Agenda

- Welcome & updates: Dr. Brian Postl, Dean, Rady Faculty of Health Sciences
- Rady Faculty Strategic Framework: Dr. Brian Postl, Dean
- Academic Affairs: Dr. Sara Israels, Vice-Dean
- Continuing Competency & Assessment: Dr. Jeff Sisler, Vice-Dean
- Education: Dr. Christine Ateah, Vice-Dean,
- TRC Action Plan: Dr. Catherine Cook, Vice-Dean, Indigenous Health
- Research: Dr. Kevin Coombs, Associate Dean
- Q & As
Welcome & Updates-Dean Postl

• Welcome

• New budget model coming April 1, 2017
  o U of M introducing new budget model that is decentralized and encourages efficiencies.
  o Various drivers (such as student numbers, percentage of research) will be weighted and determine faculty allocations.
  o Each faculty will then pay its share of central services.
  o If there is a gap, then Central UM will transfer funds back to the faculty (like equalization payments.)

• New Government
  o We are working with the new government, emphasis new processes
  o We continue to have an open and strong relationship
Welcome & Updates-Cont.

• Focus on Interprofessional education across the Rady Faculty
  o New chairs being established that will promote Interprofessional education and innovation.

• Research funding and successes – increase of 16% over last year.

• The Indigenous Institute of Health & Healing is going through final stages for Senate approval and will officially launch in coming months.

• Review of student services in support of wellness, working with central UM to enhance those services.
Rady Faculty of Health Sciences Strategic Framework
Dr. Brian Postl, Dean
Background

• Intent is to develop a high level strategic framework for the Rady Faculty of Health Sciences.

• It will guide the work and define the priorities of the Faculty for the next five years.

• The Colleges will continue to have individual strategic plans in place for accreditation and other purposes.
Consultations

- Reviewed College Strategic Plans; Faculty Strategic Resource Planning priorities; other jurisdictions.
- Consulted with College Deans and Faculty Vice-Deans.
- Surveyed all faculty, staff and students – over 500 responses received.
- A draft reviewed by the Rady Faculty of Health Sciences’ Dean’s Council.
- Culminated in a draft strategic framework – the principles outlined here.
# Shared Vision, Values & Strategic Priorities

### Shared Vision of the Rady Faculty of Health Sciences

### Shared Values of the Rady Faculty of Health Sciences

<table>
<thead>
<tr>
<th>Mission Dentistry</th>
<th>Mission Medicine</th>
<th>Mission Nursing</th>
<th>Mission Pharmacy</th>
<th>Mission Rehabilitation Sciences</th>
</tr>
</thead>
</table>

### Shared Strategic Priorities of the Rady Faculty of Health Sciences

<table>
<thead>
<tr>
<th>Strategic Plan Dentistry</th>
<th>Strategic Plan Medicine</th>
<th>Strategic Plan Nursing</th>
<th>Strategic Plan Pharmacy</th>
<th>Strategic Plan Rehabilitation Sciences</th>
</tr>
</thead>
</table>
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.
Shared Values

The Rady Faculty of Health Sciences believes in:

• Community & Collaboration
• Scholarship & Innovation
• Equity & Inclusion
• Professionalism
• Social Accountability
Complementary Missions

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

• They are reflected in the draft Strategic Framework.
Shared Strategic Priorities

6 Priority Areas Identified:

• Education & the Learner Experience
• Research
• Teaching & the Working Environment
• Community, Partnerships & Collaboration
• Indigenous Health & Achievement
• Investment in our Resource Base
1. Education & the Learner Experience

- Sustain and enhance our educational programs and offer flexible learning opportunities to all learners.

- Includes working with Indigenous communities to support pipeline programs and ensure a culturally safe learning environment.

- Provide an outstanding educational experience.

- Provide education and training opportunities that recognize learners’ diverse career paths.

- There are 12 supporting actions for this priority.
2. Research

- Create a state-of-the-art research environment that is nationally and internationally competitive.

- Enhance opportunities for community-based research.

- There are 13 supporting actions for this priority.
3. Teaching & the Working Environment

- Attract, retain and develop staff and faculty members of the highest caliber, who achieve professional excellence in their contributions to the Rady Faculty of Health Sciences.
- Increase staff and faculty satisfaction within the working environment.
- Focus on ensuring a safe and respectful space for faculty and staff.
- There are 10 supporting actions for this priority.
4. Community, Partnerships & Collaboration

• Offer interprofessional education that will enhance the provision of clinically integrated care.

• Actively build and enhance partnerships to contribute to the communities we serve.

• Includes Indigenous Health partnerships for collaborative care.

• There are 14 supporting actions for this priority.
5. Indigenous Health & Achievement

- Develop a full range of resources to support Indigenous health and achievement across the Faculty.

- Create an Indigenous Institute of Health and Healing.

- Enhance opportunities for partnership development with Indigenous communities.

- There are 11 supporting actions for this priority.
6. Investment in our Resource Base

- Ensure our capital investments and resource allocations enhance the working and learning environments to meet the current and future needs of the Faculty.

- Balance staff and faculty levels to meet academic and administrative requirements.

- There are 12 supporting actions for this priority.
Conclusion

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

- Next steps: input from today, and then to Dean’s Council for approval.

- Read full draft strategic framework at umanitoba.ca/healthsciences

- Send feedback to fhscomm@umanitoba.ca

- Questions, Comments?
Academic Affairs
Dr. Sara Israels, Vice-Dean
# Promotion & Tenure

RFHS applications submitted in 2016 by College

<table>
<thead>
<tr>
<th>College</th>
<th>Tenure</th>
<th>Promotion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dentistry</td>
<td>1</td>
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</tr>
<tr>
<td>Medicine</td>
<td>3</td>
<td>40</td>
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<tr>
<td>Nursing</td>
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<tr>
<td>Pharmacy</td>
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<td>1</td>
</tr>
<tr>
<td>CoRS</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>TOTAL</td>
<td>7</td>
<td>45</td>
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</table>
Criteria in 2016
Preceding Faculty criteria vs. RFHS criteria

- **Tenure**: Applicant can choose the previous Faculty criteria in place at the time they received their Letter of Offer, or current RFHS criteria.

- **Promotion**: Applicant can choose the previous Faculty criteria for 5 additional years after adoption of the new RFHS criteria: until January 2021.

<table>
<thead>
<tr>
<th></th>
<th>Tenure</th>
<th>Promotion</th>
<th>TOTAL</th>
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<tbody>
<tr>
<td>Previous Faculty criteria</td>
<td>4</td>
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<td>30</td>
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<tr>
<td>New RFHS criteria</td>
<td>2</td>
<td>19</td>
<td>21</td>
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<tr>
<td>Unknown</td>
<td>0</td>
<td>1</td>
<td>1</td>
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## RFHS

Promotion Applications by Rank

<table>
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<th>Rank</th>
<th>Applicants</th>
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<td>Instructor II</td>
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<tr>
<td>Senior Instructor</td>
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<tr>
<td>Assistant Professor</td>
<td>9</td>
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<tr>
<td>Associate Professor</td>
<td>26</td>
</tr>
<tr>
<td>Professor</td>
<td>8</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>45</strong></td>
</tr>
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</table>

**All RFHS Promotion Applicants**
# Workshops in 2017

## Academic Career Advancement in the Rady Faculty of Health Sciences

<table>
<thead>
<tr>
<th>Date/Time</th>
<th>Room</th>
<th>Registration Link</th>
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</thead>
</table>
| **Wednesday, January 25, 2017**  
11:30 am – 1:30 pm          | Bistro 205 – University Centre | Presentation by Vice-Provost Office for UMFA members  
*Fort Garry Campus*         |
| **Wednesday, February 1, 2017**  
| **Thursday, February 2, 2017**  
11:30 am – 1:30 pm          | Theatre E              | Presentation by Vice-Provost Office for UMFA members  
*Bannatyne Campus*          |
| **Tuesday, February 7, 2017**  
| **Thursday, February 9, 2017**  
Continuing Competency & Assessment

Dr. Jeff Sisler, Vice-Dean
What we’re doing

• Building our team
• Building relationships
• Building high quality CPD programs
• Building new web platforms
Building our team

- Shawn Bugden (Lead - Pharmacy)
- Toluwalope Dare (Admin Assistant)
- Casey Hein (Director, CPD Dentistry/Dental Hygiene)
- Barbara Shay (Lead - Rehabilitation Sciences)
- Kimberly Morency (Lead - Nursing)
- Christine Polimeni (Director, CPD Medicine)
- Natalie MacLeod Schroeder (Director, Clinician Assessment Program)
- Brenda Stutsky (Director, Online Learning and Technology)
- Meghan Ward (Business Manager)
Building relationships

- Regulatory colleges
- National Examination Bodies
- Working group on internationally educated health professionals (IEHPs)
Building high quality CPD programs
FIRST TIME OFFERED IN CANADA

CPD FOR DENTISTS

DENTAL MANAGEMENT OF SNORING AND OBSTRUCTIVE SLEEP APNEA

FRIDAY, FEBRUARY 10 - SATURDAY, FEBRUARY 11, 2017

WITH SUPPORT FROM THE DR. ROBERT D. GLENN TRUST FUND

BEST OF BANNATYNE

WEBINAR SERIES

EMERGENCY MANAGEMENT OF SEPSIS AND SEPTIC SHOCK

TUESDAY, JANUARY 31, 2017 | 5:30 - 6:30 PM

Review clinical updates of sepsis management and appreciate medicolegal considerations regarding sepsis care.
HEALTH CARE FOR THE ELDERLY
A LEARNING EVENT FOR ALL HEALTHCARE PROFESSIONALS
APRIL 7, 2017 | 0820 - 1330

FEATURED VISITING SPEAKER
DR. SID FELDMAN
Community FP Care of the Elderly expert and physician leader at the Baycrest Centre in Toronto.

FRIDAYS @ THE UNIVERSITY
FREDERIC GASPARD THEATRE
BASIC MEDICAL SCIENCES BUILDING
745 BANNATYNE AVE., WINNIPEG, MB

Rady Faculty of Health Sciences
University of Manitoba
Building new web platforms
Building new web platforms
Use our SEARCH feature to find the right course or event for you!

Are you a dentist or doctor looking for courses for your discipline? Want to find hands-on skills sessions or online courses? Looking for courses available outside of Winnipeg? Courses that will help you as a clinician or as a teacher? Our powerful search feature will help you find what you're looking for!

Download the Medicine Annual Brochure 2016-2017
Download the Dental Annual Brochure 2016-2017

<table>
<thead>
<tr>
<th>Profession</th>
<th>Event</th>
<th>Venue</th>
<th>Date(s)</th>
<th>View</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medicine</td>
<td>Pediatric Bi-Weekly Program: 18 Sessions</td>
<td>UM Bannatyne: John Buhler Research Centre: Room-500</td>
<td>Sep 29, 2016 9:00 am - Jun 15, 2017 10:00 am</td>
<td></td>
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<tr>
<td>Nursing</td>
<td>Arhythmia Day</td>
<td>UM Bannatyne: Basic Medical Sciences Building: Room-Frederic Gaspard Theatre</td>
<td>Sep 30, 2016 8:15 am - Sep 30, 2016 3:00 pm</td>
<td></td>
</tr>
<tr>
<td>Dentistry/Dental Hygiene</td>
<td>Southern Health - Santé Sud - Steinbach: Community-Based CPD Program for Primary Care - 2016-17 Annual Registration</td>
<td>Southern Health: Bethesda Regional Health Centre: Room-Summit Room</td>
<td>Oct 5, 2016 9:00 am - Jun 7, 2017 11:00 am</td>
<td></td>
</tr>
<tr>
<td>Pharmacy</td>
<td>Teaching Improvement Programs (TIPS) for Graduate Students</td>
<td>UM Bannatyne: Chown Building: Room-474, George &amp; Fay Yee Centre for Healthcare Innovation</td>
<td>Oct 6, 2016 8:00 am - Oct 7, 2016 4:30 pm</td>
<td></td>
</tr>
<tr>
<td>Pharmacy</td>
<td>Formative Feedback in the Classroom</td>
<td>UM Bannatyne: Chown Building: Room-474, George &amp; Fay Yee Centre for Healthcare Innovation</td>
<td>Oct 13, 2016 12:00 pm - Oct 13, 2016 1:00 pm</td>
<td></td>
</tr>
</tbody>
</table>
Skills Workshops: Basic Cardiac Life Support

This session is part of the Bannatyne Campus CPD Program for Primary Care.

Description:
An essential for every clinician – Basic Cardiac Life Support for the primary care provider in the office setting.

Credits:
CFPC Group Learning Mainpro+

This Group Learning program meets the certification criteria of the College of Family Physicians of Canada and has been certified by the CPD Medicine Program, University of Manitoba for up to 4.0 Mainpro+ credits per session

**Participants should only claim credit for the actual number of hours attended**

Cancellation:
Full refund less a $35 administrative fee if cancelled 10 days or more prior to the event. No refund will be provided after this time.

Additional Notes:
Registrants must complete the following required documentation:

- Needs Assessment
Continuing medical education events come in an array of program designs. Whether it’s a small skills workshop or a multi-day conference, the CPD Medicine Program is here to help you with your event management needs.

We offer basic services such as:

- Attendance Tracking
- Brochure Creation
- Catering Coordination - On-Site (U of M Bannatyne Campus)
- Financial /Budget – Planning and Coordination
- Program and Speaker Evaluations
- On-line Registration and Fee Payments - Setup and Processing
- Venue Recommendations & Booking - On-Site (U of M Bannatyne Campus)
- Alternatively Let Us Custom Design An Event For You
Education

Dr. Christine Ateah, Vice-Dean
Office of Interprofessional Collaboration (OIPC)

College Leads: Laura MacDonald (Dentistry)
Amanda Condon (Medicine)
Fiona Jensen (Nursing)
Dana Turcotte (Pharmacy)
Moni Fricke (Rehabilitation Sciences)

Administrative Support: Susan Coutu
## IPCC Academic Curriculum

<table>
<thead>
<tr>
<th>Year 1</th>
<th>Term 1</th>
<th>Term 2</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Year 1</strong>&lt;br&gt;Healthy Communities</td>
<td>In Person #1&lt;br&gt;&lt;em&gt;Sept 16, 2016&lt;/em&gt;&lt;br&gt;Engaging in Healthy Communities&lt;br&gt;•Debrief&lt;br&gt;•FHS IPC Celebration</td>
<td>Asynchronous&lt;br&gt;•Focused Discussions (Online)&lt;br&gt;•Reflection&lt;br&gt;•Assignment</td>
</tr>
</tbody>
</table>

**IPC Competencies:** IP Team Functioning, IP Communication & Community Centred Care

<table>
<thead>
<tr>
<th>Year 2</th>
<th>Term 1</th>
<th>Term 2</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Year 2</strong>&lt;br&gt;Quality &amp; Patient Safety</td>
<td>In Person #3&lt;br&gt;&lt;em&gt;Fall 2017&lt;/em&gt;</td>
<td>Asynchronous&lt;br&gt;•Focused Discussions&lt;br&gt;•Reflection&lt;br&gt;•Service Learning or community outreach</td>
</tr>
</tbody>
</table>

**IPC Competencies:** IP Role Clarification, IP Conflict Resolution, Shared Leadership
IPCC Academic Curriculum (cont’d)

September 2016 first offering of IP Collaborative Care curriculum for Rady FHS first year students:

• “Engaging in our Communities” activity aimed at developing an awareness of the IP Competencies of Team Communication and Team Functioning

• Approximately 400 first year RFHS students in 52 IP cohorts in-person and also 2 online discussions

• Feedback from students and facilitators sought, received and incorporated into future activities
Term 2: CUBE-IT
(Communities United for Better Health by Engaging IP Teams)

**Activity:** Work together to develop and pitch a community based initiative to address social determinants of health identified from a case study

- Review a case
- Brainstorm Ideas
- Identify Top Choices (Face to face: January 20th)

- Pick an Intervention (Discussion: Closes February 20th)

- Identify potential challenges (Discussion: Closes March 13th)

- 3 minute Pitch of your idea (Assignment: Due March 26th)

Opportunity for feedback

Submit completed intervention template to Dropbox

How did your cohort work together this term? (Self - Reflection: Due March 31)
Interdisciplinary Health Program (IHP)

• Welcome to Dr. Mark Nachtigal, Director

• Thank-you to Dr. Shahin Shooshtari

• Bachelor of Health Sciences, Biomedical Sciences concentration will start next year

• Proposed changes to Bachelor of Health Studies degree under development for submission Fall, 2017

• Governance structure required changes with move to Rady FHS
Clinical Learning Simulation Program (CLSP)

- Dr. Rob Brown, Director CLSP

- Rady FHS Simulation Planning Committee
  - Coordination of simulation activities; educational opportunities; and equipment and space needs in Rady FHS

- Simulation Based Education (SBE) Strategic Planning Project (1 year)
  - Goal is a strategic plan for Manitoba based on the current state of health related simulation that optimizes resource distribution and usage, and creates a simulation network
  - Dr. Nicole Harder, College of Nursing is the academic lead
  - Steering Committee includes members from Max Rady College of Medicine, College of Nursing, Brandon U, WRHA and RRC
Interprofessional Clinical Practice Opportunities

- OIPC planning IP practice activities
- Student led initiatives (WISH)
- Service Learning
- Rural and Northern IP placements pilot project 2017
  - IP Practice Coordinator
  - IP Practice Initiatives Committee
  - IP Practice Initiatives Working Group
  - Scheduling and supervision challenges
TRC & Community Engagement Plans

Dr. Catherine Cook, Vice-Dean, Indigenous Health
TRC Action Plan

• Developed in collaborative process including:
  – open workshop
  – formation of working groups
  – knowledge keeper consultation
  – presentations to Deans Council
  – opportunity for partner feedback

• 5 key themes
Honouring Traditional Knowledge Systems

• Education:
  – developing protocols and guidelines for learning from Knowledge Keepers
  – learning opportunities for land-based experiences

• Policies and Procedures:
  – hospitality
  – remuneration
Safe Learning Environments and Professionalism

• ongoing development of anti-racism education and across all Colleges
• clear antiracism policy in collaboration with WRHA
• development and implementation of process for addressing racism
Student Support, Mentorship and Retention

- Faculty-wide working group
- Student needs assessment and environmental scan
- Address gaps and build on strengths
Education Across the Spectrum

- Shared core objectives across the Colleges
  - curriculum mapping of current content
  - engage Indigenous communities on defining outcomes for shared objectives

- Professional Development for teachers
  - require online ICS training
  - develop self assessment tools, ally training
Closing Gaps in Admissions

• Outreach
  – junior high/ high school math and science
  – structured opportunities for learners to promote health careers

• Policies and Processes
  – reviewing all written material for messaging
  – strengthening processes to look for candidates that will contribute to a positive learning environment
Indigenous Initiatives Funding

• Focused on community engagement to support TRC in 4 key areas:
  – honouring traditional knowledge systems and practices
  – longitudinal health career based math and science curriculum
  – reexamining admissions policies and processes
  – urban Indigenous health research
Next Steps

- Ongoing relationship building with Knowledge Keepers/Elders
- Finalization, communications, and implementation of TRC Action Plan
- Indigenous Institute of Health and Healing Launch in the coming months
Research

Dr. Kevin Coombs, Assistant Dean, Research
RESEARCH FRAMEWORK

Integrative Research in Health and Well-Being

Health & Well-Being
Knowledge Network with Patient and Public Engagement

Basic, and Biomedical Research

Clinical Research and Experiential Understanding

Health Services and Systems Research

Social, Cultural, Environmental, and Population Health

Animal Models of Disease

Quantitative and/or Qualitative Study Designs

Biomedical Core Platforms

Biological Banks

Fundamental & Biomedical Research
- Target identification
- Biomarker identification
- Molecular mechanisms
- Basic science

Clinical Research
- Diagnosis/Assessment
- Intervention
- Prevention
- Health & wellness promotion and outcomes
- Community participation

Health Systems Research
- Systems design and delivery
- Costs
- Quality
- Community participation

Population Health Research
- Guidelines and policy
- Social Policy
- Determinants of health

Areas of discovery
Research designs
University core platforms supporting research
Research topics

Knowledge Translation

Administrative Data Core Platforms
Patient Oriented Core Platforms
RESEARCH FRAMEWORK

**Individual**
- >50% Research Time (≥ 60%)
- Start up Funds
- Grants/Contracts
  - CFI JELF/IF
  - CRC Tier II
  - Genome
  - IOF
  - ICP/Indirects

**Team**
- >50% Research Time
- 20%-40% Research Time
- Grants/Contracts
  - CFI JELF/IF
  - CRC Tier II
  - Genome
  - IOF
  - ICP/Indirects

**Cluster/Signature Area**
- Grants/Contracts
  - CFI JELF/IF
  - CRC Tier II and I
  - Genome
  - IOF
  - ICP/Indirects
  - CERC
  - NCE
  - CFREF
RESEARCH FRAMEWORK
Integrative Health and Well-Being Research
Clusters and Teams (Research Manitoba Workshop)

Goals

• To support multidisciplinary research programs, which have a specific major objective or basic theme

• To support innovative and cutting edge research that advances Manitoba as a national or international leader in the field

• To address a research question(s) that cannot be accomplished by an individual researcher’s program

• To support research relevant to the health of Manitobans
Rady FHS Strategy Map (Research) – (May 2016)

**Vision**
By 2020, the University of Manitoba, Rady Faculty of Health Sciences will be a leading member of one of the top 5 integrated academic health sciences networks meeting the health needs of Canadians.

**Mission**
We are a research intensive Faculty that develops exceptional graduates and scholars who create, advance and translate knowledge to improve the health and well-being of society.

**Stakeholder Outcomes**

**S1 – As the Public**
We expect to learn about, participate in, and see the positive impact on society of biomedical and health research.

**S2 – As Government**
We expect the Faculty of Health Sciences to be a leader advancing the health of society through innovative research, and to train the next generation of highly qualified graduates for Manitoba, Canada, and beyond.

**S3 – As Partners**
We expect transparent and inclusive processes, clear roles and responsibilities, with jointly defined strategies to achieve common goals.

**S4 – As Students**
We expect to study at a leading university recognized for its commitment to provide an advanced education, across the CHR pillars, that imparts excellent career opportunities and stimulates personal development.

**System Processes**

- Provide Leading-Edge Research Education and Training
  - Develop job skills training program for all Faculty graduate students
  - Develop multi/inter-disciplinary research training environments
  - Recruit excellence in Undergraduate and Graduate programs
  - Enhance access to high quality student services

- Relentlessly Pursue Innovation & Discovery
  - Identify and nurture research clusters and collaborations within the network
  - Resource novel idea exploration
  - Integration of clinical/basic science/professional colleges
  - Foster engagement of senior faculty to contribute research expertise

- Deliver Operational Excellence & Accountability
  - Effective knowledge translation with the public, government and university
  - Foster academic/clinical leadership
  - Streamline processes/support services to remove duplication and barriers
  - Enhance researcher support services

**Infra-structure and Capability**

- **Sustainable Capacity**
  - Recruit, develop and retain high quality personnel
  - Create and support sustainable state-of-the-art research platforms
  - Develop funding strategies to ensure sustainability
  - Develop ROI model to inform investment/de-investment

**Values**
Scholarship, Excellence, Innovation, Collaboration, Social Responsibility
Where are we and how are we doing?

Tri-Council Funding within RFHS compared to rest of UoM

- **CIHR**: 22.2M
- **NSERC**: 20.1M
- **SSHRC**: 5.4M
- **NCE**: 1.7M

Pie sizes proportional to funding amounts

Funding within RFHS over past few years

Tri-Council Funding Averages Used for FRSF

- **CIHR**: Red
- **NSERC**: Orange
- **SSHRC**: Green

Years:
- 2009/10 - 2011
- 2011/12 - 2013
- 2013/14 - 2015
- 2015/16

Rady Faculty of Health Sciences Yearly Pro-Rated

<table>
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<th>Year</th>
<th>Millions of $</th>
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<td>2015</td>
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<td>2016</td>
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</table>

- **Other**: Brown
- **MHRC**: Grey
- **Other National**: Pink
- **International**: Purple
- **CRC**: Blue
- **CFI**: Green
- **NSERC/SSHRC**: Red
- **CIHR**: Black
Questions?