



STRATEGIC PLAN 2020-2025

# Enhancing Lives Through Rehabilitation



## Message from the Dean



We are pleased to present the Faculty of Rehabilitation Medicine's Strategic Plan for 2020-2025. This plan takes effect July 1, 2020 and builds on our previous plan to grow the Faculty by focusing our efforts on key activities that will positively affect our work, our communities and our people. Our Faculty vision has also evolved to a succinct but powerful statement that reminds all of us that the Faculty of Rehabilitation Medicine is here to *enhance lives through rehabilitation*.

The release of our new plan was rather fortuitous, as we completed the plan about a month before we were confronted with three significant challenges that will affect the Faculty of Rehabilitation Medicine for the near future. In early 2020, we were confronted with the COVID-19 pandemic, unprecedented budget cuts and the announcement of an overall reorganization of the university, both academically and administratively. Our 2020-2025 Strategic Plan will help us navigate through these challenges. For example, the pandemic has led to a pivoting of our academic programs to more of an online delivery system. It has also increased our commitment to the health and safety of our students, staff, faculty and those whom we serve. The budget cuts forced us to review our programs and services to ensure that everything we do aligns with our mission of creating knowledge, inspiring learning, and advancing the practice of rehabilitation to enhance health and participation.

While we have had to make difficult decisions regarding our satellite programs, centres and institutes, and ongoing operations, we will remain true to our core values and are confident that we can achieve the strategic initiatives detailed under our three main pillars: our work, our communities and our people.

Over the next year, the University of Alberta will undergo a massive restructure, including academic programs and service delivery. The goal of the academic restructuring is to reduce the number of faculties and minimize redundancy in the academic programs. The administrative reorganization will affect the delivery of student services, human resource and financial management, with the goal of improving efficiency and student support. In recognition of the dynamic and complex external environment, and the rate of change at the U of A, the Faculty of Rehabilitation Medicine's Strategic Plan: 2020-2025 adopts a flexible and adaptable planning cycle. The plan will be revisited quarterly to report progress and make adjustments to strategies and initiatives as required.

A handwritten signature in black ink, appearing to read 'R.G. Haennel'. The signature is fluid and cursive, written over a white background.

**R.G. (Bob) Haennel, PhD, FACS**

*Professor & Dean, Faculty of Rehabilitation Medicine*

## Acknowledgements

Faculty of Rehabilitation Medicine Strategic Planning Committee

Don Winn, Consultant

Faculty, staff, students, and everyone who took part in focus groups, surveys, town halls and planning sessions

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# We are the Faculty of Rehabilitation Medicine

Department of Communication Sciences and Disorders  
Department of Occupational Therapy  
Department of Physical Therapy  
Institute for Reconstructive Sciences in Medicine (iRSM)  
Institute for Stuttering Treatment and Research (ISTAR)  
Glen Sather Sports Medicine Clinic (GSSMC)  
Rehabilitation Research Centre (RRC)  
Rehabilitation Science Program

## 2 cities: YEG and YYC

Our occupational therapy  
and physical therapy  
programs are offered  
in both Edmonton and  
Calgary

## \$2,432,534

raised in gifts and  
sponsorships

## \$4,985,804

in research funding

## 1

combined  
MBA program

## 2

combined PhD  
programs

## 4

centres and  
institutes

## 492

publications, papers  
and presentations

## 74

current students in the  
MSc and PhD Rehabilitation  
Science programs

## 8,649

alumni

## 3

research  
chairs

## 1,287

people have participated  
in our continuing  
education activities

## 130+

support staff

## 5

online continuing  
education certificate  
programs

## 579

current students in MSc  
Occupational Therapy,  
Physical Therapy and  
Speech-Language Pathology

## 3 in-house clinics

Corbett Hall Early Education  
Program

Corbett Hall Student  
Physical Therapy Clinic

Corbett Hall Speech-Language  
Pathology Clinic

## 8

current  
post-doctoral  
fellows

## 75+

academic staff

## 5

graduate degree  
programs



## Our **Vision**

Enhancing life through rehabilitation.

## Our **Mission**

We create knowledge, inspire learning, and advance the practice of rehabilitation to enhance health and participation.



## Our Values

### Collegiality

We believe the sum is greater than the parts, therefore we collaborate with and respect each other.

### Scholarship

We invest time and resources for ongoing learning, creation of knowledge, encouraging innovation and mobilizing evidence.

### Caring

We demonstrate empathy, respect and consideration for the needs, values and rights of all people.

### Equity, Diversity and Inclusion

We promote a culture that embodies accessibility, equity, diversity and inclusion in all that we do.

### Professionalism

We expect and model integrity, honesty, ethical behaviour, social responsibility and life-long learning.

### Community Engagement

We actively engage our students, communities and stakeholders to facilitate exchange and partnerships.

# Our Work



## TEACHING & LEARNING

<b>Undergraduate Programming</b>	<p>Inventory current undergraduate offerings within the Faculty of Rehabilitation Medicine (FRM) and produce an environmental scan of rehabilitation science programs in North America.</p> <p>Create a first draft of an undergraduate program proposal.</p>	<p>Submit a proposal for an undergraduate program to the General Faculty Council.</p> <p>Expand undergraduate course offerings in rehabilitation science in the FRM.</p>	<p>Admit the first undergraduate degree (BScRS) cohort to broaden rehabilitation education.</p>
<b>Expanded Programming</b>	<p>Draft proposals for program expansion and obtain community buy-in.</p> <p>Update audiology program proposal.</p>	<p>Submit proposals to the General Faculty Council and the Government (additional seats).</p> <p>Obtain government approval and commence the hiring process. Develop curriculum.</p>	<p>Expand our existing programs by 20 per cent (rural and north) to decrease barriers and meet forecasted shortages in the rehabilitation fields.</p> <p>Admit the first audiology program cohort to meet forecasted audiologist shortages.</p>
<b>Enhanced Quality and Reputation of the Rehabilitation Science Program</b>	<p>Review and revise all Rehabilitation Science program components.</p>	<p>Facilitate consistent and comprehensive course offerings in the Rehabilitation Science program.</p>	<p>Increase enrolment in Rehabilitation Science programming by 25 per cent to fully integrate students in teaching, research and service.</p> <p>Increase the amount of students receiving external awards by 50 per cent.</p>

## RESEARCH & SCHOLARSHIP

<b>Research Supports</b>	<p>Inventory existing agreements and identify the best synergies.</p> <p>Develop an FRM internal grant assistance program (nonGap).</p> <p>Develop admin oversight for a research support pool and explore fit with the Rehabilitation Research Centre (RRC).</p>	<p>Put formal agreements in place with identified organizations.</p> <p>Put the internal grant assistance program in place.</p> <p>Put resources in place for the research support pool.</p>	<p>Become a recognized leader in rehabilitation research as demonstrated by:</p> <ul style="list-style-type: none"> <li>Having all tenure-track faculty lead an externally funded program of research</li> <li>Increasing the amount of students receiving external awards by 50 per cent</li> <li>Embedding researchers in clinical and community settings</li> <li>Enhancing efficiency in research by establishing a research support pool (HQP), training opportunities and shared resources</li> </ul>
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## ORGANIZATION

<b>Program Efficiencies</b>	<p>Explore opportunities for efficiencies and curriculum revision.</p>	<p>Pilot one area of curriculum revision across professional programs.</p>	<p>Increase efficiencies and collaboration through shared courses and teaching resources across professional programs.</p>
<b>Operating Efficiencies</b>	<p>Build on FRM functional space plan and gain Facilities and Operations buy-in for building and functional space.</p>	<p>Draft consolidated space requirements.</p>	<p>Increase efficiency and enhance collaboration through rendering of a reimagined functional space for teaching, research and service.</p>
<b>Centres and Institutes</b>	<p>Work with the Vice President, Research &amp; Innovation to review centres, institutes and clinics.</p>	<p>Complete an institute review for affiliated centres, institutes and clinics.</p>	<p>Build reciprocity through institutes and clinics increasing their contribution to teaching, research and service.</p>
<b>Advancement</b>	<p>Review faculty advancement priorities.</p>	<p>Put a funding structure in place.</p>	<p>Put funding in place to support our areas of research excellence.</p>

# Our Communities





	YEAR 1	YEAR 3	YEAR 5
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## COMMUNICATION AND ADVANCEMENT

<b>Communications and Marketing</b>	Review and renew Communications and Marketing.	Establish an updated FRM Communications and Marketing Plan.	Gain recognition for the faculty as a rehabilitation leader locally, nationally and internationally.  Reach advancement goals as per Capital Campaign.
<b>Alumni Engagement</b>	Inventory current alumni engagement and opportunities for new alumni participation with FRM (surveys, focus groups, benchmarking).	Establish an action plan for alumni connection.	Create champions of FRM cause(s) within our alumni community.
<b>Our Identity</b>	Explore whether the name of the FRM should be changed (e.g. broad consultation).	Review name change implications — business case, logistics and approvals.	Rebrand FRM.

## COMMUNITY ENGAGEMENT/ENGAGEMENT FOR SYSTEMIC CHANGE

<b>Partnership Focus</b>	Inventory current and strategic FRM representation and/or participation in patient/policy/health/community and on boards.	Develop an action plan that includes service assignment, reporting and evaluation metrics.	Facilitate appropriate FRM representation in decision-making bodies (e.g., SCN, AHS, patient-based organizations).
<b>CPE Programming</b>	Inventory current and identify new Continuing Professional Education (CPE) offerings (e.g. survey, focus groups).	Establish an updated CPE plan.	Create demand for CPE programming (well subscribed to by rehabilitation and health professionals).
<b>Public Engagement</b>	Inventory current rehabilitation topics for the public and dissemination channels.	Establish a multi-faceted Public Engagement and Education Plan.	Position FRM as a trusted source for timely, current and quality public information and education.
<b>Community Research</b>	Establish and target key community partnerships.	Formalize research community partnerships.	Establish research-led community partnerships (e.g., military, school-age, indigenous peoples).
<b>International Activities</b>	Update inventory of FRM international activities, programs, agreements and MOUs.	Establish an action plan for FRM international activities with evaluation metrics.	Meet key indicators for international activities within the FRM (e.g., increased number of agreements, visiting scholars and international students).

# Our People



	YEAR 1	YEAR 3	YEAR 5
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## SUSTAINABILITY AND ENGAGED PEOPLE

<b>Mentorship</b>	Formalize and individualize a faculty mentorship program.	Update Faculty Standards to recognize the mentorship program.  Establish a mentorship award.	Facilitate recognition of the mentorship program at the Faculty Evaluation Committee (FEC) and ATSEC.
<b>Satisfaction and Resiliency</b>	Develop a comprehensive evaluation strategy (well-being index) for students, trainees, post-docs, staff and faculty.	Implement change based on survey results (trends identified, areas to improve).	Improve outcomes on indices of well-being (e.g., culture and uniform surveys).
<b>Strategic Hiring and Sustainability</b>	Identify research, teaching and service priorities in line with FRM priorities and Equity, Diversity and Inclusion (EDI) principles.	Align resources with strategic priorities.	Align research, teaching and admin hiring with strategic priorities and EDI principles.

## EQUITY, DIVERSITY AND INCLUSION

<b>Curriculum</b>	Identify strengths and address gaps in the curricula.	Implement U of A's EDI Strategy into curricula.	Align curriculum content and how we teach with U of A's EDI Strategic Plan.
<b>Inclusive Classrooms and Educational Design</b>	Perform environmental scan of instructional spaces and places through an inclusive lens.	Conduct pilot of inclusive instructional places and spaces.	Create a plan for inclusive and accessible spaces and places.
<b>Building Capacity with Indigenous Communities</b>	Perform environmental scan of communities' interest and needs for our programs.	Create awareness and facilitate opportunities.  Co-design pathways into and curriculum content for rehabilitation professions.	Increase Indigenous student enrolment, as reflective of population.  Indigenize curriculum content.
<b>Equitable Access for Students and Post-Doctoral Fellows</b>	Create focus groups to identify diverse learners' needs.	Conduct pilot of alternative/flexible pathways.	Facilitate all programs to provide flexible and alternative pathways.
<b>Safe Spaces</b>	Perform environmental scan and systematic inquiry of resources and processes to advocate for EDI or report concerns.	Implement solutions addressing gaps and increase awareness.	Position the FRM as a safe and inclusive environment.



 **UNIVERSITY OF ALBERTA**  
FACULTY OF REHABILITATION MEDICINE

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