

RFHS | College of Pharmacy

Strategic Plan

Moving Forward: 2024–2026



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University
of Manitoba | Rady Faculty of
Health Sciences



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Introduction

The health care landscape is in a constant state of change, and the College of Pharmacy, Rady Faculty of Health Sciences (RFHS), University of Manitoba (UM), is an enthusiastic collaborator with others in the sector, actively engaging in the envisioning, designing and implementation of optimal health-care education, scholarship and interventions. The ongoing transformation in pharmaceutical sciences and the expanding roles of pharmacists continue to shape health care. In an era where the importance of focusing on prevention and “upstream” determinants of health is increasingly evident, the College is positioned to support individual and community health and well-being.

As the college charts its course for the future, a two-year refresh plan has been initiated to guide us in navigating the post-pandemic landscape. Our members joined forces to discuss, debate and develop this updated plan, aiming 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 UM.

To facilitate this planning process, a strategic planning committee from the college collaborated with the dean and the Integrated Accreditation Unit to design a retreat open to all college members, seeking their valuable input. Key stakeholders, including RFHS college deans, were also consulted. Discussions, environmental scans and other documents shaping the University’s and the RFHS’ new strategic plans contributed to informing our process.

On May 23rd, 2023, an all-day retreat was convened, where the input gathered guided the drafting of elements of the plan. These were subsequently shared with all college members, inviting their input. The final plan, incorporating insights and approvals from the College Council, is now set to guide the College of Pharmacy as we move forward into the future.



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, as a member of the Rady Faculty of Health Sciences, shares a common mission and vision that aligns with the goals of the faculty.

The college's mission, vision and values underscore its commitment to collaborating with others for the holistic improvement of health and well-being at local, national and global levels. Within the mission, there is a clear focus on leading transformational change. The College expresses enthusiasm for exploring and adopting innovative approaches to teaching, scholarship and community engagement – approaches that seek not only refinement but radical transformation.

However, it is acknowledged that transformative changes also come with periods of exploration and uncertainty, akin to “building the road as you travel it.” The leaders and scientists developed through our programs are poised to make a positive impact on 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.



Education & Learner Engagement



Priority – Education & Learner Engagement

GOALS	OBJECTIVES
Provide an outstanding professional program, contributing leaders to the profession.	<ul style="list-style-type: none">▪ Continue to evaluate and optimize the PharmD program.▪ Improve Indigenous student recruitment and enrolment.▪ Implement Continuous Professional Development opportunities for pharmacists (e.g., Microcredentials).
Provide a successful, flexible, graduate training program.	<ul style="list-style-type: none">▪ Ensure overall program excellence.▪ Actively recruit and increase the number of students applying to our programs.▪ 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.	<ul style="list-style-type: none">▪ Provide support to students to enhance their career advancement and growth as leaders. (Revision approved by College Council, January 2021)▪ Create diverse opportunities for learning and research.



Research, Scholarly Work & Creative Activities



Priority – Research, Scholarly Work & Creative Activities

GOALS	OBJECTIVES
Define current research identity.	<ul style="list-style-type: none"> ▪ Develop and implement detailed research strategic plan, detailing research identity and areas of focus.
Increase research visibility and recognition.	<ul style="list-style-type: none"> ▪ Support the college communication strategy as it pertains to research, scholarly work and creative activities.
Increase support for research.	<ul style="list-style-type: none"> ▪ Enhance access to infrastructure, funding and other research support available through the RFHS and UM. ▪ Support the college fundraising strategy as it pertains to research, scholarly work and creative activities. ▪ Support the growing capacity in the graduate program through infrastructure and other resources, while building a targeted recruitment strategy. ▪ Support the growing capacity in undergraduate summer research program. ▪ Provide appropriate support and oversight of research laboratories.
Enhance research productivity.	<ul style="list-style-type: none"> ▪ Increase processes that support research productivity. ▪ Strengthen faculty support in research.

MOUNT CARMEL CLINIC



Community Engagement



Priority – Community Engagement

GOALS	OBJECTIVES
Build on collaborative partnerships.	<ul style="list-style-type: none">▪ Continue to enhance partnerships with institutions and other health systems to enable mutual benefits and a greater contribution to our programs.▪ Continue to further increase experiential placements for students in rural and northern areas.▪ Create, develop and nurture partnerships with Indigenous communities and provide service through experiential placements.▪ Build on our strong partnerships with RFHS, the university, pharmacy organizations and others.▪ Ensure satisfaction of partners with experiential placements.
Enhance effective outreach.	<ul style="list-style-type: none">▪ Develop new partnerships through active outreach.▪ Be a resource on medication information for the community.
Increase college's visibility.	<ul style="list-style-type: none">▪ Enhance the community's and the public's understanding of the college's role and expertise.▪ 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.	<ul style="list-style-type: none">▪ Enhance cultural safety knowledge of faculty, staff and students.▪ Create an action plan for integrating Indigenous knowledge, worldviews and pedagogy into the curriculum in collaboration with Indigenous partners and communities; implement these and document impact.
Attract and retain Indigenous students, faculty and staff.	<ul style="list-style-type: none">▪ Create a balanced work environment, in partnership with Ongomiizwin, inclusive of Indigenous faculty, staff and students, which reflects the community it serves.▪ Create an admission process that is culturally safe and inclusive of Indigenous learners.
Develop positive and respectful relationships with Indigenous communities.	<ul style="list-style-type: none">▪ Participate in positive and respectful dialogue and learning and create partnerships.



College Wellness & Sustainability



Priority – College Wellness & Sustainability

GOALS	OBJECTIVES
<p>Ensure administrative and financial resources to meet the College’s growing needs.</p>	<ul style="list-style-type: none"> ▪ Explore opportunities for revenue generation to support growth and program enhancements (Revision approved by College Council, January 2021). ▪ Create an environment of excellence to ensure optimal administrative processes and supports across the College.
<p>Ensure appropriate infrastructure supports.</p>	<ul style="list-style-type: none"> ▪ Explore availability of collaborative space for Office of Experiential Education (OEE). ▪ Review and facilitate placement needs to accommodate students in rural and northern rotations.
<p>Ensure positive workplace environment.</p>	<ul style="list-style-type: none"> ▪ Conduct review for ongoing administrative supportstaff needs. ▪ Support Professional and Career Development through implementation and review of a formal mentorship program and/or other continuing education opportunities. * ▪ Ensure appropriate faculty and staff complement through implementation and review of a “people plan” to meet College priorities and programs. * ▪ Build a culture of innovation that facilitates transformational change. * ▪ Celebrate our positive culture and accomplishments. <p>* Revisions approved by College Council, January 2021</p>
<p>Administer a formal evaluation of programs and processes to ensure a high quality College of Pharmacy.</p>	<ul style="list-style-type: none"> ▪ Continue implementing a comprehensive program evaluation process for the PharmD program ▪ Enhance and implement a comprehensive program evaluation process for the Graduate program.



Conclusion

The College of Pharmacy has achieved significant milestones in its 2018-2023 plan. Notably, the successful development and implementation of a new Doctor of Pharmacy degree program (2018 transition year; 2019-2023 PharmD program) was accomplished amidst the challenges of the pandemic. During this period, the college continued to expand its research impact, enhance student experiences and deepen engagement with our communities. Excited about the future, the college is now gearing up for an updated plan to guide the next two years.

In an environment that cultivates excellence and innovation, the college will leverage its strengths, focusing on its people, maintaining a positive and supportive culture, fostering high productivity and ensuring the success of programs, students, faculty and staff. Collaborative efforts will persist with RFHS, the university and various partners in pharmacy and health care. Moreover, the college aims to establish new partnerships and actively involve the community in its initiatives.

Through a commitment to innovation and scholarly pursuits, the college will enhance its programs, shaping leaders who not only make a significant impact locally but also contribute to the well-being of people globally. This forward-looking approach reflects the college's dedication to continuous improvement and its role as a dynamic contributor to pharmacy and health care.