



uOttawa

Faculty of Health Sciences
Strategic Plan

Summary Report and
Recommendations

MARCH 2020

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The Faculty of Health Sciences Strategic Plan

2019-2024

VISION

We are committed to becoming a nationally and internationally recognized leader in innovative approaches to active living, health promotion, and quality health services.

MISSION

We are dedicated to promoting excellence in teaching, research, and community services within a bilingual and bicultural environment to develop professionals who provide leadership in evidence-based practice that ensures and promotes the health and well being of individuals, families, and communities.

DEAN'S MESSAGE

“I believe in the full potential of the Faculty of Health Sciences and will do everything I can to support us in achieving our goals. Thank you for helping us get there!”

Lucie Thibault



EXCELLENCE

Imperative 1

Promote Teaching Excellence and Student Achievement

- Strengthen and renew the delivery of relevant programs in all Faculty of Health Sciences' Schools.
- Strengthen the evaluation and continuous improvement of programs through accreditation and other means to ensure quality programs.

Support Research Excellence

- Improve support to Faculty researchers to increase grants and publications.
- Increase engagement of researchers with local, provincial, national, and international stakeholders.
- Raise our profile within the university and advocate on behalf of our interests.

Faculty Governance and Administration Renewal

- Strengthen HR practices within the Faculty to improve retention and recruitment.
- Provide optimal administrative support (general administration, finance, IT, PR or HR) to Faculty by clarifying and disseminating administrative standard operating procedures.

WORKSPACE

Imperative 2

Faculty Infrastructure Renewal

- Consolidate Faculty operations and facilities in a more efficient manner.

INNOVATION

Imperative 3

Faculty Infrastructure Renewal

- Modernize facilities, laboratories, and equipment to offer students leading edge experiential learning opportunities.
- Increase visibility of the Faculty as a leader in projects and initiatives, to gain recognition in terms of space, financial and resource considerations by the University.

COMMUNICATION

Imperative 4

Faculty Governance and Administration Renewal

- Improve Faculty communications to and from the Dean's Office, the Schools and their Programs, with Faculty members, administrative personnel, and students. For example, website, branding, etc.

Strategic Priorities for Research

1. Enabling health, well-being, and performance across the lifespan
2. Human metabolism
3. Improving the quality of life for those living with acute and chronic conditions across settings of care
4. Addressing specific/distinct needs of communities of special interest

Timeline

How we got here



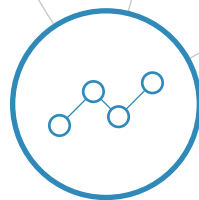
JANUARY 2019

- First planning session held with the Faculty of Health Sciences Executive Committee led by Intersol Group.



FEBRUARY 2019

- First draft developed.
- Faculty of Health Sciences Executive Committee asked to provide feedback, feedback received was incorporated.
- Directors asked to socialize plan with their schools.



MAY 2019

- Faculty of Health Sciences Executive Committee recommends that the Dean present the key imperatives of the plan and an overview at the June Annual General Assembly.
- Vice Dean Research presents the results of the consultation process he undertook to identify the “Research Common Themes” for 2019-2024 to be incorporated into the overall plan.



JUNE 2019

- Plan presented at Annual General Assembly.
- Feedback from all staff requested June 6 and July 9.



OCTOBER 2019

- In order to socialize the plan further, workshops were developed for the entire Faculty.
- Before moving forward with the offering, these were presented to the Executive Committee for feedback.



NOV-DEC 2019

- Consultation/socialization sessions held with all staff:
 - » 95 attendees,
 - » Immediate feedback on what they can do received,
 - » 100 day actions plans developed,
 - » Marketing material developed.

Next steps... *You are part of the plan!*

JANUARY 2020

- Synthesize all feedback received.
- Compile into one working document.

FEBRUARY 2020
AND BEYOND

- Present to the Faculty Council.
- Directors work with staff on their 100 day action plans: *They are your champions.*

Summary

Faculty consultation sessions... *what's important to us!* (Listed in order of frequency of responses)

IMPERATIVE 1

Excellence

- Complete investment in the success of the Faculty and develop our sense of belonging
Recognize talent, support each other
- Increase collaboration within the Faculty and between the Faculty and its schools. (Empathy and understanding needed; students would benefit)
- The Vision must be clear and inclusive to facilitate the achievement of objectives
May require a revamp to ensure services are effective and relevant
- Become the experts in our field(s)
What could we specialize in/become leaders
Mobilize resources
- Commitment to value-based education, curriculum, and research
- Local to international recruitment of graduates/students, researchers, staff
- Allow for constructive debate
- Advocate the needs of schools and units to get our needs met
- Solicit ideas and opinions of all parties to ensure needs and priorities are met
- Elevate level of compassion to increase patients' outcomes by better responding to the needs; in a timely manner
- Identify key partnerships and/or alliances
- Evolve with the times (relevancy)
- Respect and enforce deadlines
- Consistent supervision
- Clear guidelines
- Careful analysis of information via environmental scans and ensure it is evidence-based which contributes to the achievement of all areas

IMPERATIVE 2

Workspace

- A main location that is: welcoming, safe, secure, clean/well maintained, absence of distraction, productive and collaborative, inclusive
- Flexible, adaptable, accessible, (use of all locations) that allows for effective and efficient work i.e., administration, research, teach, social)
- Pioneer novel environment that favours creativity, collaboration, light, ergonomic stations, environmentally friendly
- Utilize the equipment and space to its full potential (purposeful) to achieve program objectives
- Consolidate locations to promote an inclusive workspace/interdepartmental work
- Allow for collaborative work (key to success), accessibility outside of normal structure
- Visibility in the community, build partnerships
- The new space must meet the needs of the faculty and not the reverse
- Reception area that is welcoming, comfortable, well maintained
- Knowledge of health care and education system
- Corporate memory/continuity
- Mobilize the strengths of the team

IMPERATIVE 3

Innovation

- Non traditional solutions/think outside the box, not be afraid to try new ideas, embrace uniqueness
- Access to technology to be efficient
- Utilize the strengths of each team/staff to facilitate the achievement of goals that empowers the team i.e., regularly scheduled brainstorming sessions
- Improve communication i.e., chats
- Teach/instruct the future, not the past technology for teaching and research
- Focus on acquiring new knowledge and skills to attain a higher level of success
- Tools that broaden the audience i.e., inclusive in approach i.e., big data
- Be flexible, accepting change and willing to find tools that reach our audiences – students, clients
- Have more than 1 main building
- Can only be achieved by consultation
- Experience-based learning (hands-on)
- Evidence, recruit and retain experts in the field
Acquiring new knowledge and skills to attain a higher level of success
- Re-establish 6 key statistics to analyze the situations (removed stereotypes)
- Employee retention
- Opportunities for professors and administrative personnel to collaborate
- Student and employee mental health
- Be seen as the experts (recognition)
- Environmentally friendly
- Better support for researchers
- 1 main building

IMPERATIVE 4

Communication

- Respectful, positive, authentic, transparent, honest, fact-based, open communications and mindedness to other points of views/ideas
- Adapt and tailor communication for the intended audience (clear, concise, simple)
- Staff feeling heard (attentive listening)
- Improve communication with students: by eliminating the need for books, increasing outreach via social network platforms. This could address the lack of attendance in class. This would enlighten Faculty of the realities of student life.
- Facilitate the exchange of information to/from/between Faculty members, administrative personnel, and/or students (regularly scheduled)
- Better reach/visibility in the community
- Uniformity in messaging and delivery
- Easily accessible marketing tools to reach wide audience
- Innovative ways to broadcast success (streamline)
- Timely messaging (website updates)
- User friendly and up-to-date website
- Informative signage
- Positive feedback between team members as well as between team members to and from students
- Opportunities for Team Building i.e., activities, working groups
- Firm timeline
- Ability to delegate responsibilities
- Ability to meet deadlines

Percentage of Participation by School/Unit

