive culture and accomplishments.
Administer a formal evaluation of programs and processes to ensure a high quality College of Pharmacy.	<ol style="list-style-type: none"> 1. Enhance and implement a comprehensive program evaluation process for the BSc (Pharm) and the PharmD programs. 2. Enhance and implement a comprehensive program evaluation process for the Graduate program.

*revision approved by College Council, January 2021



CONCLUSION

The College of Pharmacy is embarking on an exciting and ambitious plan for enhancement and growth of our programs and scholarship, as well as for ongoing development of our faculty and staff. With an environment that nurtures and fosters excellence and innovation, the College will build on its strengths of people, a positive supportive culture, high productivity and the success of programs, students, faculty and staff. The College will continue its work collaboratively with the RFHS, the university and its many partners in pharmacy, and health care, while embarking on new partnerships and actively engaging our community. The College will build on its programs through innovation and scholarship, developing leaders who will have significant impact locally, while simultaneously influencing the well-being of people globally.