

STRATEGIC PLAN

OUR PATH TO 2021



UNIVERSITY
OF MANITOBA

Rady Faculty of
Health Sciences

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COLLEGE OF REHABILITATION SCIENCES

OUR PATH TO 2021

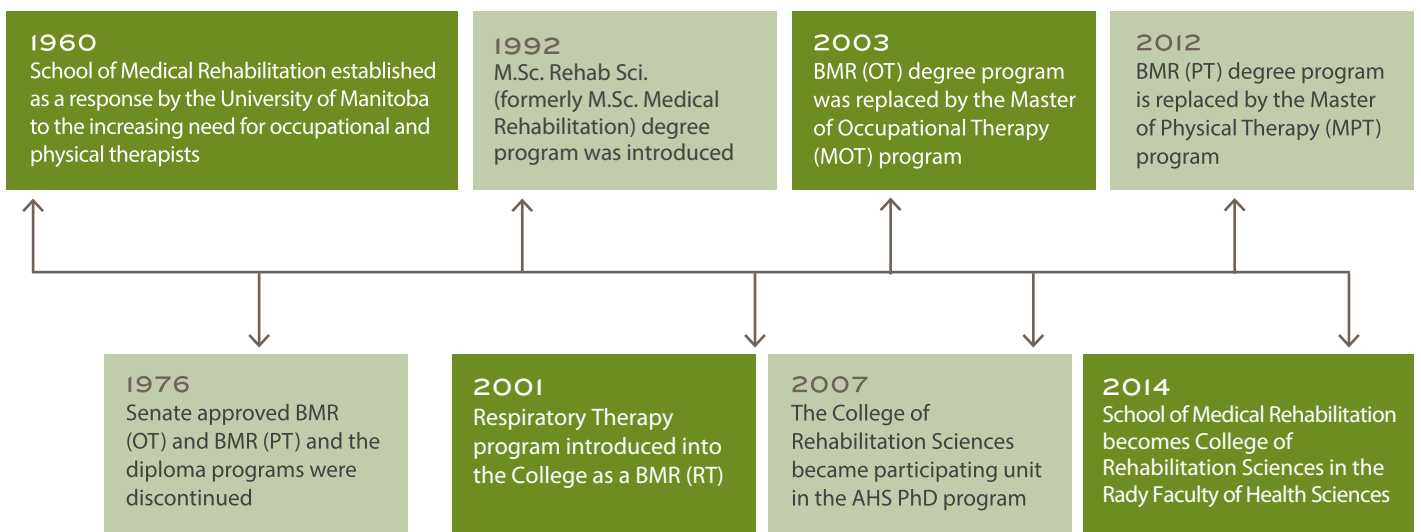
INTRODUCTION

This is the first strategic plan for the College of Rehabilitation Sciences in the Rady Faculty of Health Sciences. It represents a significant amount of work, thought, foresight and dedication by faculty, staff and students of the College. Each year, we will update this document to outline objectives in the coming year and plans for the following year. Every five years we will renew our strategic plan to realign ourselves with university and faculty priorities. This is a living document. As we recalibrate every year, the plan may change its form or be modified to portray a change of activities from year to year. But the vision and desired outcomes will remain steadfast as strategic goals to be achieved.

COLLEGE HISTORY

The College of Rehabilitation Sciences (formerly known as the School of Medical Rehabilitation) is a new College within the Rady Faculty of Health Sciences. The College offers Masters programs in occupational therapy (OT) and physical therapy (PT), and a Bachelor's program in respiratory therapy (RT). In addition, the College offers the Master of Science, Rehabilitation Sciences (M.Sc. Rehab. Sci.) graduate degree program and is one of the four participating academic units to offer the Applied Health Sciences (AHS) PhD Program at the University of Manitoba.

TIMELINE



THE UNIVERSITY OF MANITOBA STRATEGIC PLAN

The University's strategic plan "Taking our Place: 2015-2020" lays out the directions and priorities for the U of M. This was a good starting point for the deliberations of where the College could and should go for the next five years.

THE RADY FACULTY OF HEALTH SCIENCES STRATEGIC FRAMEWORK

The Rady Faculty Strategic Framework provides a bridge between the University Strategic Plan and the College plan. It lays out the common set of beliefs, values and goals that all five colleges in the Faculty adhere to.

THE INFORMATION TO DEVELOP THE PLAN WAS COLLECTED FROM THE FOLLOWING SOURCES:

DATA PROVIDED THROUGH STRATEGIC PLANNING SESSIONS

Two sessions were held in the late summer and fall of 2015 for faculty and staff in the College. Facilitated by a team from the George & Fay Yee Centre for Healthcare Innovation, faculty and staff considered the university priorities and developed a series of strategic priorities that they would like to focus on in the coming years.

MEETINGS WITH INTERNAL STAKEHOLDERS

From June to September, 2016 Dr. Reg Urbanowski, the Dean of the College, met with various faculty and staff to hear about their aspirations for the College and for their respective careers. This information was reflected in the consultation document entitled "Around the College in 80 days".

MEETINGS WITH EXTERNAL STAKEHOLDERS

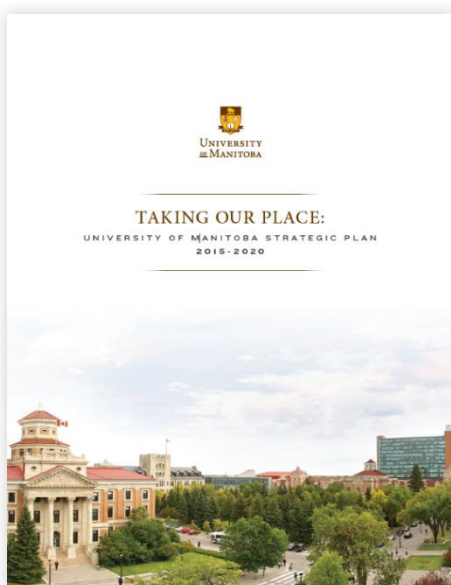
From August to October, 2016, the Dean met with people outside the College who have a stake in the development of the College and its programs. Their views were also represented in the consultation document.

RESPONSE TO DRAFT PLAN

At the College Council meeting, held October 17, 2016, the aforementioned information and consultation document were presented as elements that would be encompassed in this strategic plan. There was a general consensus to proceed with the development of the plan. Subsequently, a draft plan was developed and distributed to faculty and staff in December 2016. The faculty and staff were asked to provide feedback on the draft strategic plan by January 15, 2017. This plan is a result of that process.

INTEGRATION OF THE UNIVERSITY'S FIVE PRIORITIES, THE FACULTY STRATEGIC FRAMEWORK GOALS AND COLLEGE COMMITMENTS

A key function of this document is to connect the University Strategic Plan 2015-2020, the Rady Faculty of Health Sciences Strategic Framework 2021 and the College of Rehabilitation Sciences: Our Path to 2021 Strategic Plan.





COLLEGE VISION

To be an exemplary rehabilitation sciences College known for its inclusiveness, leadership, and excellence in research and teaching to promote the health, quality of life and participation of citizens.

COLLEGE MISSION

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

UNIVERSITY PRIORITY	FACULTY STRATEGIC FRAMEWORK PRIORITY	COLLEGE COMMITMENT
<p>Inspiring Minds through innovative and quality teaching:</p> <p>The University of Manitoba is this province's research university; therefore, research informs our teaching and teaching informs our research. We provide a wide range of high-quality liberal arts, science and professional programs that are consistent with our mission and size and that equip our undergraduate and graduate students to be locally and globally engaged citizens.</p>	<p>Education and the Learner Experience:</p> <p>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.</p>	<p>As a College, we commit to continually improving our teaching and learning experiences in our pursuit to excellence. This includes our commitment to continually improve our teaching and learning practices and our use of technology as a teaching and learning tool.</p>

Forging connections to foster high impact community engagement:

Our mission includes the traditional aspect of service to the community, yet we have embraced a shift in thinking to better reflect the reality that we don't simply serve our communities, we engage with them. Our relationships with our colleagues, alumni, friends, donors, and partners – local, national and international – are both reciprocal and collaborative.

Community, Partnerships & 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.

The College commits to providing student-centered experiential learning, research and service opportunities. We recognize that these opportunities will foster civic learning, community engagement and public scholarship in the areas of equity and inclusion. This commitment is demonstrated throughout all strategic aims.

DESIRED OUTCOMES TO 2021	ACTION PLAN	TIMEFRAME
<p>Professional Program Learners</p> <ul style="list-style-type: none"> A diverse student body that is consistent with the aims of the University of Manitoba. Achieve the highest level of accreditation in all three programs. Recognition of our excellence in evidence based teaching. Physical space at the College reflects the needs of learners to 2030. Implementation of a model of engagement for the North which actively involves the College. Evaluation of the College's first cycle of its professional development plan and development of a second cycle. Implementation of a continuing education plan for the community. 	<ul style="list-style-type: none"> Review and re-draft our admissions policy guidelines to reflect the aim for a diverse student body. Develop a plan to introduce new teaching technologies into the curricula of all three disciplines. Align the research strategy and the M.Sc. program. Re-vision Applied Health Sciences - PhD program. Create critical partnerships with industry regarding professional services. Complete renovations to room R020. Confirm decision whether to create active learning centre. Complete joint proposal for Smart Suite with Health Sciences Centre. Create a five-year space plan. 	<ul style="list-style-type: none"> June 30, 2017

Advanced Study Learners

- Implementation of a student recruitment scheme that aligns with our research strategy.

- Implement integrated augmented reality and smart technology in 20% of practice courses across all three disciplines.
- Formulate specific goals for recruitment of international students.
- Produce a three-year professional development plan for the faculty.
- Establish faculty presence in the North.
- Create a self-funded continuing education coordinator.
- Space renewal funding will be 50% in place.
- Smart Suite operational.
- Room R170 and room R230 renewal complete.

• December 2018



STRATEGIC AIM 2

EXCELLING IN RESEARCH AND SCHOLARLY ACTIVITY

UNIVERSITY PRIORITY

Driving Discovery and Insight through excellence in research, scholarly work and other creative activities:

The University of Manitoba – Manitoba's research university – has a tradition of excellence in research, scholarly work and other creative activities spanning 140 years, having made seminal contributions in many fields and finding life-changing solutions to problems faced by peoples of Manitoba, Canada and the world through fundamental and applied research.

FACULTY STRATEGIC FRAMEWORK PRIORITY

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.

COLLEGE COMMITMENT

The College commits to supporting faculty and students who are actively engaged in the discovery and dissemination of knowledge that contributes to the well-being of individuals and communities, and advances the disciplines of occupational, physical and respiratory therapy.

DESIRED OUTCOMES TO 2021

- Dedicated research positions.
- Clinician scientist positions.
- A dedicated centre of excellence/institute.
- Produce a cumulative evaluation of the College's research productivity from 2010-2020.
- Meet our research space needs to 2025.

ACTION PLAN

- Complete the College's Applied Health Sciences - PhD synchronization process.
- Identify research clusters.
- Develop a faculty research resource plan.
- Development of appropriate metrics to assess our research productivity.
- Development and implementation of a plan to communicate the College's research profile externally.
- Review research space needs now and into the future.

TIMEFRAME

- June 30, 2017

- Development of an integrated research strategy.
- Establishment of pilot clinician scientist positions.
- Dedicated research positions.
- Creation of a space plan that aligns with our research strategy.

- December 2018

STRATEGIC AIM 3

SUPPORTING INDIGENOUS STUDENTS, STAFF, AND FACULTY

UNIVERSITY PRIORITY

Creating Pathways to Indigenous Achievement:

Manitoba has a large and growing Indigenous population. This population is younger and growing at a faster rate than the non-Indigenous Canadian population. In fact, it is predicted based on Statistics Canada census data that Indigenous peoples will comprise nearly 19 per cent of Manitoba's population by 2026. The success of First Nations, Métis and Inuit peoples and communities is vital to the health and well-being of our province and, indeed, our nation.

FACULTY STRATEGIC FRAMEWORK PRIORITY

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.

COLLEGE COMMITMENT

The College recognizes, understands and commits to helping to meet the needs of Indigenous peoples in Manitoba and Nunavut. We are committed to working in partnership with Indigenous leaders, communities and individuals, including Indigenous therapists. We recognize and respect that Indigenous communities are in the best position to identify their needs and the ways that we can support them.

Those needs fall into three broad categories: providing access and retention support services to students in each of the College's programs; conducting research and disseminating knowledge that improves the lives of Indigenous peoples living in Manitoba and/or Nunavut; and the promotion, support and, in some cases, provision of professional services where services are inadequate or non-existent.

DESIRED OUTCOMES TO 2021

- A representative number of First Nation, Métis and Inuit people in our College.
- Implementation and evaluation of educational modules on Indigenous cultural safety, Indigenous healing practices, and decolonization techniques for students, staff, and faculty.
- Spaces in the College that recognize Indigenous cultures (2018).
- Implementation of practices that respect Indigenous cultures (June 2017).
- Advocacy for and utilization of the range of resources to support Indigenous health and achievement.
- Conduct research and disseminate knowledge that improves the lives of Indigenous people as part of the College's integrated research strategy.
- Promote, support and provide professional services where services are inadequate or nonexistent. Services will be consistent with the goals, objectives, and tactics in the Creating Resources strategic aim.

ACTION PLAN

- Determine staff and faculty needs pertaining to cultural safety, Indigenous healing practices, and decolonization techniques.
- Develop a plan to map Indigenous curriculum content in all programs.
- Include criteria for the recruitment of Indigenous faculty and staff in our upcoming vacancies.
- Engage Centre for Aboriginal Health Education to create an awareness of our perceived needs of Indigenous students and make faculty and staff aware of the resources.
- Reshape our admissions policies to reflect effective strategies to increase Indigenous student representation in our student body.
- Access educational modules on cultural safety, Indigenous healing practices, and decolonization techniques for students, staff, and faculty.
- Establish two Indigenous scholars (by 2018 & 2021).

TIMEFRAME

• June 30, 2017

• December 2018



STRATEGIC AIM 4

BUILDING A GREAT PLACE TO LEARN AND WORK

UNIVERSITY PRIORITY

Building Community that creates an outstanding learning and working environment:

As the largest university in the province, the University of Manitoba is also one of the largest communities in Manitoba. Each of our more than 38,000 students, staff and faculty have ambitions, potential and promise that contribute to the diversity of our community and establish a unique environment for learning and working.

FACULTY STRATEGIC FRAMEWORK PRIORITY

Teaching and the Working Environment:

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

COLLEGE COMMITMENT

The College is committed to the pursuit of excellence in teaching and learning. We acknowledge that excellence by:

- maintaining a high level of fiscal accountability;
- attracting, retaining and developing faculty and staff of the highest calibre; and
- creating a working and learning environment built on the values of respect, caring, collaboration and a balanced work life.

DESIRED OUTCOMES TO 2021

- Evaluation of the College's first cycle of its professional development plan and development of a second cycle.
- An auditable, evidence-based decision-making model that reflects our commitments to sound business practice.
- Completion of staff and student social space and a renewal fund to maintain the space.
- Business decisions based on easily accessible and effective data. Faculty will develop a collaborative workload model based on best practice in Canada.

ACTION PLAN

- A professional development plan for faculty and staff.
- Develop fund-raising plan for space.
- Complete the purchasing process review.
- Identify priorities for continuous quality improvement.
- Produce a professional development plan based on unit needs and functions (2018).
- Complete a continuous quality improvement review.
- Social space for staff and students will be in place (2019).

TIMEFRAME

• June 30, 2017

• December 2018



STRATEGIC AIM 5

CREATING RESOURCES

UNIVERSITY PRIORITY

Building Community that creates an outstanding learning and working environment:

As the largest university in the province, the University of Manitoba is also one of the largest communities in Manitoba. Each of our more than 38,000 students, staff and faculty have ambitions, potential and promise that contribute to the diversity of our community and establish a unique environment for learning and working.

FACULTY STRATEGIC FRAMEWORK PRIORITY

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.

COLLEGE COMMITMENT

The College commits to a model of resource management based on the principle of financial probity, transparency, shared governance and accountability.

DESIRED OUTCOMES TO 2021

- Professional services and continuing education provide a consistent positive net return to the College.
- Development of alternative revenue streams to support the College's teaching & learning, research and community outreach.

ACTION PLAN

- Produce a workforce development model for Rehabilitation Sciences in the North.
- Sign an agreement with Northern Health Region and other stakeholders as appropriate.
- Develop industry partnerships to look at future contracts.
- Implement agreements for professional services.
- Develop continuing education learning opportunities.

TIMEFRAME

- June 30, 2017

- December 2018



CONCLUSION

This Strategic Plan represents the commitment of the College of Rehabilitation Sciences faculty and staff to a common action. As such, it is a living document that will be revised to align with the University of Manitoba and the Rady Faculty of Health Sciences' priorities as they evolve over time. The vision, mission and desired outcomes will remain, but our path to achieve them will change as the context changes over the coming years. By 2018, we intend to fulfill the five strategic aims we've outlined in this document. We welcome input at any stage of the Strategic Plan's term.

For further information please contact: Dean-RehabSciences@umanitoba.ca



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