



Schulich
MEDICINE & DENTISTRY

Schulich School of Medicine & Dentistry
The University of Western Ontario

Shaping the Future of Health Care

Academic Plan and Strategic Directions

2006 - 2010

February 2006



Western

Foreword

It is my pleasure to share “*Shaping the Future of Health Care*,” the new Academic Plan and Strategic Directions for the Schulich School of Medicine & Dentistry. This plan builds on the School’s 2002 Strategic Plan, *Creating our Future*, and represents the collective efforts of more than 200 faculty, students, staff and key stakeholders who participated in the consultation, task forces and retreat that were part of the planning process.

At the outset of this project, we challenged our Strategic Planning Committee and participants to think boldly about the opportunities and the challenges facing the School today and in the future. We examined our changing external and internal environment, considered our past achievements and worked with our task forces to identify ambitious goals and targeted actions that would focus our strategic priorities for the next four years.

As we go to print with this plan, the expansion of our undergraduate medical program in Windsor has just been announced, an exciting collaborative effort has been initiated to create a Clinical Research and Education Network for Southwestern Ontario, and the organization and delivery of health services in Ontario is undergoing fundamental change with the introduction of Local Health Integrated Networks across 14 regions. Our academic plan and new strategic directions position us well to take advantage of these changes and to build on the accomplishments of past years.

I would like to thank the members of our Strategic Planning Committee and Task Forces for their commitment and diligence throughout this project and our consultants, Helena Axler and Susan Tremblay for guiding us through the process.

The big job is still ahead of us as we begin with implementation. To that end, we have assigned leads for each of our six strategic directions and work is already underway to establish timelines, responsibilities and measures for our Year 1 implementation priorities.

I am excited about the opportunities that lie before us and look forward to working with all of you to translate this plan into the actions that will help us achieve excellence in all that we do and indeed, allow us to “Shape the Future of Health Care.”



Carol Herbert, Dean

**Schulich School of Medicine & Dentistry
The University of Western Ontario**

**Strategic Plan
2006-2010**

Table of Contents

Executive Summary	i
1.0 Schulich School of Medicine & Dentistry	7
2.0 Introduction	8
3.0 The Environmental Context – Drivers for Change.....	11
4.0 Vision, Mission and Values	15
5.0 Six Strategic Directions	16
5.1 Strategic Direction: Enhance our research capability, productivity and impact.....	16
5.2 Strategic Direction: Expand and enrich our educational programs.....	21
5.3 Strategic Direction: Provide the best student experience.....	25
5.4 Strategic Direction: Strengthen and support our faculty and staff.....	27
5.5 Strategic Direction: Foster integration and collaboration locally, regionally and globally.....	30
5.6 Strategic Direction: Build our infrastructure and funding base.....	33
6.0 Moving to Implementation.....	37
7.0 Conclusion	39

Appendices:

- I. Strategic Planning Committee Membership
- II. Strategic Planning Task Force members
- III. Strengths, Weaknesses, Opportunities and Threats (Challenges)
- IV. Strategic Planning Retreat Participants

Executive Summary

In July 2005, Dean Carol Herbert launched a strategic planning process to build on the foundation of the 2002 Strategic Plan, *Creating our Future*, and to determine the strategic directions and goals for the Schulich School of Medicine & Dentistry for the next four years.

The University of Western Ontario Faculty of Medicine was established in 1881 and the Faculty of Dentistry in 1964. The two Faculties merged in 1997. In June 2005, Western's Faculty of Medicine & Dentistry was renamed the Schulich School of Medicine & Dentistry. Schulich Medicine & Dentistry offers undergraduate, postgraduate and graduate programs in medicine, dentistry and medical sciences and is engaged in research with more than \$120 million in research funding annually.

In confirming its priority strategic directions, Schulich Medicine & Dentistry has been influenced by a number of changing realities in the external and internal environment. Canada's research environment is changing dramatically with a growing emphasis on translational research that crosses the four pillars of basic science, clinical science, population health and health services research. Canada's focus on growing its knowledge economy is challenging universities to raise the bar in preparing world-class knowledge talent across multiple domains. Intensifying health human resource shortages are being addressed through increasing student enrolments across the province. New models of care delivery are driving educational programs to prepare future health professionals to work in interdisciplinary teams and to support collaborative practice models. Provincial health care delivery systems have been reorganized into regional structures providing London and the Southwestern Ontario region with further opportunities to build on an already existing and strong regional platform.

Schulich School of Medicine & Dentistry (2005)

Vision

Shaping the Future of Health Care

Mission

The Schulich School of Medicine & Dentistry provides outstanding education within a research-intensive environment where tomorrow's physicians, dentists and health researchers learn to be socially responsible leaders in the advancement of human health.

Values

As leaders who are committed to exceptional results, we embrace the following core values:

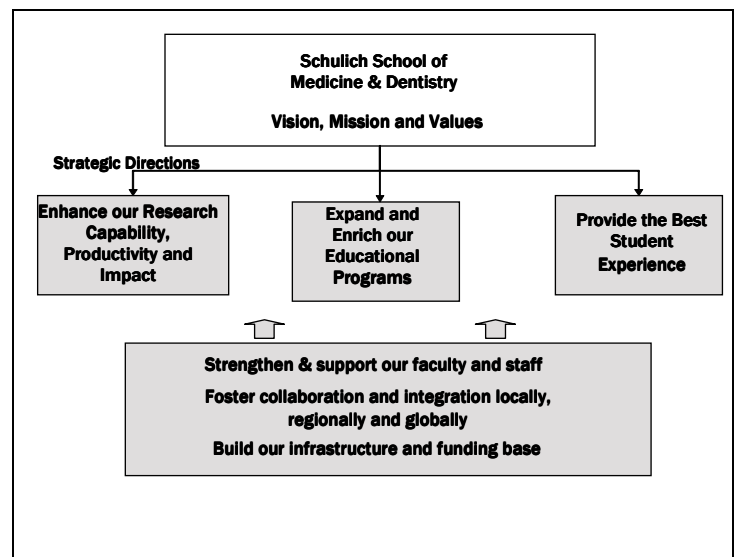
- Commitment to innovation, knowledge creation and scientific excellence
- Student-centred curricula which foster academic leadership, critical inquiry and a passion for lifelong learning
- Compassionate, patient-centred care
- Collaboration, interdisciplinarity and outreach
- Respect for diversity in culture and perspectives
- Accountability to our community of scholars and to the public

All federal, provincial and local jurisdictions are calling on public and private institutions to be increasingly accountable, both to their communities for meeting community needs and to their funders for meeting agreed upon performance targets.

Schulich Medicine & Dentistry is building on the substantial achievements of recent years, including major capital renewal, strategic recruitments, successful creation and implementation of the innovative programs and new core facilities, and securing the transformational benefaction from Seymour Schulich in 2004. The time is ripe to reflect and where necessary, reposition, as the School assumes an enhanced leadership role within the region, the country and increasingly, across the globe. The new vision, mission and values developed as part of this planning process reflect the School's profound commitment to excellence and innovation, balanced with a keen sense of social responsibility and accountability.

Six Strategic Directions – Our Future Path

Six strategic directions were identified as essential for Schulich Medicine & Dentistry to achieve its new vision and fulfill its mandate. Several of these directions and corresponding goals reinforce the path and strategic initiatives that were undertaken in the 2002 strategic plan. However, what is new in this plan is a sharpened focus on the core businesses of the School – excellence in teaching and research and providing the best student experience – as well as deliberate attention to strengthening key facilitators: faculty and staff, infrastructure and strategic partnerships.



The six strategic directions and specific goals articulated below will provide a framework for focusing the School's resources and energies over the next four years. More specific implementation strategies and actions have been identified to advance each of these goals. These are outlined in the main text of the strategic plan.

Strategic Direction	Goals
<p>Enhance our research capability, productivity and impact</p>	<ol style="list-style-type: none"> 1. Build Schulich Medicine & Dentistry's capacity and reputation for translational research, facilitating interaction between the disciplines and across the four CIHR pillars of research. 2. Strengthen clinician scientist capacity and productivity at all stages of the career path. 3. Establish and maintain Core Platforms for transdisciplinary health research. 4. Improve Schulich Medicine & Dentistry's and London's competitiveness for major external awards, moving Schulich within the top five schools in Canada for research funding. 5. Advance Population Health and Outcomes Research and champion the Health Policy Initiative across Western. 6. Confirm and establish research priority themes and update the Health Research Plan.
<p>Expand and enrich our educational programs</p>	<ol style="list-style-type: none"> 1. Increase undergraduate medical school enrolment by a further 10 per cent over the next two years, adding 14 new students. Develop a four-year MD program at the Windsor campus with a planned start date of 2008. 2. Evolve undergraduate professional curriculum, based on the patient-centered model, to reflect technology application and evidence-based practice, linking curriculum objectives and evaluation. 3. Contribute to addressing physician shortages in Southwestern Ontario by increasing capacity for expanded postgraduate residency training aiming to match enrolment. 4. Partner with other faculties to develop interprofessional education for collaborative patient-centred practice. 5. Ensure that students in the Bachelor of Medical Sciences Program are prepared for graduate programs as well as professional career choices. 6. Focus growth in graduate programs to attract high quality students and to prepare students for successful research careers. 7. Better integrate continuing medical education programs into the activities of Schulich Medicine & Dentistry.
<p>Provide the best student experience</p>	<ol style="list-style-type: none"> 1. Increase enrolment and promote medical science, medicine and dentistry to encourage applications from underrepresented populations in Southwestern Ontario and Aboriginal communities. 2. Integrate student services and increase interaction and collaboration among students in all Schulich Medicine & Dentistry programs and with the broader community locally, nationally and internationally. 3. Increase summer internships; increase funded research and community/rural placements for students. 4. Ensure effective mechanisms for communication between students, faculty and the School. 5. Enhance mentorship across all programs.

Strategic Direction	Goals
Strengthen and support our faculty and staff	<ol style="list-style-type: none"> 1. Develop robust role descriptions, incentive and recognition programs to reward excellence, and evaluation mechanisms aligned with role descriptions. 2. Create a culture that attracts and retains women in graduate programs and academic roles; increase the number of female faculty in the School. 3. Promote the integration and engagement of SWOMEN faculty into the collegium of Schulich Medicine & Dentistry. 4. Increase faculty complement and revise appointment processes to meet the academic needs of Departments for faculty numbers, as well as more balanced distribution of workload and responsibilities. 5. Create strategies to provide development opportunities for staff.
Foster collaboration and integration locally, regionally and globally	<ol style="list-style-type: none"> 1. Facilitate greater harmonization around the academic focus between Schulich Medicine & Dentistry, the teaching hospitals and the research institutes. 2. Optimize the working environment and productivity of clinicians and scientists by leveraging the School's regional placement and strengthening the leadership commitment to collaboration in London and across Southwestern Ontario. 3. Develop innovative and joint regional approaches to inform and influence all levels of government, particularly the newly created Local Health Integration Networks (LHINs). 4. Create and promote a focused strategy around building effective relationships with industry and municipalities. 5. Increase international initiatives and partnerships.
Build our infrastructure and funding base	<ol style="list-style-type: none"> 1. Work with University partners to develop an oversight and management structure for core facilities. 2. Address the space allocation process and requirements for research and educational initiatives. 3. Enhance infrastructure supporting education including core educational facilities, city-wide teaching facilities, and educational technology for local and regional programs. 4. Improve Computer Information Services capacity across the academic health science centre. 5. Strengthen communications throughout Schulich Medicine & Dentistry. 6. Optimize revenue generating opportunities and raise funds for current and future highest priority needs, through the Alumni Relations & Development Office, in consultation with the Dean.

Moving Forward with Implementation

Schulich Medicine & Dentistry's mission and vision, as well as the strategic directions, goals and proposed actions provide clear direction on a broad range of activities and expected outcomes over the next four years. However, the most challenging phase of this planning initiative will be its implementation.

Implementation and monitoring progress against the goals in this plan will be guided by the School's senior leadership in partnership with the Dean. Several critical priorities have been targeted for the first year of implementation of the plan. These include:

- ***Enhancing our research capability, productivity and impact*** – In collaboration with our hospital and research institute partners we will focus on creating a Clinical Research and Education Network, moving forward on the recommendations of the Clinical Research and Education Working Group, to secure essential clinical research space and enhance our competitiveness for major external awards. We will confirm and establish our research priority themes and update our Health Research Plan. We will move forward aggressively in championing the Health Policy Initiative, with our partners from six other Faculties at Western. To strengthen our clinician scientist capacity, we will implement the recommendations of the Clinical Academic Task Force. We will create a task force to study and report on ways to increase interaction among basic medical science, clinical, health science and population health researchers to enhance translational research across the academic health sciences centre.
- ***Expanding and enriching our educational programs*** – We will increase medical school enrolment by a further 10 per cent over the next two years, adding 14 new students. We will develop our existing SWOMEN clinical campus in Windsor to offer a four-year Schulich MD program for 24 of our students, with a planned start date of 2008. We will progress with curricular revision in both the MD and DDS programs, looking for synergy and efficiency and ensuring alignment of content with evaluation. We will develop increased opportunities for interprofessional education. We will enhance the capacity of our Education Research and Resources Unit (ERRU) for both evaluation and web-based curriculum design and implementation. We will focus growth in graduate programs for high quality students. We will review the MD/PhD program and initiate a clinician –investigator and residency research program.
- ***Providing the best student experience*** – We will establish mechanisms for outreach to promote application and enrolment of under-represented populations in the

Southwestern Ontario region. We will engage students in establishing enhanced mechanisms of communication between students, faculty and the School.

- ***Strengthening and supporting our faculty and staff*** – To lead in education and research, we must ensure that we continue to recruit and retain outstanding faculty for whom we will provide mentorship and material support. Recruiting faculty to support the undergraduate medical program expansion in Windsor and development opportunities for SWOMEN faculty will be a major priority in 2006-2007. We will also implement Provost-stream appointment changes for dental faculty and initiate a task force to review and make recommendations to strengthen and support Schulich staff.
- ***Fostering collaboration and integration locally, regionally and globally*** – Partnering with the leadership of London teaching hospitals and research institutes as well as reaching out to our regional teaching partners, we will intensify efforts to establish a London Academic Health Sciences Consortium. Together, with our partners we will develop relationships with the Local Health Integration Networks (LHINs) in our region and advance the vital and beneficial role of the academic health science partnership in Southwestern Ontario. Looking beyond our regional boundaries, we will be more aggressive in our international collaborations, establishing at least one new strategic partnership that aligns with our strategic priorities.
- ***Building our infrastructure and funding base*** – We will establish guidelines for recognition and governance of core facilities. We will develop and implement a comprehensive communications plan. We will increase our Information Services capacity with a priority for integrated linkages with campus and hospitals. Finally, to address space requirements for research and educational initiatives, we will establish a Schulich Space and Utilization Committee.

The Schulich School of Medicine & Dentistry is well positioned to build on its achievements of recent years and the foundation it has laid through the implementation of goals and objectives outlined in its 2002 strategic plan, *Creating our Future*. It can capitalize on its attention to building human capacity in teaching and research, upgrading its physical plant, infrastructure and core facilities, and securing increased revenues through research funding and the generous benefaction from Seymour Schulich.

In the years ahead, Schulich Medicine & Dentistry must focus on its six strategic directions, live its core values and, together with its partners, take a leadership role in “Shaping the Future of Health Care.”

1.0 Schulich School of Medicine & Dentistry

The University of Western Ontario Faculty of Medicine was established in 1881 and the Faculty of Dentistry in 1964. The two Faculties merged in 1997. The School is home to the second largest medical school in Ontario, and one of only two dental schools in the province. In March 2004, a transformational gift was received from Seymour Schulich and, in recognition, the Schulich School of Medicine was created. In June 2005, Western's Faculty of Medicine & Dentistry was renamed the Schulich School of Medicine & Dentistry after the Schulich benefaction was extended to Dentistry.

Schulich Medicine & Dentistry offers undergraduate, postgraduate and graduate programs in medicine, dentistry and medical sciences. A total of 1,753 full-time and part-time faculty in 21 departments and nine dentistry divisions span the University campus, the research institutes, affiliated teaching hospitals, regional hospitals and community practices. The School's education and research programs serve more than 2,400 learners in undergraduate and graduate programs, and postgraduate clinical training, and post doctoral fellows. Medical students train in more than 30 rural and regional communities in Southwestern Ontario, from Windsor to Warton through the Southwestern Ontario Medical Education Network (SWOMEN).

Schulich Medicine & Dentistry partners with hospitals, health systems and research labs throughout Southwestern Ontario, across the country and around the world. Locally, its closest partners are London Health Sciences Centre, St. Joseph's Health Care London, the Lawson Health Research Institute and Robarts Research Institute. With more than \$120 million in research funding annually, Schulich Medicine & Dentistry and its London partners are home to hundreds of investigators working on innovative health research.

Basic Medical Science and Clinical Departments

Anatomy and Cell Biology
 Anesthesia and Perioperative Medicine
 Biochemistry
 Clinical Neurological Sciences
 Diagnostic Radiology and Nuclear Medicine
 Epidemiology and Biostatistics
 Family Medicine
 History of Medicine
 Medical Biophysics
 Microbiology and Immunology
 Obstetrics and Gynaecology
 Oncology
 Ophthalmology
 Otolaryngology
 Paediatrics
 Pathology
 Physical Medicine and Rehabilitation
 Physiology and Pharmacology
 Psychiatry
 Surgery

Dentistry Divisions

Biomaterials Science
 Practice Administration
 Restorative Dentistry
 Oral Biology
 Oral and Maxillofacial Surgery
 Oral Medicine and Radiology
 Graduate Orthodontics
 Orthodontics and Paediatric Dentistry
 Periodontics

2.0 Introduction

In June 2002, Schulich Medicine & Dentistry produced a three-year strategic plan, *Creating the Future*, which articulated six priority themes, outlined key goals and established 101 objectives across the theme areas. Significant progress has been made in all of the strategic priorities:

Strategic Priority 2002-05

Achievements 2002-05

Retention and Recruitment

- Total of 92 net new faculty
- Recruited and filled 10 Department Chair or Chair/Chief positions
- Offered 32 workshops on issues related to gender and equity, diversity and harassment in an effort to help foster a more accommodating culture and environment
- Robust faculty development program
- Extensive faculty awards program
- Leadership development workshops

Information Technology and Communication

- A significant investment in wireless technology has been made since 2003.
- IT support has expanded to nine staff, supporting all administrative units within the School, all basic medical science departments and local student labs
- The School's LAN network spans eight buildings and more than 1,500 desktops
- Services include file/printer sharing, secure messaging/calendar and synchronized access to handhelds (Blackberrys), web services, desktop support, and custom application development
- Introduction of One 45 software for teaching and evaluating medical rotations

Space, Core Facilities and Platform Technologies

- Total of 59,902 sq ft of additional on-campus space for Schulich Medicine & Dentistry
- Construction of the new city-wide Innovarium facilities for animal care, including the West Valley Building
- Renovation of the Medical Sciences Building – Phase 3 complete
- New Rix Clinical Skills Learning Building
- New dental operating suites in the Dental Clinic
- Acquisition of the Siebens-Drake Medical Research Institute for integrated research programs

Strategic Priority 2002-05	Achievements 2002-05
<i>Integration and Collaboration</i>	<ul style="list-style-type: none"> • Alternative Funding Plan Phase 1 successfully launched in collaboration with hospitals • SWOMEN established in 2002 • Bachelor of Medical Sciences (BMSc) program established in collaboration with Faculty of Science • Revised affiliation agreements with hospitals • Third-year medical clinical clerkship program established in Windsor • Leadership team formed with senior representation from Schulich Medicine & Dentistry, hospitals and research institutes
<i>Evaluation</i>	<ul style="list-style-type: none"> • Evaluation process in place for all programs • Evaluation Unit established • Establishment of the Group for Advocacy and Advancement of Medical/Dental Education Scholarship (GAMES) Unit and the Education Research and Resources Unit (ERRU)
<i>Revenue Generation</i>	<ul style="list-style-type: none"> • Schulich Medicine & Dentistry raised \$78.3 million from 2000 to 2004, during Campaign Western, exceeding its goal of \$60 million by 30 per cent • The most visible fundraising achievement was the naming of the School, through a \$26-million transformational gift received from Seymour Schulich

The considerable success and achievement in meeting the priorities and goals of the 2002-05 Strategic Plan has set the stage for reflection and consideration of the major priorities for the next four years. A Strategic Planning process for 2006 to 2010 was initiated in July 2005 with the establishment of a Steering Committee (Appendix I) and six planning Task Forces (Appendix II). The Steering Committee's mandate was to oversee and guide the development of a strategic plan that would set out the key strategic directions, goals and actions for Schulich Medicine & Dentistry for the next four years.

At the outset of the process, the Strategic Planning Committee developed the following Planning Principles to guide its work.

Figure 1: Planning Principles (July 2005)

- The strategic planning process for Schulich Medicine & Dentistry will:
- 1) Reinforce our commitment to excellence in education and research in basic, medical and dental sciences.
 - 2) Align with the vision, mission, values and strategic priorities of The University of Western Ontario.
 - 3) Recognize and foster the interdependence of the academic and clinical missions within the School.
 - 4) Seek innovative ways of attracting, retaining and developing our faculty and staff.
 - 5) Promote student-centred curricula which foster academic leaders, critical inquiry and lifelong learning.
 - 6) Engender social accountability across the educational and research endeavors through active partnership with community.
 - 7) Support patient-centred education to train health professionals who will meet the changing needs of our diverse communities.
 - 8) Promote interdisciplinarity, collaboration and outreach that is built on a strong disciplinary foundation.
 - 9) Establish partnerships and collaborations locally, regionally, nationally and internationally to enhance our faculty, strengthen our academic programs and contribute to reinforcing our infrastructure.
 - 10) Benchmark against the best to learn from others, evaluate our performance and strive for excellence in targeted areas of priority.
 - 11) Support, recognize and reward innovation by faculty, students and staff.
 - 12) Be open and consultative, incorporating input, debate and dialogue from our faculty, staff, students and other key stakeholders.

The Strategic Planning process was highly consultative and engaged more than 150 people in its deliberations. A profile of strengths, weaknesses, opportunities and threats (challenges) is included in Appendix III. Consultations included interviews, focus groups, task forces and a planning retreat (held November 17, 2005 – Appendix IV). The Strategic Planning Committee reviewed and finalized the Strategic Plan in February 2006.

3.0 The Environmental Context – Drivers for Change

The development of key strategies and goals for the Schulich School of Medicine & Dentistry must consider several key environmental influences.

Dramatically Changing Research Environment

“The spectacular advances in health sciences that began in the latter half of the 20th century will undoubtedly shape and transform health care and human societies in the 21st century”¹.

Increasingly, the health sciences are becoming digitized, globalized and highly integrated. “Epidemiology and population health is broadening its scope beyond external factors that affect health into an integrated science that incorporates and analyzes the interplay between intrinsic genetic factors that affect disease with the socioeconomic, environmental and behavioral determinants of health ... The fusion of engineering with nanotechnology, stem cell biology and the genomic sciences is creating a dramatically new science of bioengineering.”² The interplay of “biology, bytes and broadband” will be a key driver of change in the 21st century.³

This revolution in health sciences is forcing a fundamental rethinking and approach to research. Larger multidisciplinary teams, spanning between and across disciplines, are becoming essential to capture the diversity of science. There are growing demands for enhanced knowledge translation between researchers, from researchers to practitioners and ultimately to the public. Canada’s major health research funding agencies, the Canada Foundation for Innovation (CFI) and Canadian Institutes of Health Research (CIHR) will continue to focus on promoting large scale multi- and transdisciplinary research.

The recent change in government at the federal level will bear close watching. There is likely to be an increased emphasis on accountability, return on investment and cost-efficiencies that may have an impact on research-grant funding and infrastructure. This will require collective efforts at a national level so that the new government remains committed to sustaining and growing a vibrant research enterprise in Canada.

¹ Bernstein, Alan, “The Promise of the Health Sciences in the 21st Century, Address to the Canadian Academies of Health Sciences, September 2005.

² Bernstein, op cit, p. 2

³ Castell, Bill as quoted in Bernstein, op. cit, p2.

Health Human Resources and Social Accountability

Current serious physician manpower shortages have driven recent provincial decisions to increase medical school enrolment. Southwestern Ontario has a significant shortage of physician manpower, particularly family medicine practitioners and generalists, with an even more acute problem in rural and regional communities. Schulich Medicine & Dentistry, in partnership with government and communities, is planning to increase its medical student enrolment and strengthen the focus on family and community medicine and generalist training in the next few years. This will be accomplished by leveraging the Southwestern Ontario Medical Education Network (SWOMEN) educational model of rural and regional training which grew out of the Southwestern Ontario Rural and Regional Medicine (SWORRM) unit in 1997.

Growing Knowledge Economy

With Canada's aim to be a world leader in the knowledge economy, our knowledge-based industries must accelerate their ability to commercialize research discoveries, turning them into new products and services. To be a leading participant in the knowledge economy we also need world-class knowledge people, trained at world-class knowledge institutions, universities and labs that attract the best and brightest from around the world to learn, explore and innovate. Universities across the country are being challenged to raise the bar in preparing Canada's world-class knowledge talent.

New Models of Practice

New care delivery models, including multidisciplinary primary care teams, chronic disease management models, collaborative practice models, and expanded roles for non-physician professionals, are challenging all educational programs to prepare their students to work in interprofessional teams. Schulich Medicine & Dentistry must foster a culture for interprofessional education, research, and scholarship throughout its programs.

Changing Political Landscape – Regional Organization of Services

Ontario's Health System Transformation agenda, initiated in 2004, includes the formation of regional systems of health services organization. The establishment of 14 Local Health Integration Networks (LHINs) in Ontario is expected to have significant implications for the organization and delivery of health services in London and Southwestern Ontario, and for the organization and interface of academic and

“London has a major competitive advantage with its geographic size and positioning, “a small city, with a medical school on campus, well integrated within the Southwestern Ontario region, with a sizable population to serve...where collaboration with the communities, both within London and in the regional/rural areas is achievable.”

Roundtable discussion, Planning Retreat

medical education activities. Schulich Medicine & Dentistry will have relationships with hospitals and medical education in three different LHINs covering Southwestern Ontario.

London and the Southwestern Ontario region have collaborated in a regional approach to the delivery of health services and in medical education models for many years. This is an outstanding opportunity for Schulich Medicine & Dentistry and its partners to be leaders in the advancement of regional health systems and medical education models for the province.

Recruitment and Retention of Faculty

The current shortages in clinical faculty, the rising competition both nationally and internationally for high quality academic faculty, and the aging demographic profile of the current faculty accentuate the importance of effective retention and recruitment strategies for the School. High calibre faculty is required across all programs and disciplines to achieve Schulich Medicine & Dentistry's expanding mandate. In addition to ongoing, active recruitment, the School must foster a nurturing and supportive environment that retains and develops its current excellent faculty.

Aligning with Western's Strategic Priorities

The University of Western Ontario is presently engaged in a university wide strategic planning process. This is expected to build on the priorities outlined in Western's 2001 Strategic Plan, **Making Choices**. In an address at the Schulich Medicine & Dentistry Planning Retreat, Dr. Fred Longstaffe, Provost & Vice-President (Academic) and Dr. Ted Hewitt, Vice-President (Research and International Relations), noted the following key strategies of the University:⁴

- *providing the best student experience among Canada's most research-intensive universities*
- increasing graduate education and enrolment
- focusing on current and emerging research strengths
- delicately balancing the growth of collaborative, interdisciplinary and team research while supporting individual research
- increasing student engagement in research and linking the student experience with research
- advancing the internationalization strategy and linking with a broader range of countries
- evolving the capacity for measurements to monitor progress and to measure strengths and gaps

⁴ Presentation at the Schulich School of Medicine & Dentistry Planning Retreat, November 17, 2005

It is against this backdrop of expanding needs for health human resources, a rapidly transforming research landscape, a regional reorganization of delivery of health services and a University promoting a student-centred experience in a research intensive environment, that Schulich Medicine & Dentistry is charting its new path for the next four years.

“Education is in growth mode, we are experiencing growth in undergraduate medicine, dental education, basic medical sciences (both undergraduate and graduate) and continuing education. Our research enterprise is expanding with several major grants. Our facilities and space are expanding. Our partnerships are also growing – both in depth and scope of relationships and number of partners. Our challenge is being strategic in choosing the priorities for the next several years to best manage in the growth environment and strengthen in areas of key importance to our future.”

Dean Carol Herbert, Planning Retreat, November 2005

4.0 Vision, Mission and Values

The formal naming of the Schulich School of Medicine & Dentistry in June 2005, coincident with the launch of the strategic planning process, stimulated the rethinking and new articulation of the School's vision, mission and values. The new statement reflects Schulich Medicine & Dentistry's expanding leadership role. It reinforces a profound commitment to excellence and social responsibility and a collective desire to fundamentally and significantly impact teaching, research and the health of individuals and populations in the Southwestern Ontario region and around the globe.

Vision

Shaping the Future of Health Care

Mission

The Schulich School of Medicine & Dentistry provides outstanding education within a research intensive environment where tomorrow's physicians, dentists and health researchers learn to be socially responsible leaders in the advancement of human health.

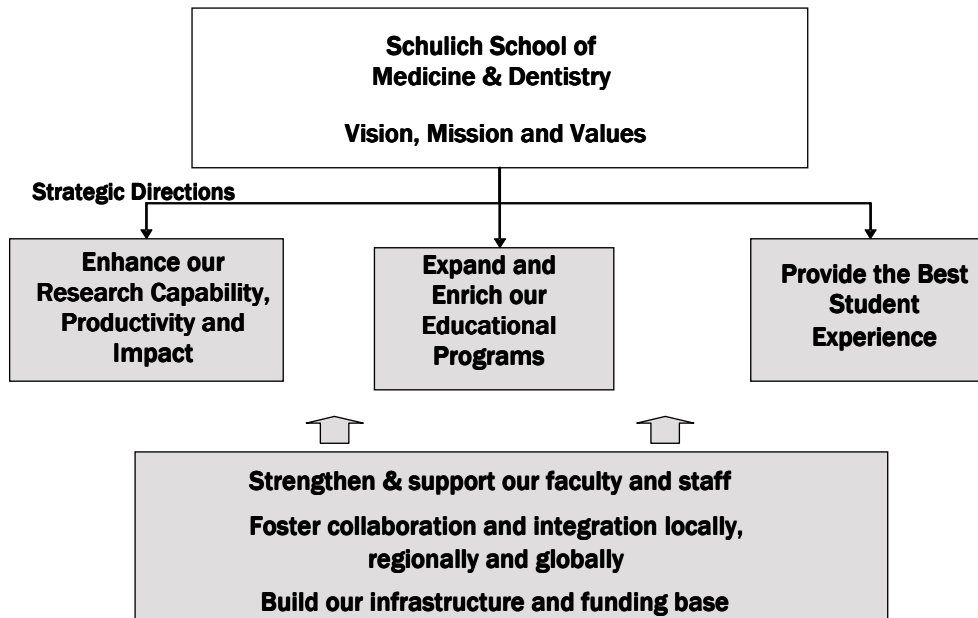
Values

As leaders who are committed to exceptional results, we embrace the following core values:

- **Commitment to innovation, knowledge creation and scientific excellence**
- **Student-centred curricula which foster academic leadership, critical inquiry and a passion for lifelong learning**
- **Compassionate, patient-centred care**
- **Collaboration, interdisciplinarity and outreach**
- **Respect for diversity in culture and perspectives**
- **Accountability to our community of scholars and to the public**

5.0 Six Strategic Directions

The Strategic Planning process identified six strategic directions to guide Schulich Medicine & Dentistry over the next four years as it pursues its vision and fulfills its mandate.



5.1 Strategic Direction: Enhance our research capability, productivity and impact

Schulich Medicine & Dentistry is noted for its research strengths including an internationally recognized, high calibre faculty in specific areas of research, established core facilities with city-wide partnership and governance, previous success in Canada Foundation for Innovation (CFI) and Ontario Innovation Trust (OIT) infrastructure grants, and organizing large scale multi-centre clinical trials. It offers an excellent training environment with new interdisciplinary programs at the undergraduate and graduate level. In 2004-05 total research funding for Schulich Medicine & Dentistry was over \$124 million, representing approximately two-thirds of total research funding at Western.

Strengthening research capability and productivity has been the target of focused effort at the School for the last 12 months. In May 2005, an external review team reported on the Health Research Plan (2000), with recommendations focused on improving clinical research capacity, space and infrastructure, recruitment of new talent, bringing Core Facilities up to full functionality and addressing University policies on overhead and indirect cost. In September 2005, the Schulich Clinical Academic Task Force completed its two-year mandate of examining research in Clinical Departments. In its final report, the Task Force made detailed recommendations with respect to training, recruitment, fostering new recruits and sustaining clinician scientists.⁵ In October 2005, Dr. Victor Han was appointed the new Associate Dean Research for a three-year term to fulfill the key mandates as recommended.

In addition to a dynamic internal environment, the research landscape continues to evolve. In 2005, a new Ministry of Research and Innovation was established in Ontario, signaling support for the investment in knowledge creation and transfer at a level hoped to be competitive with other Canadian provinces (e.g. Quebec, Alberta). CFI and CIHR are collaborating in a major Request for Application for infrastructure and operating grants to enhance clinical research capacity in Canada.⁶ The London teaching hospitals,

Vision for a Clinical Research and Education Network

London and Southwestern Ontario will be a national leader for the development of health care policy and physician leadership in education, research and management through the integration of its regional strengths and resources.

affiliated research institutes and Schulich Medicine & Dentistry are collaborating on a Clinical Research and Education Network proposal to strengthen London's clinical research capability and to leverage the CFI/CIHR opportunity.⁷ The vision is to establish a vibrant Clinical Research and Education Network across the region that will include a core facility in London.

Increasingly, Schulich Medicine & Dentistry and its partners are working towards London being a leader in transdisciplinary research, crossing the four CIHR pillars of basic science, clinical, health services and population health.

The following principles have been articulated to guide research at the School:

⁵ Nigel Paterson, Clinical Academic Task Force, September 2005

⁶ At the time of writing this plan, this RFP was put on hold.

⁷ The Clinical Research and Education Network has evolved from the recommendations of the Clinical Research and Education Working Group.

Principles for Research

- Research should be woven into the fabric of all of the activities of Schulich Medicine & Dentistry (teaching, care, outreach)
- Investigator-initiated research is the foundation of all research activities; team, trans- and interdisciplinary research are more likely to be successful when applying for strategic research opportunities
- Improving health requires fundamental and translational research
- Encourage a culture of transdisciplinary research
- Training of future researchers should be an integral part of all research programs
- Faculty development is a priority to strengthen research capability and capacity
- Look to leverage the opportunities:
 - Take advantage of unique opportunities (regional integration), existing strengths & infrastructure
 - Consider opportunities from all sources (traditional and non-traditional, including industry)
 - Adapt to the changing funding environment, be forward-looking and innovative
 - Pursue knowledge translation or transfer opportunities
 - Capitalize on partnerships
- Set goals that are achievable within the time frame of the strategic plan

The current six priority research themes include: *Cancer; Heart Disease, Vascular Biology and Respiration; Maternal, Fetal, Child and Family Health; Neuroscience and Mental Health; Musculoskeletal Health; and Transplantation, Immunology, Infectious Disease and Diabetes*. These are underpinned by research platforms in Imaging and Microscopy; Bioinformatics, Proteomics and Genomics; Health Services and Population Research; Clinical Trials and Translational Research; Stem Cell Biology/Transplantation; and Animal Facilities, Transgenic and Gene Knock-Out Models. Biomedical Engineering, Ecosystem Health, Robotics and Surgery have been identified as emerging research strengths.⁸ Population Health, Outcomes Research and Health Policy are increasingly recognized as areas of need and opportunity for Schulich Medicine & Dentistry and its partners. The School is taking a lead role in advancing a major Health Policy Initiative across Western, in collaboration with six other Western Faculties.

As a Year 1 implementation priority, Schulich Medicine & Dentistry must revisit its priority research themes, update its Health Research Plan and articulate a new strategic vision for research. This priority setting will be an iterative process, conducted in consultation with both the Lawson and Robarts Research Institutes. Once confirmed, these will be the research priorities for the next four years. The criteria listed below are the guidelines for establishing Schulich Medicine & Dentistry's new research priority themes.

⁸ Building on the Past, Shaping the Future, Dean's Report, November 2005

Criteria for Selecting Research Priority Themes

- Advances fundamental knowledge and/or improves health of Canadians
- Innovation and excellence of existing research which needs to be maintained and/or strengthened
- Capitalizes on emerging scientific discoveries or technological advances, health care delivery or education
- Enables transdisciplinary or interdisciplinary research
- Strength vs gap
 - Builds on areas of strength or strengthens emerging capacity (competitive advantage); competitiveness in national funding opportunities in the short term is based on existing strength; filling a research gap is usually a long term priority, but may be considered a high priority if it is a crucial need to strengthen an existing strong research programs or benefit several programs)
 - Has potential for significant scientific advancement (build capacity, addresses gaps and areas of need; e.g. develop new infrastructure to enhance research of multiple researchers and groups)
- Enhances the development of collaborations – among disciplines, among sectors and among institutions (regional, national and international)

The following goals and actions build on the recommendations emerging from the external review and key task force reports, as well as the advice of the *Task Force on Enhancing our Research Capability, Productivity and Impact*.

Goals	Actions
<p>1. Build Schulich Medicine & Dentistry's capacity and reputation for translational research, facilitating interaction between the disciplines and across the four CIHR pillars of research.</p>	<ul style="list-style-type: none"> • Create a Task Force to study and report on ways to increase interaction among basic science and clinical researchers, which includes: <ul style="list-style-type: none"> ○ Establish a targeted internal funding stream to enable transdisciplinary research and to develop priority areas ○ Launch program for environmental scan of researchers & programs ○ Promote cross-appointments between clinical and basic science departments ○ Provide trainee graduate support (graduate students, post-doctoral fellows) for transdisciplinary research • Communicate and implement key recommendations from the Clinical Research and Education Working Group Report⁹ and other consultant reports (Sequiter and SHI).

⁹ The facility is intended to provide an integrative environment in a health care delivery facility that will serve as a core resource for research into the continuum from basic to clinical to health services to population research.

Goals	Actions
	<ul style="list-style-type: none"> • Establish and promote effective mechanisms for knowledge transfer¹⁰ <ul style="list-style-type: none"> ○ Facilitate collaboration with health policy & population health researchers to enhance translational & transdisciplinary research ○ Include knowledge transfer as a desired goal in all clinical and basic research ○ Establish administrative and resource support for knowledge transfer
<p>2. Strengthen clinician scientist capacity and productivity at all stages of the career path</p>	<ul style="list-style-type: none"> • Address and implement Clinical Academic Task Force recommendations regarding training, recruitment, fostering new recruits and sustaining clinician scientists. • Create an academic development plan for each clinician researcher category (Recommendations 2, 3 and 4) • Assign lead role to a research group leader working in collaboration with the Clinical Division/Department (Hill/Feldman Report) • Secure comprehensive and substantial commitment together with the hospitals, monitoring via effective uniform mentoring system and CPD meetings
<p>3. Establish and maintain Core Platforms for transdisciplinary health research¹¹</p>	<ul style="list-style-type: none"> • Establish and maintain up-to-date core research facilities in collaboration with Western and affiliated research institutes (e.g. genomics, proteomics, imaging) • Collaborate with London teaching hospitals, research institutes and Southwestern Ontario hospitals to establish core Clinical Research platforms
<p>4. Improve Schulich Medicine & Dentistry's and London's competitiveness for major external awards, moving Schulich within the top five schools in Canada for research funding.</p>	<ul style="list-style-type: none"> • Develop a committee of basic, clinical and population/health services research leaders from Western & affiliated research institutes to coordinate national and international grants: <ul style="list-style-type: none"> ○ Provide necessary infrastructure and administrative support to researchers developing Team grants, RFAs, etc. ○ Retain professional assistance in putting together the LOIs, especially for the CFI

¹⁰ CIHR defines knowledge transfer as the exchange, synthesis and ethically-sound application of knowledge within a complex system of interactions among researchers and users – to accelerate the capture of benefits of research for Canadians through improved health, more effective services and products and a strengthened health care system.

¹¹ Recommendations related to space, equipment and physical infrastructure are included with *Build our Infrastructure and Resource Base*.

Goals	Actions
	<ul style="list-style-type: none"> • Draw up guidelines for Gap B support for both young & mid-level career faculty • Spearhead successful response to the Clinical Research Initiative (CRI) from CFI/CIHR & Large Scale Institutional Endeavors (LSIE) from CFI • Target recruitment of new faculty with expertise in translational research in areas of strength and emerging areas. • Create a faculty recruitment, career development and mentorship plan for Schulich Medicine & Dentistry and for individual researchers: <ul style="list-style-type: none"> ○ Identify and foster prospective candidates for Career Awards ○ Work with other Faculties on researcher complementarities & synergies
<p>5. Advance Population Health and Outcomes Research and champion the Health Policy Initiative across Western</p>	<ul style="list-style-type: none"> • Sustain and increase population health and outcomes research by providing resources to support current initiatives, increasing critical mass of researchers and trainee support. • Provide leadership to the campus-wide Health Policy Initiative, including advancing the importance of knowledge translation. • Strengthen leadership in health policy by providing resources to support current initiatives, increasing critical mass of researchers and trainee support • Establish Inter-Faculty graduate training program in health policy.
<p>6. Confirm and establish research priority themes and update the Schulich Health Research Plan.</p>	<ul style="list-style-type: none"> • Confirm the guiding principles for research & the criteria for determining research priority themes • Within Year 1 of this plan, undertake a process to confirm and/or establish new research priority themes • Articulate a strategic vision for research and update the Schulich Health Research Plan.

5.2 Strategic Direction: Expand and enrich our educational programs

All of Schulich Medicine & Dentistry academic programs enjoy dedicated and high quality faculty and high calibre students and trainees. Many of the academic programs are in a growth phase, experiencing increasing enrolment.

Continued shortages of physician resources in Canada have spurred Ontario to increase medical student enrolment. Schulich will take 14 of the expanded positions. We will

develop a four-year campus in Windsor that will have capacity for these 14 students plus an additional 10 medical students from Schulich Medicine & Dentistry's existing complement. This will begin in 2008, with efforts already underway to ensure pedagogic and resource readiness.

Curriculum revision is underway in each of the medical and dental programs, examining opportunities for synergy and efficiency and ensuring alignment of content with evaluation.

A total of 48 postgraduate medical residency training programs are offered at Schulich Medicine & Dentistry. Enrolment has increased by 10 in 2005 and by nine in 2006 over the past five years and total entry positions for 2006 will be 111. Additional positions for International Medical Graduates (IMG) and Internationally Sponsored Residents (ISR) and Fellows (national and international) are also expected. Programs such as SWOMEN will need to be considered in providing the capacity for the increased enrolments in postgraduate programs.

The shift in care delivery to collaborative practices and interprofessional models is driving the need for greater interprofessional education. It will be important for the School to take a proactive approach to engage with other disciplines in exploring a range of possibilities to move towards interprofessional models of education.

The Bachelor of Medical Sciences Program (BMSc), offered jointly with the Faculty of Science, and introduced in 2001, has proven to be very successful with significant enrolment increases each year. Challenges in the perception of the program as a pre-med program, along with student expectations for career paths need to be addressed. The program is an important feeder to many graduate programs and as such, must remain competitive as an attractive high calibre program with cross-disciplinary modules, incorporating new research and leading technology applications.

Schulich Medicine & Dentistry has experienced steady enrolment growth in all its graduate programs, consistent with the University goals to double graduate enrolment over the next five years. Several joint degree programs are also offered: MD/PhD, MD/BESc (Bachelor of Engineering Sciences), BMSc/HBA, Schulich/Ivey Health Care MBA (New for September 2006). The important focus for the graduate and joint programs is the recruitment of high calibre students and provision of quality education and research training.

Efforts are ongoing for the strengthening of the continuing education programs for both medical and dental graduates. The focus for the next several years will be the improved integration of the continuing education programs into the regular activities of the School.

The Strategic Direction of *Expand and enrich our educational programs* is fundamental to the future success of the School. The Strategic Planning Task Force outlined the following goals and actions:

Goals	Actions
<p>1. Increase undergraduate medical school enrolment by a further 10 per cent over the next two years, adding 14 new students. Develop a four-year MD program at the Windsor campus with a planned start date of 2008.</p>	<ul style="list-style-type: none"> • Establish a steering committee to guide the planning and implementation of the four-year MD program at the Windsor campus. • Develop and implement information technology (IT) and video/ web linkages to support educational and administrative functions • Build additional capacity for postgraduate Year 1 (PGY1) positions to accommodate the graduating class
<p>2. Evolve undergraduate professional curriculum, based on the patient-centered model, to reflect technology application and evidence-based practice, linking curriculum objectives and evaluation.</p>	<ul style="list-style-type: none"> • Provide resources to faculty to develop skills in integrated curriculum development and evaluation • Increase the capacity of the Educational Research and Resources Unit to bring together and coordinate initiatives in curriculum development, evaluation, and outcomes assessment • Develop strategies to foster continued integration of basic medical and clinical sciences in all undergraduate sciences • Work with Lawson Health Research Institute (LHRI) and London Health Sciences Centre (LHSC) to complete the Surgical Skills Laboratory that will complement CSTAR and enable advanced skills development, including minimally invasive robotic surgery and simulation
<p>3. Contribute to addressing the physician shortage in Southwestern Ontario by increasing capacity for expanded postgraduate residency training aiming to match enrolment.</p>	<ul style="list-style-type: none"> • Explore increased funding at the individual program level for infrastructure expansion to sustain international medical graduate (IMG) and other enrolment increases • Develop strategies to support clinical teachers with skills and interest in IMG evaluation. (This may require funding time for a core leader or group to develop and oversee the development of IMG-specific resources, e.g. educational and evaluative). • Address influx of IMG physicians for assessment and training

Goals	Actions
<p>4. Partner with other faculties to develop interprofessional education for collaborative patient-centred practice</p>	<ul style="list-style-type: none"> • Strike a steering committee to establish a shared vision for interprofessional education, develop models and strategies for interprofessional education. • Collaborate to implement and evaluate the agreed upon models of interprofessional education.
<p>5. Ensure that students in the Bachelor of Medical Sciences Program are prepared for graduate programs as well as professional career choices.</p>	<ul style="list-style-type: none"> • Review enrolment numbers and establish transparent criteria for selection of class; develop strategies to handle large number of students in courses • Establish a curriculum committee to review and ensure curriculum reflects new industry advancements and establish more cross-disciplinary modules • Work with the Faculty of Science, Department of Biology, the Centre for New Students, and the Communication office to develop promotional material on the program, educational alternatives, career planning and options and alternatives • Establish more scholarships for these high quality students
<p>6. Focus growth in graduate programs to attract high quality students and to prepare students for successful research careers.</p>	<ul style="list-style-type: none"> • Review MD/PhD program and initiate clinician – investigator and residency research program • Provide mentoring to MD/PhD students in integration of degree components and career planning. • Explore MSc/MCISc programs in the clinical areas, both medical and dental • Continue to build the Masters and PhD programs, improving program quality as well as increasing the number of students • Institute new graduate programs in Developmental Biology and Clinical Anatomy • Develop more intra- and multidisciplinary programs to maximize opportunities for collaborative research for students, and for funding support • Identify requirements and develop strategies to support increased graduate enrolment, which will require additional space, stipend support, administrative support etc. Leverage the support of the Graduate recruitment office in the Faculty of Graduate Studies • Develop a joint recruitment/promotional initiative for all graduate programs in Schulich Medicine & Dentistry • Begin enrolment in newly established Schulich-Ivey Health Care MBA

Goals	Actions
<p>7. Better integrate continuing medical education programs into the activities of Schulich Medicine & Dentistry</p>	<ul style="list-style-type: none"> • Explore curricular linkages among Continuing Medical Education/Undergraduate Medicine Education/Postgraduate Medical Education and maintenance of certification criteria • Link with the Educational Research and Resources Unit (ERRU) • Participate in a joint committee to develop a standardized and comprehensive remuneration policy for teaching (which covers teaching in UME, PME and CME)

5.3 Strategic Direction: Provide the best student experience

The University boldly states “*Western provides the best student experience among Canada’s leading research-intensive universities.*” A 2005 survey of 26,198 Canadian

university students (**University Report Card** published by the Globe and Mail) put Western in top spot for overall educational experience in the category of large universities (25,000 plus enrolment). Schulich Medicine & Dentistry students have identified many strengths that contribute to a very positive student experience:

collegial atmosphere, breadth and calibre of programs, many new facilities and state-of-the-art equipment, good resource libraries and online capabilities, access to student services and scholarship support.

“The most critical factor in creating a positive student experience is the quality of the teaching. This alone markedly influences overall student satisfaction.”

Student, Schulich Medicine & Dentistry

While the student body reflects considerable cultural diversity, there is a continued need to ensure that Schulich programs are accessible to under-represented populations in Southwestern Ontario, for example, both rural and Aboriginal populations. Efforts must focus on outreach to under-represented communities to begin to build a critical mass of interest and representation.

Students have recognized that access to student services within Schulich Medicine & Dentistry is not equal among various student groups and urged an integration of service to all students. They have also noted that there is little interaction of students across programs and have suggested that greater opportunities be identified for heightened interaction and collaboration. This may occur through some of the outreach initiatives already in existence or through other venues that students themselves may propose.

Mentorship is a key mechanism to providing support and guidance to students throughout their program or at specific stages of their training. Mentorship mechanisms are currently more or less informal and not fully accessible across all programs. This is an area for further development – both in formalizing the mentorship and in improving accessibility to all students who are interested.

Students have identified the need for a variety of opportunities to advance their knowledge and experience for the purposes of further career development. Opportunities such as internships, community experiences, summer student research programs and international exchanges are of interest to many and there is a definite need for more of these opportunities for students in all programs.

The Strategic Direction of *Provide the best student experience* is of prime importance to the continued success of the School. The Strategic Planning Task Force outlined the following goals and actions:

Goals	Actions
<p>1. Increase enrolment and promote medical science, medicine and dentistry to encourage applications from under-represented populations in Southwestern Ontario and Aboriginal communities.</p>	<ul style="list-style-type: none"> • Establish a committee, consisting of Aboriginal faculty and community members to counsel the Associate Dean Admissions & Student Affairs on admissions, support and outreach for Aboriginal students • Establish entrance scholarships for Aboriginal students in the MD program • Enhance outreach programs to communities in the SWOMEN area • Create respectful educational programs for medicine and dentistry students to learn about culture and health care delivery in Aboriginal and Southwestern Ontario communities • Enable access to students of families of limited means through increased financial aid.
<p>2. Integrate student services and enhance interaction and collaboration among students in all Schulich Medicine & Dentistry programs and with the broader community locally, nationally and internationally.</p>	<ul style="list-style-type: none"> • Provide equivalent student services currently available to medical students to students in other Schulich Medicine & Dentistry programs (e.g., career counselling) • Engage student groups in identifying means for greater collaboration; including international outreach initiatives

<p>3. Increase summer internships; increase funded research and community/rural placements for students.</p>	<ul style="list-style-type: none"> • Increase awareness of summer programs and other funded opportunities • Based on SRTP model, increase opportunities in other program areas • In collaboration with the Research Portfolio at Schulich Medicine & Dentistry, establish a program to increase opportunities for medical and dental students to engage in and learn research methodologies. • Promote and fund opportunities for community / rural placements
<p>4. Ensure effective mechanisms for communication between students, faculty and the School.</p>	<ul style="list-style-type: none"> • Establish student councils in programs where they don't currently exist • Establish process for students to make suggestions/ recommendations for improved student-friendly services (e.g., online courses, registration processes, etc)
<p>5. Enhance mentorship across all programs.</p>	<ul style="list-style-type: none"> • Outline existing mentorship mechanisms • Assess the extent of needs/interests for mentorship • Develop mechanisms for mentor identification and training, e.g. mentor matching

5.4 Strategic Direction: Strengthen and support our faculty and staff

Schulich Medicine & Dentistry includes 1,753 total faculty members consisting of full-time University faculty, full-time clinical academics, institute scientists, adjunct physicians and other casual and visiting faculty. The School is committed to supporting faculty for success in their careers. With the number of new recruits and new Chairs, it is important that strategies be

developed to provide the necessary support for new faculty or faculty in new positions. The needs of faculty must be supported for both research and educational scholarship as well as for leadership development for those aspiring to leadership roles. As a faculty member noted, Schulich Medicine & Dentistry “should not only be training physicians and researchers, but teaching, fostering and encouraging leadership.”¹²

Recruitment over the past two years has been very successful with 92 net new full-time faculty (new hires less retirements and resignations). Over the period of 2003-2005, a total of 10 Department Chair or Chair/ Chief positions have been recruited and filled.

¹² Roundtable feedback, Planning Retreat, November 17, 2005

A progressive and supportive environment for faculty requires: a foundation of accurate and comprehensive role descriptions that reflect the nature of work engaged in by faculty; incentive and reward systems to recognize performance and contributions; and evaluation mechanisms that are aligned with the role descriptions. Activity profiles should also be designed to incorporate distance education where applicable, curriculum realignment and all aspects of academic roles and be sufficiently flexible to permit the assumption of new roles.

The student body in Schulich Medicine & Dentistry is approximately 50 per cent female; however, the faculty is 25 per cent female. Concerted effort must be focused on attracting high quality women graduates and postgraduates into faculty ranks, and promoting retention and a family-friendly work environment.

SWOMEN relies on practising physicians within communities to deliver clinical education. Over 300 preceptors have been appointed to Schulich Medicine & Dentistry. It will be critical to the success of SWOMEN to ensure optimal engagement of the preceptors within the overall collegium of the School. The preceptors play a very important role in the providing the medical education in a rural and regional model that is unique to Schulich Medicine & Dentistry.

Many Departments are considerably strained to provide the full teaching load required for their programs. There is a need for increased faculty complement in several areas, but also a need for mechanisms that allow for improved distribution of workload to match academic needs and talents. In some cases, appointment processes may need to be altered.

Schulich Medicine & Dentistry staff members are critical to the operation of the School's many programs. A total of 873 staff support the School, 333 regular full-time and part-time, 257 temporary contract staff (including graduate teaching assistants and student assistants), 283 graduate research assistants and postdoctoral fellows. In follow up to this strategic planning process, a dedicated process will be undertaken to engage staff in identifying the priorities and actions that will reflect and support their important roles in the School.

The Strategic Direction of *Strengthen and support our faculty and staff* is a major contributor to Schulich Medicine & Dentistry success. The Strategic Planning Task Force outlined the following goals and actions:

Goals	Actions
<p>1. Develop robust role descriptions, incentive and recognition programs to reward excellence, and evaluation mechanisms aligned with role descriptions.</p>	<ul style="list-style-type: none"> • Set expectations for Chairs to review and refine role descriptions and ensure mechanisms for evaluation to address issues: <ul style="list-style-type: none"> ○ Recognition and reward of activities ○ Faculty development and improvement ○ End of mandatory retirement ○ Measurement of quantity and quality of activity ○ Administrative and leadership roles ○ Committee engagement and participation • Develop robust faculty evaluation system that addresses: <ul style="list-style-type: none"> ○ Distance education ○ Curricular realignment ○ All aspects of academic roles • Foster recognition of efforts in achieving Schulich Medicine & Dentistry goals and strategies. • Develop a clearly defined faculty educator career path that is attractive to individuals with academic interests in education research and innovation both clinical and basic medical science oriented
<p>2. Create a culture that attracts and retains women in graduate programs and academic roles; increase the number of female faculty in the School.</p>	<ul style="list-style-type: none"> • Promote the recruitment and retention of women graduates and post-doctoral fellows in academia to ensure a qualified pool of women for faculty positions. • Ensure that all selection committees consider female applicants. • Identify and address retention issues for women in faculty positions, including providing role models, mentoring and counselling for key stages of their academic careers. • Promote a balanced family-friendly work environment (applies to both genders)
<p>2. Promote the integration and engagement of SWOMEN faculty into the collegium of Schulich Medicine & Dentistry.</p>	<ul style="list-style-type: none"> • Identify needs of SWOMEN faculty to fulfill their roles • Recruit additional faculty, ensuring that recruitment emphasizes the focus of the academic role • Enhance communications linkages with SWOMEN • Apply lessons learned from Family Medicine who have been integrating rural/regional faculty for years • Target faculty development programs in Windsor • Develop mechanisms for appointments and promotions

Goals	Actions
<p>4. Increase faculty complement and revise appointments processes to meet the academic needs of Departments for faculty numbers, as well as more balanced distribution of workload and responsibilities.</p>	<ul style="list-style-type: none"> • Intensify efforts for strategic recruitment of top calibre faculty, collaborating with Departments, hospitals and research institutes to facilitate alignment of respective priorities. (Departments will be expected to develop benchmarks for their resources). • Develop Provost stream for appointments for Dentistry • Continue to work towards an AFP that protects and promotes the academic mission.
<p>5. Create strategies to provide developmental opportunities for staff.</p>	<ul style="list-style-type: none"> • Convene a Task Force to identify key issues and make recommendations to provide a supportive and productive work environment for staff.

5.5 Strategic Direction: Foster integration and collaboration locally, regionally and globally

Schulich Medicine & Dentistry operates in a complex environment with multiple relationships within the University environment, with the London teaching hospitals, research institutes, regional providers in Southwestern Ontario and with academic and research collaborations around the globe.

Overall, the London academic health sciences complex has an impressive track record of collaboration and integration, at the grassroots level with its scientists, clinicians and faculty, in a number of integrated portfolios at the administrative and clinical level in its teaching hospitals and through its information sharing, strengthened by the introduction of a common Electric Patient Record. The success of SWOMEN demonstrates the power of regional collaborative relationships that have enhanced the teaching, learning and ultimately quality of clinical practice throughout Southwestern Ontario. Increasingly, there is interest and evidence in sharing and jointly developing core facilities, such as the Innovarium, Genomics and Proteomics platforms and most recently, with the collaborative efforts in developing the Clinical Research and Education Working Group (CREW) proposal.

Schulich Medicine & Dentistry's relationships are likely to become even more complex and extend more broadly throughout Southwestern Ontario with the introduction of Local Health Integration Networks (LHINs), created as part of the Ministry of Health and Long-Term Care Transformation Agenda to "better integrate and coordinate health

services at the local level.”¹³ While there is some trepidation around the LHINs’ understanding and perceptions of the teaching and research mission of academic hospitals, there is also a strong belief that “London is best positioned in the province for regionalization.”¹⁴ Schulich Medicine & Dentistry’s geographic placement provides it with optimal positioning for frequent and productive collaboration across the region.

“We should seize the opportunity of the LHINs and our tradition of partnership to advance population-based efficient health care delivery.”

Participant, Planning Retreat

The expansion of the undergraduate medical program, major opportunities in the research environment for large infrastructure and operating grants, changes in regional governance, as well as the increasing need to be competitive on a national and international scale, necessitate even greater collaboration and integration between Schulich Medicine & Dentistry and its strategic partners. Preliminary steps have been initiated in establishing a London Academic Health Sciences Consortium, but these efforts must be broadened to include regional partners and intensified to move beyond a vision to an operational reality. The recent endorsement of teaching and research as priority strategic directions in the strategic plans of both the London Health Sciences Centre and St. Joseph’s Health Care, London reinforce a renewed commitment to a robust and internationally competitive academic health sciences network in London and the Southwestern Ontario region.

Goals and actions have been identified to harmonize the academic focus among the partners, to reinforce and align strategic priorities at the corporate level, to enhance international partnership efforts and ultimately to increase funding and advocacy efforts with all levels of government.

¹³ Health Results Teams, Local Health Integration Networks: Building a True System: Bulletin No1, Oct 6, Toronto, MOHLTC

¹⁴ Roundtable discussion, Planning Retreat, November 17, 2005

Goals	Actions
<p>1. Facilitate greater harmonization around the academic focus between Schulich Medicine & Dentistry, the teaching hospitals and the research institutes.</p>	<ul style="list-style-type: none"> • Update the “Roles” documents for physicians across hospitals and the University to achieve greater role clarity and expectations of clinical/academic leaders • Nurture a scholarly and collaborative culture that emphasizes the academic mission as one of the key priorities in clinical departments, including: <ul style="list-style-type: none"> ○ Increase and improve joint collaborative faculty appointments with expectations set jointly by participating heads/chairs/chiefs. ○ Invest in faculty time and resources to nurture collaboration. Seek ways to change culture and administrative structures to facilitate collaboration. ○ Develop interfaculty mentorship programs and research presentation opportunities.
<p>2. Optimize the working environment and productivity of clinicians and scientists by leveraging Schulich Medicine & Dentistry’s regional placement and strengthening the leadership commitment to collaboration in London and across Southwestern Ontario.</p>	<ul style="list-style-type: none"> • Ensure the alignment of strategic plans and operationalize the vision of the London Academic Health Sciences Consortium, using existing mechanisms such as the Joint Liaison Committee and Tri-partite Committee • Participate as an active member of Boards of London’s teaching hospitals and research institutes. • Undertake and support joint planning and proposals for shared core facilities (e.g. CREW and CFI/CIHR Clinical Research proposal) • Encourage Lawson Health Research Institute and Robarts Research Institute discussions for greater collaboration •
<p>3. Develop innovative and joint regional approaches to inform and influence all levels of government, particularly the newly created LHINs.</p>	<ul style="list-style-type: none"> • Collaborate with Southwestern Ontario regional partners to advise LHINs on academic priorities including “state of the art” best practice and evidence-based clinical practice guidelines • Align Schulich Medicine & Dentistry strategy with those of Council of Academic Hospitals of Ontario (CAHO) and Council of Ontario Faculties of Medicine (COFM) to influence provincial government policy on academic health sciences centres • Inform and reinforce the importance of research funding to the federal government and continue liaison with all parties in this respect. Collaborate with national organizations in reinforcing this message (e.g. Research Canada, ACAHO, AFMC)
<p>4. Create and promote a focused strategy around building effective relationships with industry and municipalities.</p>	<ul style="list-style-type: none"> • Promote a unified approach to intellectual property, including recognition for intellectual property transfer in performance evaluation documents to provide incentives for commercialization and industry partnership

	<ul style="list-style-type: none"> • Foster productive relationship with London's Economic Development Council in collaboration with Western and London hospitals • Establish dialogue and develop guidelines to address ethical issues with industry and private/public partnerships
5. Increase international initiatives and partnerships.	<ul style="list-style-type: none"> • Build on new international research collaboration in Israel and South America. • Explore strategic relationship with at least one international academic centre • Expand international educational initiatives, building on investment made with international trainees • Leverage Schulich Medicine & Dentistry presence through Western alumni network in leadership positions across the globe • Explore feasibility of "office" within Schulich to enable leveraging of international opportunities (e.g. "trade" mission)

5.6 Strategic Direction: Build our infrastructure and funding base

The *Report on Health Research at The University of Western Ontario* completed in May 2005 outlined several recommendations related to core facilities, primarily around "bringing the core facilities up to full functionality for the research community at Western and maintaining them as such."

Many other research facilities are distributed across the health sciences campus, hospitals and research institutes. Work needs to be done to come to agreement on the distinction between core facilities and other research facilities. Further, mechanisms are needed to provide oversight and management for the core facilities, ensuring financial stability, retaining and support the facility technicians and other staff and improved access for the broad research community.

Core research facilities include several regional centres such as:

- London Regional Cell and In Vitro Molecular Imaging Facility
 London Regional Cell and In Vivo Molecular Imaging Facility
 London Regional Genomics Centre
 London Regional Innovarium
 London Regional Proteomics Centre
- Biological Mass Spectrometry Laboratory
 - Biomolecular Interactions and Conformations Facility
 - Functional Genomics and Proteomics Facility
 - Macromolecular Crystallography Facility
 - Biomolecular Nuclear Magnetic Resonance (NMR) Laboratory

The following criteria have been proposed for defining a core facility:

- City-wide, or at the very least, School-wide access
- Provision of technical service and support to users
- Business plan addressing user fees and maintenance
- Training personnel centrally supported
- Articulates a vision of cooperation between departments and includes a resource sharing plan

Recognizing that most segments of the academic enterprise have growing space and facility requirements, a strategy must be developed to plan for and allocate space aligned with needs, research priorities and grant awards. Beyond the research focus, infrastructure is also needed to support the educational programs and curriculum delivery, including teaching space/facilities and educational technology for local and distributed teaching.

Computer Information Services has experienced considerable change over the past few years. Information technology support has expanded staffing and now supports all administrative units within the School, all basic medical science departments, and local student labs. Significant expansion of the LAN network, wireless technology and other support services has occurred. An Advisory Committee has been established to develop and implement an IT strategic plan. It is evident that continued investment in information technology and support services is required to support the growth in research, education and linkages to partner organizations and SWOMEN sites. This is a rapidly growing field in need of continued capacity development and expansion.

Significant attention has been paid to communications and marketing within Schulich Medicine & Dentistry over the past several years with logo revision, branding work, signage enhancements, website improvements and regular communications through meetings and newsletters. However, the challenge with such a large faculty and student body will always be effective communications. Efforts must continue to strengthen communications across the entire School and broader enterprise of hospitals, research institutes and regional/ rural partners across Southwestern Ontario.

Attention to private philanthropic fundraising and development continues. Schulich Medicine & Dentistry raised \$78.3 million from 2000 to 2004, during Campaign Western, exceeding its goal of \$60 million by 30 per cent. A \$20-million fundraising goal has been set for 2005 to 2007 for priorities in buildings, endowed chairs and faculty positions, student awards and other priority needs, as directed by the Dean. Private philanthropic support from alumni, friends, corporations and foundations is strong

and the Alumni Relations & Development Office will continue to coordinate fundraising strategies for priority projects, in consultation with the Dean.

The Strategic Direction of ***Build our infrastructure and funding base*** is key to success of the five other strategic directions. The Strategic Planning Task Force outlined the following goals and actions:

Goals	Actions
<p>1. Work with University partners to develop an oversight and management structure for core facilities.</p>	<ul style="list-style-type: none"> • Establish guidelines for recognition, governance and oversight of core facilities. (Include definition and a distinction between core facilities and research group facilities.) • Complete an inventory of core and research group facilities; identify other needed core facilities • In establishing an oversight structure for core facilities, consider a multi-disciplinary panel to map the city-wide infrastructure needs • New oversight and management structure should consider the following priorities: <ul style="list-style-type: none"> ○ ensuring appropriate range of facilities ○ building a sustaining financial strategy, ○ recognition for faculty running a facility ○ support for facility technicians, and ○ improved access to facilities by faculty across Western.
<p>2. Address the space allocation process and requirements for research and educational initiatives.</p>	<ul style="list-style-type: none"> • Create a Schulich Space & Resource Utilization Committee to facilitate allocation of research space in a consistent and equitable manner: <ul style="list-style-type: none"> ○ Include both leaders and users ○ Modify and adopt existing guidelines used for research space allocations by partner organizations. ○ Integrate the new committee with Schulich Space Committee and evolving “Space management and planning committees” of partner institutes.
<p>3. Enhance infrastructure supporting education including core educational facilities, city-wide teaching facilities, and educational technology for local and regional programs.</p>	<ul style="list-style-type: none"> • Review development of GAMES (Group for Advocacy and Advancement of Medical/Dental Education Scholarship) and develop priorities and action plan • Assess current utilization of resources • Improve technical management for ongoing expansion of video conferencing (SWOMEN) • Support the implementation of the Clinical Research and Education Network proposal

	<ul style="list-style-type: none"> • Collaborate in the completion and management of the Kelman Centre for Advanced Learning and the surgical skills centre.
<p>4. Improve Computer Information Services capacity across the academic health science centre.</p>	<ul style="list-style-type: none"> • Computer Information Services' mandate should reflect the need to: <ul style="list-style-type: none"> ○ enhance faculty communication, ○ promote and support distributive education and e-learning ○ link with partner organizations re integration of city-wide initiatives, e.g., city-wide databases ○ promote innovation in education delivery • Establish an IT “focus group” of major school stakeholders and partners to facilitate communication with Schulich Information Services (IS). • Expand the role of ISAC from a priority setting mechanism to an IS proposal and evaluation mechanism. • Seek out industry “partners” for funding of specific IT projects/facilities. • Explore Integrated Information Technology Steering Committee with other partners • Consider a Help Desk for educational initiatives
<p>5. Strengthen communications throughout Schulich Medicine & Dentistry.</p>	<ul style="list-style-type: none"> • Improve the central Schulich Medicine & Dentistry Web site as an information repository • Develop a comprehensive strategy and implementation plan for internal and external communications, recognizing the former as a immediate priority
<p>6. Optimize revenue generating opportunities and raise funds for current and future highest priority needs, through the Alumni Relations & Development Office, in consultation with the Dean.</p>	<ul style="list-style-type: none"> • Expand engagement of Schulich faculty and staff in fundraising process to maximize success • Further develop and share fundraising priorities and plans across the School • Coordinate efforts with Departments, Divisions, Schulich Research Office, Central Development and Research Offices to leverage expertise and relationships with potential donors • Align/coordinate fundraising activities with partner institutions, where appropriate.

6.0 Moving to Implementation

The mission, vision and value statements, as well as the strategic directions, goals and proposed actions outlined in this plan provide clear direction to Schulich Medicine & Dentistry on a broad range of activities over the next four years. The most challenging phase of this initiative is the implementation of the strategies, goals and actions. For implementation to be successful, the following are required:

- leadership and oversight
- assigned responsibility to individuals, task forces and/or committees
- adequate resources (staffing and expertise)
- clear timelines and performance targets
- regular monitoring and reporting of progress
- communication with all relevant stakeholders
- accountability and transparency

The implementation and advancement of the plan will be guided by the leadership of the Dean, along with the senior decanal team.

Several structures and committees are currently in place to take responsibility in specific areas, including: Committee on Undergraduate Medical Curriculum, Research Committee, Promotion and Tenure Committee, and Appointments Committee. An early task will be to review the proposed goals and actions, assess which can be accommodated within existing Committees, which require the creation of new task forces or assignment of dedicated resources, and assign tentative project completion dates.

Evaluation and performance measurement are important parts of the planning process and need to be built into each of the strategic directions. The leadership team will need to monitor the achievement of expected outcomes based on performance indicators and objectives established for each area. An accountability framework will be established that includes timelines, performance measures and person/committee responsible for delivering on each goal.

“Your vision, ‘Shaping the Future of Health Care,’ is laudable. Themes of social responsibility, shaping policy, translation of knowledge into practice (will be) key measurements.”

Participant, Planning Retreat

While the Plan outlines a broad set of goals and actions, several critical priorities stand out for immediate priority attention:

Year 1 Implementation Priorities

<p>Enhance our research capability, productivity and impact</p> <p>Dr. Victor Han</p>	<ul style="list-style-type: none"> • Communicate and implement recommendations of the Clinical Research and Education Working Group, intensifying efforts to secure necessary clinical research space and infrastructure and to establish a regional Clinical Research and Education Network. • Establish research priorities and update Health Research Plan. • Implement the recommendations of the Clinical Academic Task Force • Create a task force to study and report on ways to increase interaction among basic medical science, clinical, health science and population health researchers to enhance translational research across the academic health sciences centre • Provide leadership to the campus-wide Health Policy Initiative, including advancing the importance of knowledge translation.
<p>Expand and enrich our educational programs</p> <p>Dr. Kenneth Harris</p>	<ul style="list-style-type: none"> • Progress with curricular revision in both the MD and DDS programs, looking for synergy and efficiency and ensuring alignment of evaluation with content. • Increase medical school enrolment by a further 10 per cent over the next two years, adding 14 students • Develop the SWOMEN clinical campus in Windsor to offer a four-year undergraduate medical education program • Focus growth in graduate programs for high quality students • Review MD/PhD program and initiate a clinician – investigator and residency research program • Increase the capacity of the Educational Research and Resources Unit to bring together and coordinate initiatives in curriculum development, evaluation, and outcomes assessment • Strike a steering committee to establish a shared vision for interprofessional education, develop models and strategies for interprofessional education.
<p>Provide the best student experience</p> <p>Dr. Francis Chan & Dr. Harinder Sandhu</p>	<ul style="list-style-type: none"> • Establish mechanisms for outreach to promote application and enrolment of under-represented populations in the Southwestern Ontario region • Engage students in establishing enhanced mechanisms of communication between students, faculty and the School.
<p>Strengthen and support faculty and staff</p>	<ul style="list-style-type: none"> • Increase efforts to recruit new faculty for expanding student population (particularly external to London) • Engage SWOMEN faculty - promote video-conferenced rounds and faculty development

Dr. Nigel Paterson & Mr. Brian Jeffs	<ul style="list-style-type: none"> • Implement Provost-stream appointment changes for dental faculty • Initiate a task force to review and make recommendations to strengthen and support Schulich staff
Foster collaboration and integration locally, regionally and globally Dean Carol Herbert	<ul style="list-style-type: none"> • Operationalize the London Academic Health Sciences Consortium, expanding to include regional partners and working to achieve a shared academic vision and align respective strategic plans • Collaborate with hospitals to establish productive relationship with newly created LHINs, reinforcing the value added of an academic health science centre in the LHIN region. • Build on international collaborations, establishing at least one new strategic partnership with an international centre
Build our infrastructure and funding base Dr. Victor Han & Mr. Brian Jeffs	<ul style="list-style-type: none"> • Establish guidelines for recognition and governance of core facilities. • Establish and implement a comprehensive communications plan • Increase Information Services capacity with priority for integrated linkages with campus and hospitals • Establish a Schulich Space and Utilization Committee to address requirements for research and educational initiatives.

7.0 Conclusion

Schulich School of Medicine & Dentistry is well positioned to build on its achievements of recent years and the foundation it has laid through the implementation of goals and objectives outlined in its 2002 strategic plan, *Creating our Future*. It can capitalize on its attention to building human capacity, upgrading its physical plant, infrastructure and core facilities, and securing increased revenues through research funding and the transformational benefaction from Mr. Seymour Schulich.

In the years ahead, Schulich Medicine & Dentistry must focus on its six strategic directions, live its core values and together with its partners, take a leadership role in “Shaping the Future of Health Care.”