



Schulich Dentistry  
**STRATEGIC  
PLAN**

**2016 - 2026**

Schulich School of Medicine &  
Dentistry, Western University





# INTRODUCTION

Schulich Dentistry stands at the juncture of past, present and future. As we look back, we see a strong tradition of excellence and a commitment to dental education through scholarly inquiry, innovation and research.

Today, we take pride in the contributions our faculty members, staff, and graduates make to the fields of oral health, patient care, education and research.

As we celebrate more than 50 years of dental education and research at Schulich Medicine & Dentistry we look to the future and embrace the opportunities before us to create one of the best dental schools in Canada by 2026.

To prepare for this future, we have reached out and listened to the voices of our stakeholders. Through the engagement of more than 200 individuals,

including students, graduates, part-time and full-time faculty, staff, patients, community partners and more, we have crafted a strategic plan that symbolizes the power of collaboration. As a result, this plan builds on our strengths, addresses areas of opportunity for improvement and ultimately, directs our efforts and resources to the most critical goals and priorities for the coming decade.

We offer our thanks to those who contributed to creating Schulich Dentistry's mission, vision, and 10-year strategic plan. The degree of engagement demonstrated by our stakeholders gives us confidence that, together, we can create transformational change for Schulich Dentistry and achieve our **VISION** of being:



One of the best dental schools in Canada,

delivering an extraordinary scholarly experience that prepares our students to be exceptional dental professionals, within their communities and on the global stage.





# THE STRATEGIC PLANNING PROCESS

In the spring of 2015, Schulich Dentistry embarked on a comprehensive strategic planning process to develop our 10-year strategic plan. Through the leadership of a multi-disciplinary Dental Renewal Committee, guided by Dr. Michael J. Strong, Dean, Schulich School of Medicine & Dentistry and Dr. Richard Bohay, Interim Director of Schulich Dentistry, we challenged our stakeholders and ourselves to reflect, question, analyze and be open to the needs and possibilities before us. Throughout our process, we strived to be transparent, engaging, collaborative and courageous. Our goal was to understand it all --- the good and the not so good. We explored our internal and external environments and took stock of what needed to change.

## Inputs Into The Strategic Planning Due Diligence Process



## Dental Renewal Committee

<b>Dr. Michael Strong</b> Dean, Schulich School of Medicine & Dentistry	<b>Dr. Stephen Ferrier</b> Assistant Professor, Restorative Dentistry	<b>Mr. Dwayne Martins</b> Chief Operating Officer
<b>Dr. Richard Bohay</b> Acting Director, Schulich Dentistry Assistant Director, Academic Affairs	<b>Dr. Graeme Hunter</b> Assistant Director, Faculty Development	<b>Ms. Betty Holme</b> Director, Operational Effectiveness
<b>Ms. Deborah Lucas</b> Associate Director, Dentistry Administration & Finance	<b>Dr. Henry Lapointe</b> Assistant Director, Dentistry Postgraduate Programs	<b>Ms. Jennifer Parraga</b> Director, Communications & Marketing
<b>Dr. Bertha Garcia</b> Vice Dean, Education	<b>Dr. Karin Van Ryswyk</b> Part-time Dentistry Faculty Member	<b>Dr. Margaret Steele</b> Vice Dean, Hospital & Interfaculty Relations, Strategic Planning Sub-Committee Member

# CRITICAL SUCCESS FACTORS



Based on the information collected and analyzed, we identified **several critical factors** that Schulich Dentistry must have in place to achieve our vision.

- 1** Learner-centred education that actively involves the students in their learning journey
- 2** Delivery of an excellent clinical teaching experience that provides students with a broad range of dental experiences, both in the clinic and the community
- 3** Evidence-based, innovative educational programming, that encompasses a range of pedagogic models and tools
- 4** Integration of advanced, modern equipment and technology within the clinical setting to ensure students are well prepared to practice in the real-world
- 5** A positive and collaborative learning environment with the appropriate faculty to student ratios
- 6** Exceptional full-time and part-time faculty who bring passion and a range of skills, competencies and experiences to their teaching
- 7** Collaborative partnerships with community dentists and the broader community
- 8** A culture and environment that supports and enables research excellence
- 9** Delivery of a high-quality patient experience that meets patient needs in a timely way



## VISION

To be one of Canada's best dental schools, delivering an extraordinary scholarly experience that prepares our students to be exceptional dental professionals, within their communities and on the global stage.



## VALUES

- Social Responsibility and Accountability
- Innovation and Scientific Excellence
- Compassionate, Patient-centred Care
- Diversity
- Learning Experiences that foster academic leadership, critical inquiry and a passion for life-long learning
- Collaboration and Partnership



The Schulich Dentistry Strategy Map charts our course for the coming 10 years. It is our 'north star', guiding us and enabling the Schulich Dentistry team to work in an integrated, collaborative and proactive way that leverages our strengths and talents.

**Schulich Dentistry's Strategy Map for 2016 - 2026 begins with a new Mission and Vision.**



## MISSION

We will develop in dental professionals the knowledge and skills to provide exemplary care to the diverse communities that we serve. We will influence the future of oral health care through scholarly inquiry, innovation and research.

# STRATEGY MAP





HOW WILL WE ACHIEVE OUR VISION?

## THE STRATEGIC DIRECTIONS

### STRATEGIC DIRECTION #1: THE SCHULICH DIFFERENCE

We must deliver the following outcomes for the stakeholders we serve.



#### Learning

- Students will:
- Have rich and diverse evidence-based learning experiences in a variety of settings, such as clinic, classroom, community and research environments;
  - Feel supported, involved and enabled to succeed.

- Graduates will be:
- Confident, competent and prepared to practice evidence-based dentistry;
  - Compassionate, caring and community minded;
  - Proud to give back to Schulich Dentistry and to their communities.



#### Clinical Care

- Patients will:
- Experience high quality, timely, accessible and affordable care;
  - Be consistently satisfied with their entire clinical experience.

- London and surrounding communities will:
- Trust and value Schulich Dentistry services and contributions.



#### Research

- Multi-disciplinary research will provide fundamental knowledge about the tissues of the oral cavity and improve clinical outcomes;
- Investigators will feel enabled and supported to carry out their research.

### STRATEGIC DIRECTION #2: THE SCHULICH WAY

We must excel at the following strategic processes and practices.

#### We will:

- Attract and enroll the most qualified dental students;
- Provide our students with outstanding clinical teaching, supervision and evaluation;
- Design and deliver a dynamic, integrated and evidence-based curriculum for all dental programs;
- Synchronize and efficiently perform all operating processes;
- Deliver high-quality patient care and services;
- Advance oral health science through discovery and innovation;
- Partner with the community and make meaningful contributions;
- Actively communicate and engage with our stakeholders.

### STRATEGIC DIRECTION #3: PASSIONATE, PROUD & PREPARED DENTISTRY TEAM

To achieve excellence, we need capacity. Capacity is found in our culture, faculty and staff as well as technology and infrastructure.

#### We will:

- Operate in a student-centred and collaborative culture that inspires and facilitates people to reach their full potential;
- Be led by passionate leaders who model 'the Schulich Way';
- Employ highly skilled and passionate teachers, researchers and staff;
- Have the right people in the right roles, focused on the right priorities, achieving optimum results;
- Leverage emerging technologies, tools and information resources to support learning, research, clinical care and operations.

### STRATEGIC DIRECTION #4: THRIVING

To support and sustain our capacity, we need to ensure we are using our resources wisely.

#### We will:

- Be fiscally accountable, transparent and judicious;
- Have direct accountability for fiscal and administrative management for Schulich Dentistry;
- Efficiently diversify and grow our revenue and funding in direct alignment to our goals;
- Measure our performance and continuously improve quality and outcomes.

## THE STRATEGY MAP

The Strategy Map for Schulich Dentistry tells our strategic story in one page. Moving from the bottom to the top of the map, we will be guided by our values, and will use our resources wisely, to build a strong and prepared dentistry school, so we can operate with effectiveness and excellence, and meet the needs of the communities we serve, thus achieving our vision and mission.



# SCHULICH DENTISTRY STRATEGY MAP: 2016 - 2026

Thus, achieving our VISION.	<div>OUR MISSION</div> <div>We will develop in dental professionals the knowledge and skills to provide exemplary care to the diverse communities that we serve. We will influence the future of oral health care through scholarly inquiry, innovation and research.</div> <div>OUR VISION</div> <div>To be one of the best dental schools in Canada, delivering an extraordinary scholarly experience that prepares our students to be exceptional dental professionals, within their communities and on the global stage.</div>							
	Strategic Stakeholder Outcomes THE SCHULICH DIFFERENCE							
And, meet the needs of the COMMUNITIES we serve,	LEARNING			CLINICAL CARE			RESEARCH	
	Students will: <ul style="list-style-type: none"><li>Have rich and diverse evidence-based learning experiences in a variety of settings, such as clinic, classroom, community and research environments</li><li>Feel supported, involved and enabled to succeed</li></ul>	Graduates will be: <ul style="list-style-type: none"><li>Confident, competent and prepared to practice evidence-based dentistry</li><li>Compassionate, caring and community-minded</li><li>Proud to give back to Schulich Dentistry and to their communities</li></ul>	Patients will: <ul style="list-style-type: none"><li>Experience high-quality, timely, accessible and affordable care</li><li>Be consistently satisfied with their entire clinical experience</li></ul>	London and surrounding communities will: <ul style="list-style-type: none"><li>Trust and value Schulich's dentistry services and contributions</li></ul>		• Multidisciplinary research will provide fundamental knowledge about the tissues of the oral cavity and improve clinical outcomes		• Investigators will feel enabled and supported to carry out their research
So we can operate with EFFECTIVENESS and EXCELLENCE,	Strategies Of Excellence THE SCHULICH WAY							
	We will attract and enroll the most qualified dental students	We will provide our students with outstanding clinical teaching, supervision and evaluation	We will design and deliver a dynamic, integrated and evidence-based curriculum for all dental programs	We will synchronize and efficiently perform all clinical and operating processes	We will deliver high-quality patient care and services	We will advance oral health science through discovery and innovation	We will partner with the community and make meaningful contributions	We will actively communicate and engage with our stakeholders
	<ul style="list-style-type: none"><li>Implement a competency-based, Inclusive student selection process</li><li>Establish a quality assurance process for admissions</li></ul>	<ul style="list-style-type: none"><li>Enhance experiential learning opportunities in clinic and in community practices, at home and abroad</li><li>Define and ensure supportive, accessible and collaborative teacher: student relationships</li><li>Expand mentorship</li><li>Improve evaluation processes</li></ul>	<ul style="list-style-type: none"><li>Integrate most current, highest quality information and resources into curriculum</li><li>Employ pedagogical best practices</li><li>Embed learning outcomes and assessment in courses</li><li>Blend related course content with Medicine and other health professionals</li></ul>	<ul style="list-style-type: none"><li>Review and re-engineer clinic processes, including: patient scheduling and management, dental care supervision, cubicle booking, treatment planning</li><li>Develop standards and expectations for teaching practice that all instructors must adhere to</li><li>Enrich 'student experience' processes</li></ul>	<ul style="list-style-type: none"><li>Train faculty, students and staff in patient-centred care</li><li>Optimize the patient's clinical care journey and their treatment outcomes</li></ul>	<ul style="list-style-type: none"><li>Identify research priorities and goals for Schulich Dentistry</li><li>Establish helpful processes to enable research success</li><li>Promote multidisciplinary and interprofessional research projects</li><li>Expand student involvement in research, by promoting critical thinking and participation in projects</li></ul>	<ul style="list-style-type: none"><li>Expand community service, service learning and outreach opportunities</li><li>Provide 'Bridges Out of Poverty' workshop to enhance sensitivity and understanding of poverty</li><li>Partner with community dentists, other disciplines and hospitals to increase our collective impact</li></ul>	<ul style="list-style-type: none"><li>Foster two-way, inclusive dialogue with students</li><li>Create collaborative spaces and forums to foster active learning and multi-stakeholder discussions</li><li>Cultivate open 2-way communication with community dentists and alumni</li></ul>
And, build a STRONG and PREPARED Dentistry school,	Capacity Strategies PASSIONATE, PROUD & PREPARED DENTISTRY TEAM							
	We will operate in a student-centred and collaborative culture that inspires and facilitates people to reach their full potential		We will be led by passionate leaders who 'model the Schulich Way'	We will employ highly skilled and passionate teachers, researchers and staff	We will have the right people in the right roles, focused on the right priorities, achieving optimum results		We will leverage emerging technologies, tools and information resources to support learning, research and operations	
	<ul style="list-style-type: none"><li>Foster engaged and empowered multi-disciplinary faculty and staff teams</li><li>Recognize and celebrate individual and team contributions and accomplishments</li><li>Ensure all faculty and staff are accountable for teaching, patient-care and research outcomes</li><li>Facilitate multi-site clinical and learning environments</li></ul>		<ul style="list-style-type: none"><li>Nurture the skills needed for leadership in the 21st century, including critical, creative and adaptive thinking abilities</li><li>Create the necessary conditions for collective and transparent leadership to flourish in Schulich Dentistry</li><li>Build the capability to lead and manage change</li></ul>	<ul style="list-style-type: none"><li>Recruit and retain the most qualified faculty</li><li>Engage part and full-time faculty in continual training to enable evidence-based teaching practices</li><li>Provide multiple and diverse opportunities for staff development and growth</li></ul>	<ul style="list-style-type: none"><li>Foster a diverse, inclusive community of faculty, staff, students, and alumni</li><li>Lead a dentistry structure that aligns human resources with the needs of students, patients and communities</li><li>Adapt the academic role model to the faculty needs</li><li>Implement an accountability model for faculty and students; including performance standards and expectations</li></ul>		<ul style="list-style-type: none"><li>Invest in and prepare users to employ:</li><li>Practice-management software and digital-communication tools</li><li>Digital radiography and diagnostics</li><li>Learning and collaborative technologies</li><li>Data-management and analytics software</li><li>Evolving dental equipment and spaces that mirror the real world</li></ul>	
We use our RESOURCES wisely,	Resourcing Strategies THRIVING							
	We will be fiscally accountable, transparent and judicious		We will have direct accountability for fiscal and administrative management for Schulich Dentistry		We will efficiently diversify and grow our revenue and funding in direct alignment to our goals		We will measure our performance and continuously improve quality and outcomes	
	<ul style="list-style-type: none"><li>Achieve the optimum faculty: learner ratio</li><li>Adhere to the highest ethical standards in all that we do</li><li>Ensure exemplary financial management of all public and private funds</li></ul>		<ul style="list-style-type: none"><li>Prudently plan, problem-solve, make decisions and take action to achieve Schulich Dentistry goals</li></ul>		<ul style="list-style-type: none"><li>Streamline and automate processes to deploy savings to higher priorities</li><li>Strengthen Schulich Dentistry fundraising strategy and plan to expand donations</li><li>Improve our grant-making processes</li><li>Build and provide a comprehensive range of continuing dental education programs</li></ul>		<ul style="list-style-type: none"><li>Create a work environment that promotes open feedback and the constant drive to improve individual and team performance</li><li>Use data and analytics to develop a Schulich Dentistry performance scorecard, measure performance and continually improve</li></ul>	
Guided by our VALUES,	OUR VALUES							
	Diversity		Social responsibility and accountability Learning experiences that foster academic leadership, critical inquiry and a passion for life-long learning		Innovation and scientific excellence		Compassionate, patient- -centred care Collaboration and partnership	





# IMPLEMENTING THE STRATEGIC PLAN

Our Strategic Plan is bold and determined. As the plan is implemented, operationalized and embedded in our culture, it will truly transform Schulich Dentistry throughout the next decade. Implementation has already begun, with the official launch of the Strategic Plan at a retreat, held on November 28, 2015, attended by more than 60 faculty, students, staff. The support for moving forward with the plan was tremendous.

We now look to these individuals from our stakeholder groups to step forward, get involved and help us bring the plan to life. We will form cross-functional project teams to work on annual project priorities and operational initiatives thus focusing our attention on the most critical performance improvement opportunities that will translate the strategic directions into action.



## IN CLOSING

As we embarked on this journey of self-reflection, review and analysis, we did not set boundaries. We asked questions, listened, explored, learned and re-imagined Schulich Dentistry. We are proud of our new Strategic Plan and hopeful about the future. The journey ahead will not be an easy one. It will take great focus, discipline and fortitude to realize our strategic directions and goals, but the investment will be worthy of the outcomes. We look forward to bringing the Schulich Dentistry Strategy Map to life and achieving our **VISION** of being:



One of Canada's best dental schools, delivering an extraordinary scholarly experience that prepares our students to be exceptional dental professionals, within their communities and on the global stage.





## SCHULICH DENTISTRY STRATEGIC PLAN 2016-2026

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