

TRANSFORMATION AND MOMENTUM: YEAR ONE UPDATE



FACULTY OF HEALTH STRATEGIC PLAN 2017-2022



Award Winner: Dr. Lisa Goldberg, School of Nursing, received the 2017 University Award for Excellence in Education for Diversity.

THE FACULTY OF HEALTH: STRATEGIC PROGRESS

We are pleased to provide you with our first annual Strategic Plan (2017 – 2022) progress update, highlighting the accomplishments of the first year of the plan.

Since we officially launched the Faculty of Health Strategic Plan in May 2017, much has been achieved. Our first and perhaps most impactful change to date has been renaming the Faculty of Health Professions to the Faculty of Health.

This change acknowledges our significant growth. We have evolved from our beginnings as a training hub for health professionals to a comprehensive leader in research, teaching and learning. The Strategic Plan has been central to guiding our core operations, planning and decisions, as well as the development of new and emerging priorities.

Our Strategic Plan is not just a document. It is an ambitious, over-arching plan that unites us as a Faculty and guides us in everything we do. It is everyone's plan, and we live it every day. We are excited to present a high-level overview of some of our key initiatives that will lead us to 2022.

ENGAGING OUR AUDIENCES

Informing and engaging our audiences in our plans is key to meeting our ongoing objectives. The work of our communications team lets us share information and celebrate our milestones and successes. The following is a snapshot of our communications activities over the past year.

TWITTER

Tweets	Impressions	Followers
845	618,444	1,104

FACEBOOK

Posts	Impressions	Followers
279	309,800	438

WEB

Over the past year, Dal Health web pages have had over **1.6 M VIEWS**

NEWS ARTICLES

68 stories published

TOP STORIES

1. School of Health Sciences collaboration with Norwegian university provides students and faculty with international clinic and research experience
2. 2017 Dal Health Annual Fun Run/ Walk Challenge
3. Health Mythbusters - Green Tea: All it's cracked up to be?
4. Dal Health shines at North America's leading interprofessional education conference
5. Research Profile – Dr. Steve Aiken

THE STRATEGY: IN DEPTH

The Faculty of Health's far-reaching strategic plan will transform how we work to meet the complex and changing health needs of our communities. In this first year, we focused on implementing the plan to meet key results.

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. To that end, we have linked inclusion and equity throughout the plan, identified an Assistant Dean for Inclusion and Equity and have engaged the Faculty's Inclusion and Equity Committee to support our efforts in this critical area.



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. Build communities of practice characterized by mutual respect
3. 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



Award winner: Dr. Diane MacKenzie, School of Occupational Therapy, received Dalhousie's 2017 Academic Innovation Award.



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:

The past year has brought many examples of transformational teaching and learning within the Faculty. Here are just a few:

- Award-winners: Dr. Lisa Goldberg, School of Nursing, received the 2017 University Award for Excellence in Education for Diversity, and Dr. Diane MacKenzie, School of Occupational Therapy, received the Dalhousie's 2017 Academic Innovation Award.
- IPE Curriculum mapping project: In 2017/18 a working group of the Interprofessional Education Coordinating Committee launched a project to map the IPE competencies across the Faculties of Health, Medicine and Dentistry. During this pilot year, Drs. Brenda Merritt and Diane MacKenzie developed a process to gather data on the type, depth and breadth of Dal Health IPE initiatives. They have collected data representing 22 unique IPE events that engage 21 different health fields, 77% of which are core programming. They will continue to collect data to get a more complete picture of Faculty IPE learning initiatives and use this data to evaluate and strategically plan future events.
- Unfiltered discussion: Dr. Matt Numer of the School of Health and Human Performance uses innovative technology to enable the candor necessary for true class participation in his Human Sexuality class. Students use an app to contribute fully to class discussion without the need to speak in front of a large group.
- Making things better for Misel: Four inter-professional teams of Dal Health students answered questions and developed care plans for a simulated case involving an Indigenous patient. The students gained a valuable opportunity to learn about the issues that face Indigenous people in our community during this year's Health Care Team Challenge.

**ENGAGE IN
TRANSFORMATIONAL
TEACHING AND
LEARNING**



Drs. David Gardner and Andrea Murphy are changing perceptions about the community pharmacy.



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:

Many projects and initiatives over the past year illustrate our Faculty's robust and thriving research portfolio. Here are just a few examples:

- The College of Pharmacy's Dr. Ingrid Sketris was named a University Research Professor. The designation is a prestigious acknowledgement of a faculty member's research productivity and impact.
- The Faculty has had a successful year with grant capture (fiscal year 2017). Unique within the University, our researchers have received significant funding from all three of the Tri-Council agencies (CIHR \$3,256,449; SSHRC \$446,786 and NSERC \$255,000). Additionally, support from NSHRF this year totalled nearly \$320,000.
- At our inaugural research celebration event in April we highlighted many accomplishments of our faculty and students, including our annual Research Excellence awards. Dr. Sara Kirk of the School of Health and Human Performance received the Senior Research Excellence Award. Dr. Mohammad Hajizadeh of the School of Health Administration received the Early Career Research Excellence Award.
- More than meds: The award-winning programs of Drs. David Gardner and Andrea Murphy are changing perceptions about the community pharmacy. A pharmacist and professor in Psychiatry and Pharmacy, Dr. Gardner received a national award — he was named one of 150 Canadians Making a Difference in Mental Health by the Centre for Addiction and Mental Health (CAMH).



**GROW THE
RESEARCH
ENTERPRISE**



Giving Back: This year, the Faculty of Health wanted their annual holiday gathering to be more than a fun party. Faculty and staff wanted to make a difference in the community, so they used the occasion to collect Boxes of Hope for four local charities.



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. We found many opportunities to contribute and foster citizenship in 2017-2018.

SELECTED HIGHLIGHTS:

- A different kind of holiday party:
The Faculty of Health rolled up their sleeves and collected over 250 boxes filled with much-needed items for those in need over the holidays. The initiative was a huge success, providing Boxes of Hope to four local charities. We are excited to make this an annual event in support of our strategic direction to develop a thriving culture of citizenship, and be a strong contributor to the communities in which we live and work.
- Bridging the gaps: The Dalhousie Social Work Clinic provides much-needed services to underserved populations through interprofessional student practice education. The Clinic manages up to 250 active client files and over 80 Dal students have participated, from Social Work, Occupational Therapy, Pharmacy, Medicine, Management and Nursing.
- Alumni Outside the Box: For the last eight years, Occupational Therapy graduate Becky Marval (BScOT'07) has worked with Mobile Outreach Street Health, commonly known as MOSH, as their resident OT.
- Making an impact: Dal's student Impact Awards recognize outstanding contributions to the community. This year, nine students from across the Faculty were honoured.



**FOSTER
CITIZENSHIP**



The Chez NICU project integrates parents and families more closely with their baby's care.



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:

The Faculty of Health is widely recognized as a research-intensive Faculty, and a strong partner in creating health solutions within the region and beyond. Here are a few examples:

- Chez NICU Home Solution: Our faculty and students are leading an IWK Health Centre initiative to bring the neonatal intensive care unit closer to parents through technology. The Chez NICU Home Solution project led by Nursing's Dr. Marsha Campbell-Yeo, will provide parents and families of infants in the NICU with the tools and resources they need to become more fully integrated in their baby's care.
- Dal Health shines at North America's leading Interprofessional Health Education Conference: Faculty of

Health researchers, alumni, students and staff met with colleagues from across the continent for the Collaborating Across Borders (CAB) interprofessional health care and collaborative practice conference. The large Dal contingent presented on a broad range of topics from designing and delivering interprofessional education (IPE) curriculum to evaluating IPE courses and researching IPE impact.

- RAD AID: The Dal chapter, affiliated with the School of Health Sciences, brings radiological technology to underserved communities around the world.



**CULTIVATE
PARTNERSHIPS**



New Name, New Focus: The School of Human Communication Disorders becomes the School of Communication Sciences and Disorders.

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:

Our work in this strategic direction includes centralizing and branding our physical infrastructure and diversifying and expanding our revenue streams.

- Our refreshed name — the Faculty of Health, or “Dal Health” for short — is more reflective of who we are and more accurately represents our mission, vision and role as a transformative health leader.
- The inaugural year of the Professional Development Fund for staff has been hugely successful. The \$15,000 fund has been almost entirely utilized, providing a wide range of professional development opportunities for Faculty of Health staff. The Professional

Development Fund was created with the Faculty of Health’s Strategic Plan in mind, and all applications were aligned with at least one of its strategic priorities.

- Paper-free challenge: Dal’s School of Physiotherapy is leading the way on finding more environmentally-friendly ways to work. The School has become virtually paperless. We’ve issued the Dal Health Paper Free Challenge to all the other schools and units, offering a reward for those who follow Physiotherapy’s lead.
- New name for the School of Human Communication Disorders: The School of Communication Sciences and Disorders is a better reflection of the School’s activities and the services they provide.

**MOBILIZE
SUPPORTS FOR
INNOVATION**

