



# *Leading Innovation for a Healthier World*



2020-2025 Strategic Plan



uOttawa

Faculté de médecine  
Faculty of Medicine

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# Executive Summary

*“Leading Innovation for a Healthier World”* requires a solid and multidisciplinary academic foundation with undeniable expertise, remarkable passion, unmatched ingenuity, efficient teamwork and judicious integrated planning. The journey to *“Leading Innovation for a Healthier World”* began in January 2018 when the Faculty of Medicine first embarked on a broad consultation and participation process to define and create an integrated, multi-stage strategic plan for the sequential development and implementation of widely endorsed initiatives and programs over the next five years. In addition, this key exercise provided the opportunity to revisit our vision, our mission and our core values as a faculty.

Together with several town hall meetings, retreats, and focused group discussions, this comprehensive consultation process yielded a tremendous level of enthusiasm and engagement by all members of the Faculty. Incorporation of the overwhelmingly positive feedback and recommendations received throughout the process was extremely important for the systematic and inclusive design of this plan.

The Faculty of Medicine at the University of Ottawa has come a long way. Established in 1945 as an initiative of Father Lorenzo Danis, the Faculty of Medicine was initially a small medical school launched to provide post-war opportunities for French- and English-speaking Catholics to study medicine. The first medicine courses were given in unused army barracks at the corner of Somerset Street East and King Edward Avenue in Ottawa.



**Bernard Jasmin, PhD**

Dean, Faculty of Medicine, University of Ottawa

As we embark on the Faculty of Medicine’s 75th anniversary in 2020, there is much excellence to celebrate. Indeed, through generations of exceptional learners, dedicated administrative personnel and world-class faculty members, our faculty has grown to become a leading medical school consistently receiving numerous accolades for the excellence of its educational offerings as well as for the quality and impact of its research initiatives.

Today, the Faculty of Medicine ranks consistently among the top five medical schools in the country with several prominent and unique features. Among these, we are the only bilingual medical faculty in Canada, committed to providing superior medical education in both official languages. Additionally, all of our educational programs have received stellar accreditation results over the years. These include our undergraduate and postgraduate medical education programs as well as graduate studies. On the research front, our faculty attracts 50 to 60% of the total research funding received at the University of Ottawa, making us the most research-intensive faculty at the University.

Our world rankings highlight our enviable position as a top faculty of medicine for research impact in biomedical and health sciences and for our excellence in clinical medicine and public health. Our strong partnerships with five distinguished local academic health science centres (Bruyère Continuing Care, the Children’s Hospital of Eastern Ontario, l’Hôpital Montfort, The Ottawa Hospital, and the Royal Ottawa Hospital), along with their respective research institutes, provide an additional wealth of expertise that further ensures the relevance and avant-gardism of our educational and research programs. Finally, our faculty is increasingly becoming recognized for our strong international

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***Leading Innovation for a Healthier World is our future, and it has never been more exciting!***

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presence, leading the way with academic partnerships across the globe that offer unprecedented opportunities for all our stakeholders in varied regions of the world while allowing us to also meet our social accountability mandate.

We now live in a dynamic environment where the world around us is changing more rapidly than ever before. As

a leading faculty of medicine, we need to be proactive to collectively define our future and to continue building on our strengths while also seizing the numerous opportunities emerging from such a vibrant world. As we flourish through exciting new initiatives, however, we must remain committed to our robust and multi-faceted foundation and continue to embrace sustainability (economic, environmental and social), effective governance, empowerment of our community, and quality assurance.



On behalf of your executive leadership team, I am therefore delighted to present you with *“Leading Innovation for a Healthier World,”* the Faculty of Medicine 2020-2025 Strategic Plan with the inaugural year coinciding with our 75th anniversary. The plan highlights the priorities of the Faculty for the next five years that will be the focus of our efforts and resources. In closing, I wish to take this opportunity to thank each and every one of you for your participation in this key strategic planning exercise. I take great pride in knowing that collectively, we have worked together as a team to define our future and to design the strategic plan that will serve as our roadmap as we align with our mission to expand our global leadership through interdisciplinary innovation in education, research, health of populations and patient-partnered care, in both official languages.

*“Leading Innovation for a Healthier World”* is our future, and it has never been more exciting!

Bernard Jasmin, PhD





# LEADING INNOVATION FOR A HEALTHIER WORLD

## OUR MISSION

To expand our global leadership in a dynamic environment through interdisciplinary innovation in education, research, health of populations and patient-partnered care, in both official languages

## OUR VALUES

Compassion, diversity, inclusion, integrity, professionalism, respect, social accountability, sustainability, transparency, wellness

## OUR STRATEGIC PRIORITIES

### EDUCATION

- Enrich the learner experience
- Expand innovative education programs
- Foster interdisciplinary and interprofessional learning
- Grow our education research methods centre

### RESEARCH

- Build on our current strengths
- Advance our emerging research priorities
- Enhance our world-class collaborative research environment
- Grow our state-of-the-art research infrastructure

### ENGAGEMENT

- Expand our recognition programs
- Nurture a diverse and equitable environment
- Champion Faculty-wide wellness
- Promote a respectful and professional environment

### FRANCOPHONIE

- Advance la Francophonie
- Cultivate a francophile environment
- Engage with our francophone communities
- Broaden our bilingual programs

### INTERNATIONALIZATION AND GLOBAL HEALTH

- Ensure impactful and diverse partnerships
- Improve global health locally and abroad
- Prioritize our social accountability mandate
- Empower our learners for global citizenship





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# Strategic Priorities

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## Education

1. Enrich the learner experience
2. Expand innovative education programs
3. Foster interdisciplinary and interprofessional learning
4. Grow our education research methods centre





## 1. Enrich the learner experience

The learner experience will continue to remain a priority for the Faculty of Medicine. Ongoing formal assessment of the learning environments will be systematic and will be used to determine our areas of excellence, and to identify where we need further development across the entire learning continuum, from Undergraduate Medical Education (UGME) to Postgraduate Medical Education (PGME) to Translational and Molecular Medicine (TMM) to Graduate and Postdoctoral Studies (GPS) and to Continuing Professional Development (CPD). Annual surveys of the learner experience will be undertaken and will be used to create learner experience outcomes for the educational portfolios. With a focus on experiential learning, we will work to ensure that our learners will be employment ready. In alignment with our social accountability mandate, learners will be supported in their community service engagement both locally and abroad. Recognizing that an excellent education experience encourages our students and trainees to become lifelong learners, the Faculty will ensure that we employ state-of-the-art teaching methods to reflect the different needs of learners at different times, the importance of active learning, and the need for distance-learning opportunities.

The Faculty is also committed to increased collaboration across programs in order to create learning outcomes that target not only subject matter but also the depth of learning we want our learners to achieve. Collaboratively, the programs will work on establishing assessments that accurately report on learners' progress toward these outcomes by the sharing of experiences across the learning continuum through building on competency-based education in all portfolios. Program delivery and assessment will be enhanced through improvements in IT infrastructure.

### Goals

1. Further our work toward graduating learners who are professionally ready through provision of competency-based education
2. Identify and implement innovative teaching strategies across the education spectrum
3. Optimize IT processes, and strive to provide learning management systems that reflect state-of-the-art technology
4. Increase access to personal and career counselling services in addition to enhancing wellness initiatives across all levels of UGME, PGME, TMM, GPS and CPD



## 2. Expand innovative education programs

The Faculty of Medicine is continuously adapting its educational programs to a changing environment of medical science. Social accountability will be integrated throughout the learning continuum. More specifically, for:

**UGME:** Continued expansion of social accountability and its associated programs will be ongoing. Enhancements to the existing Clinician Investigator Program in UGME as well as to the GPS and UGME pairing programs will continue.

**PGME:** Continued assistance to programs that are migrating to the Competency by Design curriculum will be provided. This will be achieved by promoting innovations and lessons learned from other programs and incorporating best practice in the transitions to competency-based medical education. The core curriculum will be reviewed to ensure it is relevant to the changing health care environment that residents will face in practice.

**Graduate Studies:** To reflect the changing needs of our medical research environment, the Graduate Studies program will be developing a number of undergraduate and graduate programs over the next five years.

**CPD:** To reflect the changing focus from knowledge acquisition to practice improvement, our programs will stress the application of knowledge to practice, and identify barriers and enablers of change to facilitate implementation. We will be enhancing our programs through the use of webinars and online modules to enable more longitudinal learning between programs and to respond more quickly to current health issues and priorities for practice.



### Goals

1. Expand our current 3rd- and 4th-year TMM program to a full four-year Bachelor program
2. Create master's programs in public health, in medical education in French, and in anatomical sciences education
3. Develop the first and only doctorate of pharmacy (PharmD) program in French outside of Québec and create a bilingual professional program leading to an undergraduate degree in paramedicine
4. Adapt our Continuing Professional Development program to support physician practice improvement, as well as faculty development in support of competency-based medical education
5. Expand our graduate programs with an interdisciplinary stream in medical sciences across basic biomedical sciences and clinical and translational research

## 3. Foster interdisciplinary and interprofessional learning

The Faculty of Medicine understands that physicians and scientists function in interprofessional teams. We will strive to identify opportunities for interaction and understanding across health care professions at the undergraduate level. We will also promote activities in the residency and graduate studies programs that encourage interaction and collaboration across professions. We will work to implement team-based education including simulations in the workplace as part of continuing professional development.

The Faculty of Medicine believes in the great potential of enriching both research and education through greater interactions across disciplines, with the following benefits: i) better mutual understanding will provide relevance and context to future research initiatives; ii) an expanded network of interactions across disciplines will promote sharing of education innovations that might otherwise be siloed within a single education stream; and iii) increased interactions will provide a greater breadth of learning opportunities for all learners.

By increasing opportunities for trainees in basic science and clinical medicine to interact, a culture of interdisciplinary collaboration will be fostered and achievable through, for example, shared lectures, seminars, rounds, research presentations and symposia. In addition, science trainees will be able to experience clinical environments to help ground their research in clinical questions while medical trainees will understand how solutions to clinical problems are provided through basic and pre-clinical research. Faculty members will also benefit from greater interactions across disciplines to raise more relevant questions for research leading to innovations that will benefit patients and health care outcomes.

### Goals

1. Increase the number of opportunities for interdisciplinary learning
2. Create indicators to demonstrate value in these interactions for both research and education
3. Target specific early synergies to demonstrate the potential for promoting collaboration
4. Identify opportunities for interprofessional education across the learning spectrum



## 4. Grow our education methods centre

In order to continue to provide state-of-the-art education for all of our learners, we recognize that we must continue to expand and enrich our faculty development and apply the innovations that result from medical education research. Our Faculty must be ready to deliver education using progressive, evidence-based formats that constantly evolve to meet the needs of learners and the society we serve.

### Goals

1. Facilitate development of teaching skills of our faculty members with a structured curriculum
2. Increase scholarly output in medical education
3. Recognize educational work in order to facilitate academic promotion, to increase success with awards and grants, and to further faculty engagement
4. Act as a resource for education research by providing guidance to faculty members who engage in education research to enable the sharing of resources necessary for scholarly work, including access to methodologists, research assistants and other sources of support





# Strategic Priorities

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## Research

1. Build on our current strengths
2. Advance our emerging research priorities
3. Enhance our world-class collaborative research environment
4. Grow our state-of-the-art research infrastructure



## 1. Build on our current strengths

uOttawa is one of Canada's leading research-intensive universities with close to \$250 million in annual research funding. Together with affiliated research institutes, the Faculty of Medicine attracts more than 50% of uOttawa's research funding and consistently ranks among the top faculties of medicine in Canada for research impact and intensity. This success can be partly attributed to careful allocation of resources in alignment with defined areas of strategic priority. The Faculty has developed a critical mass of expertise, funding, infrastructure, partnerships and training opportunities across these areas, and as part of our ongoing growth and expansion, we will continue to support and reward research excellence across the strategic priority areas previously identified:

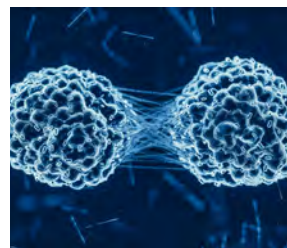
### Research Priorities



Brain and  
Mind Health



Cardiovascular and  
Vascular Health



Infection, Immunity  
and  
Inflammation



Epidemiology,  
Public Health,  
Innovative Medical  
Education and  
Practice-Changing  
Research



#### Cross-cutting Initiatives

Clinical and Translational Research  
Systems Biology, Genetics and Mechanisms of Disease  
Regenerative Medicine and Innovative Therapeutics

### Goals

1. Recruit, integrate, mentor and retain world-class researchers, learners and staff in areas of strategic priority
2. Expand joint recruitment initiatives with affiliated research institutes and other faculties
3. Develop major team and infrastructure grants aligned with these priorities
4. Coordinate research prize and award nominations for a diverse pool of candidates

## 2. Advance our emerging research priorities

In addition to current strengths, the Faculty recognizes the complex and dynamic nature of medical research as well as the need to respond to an evolving local, national and international research landscape. To ensure that the Faculty is well positioned to respond to new opportunities, mobilize resources and make necessary changes to our priorities as these evolve, we have undergone a broad consultation with all stakeholders and have already collected highly relevant feedback.

### Goals

1. Advance emerging research areas identified as top priorities in our broad consultation, including medical artificial intelligence and Indigenous health
2. Identify additional areas of importance to human health and prioritize them based on available resources, national/international standing in the field, critical mass of expertise/leadership, access to unique resources/infrastructure and available funding programs (community, provincial, federal, global)





## 3. Enhance our world-class collaborative research environment

Over the past several years, the Faculty has been promoting a more integrated vision across the broader landscape of our stakeholders both within and outside the Faculty, working toward breaking down silos while fostering interdisciplinary collaborations at the local, national and international levels. For example, locally, we have been successful in developing cross-cutting initiatives such as the uOttawa Brain and Mind Research Institute, as well as research networks focused on Parkinson's disease, stroke recovery, neural dynamics and rare diseases. Nationally, we have supported the development of pan-Canadian research teams including the Research Program for Rare Pediatric Diseases (RaPiD), the Stem Cell Network and BioCan-Rx. Internationally, we have formalized joint collaborative funding programs with partners at the Université de Lyon 1, l'Université Paris Descartes and the Shanghai Institute of Materia Medica.

### Goals

1. Support research programs/initiatives that foster interdisciplinary and inter-institutional collaborations
2. Integrate and align strategic priorities, resource allocation and process optimization across basic science departments, clinical departments and affiliated hospital research institutes
3. Expand our dynamic, inclusive and enriching research environment for students, faculty and staff
4. Enhance research development and administrative support through optimization and harmonization of processes and elimination of barriers to research progress

## 4. Grow our state-of-the-art research infrastructure

In recent years, the Faculty has undergone unprecedented growth with the recruitment of over 45 tenure-track professors with outstanding research profiles (many as Canada Research Chairs) and with over \$75 million in external infrastructure funding support. To ensure sustained growth and expansion of research initiatives and activities, the Faculty must advocate for a strong commitment from the University to prioritize and invest in a new research building for the Faculty as well as for complete space optimization of existing research facilities at Roger Guindon Hall. In addition, it has become increasingly clear that core facilities represent an important operational and strategic component of the academic research enterprise. Indeed, our performance in the field of biomedical research relies on complex, expensive technical equipment and specialized procedures that often require dedicated, highly skilled scientific personnel. Core facilities are thus essential to consolidate equipment needs and ensure the success of our research programs, grant proposals and other sponsored activities, while also providing invaluable training to undergraduate and graduate students, and postdoctoral fellows and research staff.

# Research

### Goals

1. Develop cutting-edge and sustainable new research space to support the growth and expansion of our diverse research programs and initiatives
2. Optimize and retrofit existing research space and infrastructure
3. Expand support for core facilities to ensure access to state-of-the-art equipment, technology and expertise
4. Lead the expansion of city-wide core facilities and linking of infrastructure through virtual cores for optimal usage and accessibility





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# Strategic Priorities

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## Engagement

1. Expand our recognition programs
2. Nurture a diverse and equitable environment
3. Champion Faculty-wide wellness
4. Promote a respectful and professional environment



## 1. Expand our recognition programs

The Faculty of Medicine's recognition strategy will be based on the following beliefs: i) being recognized in a way that is meaningful for an individual or team will enhance their feeling of engagement and sense of belonging; and ii) recognition practices should be aligned with the Faculty's strategic areas of priority, vision, mission and values. A recognition strategy model will serve as a guide for the Faculty for development and implementation.

### Goals

1. Develop and implement effective strategies for day-to-day, informal and formal recognition
2. Encourage all members of the Faculty of Medicine to engage in the recognition program by recognizing their peers, managers, and subordinates and equip them with the information and tools to do so
3. Review, evaluate and enhance the recognition program periodically with the aim of maximizing its effectiveness



## 2. Nurture a diverse and equitable environment

The Faculty of Medicine, through the Office of Equity, Diversity and Inclusion (EDI), will create an inclusive and equitable working and learning environment. We will promote awareness and sensitivity to issues of equity, diversity, and gender at the Faculty; we will also foster diversity, including issues of gender and minority status in the workplace, and promote equity in relation to recruitment, retention and the promotion of faculty members. In this context, i) a diverse and equitable learning and working environment is critical for training our future doctors and scientists and improving the health care of our population; ii) equity and diversity lead to greater faculty, staff and learner satisfaction and productivity; and iii) an inclusive and equitable environment will improve wellness and result in less absenteeism and better retention.

### Goals

1. Assess the current climate to enable the evaluation of progress in future programs aimed at EDI by collecting data on the four diversity categories identified in the Canadian Employment Equity Act (gender, visible minority status, Indigenous status and disability status) and la Francophonie, for all faculty members within the Faculty of Medicine
2. Ensure a more diverse and equitable environment, by developing policies related to EDI
3. Promote and advocate for an equitable environment within the Faculty of Medicine by devising strategies to mitigate any inequities identified through the data collection process and to create positive spaces for minority individuals



## 3. Champion Faculty-wide wellness

The Faculty is committed to the enhancement of the well-being of all members of the Faculty of Medicine, and has the only Faculty Wellness Office in Canada that services learners and faculty within one program (approximately 4500 individuals). This is in addition to the Student Affairs Office whose mandate is to oversee student wellness, financial literacy and career counselling. Faculty-wide wellness encompasses four guiding principles: 1) a healthy working and learning environment will lead to better engagement, greater satisfaction and enhanced productivity; 2) the Faculty is committed to providing a supportive environment that provides the tools and resources required to promote faculty, staff and learner well-being; 3) building a healthy workplace requires a multi-pronged strategy that combines employee and learner education with a strong institutional commitment; and 4) the leadership of the Faculty is committed to ensuring wellness is aligned with the strategic areas of priority, vision, mission and values.

### Goals

1. Provide accessible and effective counselling services and programs for faculty and learners in the Faculty of Medicine while working in collaboration with the Student Affairs Office
2. Increase the visibility of the Wellness Program services and the broader wellness strategy for the Faculty of Medicine with a coordinated communications plan
3. Engage and support the academic hospital wellness programs to create an "Academic Hospital Wellness Network" to help leverage efforts to measure and cultivate wellness
4. Develop a strategic plan for research
5. Coordinate a robust awards program for faculty members to recognize achievement in promoting wellness through the recognition program outlined above

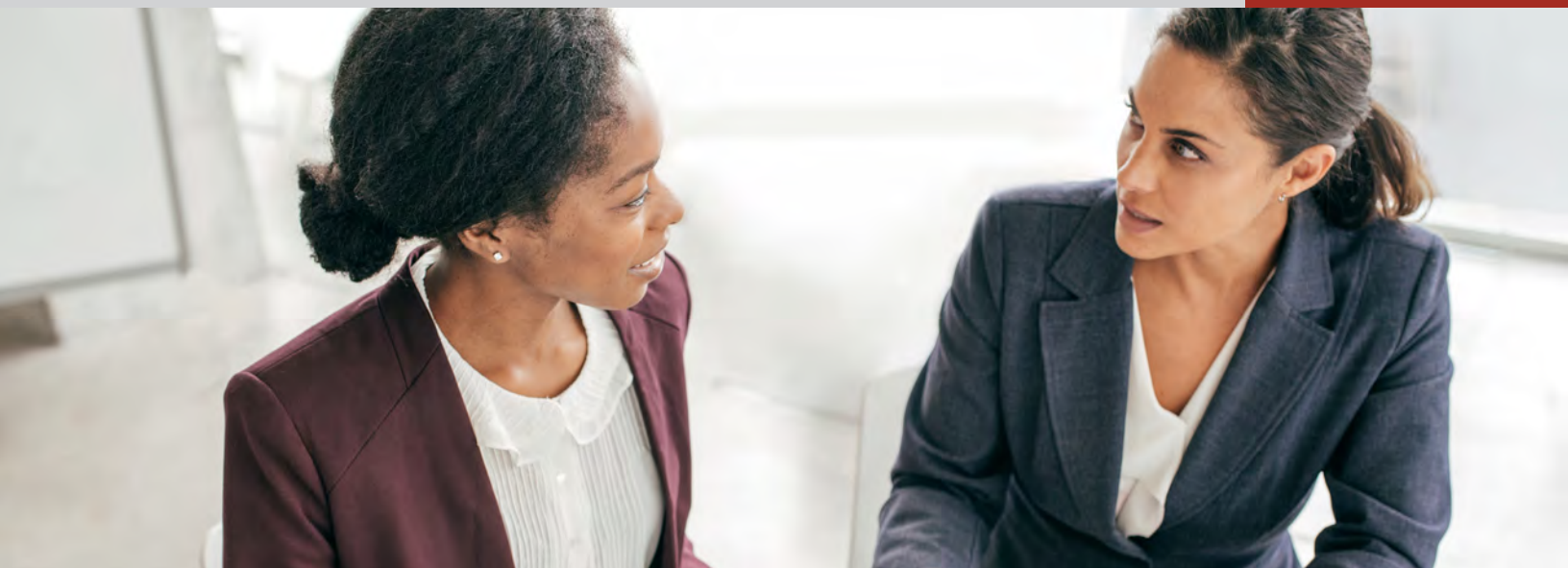


## 4. Promote a respectful and professional environment

The Faculty of Medicine will ensure that all attributes of professionalism are modelled by all faculty, staff and learners to promote excellence in the working and learning environment and to provide safe and compassionate patient care. The Faculty of Medicine follows three guiding principles: 1) a strong ethical code will guide all members of the Faculty to conduct themselves with honesty and integrity when dealing with colleagues and patients; 2) all members of the Faculty will endeavour to be respectful in their professional and personal interactions; and 3) members of the Faculty will demonstrate a strong commitment to excellence. In order to promote a respectful and professional environment, the Faculty has created the Office of Professionalism.

### Goals

1. Conduct professionalism onboarding of all staff and trainees
2. Identify and develop resources for remediation and training programs in professionalism for faculty members and learners such as online or in-person learning modules (e.g., management of faculty–trainee boundaries module in partnership with CPD and Saegis)
3. Promote scholarship through ongoing initiatives to improve the learning environment and evaluating outcomes using several measures such as the professionalism portal, learning environment surveys and the Association of Faculties of Medicine of Canada (AFMC) Graduation Questionnaire







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# Strategic Priorities

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# Francophonie

1. Advance la Francophonie
2. Cultivate a francophile environment
3. Engage with our francophone communities
4. Broaden our bilingual programs



## 1. Advance la Francophonie

The Faculty of Medicine is motivated to engage renewed energy in la Francophonie. Along with revamped efforts by the University of Ottawa as a whole, the Faculty recognizes its unique mandate to train future physicians and scientists both from the francophone community and for the francophone community. A more positive bilingual image for the Faculty is aimed for and particular attention will be placed on awareness and education at all levels of la Francophonie, namely in the strategic priorities of education, research, internationalization and global health, and engagement. The goal is to create an environment of respect and encouragement for all members of the francophone minority group to enable intellectual growth and personal fulfillment in their first language. Finally, through our own established and growing expertise, the Faculty of Medicine is positioning itself to lead innovation in Francophonie forums within central uOttawa.

### Goals

1. Create an environment that will help francophones thrive at the Faculty
2. Strengthen our undergraduate medical training program in French
3. Ensure national and international visibility of the Faculty of Medicine's innovations in French
4. Promote educational, scientific and clinical research in French



## 2. Cultivate a francophile environment

The Faculty of Medicine of the University of Ottawa is the only medical faculty in Canada to offer a fully bilingual medical program. The addition of several bilingual programs in the undergraduate, postgraduate and graduate studies portfolios only enhances this key and admirable asset. Everyone at the Faculty, whether professors, learners, or staff, should be able to share the pride of this entirely bilingual environment; however, too often, a lack of proficiency in the other language prohibits fully embracing this immense attribute. Cultivating a francophile environment relaxes the absolute need for perfection in bilingualism by every single person in the organization, and instead nourishes the pride, gratification and respect of knowing that uOttawa is an environment where communities can grow in the official language of their choice.

### Goals

1. Improve the bilingual image of the Faculty
2. Increase the level of bilingualism of learners, staff and teachers
3. Increase the number of bilingual learners, staff and teachers
4. Encourage bilingual students to make an active offer



## 3. Engage with our francophone communities

From the very beginning of the creation of the francophone stream of the UGME program, the needs of Franco-Ontarians have been at the forefront of the program's goals. With time, and the addition of the national stream (eight supernumerary positions for francophones from provinces outside of Québec and Ontario funded by the Consortium national de formation en santé (CNFS) through Health Canada), the needs of all francophone communities in Canada will be met. As well, in line with the recent declaration of the president of the University of Ottawa on special efforts toward francophone Africa, the Faculty of Medicine will continue to study the impact of expanding our footprint in Benin. Renewed efforts to reach out to these francophone Africa communities will be made, while continuing the current activities.

### Goals

1. Strengthen the social commitment of our programs to our francophone communities
2. Create more ties with francophone medical communities in Canada
3. Increase and strengthen partnerships with major francophone organizations (local, national and international)
4. Make an impact on international cooperation in French-speaking Africa



## 4. Broaden our bilingual programs

The offer of programs in both official languages is key to our quest for la Francophonie. While the undergraduate medical program in both official languages is our flagship initiative, others have been added in the last several years and the need to develop new initiatives is omnipresent.

### Goals

1. Develop a master's degree in medical education in French in collaboration with the Faculty of Education
2. Create the first and only doctorate of pharmacy (PharmD) program in French outside of Québec
3. Increase the number of francophone residency positions in general specialties
4. Explore the possibilities of creating other programs based on populations' needs including a physician assistant program and a bachelor's degree for paramedics





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# Strategic Priorities

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## Internationalization and Global Health

1. Ensure impactful and diverse partnerships
2. Improve global health locally and abroad
3. Prioritize our social accountability mandate
4. Empower our learners for global citizenship





## 1. Ensure impactful and diverse partnerships

International partnerships are key to ensuring that the Faculty of Medicine is well positioned to become a global leader in multi-disciplinary international collaborations. Through its new assessment process of all international partnerships, the International and Global Health Office (IGHO) will ensure that the Faculty identifies key geographic areas and preferred partnerships that align with the strategic directions and values of the Faculty. It will focus on those that promote mutually beneficial partnerships, potential revenue generation, social accountability and sustainability.

### Goals

1. Develop and maintain key international partnerships for which their value proposition benefits the Faculty on many levels
2. Expand on our collaborative strategy within the Faculty and across external stakeholders including the uOttawa International Office, embassies and governmental agencies, leading to a refined process for partnership development and renewal
3. Create a revenue-enhancing strategy to support our priorities and initiatives that includes financial support to learners
4. Develop partnerships for incremental educational programs that are multi-disciplinary and promote enhanced collaborations between learners and faculty members



## 2. Improve global health locally and abroad

The IGHO is well positioned to lead and support initiatives that will promote the Faculty's strategic direction toward "*Leading Innovation for a Healthier World*". The role of the Global Health Advisory Committee (GHAC) has recently been revised to aid the Global Health Program (GHP) in achieving its strategic goals and objectives by providing guidance, insight and expertise to enhance current global health programs and to identify new opportunities in the areas of education, research and community engagement.

### Goals

1. Conduct research on other global health programs to identify best practices and potential collaborations
2. Focus on developing global health at home, by expanding our educational mandate to Northern Canada and regional areas, such as the Ottawa Inner City Health program
3. Promote educational exchanges in order to better serve marginalized populations, new immigrants, refugees and Indigenous groups
4. Expand global health initiatives and identify preferred partnerships for trainee mobility
5. Increase the number of trainees who accompany faculty members on their global health missions to collaborate on research and educational projects



## 3. Prioritize our social accountability mandate

The IGHO will ensure that learners and faculty members truly understand the impact they can have on marginalized communities during their international travels as well as within Canada.

### Goals

1. Expand the Global Health Program (GHP) to focus on activities with a social accountability mandate
2. Prioritize local, national and international initiatives and partnerships that provide a meaningful and long-term impact on organizations that are being supported
3. Celebrate learners' and faculty members' achievements that prioritize social accountability
4. Promote the Global Health Concentration (GHC), which offers an in-depth investigation of global health topics of interest to students with the goal of creating critical thinkers and lifelong learners



## 4. Empower our learners for global citizenship

Building on our emphasis on bilingualism and la Francophonie, the IGHO is dedicated to providing learners and faculty with guidance and support by creating an environment that promotes collaborations. By introducing an annual symposia focusing on international and global health, the IGHO aims to showcase existing initiatives and encourage further alliances so that our learners feel supported in becoming global citizens.

### Goals

1. Increase support to all learners to facilitate participation in internationally focused activities locally, within Canada, and globally
2. Support faculty members and learners taking part in global health activities in low-resource settings including in education, research, health care and capacity-building opportunities in a safe and ethical manner
3. Expand financial support options to increase the number and types of bursaries available to serve the entire learner population of the Faculty





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# Timeline and Next Steps



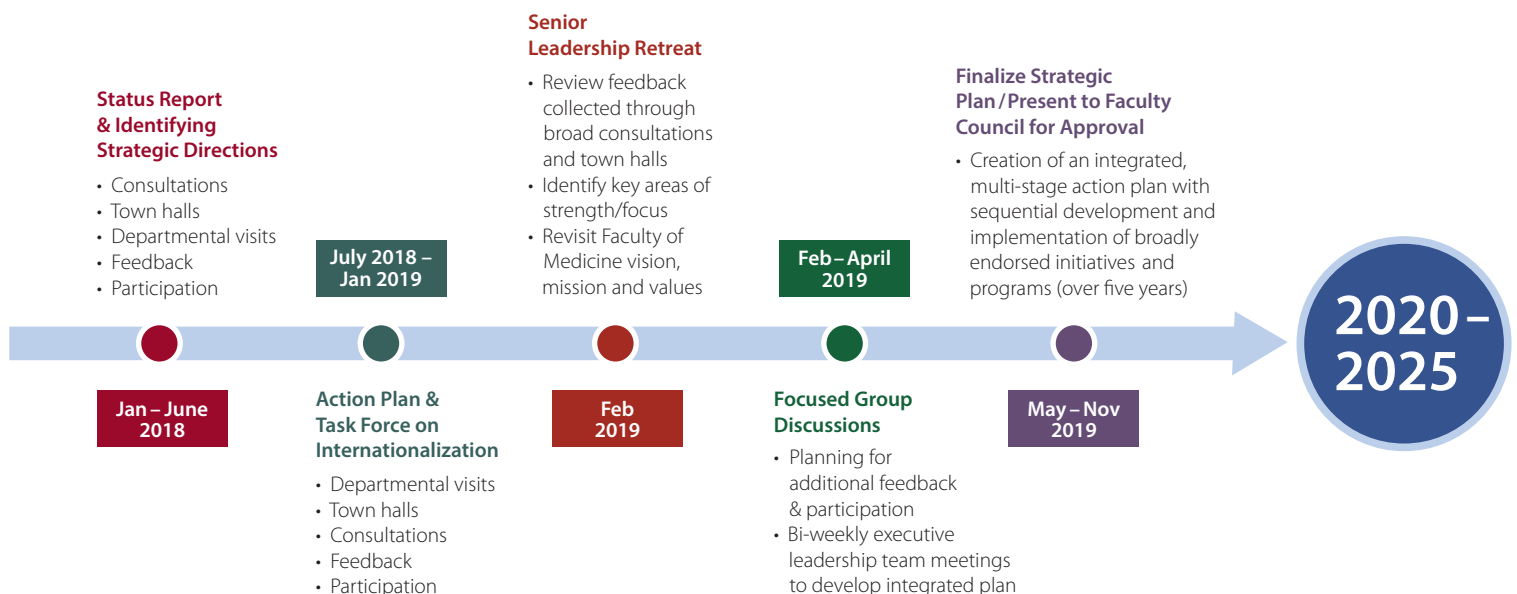
## Timeline and Next Steps

“Leading Innovation for a Healthier World” is here and the future is exciting!

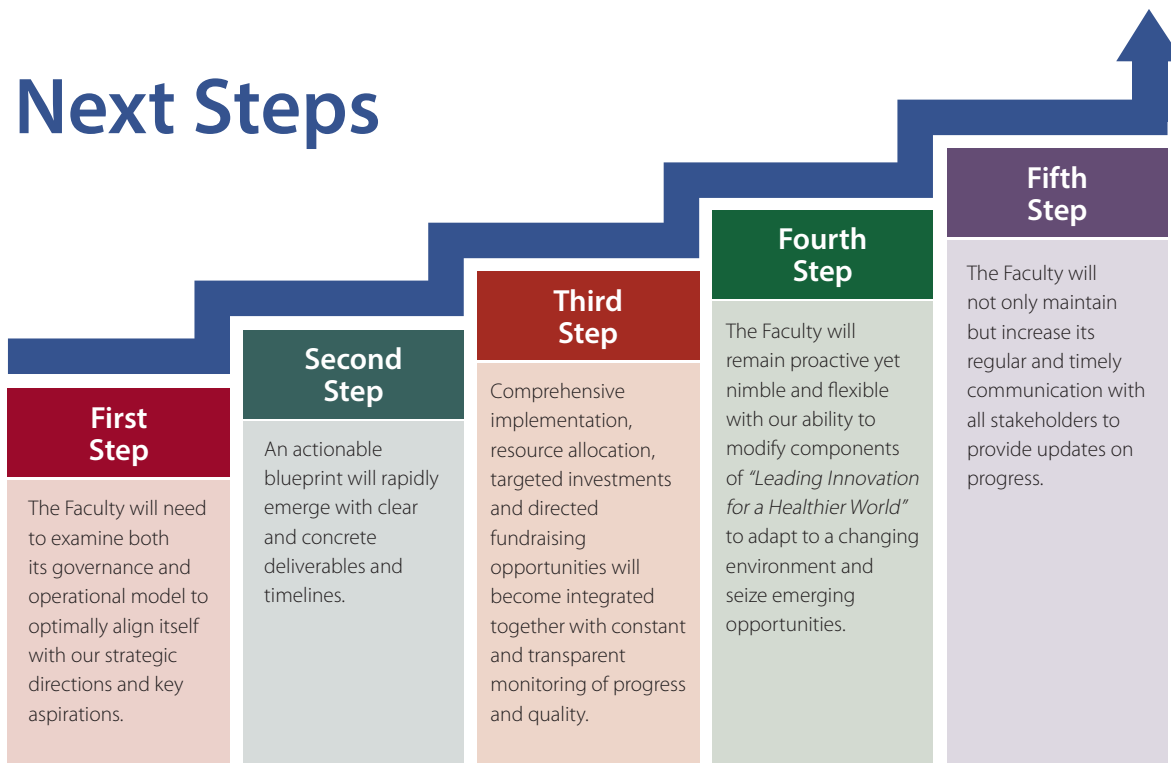
We should all take great pride in knowing that “Leading Innovation for a Healthier World” has emerged from a thorough and broad consultation process that occurred with the enthusiastic participation of our learners, administrative personnel and faculty members at the Faculty of Medicine (see timeline below). This ambitious strategic plan is the product of our collective wisdom and is focused on areas that we have identified as priorities. It contains a comprehensive and integrated series of defined goals to: i) further strengthen current areas of excellence; and ii) develop and implement novel research initiatives and academic programs over the next five years that are broadly endorsed. The launch of this strategic plan, which also includes our new vision and mission, could not have better timing since it coincides with the Faculty’s 75th anniversary in 2020.

“Leading Innovation for a Healthier World” constitutes our roadmap for the first half of the next decade. It will take us into the future of medicine and health care, thereby greatly benefiting our learners, our patients, and all other members of our broad community. Moreover, it will ensure that we gain further global leadership and recognition as a leading medical school known nationally and internationally for the excellence of its educational offerings and research programs.

## Strategic Planning Process



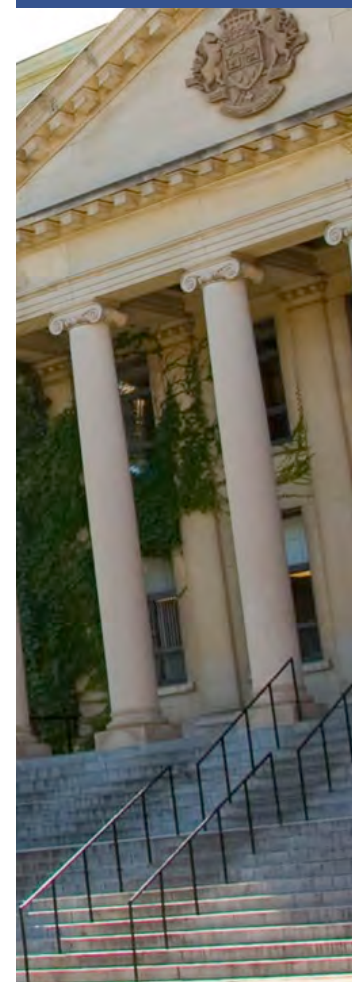
# Next Steps



# Timeline and Next Steps

Our next steps will be crucial in ensuring that the Faculty meets its lofty strategic goals in our five areas of priority: Education, Research, Engagement, Francophonie, and Internationalization and Global Health. First, and implicitly related to *“Leading Innovation for a Healthier World,”* the Faculty will need to examine both its governance and operational model to optimally align itself with our strategic directions and key aspirations. Second, and in parallel, an actionable blueprint will rapidly emerge with clear and concrete deliverables and timelines. Third, comprehensive implementation, resource allocation, targeted investments, and directed fundraising opportunities will become integrated together with constant and transparent monitoring of progress and quality. Fourth, throughout these steps, it will be essential that we remain proactive yet nimble and flexible with our ability to modify components of *“Leading Innovation for a Healthier World”* to adapt to a changing environment and seize emerging opportunities. Finally, through a variety of means, the Faculty will not only maintain but increase its regular and timely communication with all stakeholders to provide updates on progress.

Our collective leadership, expertise, ingenuity, passion, teamwork and dedication will ensure seamless execution and implementation of *“Leading Innovation for a Healthier World”* with far-reaching and transformative benefits that will impact the changing world around us. Equipped with this strategic plan, the Faculty of Medicine is thus ideally positioned to now welcome the new decade which will prove exciting for all of us with a wealth of health-enhancing opportunities!









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