

# TRANSFORMATION AND MOMENTUM:

## YEAR TWO UPDATE



### **FACULTY OF HEALTH**

## STRATEGIC PLAN 2017-2022



**DALHOUSIE  
UNIVERSITY**

FACULTY OF HEALTH



**Early intervention for tiny ears:** Dr. Steve Aiken, Associate Professor in the School of Communication Sciences & Disorders, is an advocate for universal hearing screening programs for Canadian newborns.

# THE FACULTY OF HEALTH: STRATEGIC PROGRESS

## A MESSAGE FROM ACTING DEAN, DR. CHERYL KOZEY

I am pleased to share with you this second annual Strategic Plan (2017-2022) Progress Update. Within these pages you will find an overview of a few examples of our Faculty achievements in 2018-19, aligned with the key strategic directions of the plan. This plan has truly guided our work.

I am excited and encouraged by the momentum gained in the past year as the plan moved from the organizational to action stage. We have made significant headway in all strategic directions and are especially pleased to see the commitment given to Inclusion and Equity considerations across the Strategic Plan.

Several units have recently developed their own plans, and these align extremely well with both the Faculty and Dalhousie Strategic Plans. It is great to see this forward momentum being shared by all!

We continue to make progress and are moving ahead with multiple working groups, team meetings and actions with each of you contributing to the plan by conducting the core business of the Faculty. Expect to hear more about the progress of the Plan in the coming months. Just a reminder that we are always looking for experts, task leaders and volunteers from faculty and staff.

Our Strategic Plan continues to inspire and unite us as a Faculty, and guide us in the work that we do. I am pleased to present this snapshot of the past year, and look forward to continued progress on our path to 2022. Finally, I want to thank each of you for your support of our strategic directions and a special thanks to our leadership team, faculty, staff and students in the Faculty of Health for embracing our mission to lead integrated health research and education with a vision to improving health and well-being!

**On the cover:** Teams of students from across Dal Health work together in fun events like Dalmazing and the Health Care Team Challenge to develop interprofessional competencies and person-centered care skills.

## TWITTER

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Tweets	Impressions	Followers
<b>492</b>	<b>610,800</b>	<b>1,738</b>

## FACEBOOK

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Posts	Impressions	Followers
<b>201</b>	<b>537,300</b>	<b>890</b>

## WEB

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Over the past year, Dal Health web pages have had over **1.7 M VIEWS**

## NEWS ARTICLES

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**102** stories published

## TOP STORIES

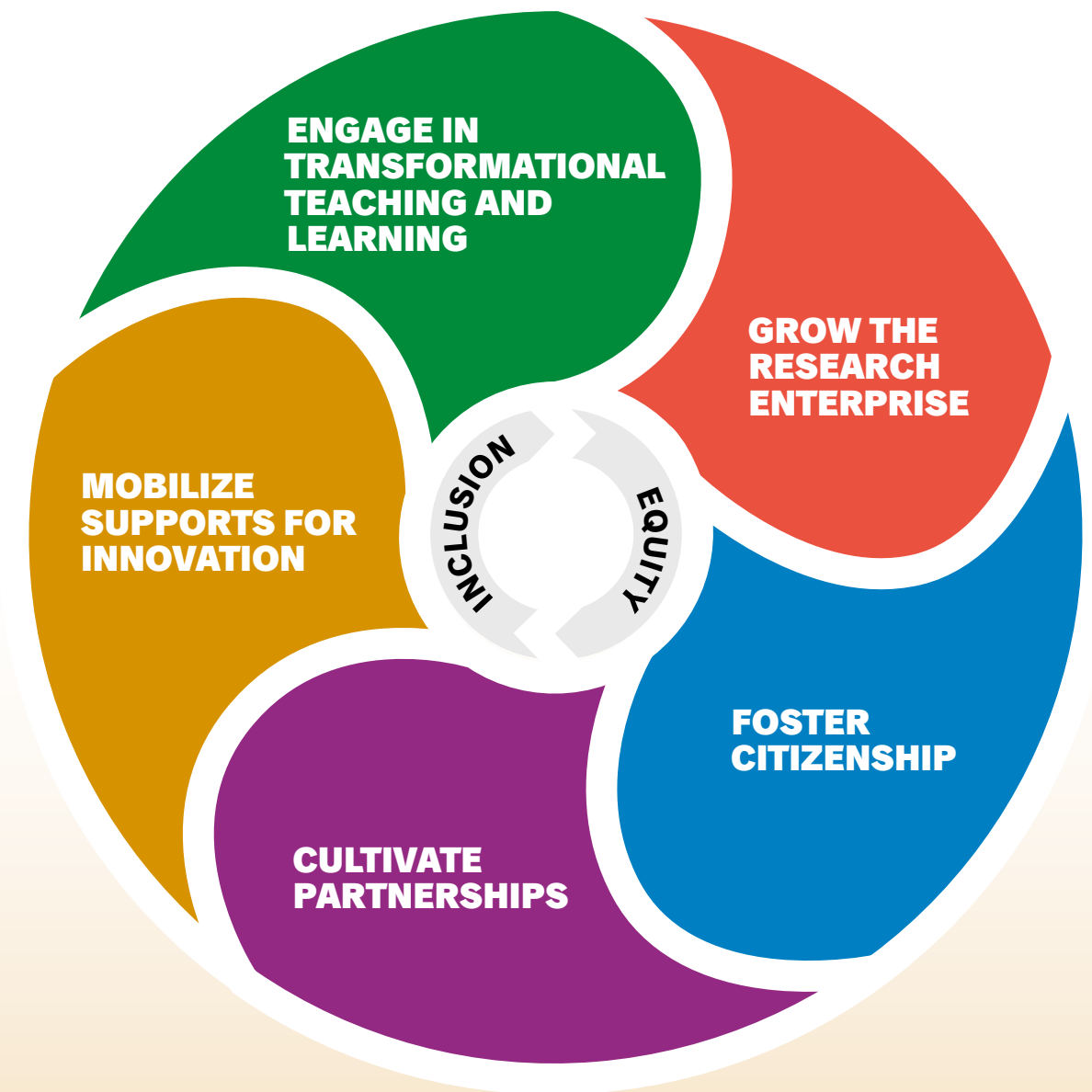
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1. UpLift poised to attract \$10 million to improve health and wellbeing of NS children and youth
2. Dal Health Researchers Have Study Published in *JAMA Pediatrics*
3. Grad Profile: All in the Family (Kirk Opie, Pharmacy)
4. Nova Scotia Integrated Health Research and Innovation Strategy (NS IHRIS) announced
5. Looking to the future of health (Healthy Living, Healthy Life conference and Shaun T Community Workout update)

# THE STRATEGY: IN DEPTH

The Faculty of Health's Strategic Plan guides how we work to meet the complex and changing health and health care needs of our communities.

The following pages outline our plan's five strategic directions, each fully aligned with those of the University. Our Faculty's commitment to inclusion and equity is central to each of these directions.



## ENGAGE IN TRANSFORMATIONAL TEACHING AND LEARNING

1. Broaden and deepen our interprofessional health education program
2. Cultivate a sense of belonging and inclusion
3. Strengthen the learners' experience
4. Prepare leaders who contribute to health system transformation

## GROW THE RESEARCH ENTERPRISE

1. Pursue strategic recruitment, mentoring, support and retention of highly qualified research academics
2. Develop a collaborative, supportive and efficient research infrastructure
3. Significantly expand our student research opportunities

## FOSTER CITIZENSHIP

1. Develop a thriving culture of citizenship
2. Maximize opportunities for all faculty, staff and students to engage with and contribute to our diverse communities

## CULTIVATE PARTNERSHIPS

1. Position the Faculty as transformational leaders in changing the health landscape
2. Foster and support key internal and external partnerships and relationships
3. Strengthen recognition of our excellence in health

## MOBILIZE SUPPORTS FOR INNOVATION

1. Harmonize organizational, structural & administrative processes to support our strategic directions
2. Optimize human resources to support excellence in research, teaching, and service
3. Centralize and brand physical infrastructure
4. Diversify and expand revenue streams

## INCLUSION & EQUITY

We have linked inclusion and equity throughout the plan, identified an Assistant Dean for Inclusion and Equity and work closely with the Inclusion and Equity Committee to support our efforts in this critical area. In October 2018, Faculty Council approved the Equitable Admissions Policy. The policy now includes Acadian and sexual orientation and/or gender identity (SOGI) groups (along with those in the former Affirmative Action policy) and reaffirms the expectation that units will develop and implement policies and services for equitable access to admissions and supports for the retention and success of students. It also highlights learning and working environments and inclusive practices for Dal Health staff and faculty.

Early in 2019 over 250 first year Nursing, Medicine and Dentistry students completed the first mandatory course addressing TRC Calls to Action. The pilot course 'The Introduction to Cultural Safety in Healthcare for Indigenous People' was developed using the research findings from the *Aboriginal Children's Hurt and Healing Initiative (ACHH)* co-led by Dr. Margot Latimer, School of Nursing and Sharon Rudderham, Eskasoni First Nation Health Director along with collaboration with several First Nations communities in Mi'kma'ki, the IWK Health Centre and Dalhousie. John Sylliboy, lead course developer and Diane Obed, lead facilitator, three Elders and 12 facilitators, mostly Indigenous, participated, as well faculty from the three Faculties pre-piloted the course in one-day sessions. Faculty of Health speakers include Dr. Amy Bombay, School of Nursing and Dr. Debbie Martin, CRC Tier II in the School of Health and Human Performance. It is anticipated that all Faculty of Health students will be required to complete this course during their program completion.



*First year Physiotherapy students, Emma Presley and Chandler Scott, put learning into practice as they assist simulated patient, Kelly Carmody. Photo: Lauren Singh*



# STRATEGIC DIRECTION 1:

## ENGAGE IN TRANSFORMATIONAL TEACHING AND LEARNING

With this direction, we will broaden and deepen our interprofessional health education program, cultivate a sense of belonging and inclusion, strengthen the learners' experience and prepare leaders who contribute to health system transformation.

### SELECTED HIGHLIGHTS:

- Dal Health students gain a wealth of experiential learning opportunities through the simulated patient program, housed in The Centre for Collaborative Clinical Learning and Research (C3LR). The program develops patient care skills through simulation-based learning methods working with real (sim) patients. Students also become familiar with the treatment equipment used in clinical settings.
- The new mentoring program, ELEMENT, was launched in the School of Health Administration. The program offers advice and direction from key experts to prepare students for their careers as emerging health leaders. It was conceived by the School of Health Administration's Executive-in-Residence, Robert Zed, President and CEO, Triangle Strategies (MHSA '86). The launch was attended by mentors, mentees, faculty, Dal Health alumni, and Nova Scotia's Deputy Minister for the Department of Health and Wellness, Denise Perret.
- The Government of Canada selected Nicole Doria (PhD in Health) and Keisha Jeffries (PhD in Nursing) for its most prized awards for PhD students in 2019. Vanier Canada Graduate Scholarships were awarded to both, valued at \$50,000 per year for three years during the students' doctoral studies. Nicole Doria is investigating the role of dating apps in sexualized violence, and Keisha Jeffries' research is focused on making health care policies and practices more relevant and inclusive of the unique needs of African Nova Scotians.
- First year students from Clinical Vision Science recently enjoyed a visit from a 13-month old black lab named Marion, and a yellow lab named Luna from Australia, both guide dogs in training from the CNIB. It was the first time that guide dogs were brought to class in the program. There are four national guide dog training organizations in Canada, including the CNIB and Canadian Guide Dogs for the Blind.



**ENGAGE IN  
TRANSFORMATIONAL  
TEACHING AND  
LEARNING**



*The ACCESS research study was launched in November 2018. (l-r): Alyssa Dickinson, Research Assistant; The Hon. John Buchanan, former NS Premier, Senator and ACCESS participant and advocate; Melanie Keats, PhD Associate Professor, HAHP and ACCESS PI; and Scott Grandy, PhD Associate Professor, HAHP and ACCESS Co-PI.*





# STRATEGIC DIRECTION 2: GROW THE RESEARCH ENTERPRISE

We will pursue strategic recruitment, mentoring, support and retention of highly qualified research academics, develop a collaborative, supportive and efficient research infrastructure. We also aim to significantly expand our student research opportunities.

#### SELECTED HIGHLIGHTS:

- Research led by Drs. Melanie Keats and Scott Grandy (School of Health and Human Performance), working with the Nova Scotia Cancer Care Program and other partners, is bringing exercise into cancer treatment and care. ACCESS (Activating Cancer Communities through Exercise Strategy for Survivors) is designed to lessen the impact of cancer treatment on participants, and improve their wellbeing. "It's a wonderful program, and it works," said the Honourable John Buchanan, former NS Premier, Senator and ACCESS participant.
- The Faculty of Health had good reason to celebrate during the Second Annual Research Celebration in May 2019. The event featured research highlights, presentations, awards and more. Preliminary totals indicate significant grant capture for 2018-19 in excess of \$11M, up from \$6.3M in 2017-18. The Faculty received a total of 100 grants (new individual grants awarded in the 2018-19 fiscal year) and we currently have three Canada Research Chairs, with two more in the works.

Thirty students are currently enrolled in our PhD in Health program and we are expecting 43 as of Sept 2019.

There are 10 students enrolled in the Nursing PhD program.

- Health Sciences student (Radiological Technology) Gregory Photopoulos won one of the Best Radiographer Abstract Awards at the 25th Annual European Congress of Radiology event in Vienna, Austria.
- Dr. Ingrid Waldron (Nursing) launched her book: *There's Something in the Water: Environmental Racism in Indigenous and Black Communities*, published by Fernwood Publishing. The book caught the attention of acclaimed Canadian actor Ellen Page, who promoted it on her social media channels. They are now collaborating on a video project, and the book has been nominated for a 2019 Atlantic Book Award for Scholarly Writing.

**GROW THE  
RESEARCH  
ENTERPRISE**



*Third year PhD in Health student Justine Dol took home the top student honour at the 8th Annual Dalhousie Student Impact Awards. Dol received the prestigious Board of Governor's Award, recognizing exceptional leadership. Nine Dal Health students received awards recognizing their exceptional leadership abilities in a variety of areas.*

# STRATEGIC DIRECTION 3: FOSTER CITIZENSHIP

We are committed to developing a thriving culture of citizenship and building communities of practice characterized by mutual respect. We will maximize opportunities for all faculty, staff and students to engage with and contribute to our diverse communities.

#### SELECTED HIGHLIGHTS:

- The Social Work Community Clinic found a new home this year and its reach is expanding. Dietetics students from Mount Saint Vincent and Dal Psychology students recently joined Social Work, Occupational Therapy, Pharmacy, Nursing students and others in gaining hands-on experience at the Clinic while serving the community.
- Driven to give back: Pharmacy alumni Dawn Frail (BScPharm'76, MSc'79) and Rebecca Boyd Whittico (BScPharm'76, MSc'82, PhD UCSF) are a driving force behind the Pharmacy Class of 1976 Bursary: A lasting legacy to support Pharmacy students in financial need.
- PhD in Health student, Emily Drake, won a prestigious award for her work focused on providing support for adolescents living with cancer. This past year, she received the Colleen Elliot Award for Cancer Research.
- Dr. Crystal Dieleman (School of Occupational Therapy), works to dispel myths around mental health and the justice system. Her research interests include understanding how to prevent and reduce the criminal

justice involvement of people with mental health problems. She spoke at the TEDx Moncton event, and is frequently sought out by media to share her expertise on topics such as Canada's mental health courts.

- September 2018 saw the launch of the Dal Physiotherapy Clinic, a partnership between the School of Physiotherapy and the Department of Athletics and Recreation. The Clinic offers patient care to Dalhousie, Halifax and the broader Nova Scotia community.
- Over 25 years of supporting the LGBTQ+ community: Social Work graduate, Maura Donovan, established The Youth Project in 1993 under the supervision of Prof. Brenda Richard. The Project continues to provide support and resources to LGBTQ+ youth today.
- Outstanding Achievement: Dal Health (Nursing) PhD Candidate Martha Paynter was recently named a 2019 Pierre Elliott Trudeau Foundation Scholar.

**FOSTER  
CITIZENSHIP**



**Denise Perret**

*Deputy Minister, Nova Scotia Department of Health and  
Wellness*

**Janet Knox**

*President & CEO*

*Collaborative Partnerships: The NS IHRIS Breakfast Panel was presented by the Dalhousie Medical Research Foundation. Panelists included: Alice Aiken, Vice President Research, Dalhousie, Denise Perret, Deputy Minister NS Department of Health and Wellness (left), Janet Knox, President & CEO Nova Scotia Health Authority (right), Krista Jangaard, CEO, IWK Health Centre, Robert Summerby-Murray, President, Saint Mary's University, Richard Florizone, former President, Dalhousie and Erik Sande, President, Medavie Health Services, (Mike Dembeck photo)*

# STRATEGIC DIRECTION 4: CULTIVATE PARTNERSHIPS

We will position the Faculty as transformational leaders in changing the health landscape, foster and support key internal and external partnerships and relationships and strengthen recognition of our excellence in health.

#### SELECTED HIGHLIGHTS:

- To celebrate Dal's 200th birthday, Dal Health hosted an exciting, collaborative health conference. A highlight of the Healthy Living, Healthy Life (HLHL) conference was the NS-IHRIS Breakfast Panel, launching the Nova Scotia Integrated Health Research and Innovation Strategy — a pan-provincial academic health research network supporting the province's health research priorities. The HLHL conference concluded with hundreds of people sweating to the beat at a Dal Health-hosted community workout with international fitness celebrity Shaun T.
- Health Sciences researchers partnered with Synaptive Medical to develop breakthrough, point-of-care MRI technology. Dr. Steven Beyea (Health Sciences/Faculty of Medicine/NSHA-IWK) is the principal investigator on the project, which will give Nova Scotians access to brand new MRI technology.
- The 2019 Crossroads National Conference was another highly successful event. The student-run conference featured 155 research presentations from a wide range of

health-related disciplines and attracted over 200 attendees from across the country. Crossroads is now in its 17th year.

- Indigenous peoples in Canada have high rates of psychological distress, suicidal thoughts and suicide attempts, and these mental health issues are linked to income equalities. Those are the findings of an important study published recently in the Canadian Medical Association Journal (CMAJ) by a cross-faculty team including study authors Dr. Mohammad Hajizadeh (HPI / School of Health Administration) and Dr. Amy Bombay (Nursing). Dr. Margot Latimer (Nursing) and Sharon Rudderham, Health Director, Eskasoni Community Health Centre, were also co-principal investigators on CMAJ research that found that First Nations children and youth experience more pain than non-First Nations children, but do not access specialist or mental health services at the same rate.

**CULTIVATE  
PARTNERSHIPS**



*Third-year Kinesiology student Fola Akpan received a Summer Student Research Scholarship from Imhotep's Legacy Academy (ILA). She recently shared her research findings at the first annual Black Research Symposium, organized by local student and advocacy organizations including PLANS (Promoting Leadership in Health for African Nova Scotians).*

# STRATEGIC DIRECTION 5: MOBILIZE INNOVATION

The Faculty of Health is harmonizing our organizational, structural and administrative processes to support our strategic directions. We are optimizing our human resources to support excellence in research, teaching and service.

We are streamlining our processes and working together every day to realize efficiencies to better meet our goals as a Faculty.

#### SELECTED HIGHLIGHTS:

- Over the past few months, Acting Dean, Dr. Cheryl Kozey, has facilitated *The White Paper, Planning the New Health Knowledge Generation and Mobilization Space: Designing the Built Environment for Dalhousie's Faculty of Health*. It is expected to be released in the summer of 2019.
- The inaugural year of the Dal Health Professional Development Fund has been a great success, providing a wide range of professional development opportunities for Faculty of Health staff. All applications were aligned with at least one of the Strategic Directions.
- Several teams and working groups comprising faculty, staff, students and others have been mobilized and are working on initiatives to review, revise and renew key areas of operational, academic and administrative processes and functions, some examples include; Tenure and Promotion, Workload, Uniweb, Space, Organizational Structures and Processes, IT and Governance.
- The Faculty of Health was awarded several Dalhousie Workplace Wellness Grants in 2019 for projects that promote wellness for faculty and staff through new initiatives. Four applications from Dal Health were funded for 2019-2020, including:
  - o An initiative from the Centre for Collaborative Clinical Learning and Research, which will capitalize on terrace space in the Collaborative Health Education Building for gardening and other activities,
  - o The School of Physiotherapy's project to dedicate space and time in the Forrest Building to promote health and wellness in the workplace,
  - o Weekly mindfulness sessions open to all students and employees, and
  - o A Security Services/Occupational Therapy project in which students develop a tailored approach to support employees on shift work.

**MOBILIZE  
SUPPORTS FOR  
INNOVATION**

