UNIVERSITY OF SASKATCHEWAN
College of Medicine
MEDICINE.USASK.CA

2017–22 STRATEGIC PLAN

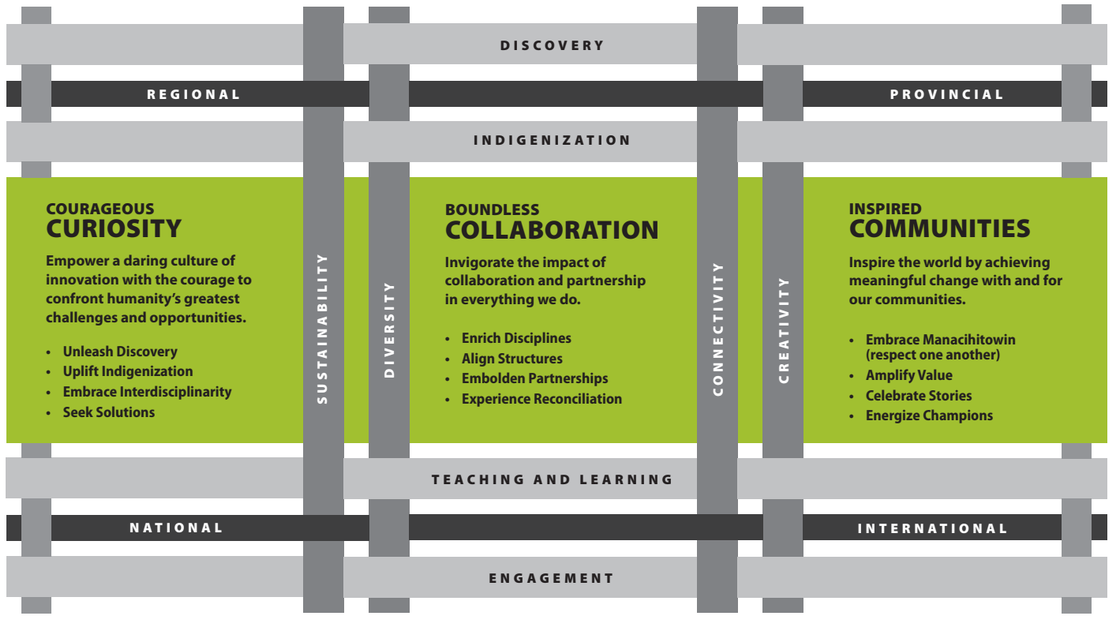
U of S Framework

UNIVERSITY PLAN

THE UNIVERSITY THE WORLD NEEDS

nīkānītān manācihitowinihk
ni manachīhitoonaan

INTENT OF THE UNIVERSITY PLAN:
The College of Medicine strategic plan will support the university, which, through its plan, will be the university the world needs.



2025 ASPIRATIONS

Transformative Decolonization Leading to Reconciliation. Indigenous students, faculty, staff, and communities are holistically strengthening the spirit and methodologies we inhabit.

Productive Collaboration. Community, private-sector, and international partnerships animate every facet of our research enterprise.

Meaningful Impact. Our knowledge, discoveries, and innovations are helping communities achieve their social, cultural, and economic goals.

Distinguished Learners. Our graduates are among the most inventive, collaborative, and sought-after in Canada and around the world.

Global Recognition. Our research, graduates, academic programming, and reputation are recognized as world-class.

Artist Dale Cheechoo designed the above logo for the College of Medicine in 2003, in accordance with local Cree teachings. The following are represented within the logo:

Medicine Wheel – 4 Directions and their Teachings, Balanced Lifestyle

Teepee – Plains Cree, Women and Family, 15 Teepee Teachings, The Teepee Lodge faces the South

Colors of the Teepee – Métis Sash Pattern and the Métis People

Eagle Feather – Strength

Sweet Grass – Medicine

Snake – Represents knowledge in Greek Mythology – adapted by Western Medicine

Snake and Sweet Grass – Partnership of Both Worlds, Western and Aboriginal, Represents the Concept of Self-Purification, One must purify oneself before entering the lodge, One must heal oneself before becoming a healer.

Harvest Moon – Saskatchewan

Nākatēyihtamowin | Nakaatayihtaamoowin

The principle of sustainability ensures that we take care of the relationships with which we've been entrusted—with the land, with the air and water, with our students, colleagues, and neighbours—guided by mindfulness, respect, and reverence.

Nihtāwihcikēwin | Nihtaooshchikaywin

The principle of creativity testifies that we are curious about the unexplored possibilities for growth, enrichment, and justice around us; attentive to the needs and opportunities for change that inspire imagination, and invention; and intentional about the future to which we aspire to contribute.

Nanātohk pimātisowina | Nanaatoohk pimatishoowin

Through the principle of diversity, our university is a meeting place for diverse journeys.

Āniskōmohcikēwin | Naashkoopitamihk

The principle of connectivity requires the University of Saskatchewan to be a global village.

Vision

We are leaders in improving the health and well-being of the people of Saskatchewan and the world.

Mission

As a socially accountable organization, we improve health through innovative and interdisciplinary research and education, leadership, community engagement, and the development of culturally competent, skilled clinicians and scientists. Collaborative and mutually beneficial partnerships with Indigenous peoples and communities are central to our mission.

Values and Principles

The College of Medicine community is committed to acting in accordance with the following values:

- collegiality;
- fairness and equitable treatment;
- inclusiveness;
- integrity, honesty and ethical behaviour; and
- respect.

The College of Medicine believes in the following principles:

- academic freedom;
- collaboration;
- commitment to community;
- different ways of knowing, learning and being;
- diversity, equality and human dignity;
- excellence;
- a healthy work and learning environment;
- innovation, curiosity and creativity;
- openness, transparency and accountability;
- reconciliation; and
- sustainability.

Strategic Directions

Strengthen research capacity

Leverage expertise and opportunities while performing research across the breadth of biomedical sciences, clinical medicine, health systems, and health of populations to create an environment where research can excel.

Education

Enhance quality and methods of teaching, learning and scholarship.

Focus education and training to develop clinicians that excel at meeting the needs of the province, are culturally competent, and are imparted with leadership ability to drive health system transformation.

Social accountability and community engagement

Address the priority health concerns of the communities the college is mandated to serve, incorporating authentic community engagement and mutually beneficial partnerships.

Focus on equity and community engagement by interweaving social accountability throughout the college's operations.

Indigenous health

Respond to the Calls to Action in the Truth and Reconciliation Report and work in a mutually beneficial and collaborative manner with the Indigenous peoples of Saskatchewan to define and address the present and emerging health needs in Indigenous communities.

Empower and engage faculty

Focus on support, development and engagement of all faculty members to foster mutually beneficial relationships and empower faculty members as role models for future clinicians and scientists.

Distributed medical education

Foster a provincewide college.

Implement a sustainable, well-resourced framework that will result in quality community partnerships, successful and comparable students across all sites, elevated community health, and better graduate retention in communities.

Integration and alignment with the health system

Focus on aligning our strategic and operational plans with Saskatchewan health system strategies and plans to enhance integration between the clinical environment and the college.

School of Rehabilitation Science

Establish and implement the School of Rehabilitation Science.

Enablers

People, partnerships and relationships, and organizational capacity are instrumental to advancing the College of Medicine strategic plan.

Strategic Directions

1. Strengthen Research Capacity

Leverage expertise and opportunities while performing research across the breadth of biomedical sciences, clinical medicine, health systems, and health of populations to create an environment where research can excel.

Research plays a critical role in the success of the college, fostering academic growth and discovery among our faculty and students to create a foundation for new knowledge.

1.1 Recruit, support and retain excellent researchers and encourage and expand CoM interdisciplinary collaborations.

- Increase our complement of Indigenous health researchers and the impact of Indigenous health
- Recruit top tier new and mid-career researchers
- Recruit Canada Research Chairs
- Successfully recruit high-quality graduate students to the biomedical and health sciences programs
- Foster a strong culture where research is recognized and valued

1.2 Increase Tri-Agency and other prestigious national grant submissions, awards, and funding dollars.

- Establish and refine internal matching funds program to demonstrate CoM commitment and encourage more applications
- Continue to improve/support faculty and students, through various Office of the Vice-Dean Research initiatives, to help researchers become more successful and competitive
- Increase number of faculty awarded grants and total funding dollars
- Increase graduate student fellowship success in national and international competitions
- Develop and establish a research fundraising campaign and incorporate donor funds and endowments into funding programs

1.3 Implement a strong biomedical science program that stimulates graduate student and faculty research programs.

- Launch the BMSc program to increase the number and quality of students applying to the program; and to increase the quality of graduates that go into health professional colleges and graduate studies; and to support the culture and identity of the faculty

1.4 Encourage and expand collaborations—both interdisciplinary and college basic science/clinical.

- Engage with critical stakeholders (e.g., research funding organizations, donors, government, alumni, Saskatchewan Health Authority, etc.)
- Work with Cameco Chair in Indigenous Health to build community relationships and partnerships to engage Indigenous health research
- Build collaborations with other colleges (e.g., Arts and Science, Engineering) to broaden interest/expertise in machine learning, sensor development, big data analysis and wireless devices
- Establish formalized partnerships with other western Canadian medical schools to facilitate external collaborations

Strategic Directions

2. Quality Education

The college will enhance the quality and methods of teaching, learning and scholarship. We will focus education and training to develop clinicians who excel at meeting the needs of the province, are culturally competent, and are leaders who can drive health system transformation. Our province is our campus.

2.1 Create a safe, effective, and learner-focused environment to support the growth and development of our learners across the continuum.

- Support learner environment at all levels
- Create a comprehensive undergraduate and graduate experience with smoother transitions and stronger relationships with preceptors
- Ensure housing at all campuses is safe, affordable and comfortable for learners at clerkship sites
- Work with partners to support the development of well-being programming and demonstrate increases in learner culture and learner wellness summative measures
- Work with the Saskatchewan Health Authority to collect data on student mistreatment, share the data, and jointly work on initiatives to reduce harassment and intimidation

2.2 Support the development and implementation of new and innovative programming that meets learner and provincial needs and accreditation standards, while ensuring that all programming continues to support our equity, diversity, and social accountability mandate.

- Maintain fully accredited programs for UGME, PGME and CME
- Create and maintain operational and technology structures and processes that contribute to a collaborative and accessible program of provincially delivered, simulation-enhanced learning
- Integrate competency-based curriculums and learning in UGME, PGME, CME and Faculty Development
- Design, develop, and deliver a comprehensive and leading set of CME programs that cover the entire range of credit categories for maintenance of physician certification
- Embed relational skills into all work, including increasing feedback to/from learners, faculty and communities
- Integrate social accountability and advocacy into all aspects of education to support and enable our collective vision for advocacy, change and partnerships—in this way we will improve health across the province and develop physicians, health professionals and researchers who are inclusive, and committed to health equity and community needs
- Grow networks that foster collaborations, increasing the momentum and impact of our quality education programs
- Generate a wide understanding of the strengths, successes and impact of our work

Strategic Directions

2.3 Foster a culture where medical education scholarship is encouraged and valued.

- Initiate a Medical Education Development and Scholarship Unit (MEDS Unit)
- Build capacity for education research in all areas of quality education and focus scholarship in areas of Distributed Medical Education (DME) (and distributed campuses), Indigenous health and social accountability
- Support and promote opportunities for faculty to complete advanced degrees
- Build scholarship and evaluation of the impact of socially accountable education
- Establish a college awards strategy to increase awards success

2.4 Support the growth and development of our Regina campus.

- Increase post-graduate training programs
- Increase number of graduates completing post-graduate training in Regina
- Increase CME and faculty development offerings

2.5 Develop leadership capacity in the college.

- Establish opportunities for learners, residents and faculty to participate in leadership development programs
- Strengthen teaching practice to fully enable people's strengths
- Strengthen mentorship across the full spectrum of education

Strategic Directions

3. Social Accountability

Address the priority health concerns of the communities the college is mandated to serve, incorporating authentic community engagement and mutually beneficial partnerships. Focus on equity and community engagement by interweaving social accountability throughout the college's operations.

3.1 Integrate social accountability into learning across the College of Medicine.

- Admit learners who reflect the socio-demographic characteristics of our communities and who will serve underserved populations and communities
- Embed social accountability in medical education curriculum, not as a single topic but as a foundation that underlies medical education
- Have all UGME classes reviewed by the Curriculum Quality Review Sub-Committee (CQRSC) for social accountability content, through a social accountability lens

3.2 Integrate social accountability into research and scholarship across the College of Medicine.

- Balance the drivers for research and scholarship between discovery-driven research and research directed towards identifying and meeting the needs of the local and global community
- In partnership with key stakeholders, conduct research that is interdisciplinary and contributes to evidence-based practice, quality care and greater health equity
- Increase the percentage of biomedical research with a plan in place to seek relevant community engagement
- Increase the percentage of dean's research projects addressing health equity, diversity or the social determinants of health

3.3 The College of Medicine will engage authentically with the community to address health inequities across Saskatchewan and identify and respond to emerging community health needs.

- Partner with patients, families, communities and the health sector to design activities that address the priority health needs of the communities we serve, reflecting a genuine commitment to collaboration for the mutually beneficial exchange of knowledge and resources, and incorporating community inclusion

3.4 Demonstrate a commitment to social accountability within our institutional structures and operations and in our local and global partnerships.

- As recognized agents of positive change, speak out on behalf of underserved populations and regarding conditions of neglect, and work with partners and policy makers to translate a patient-centered healthcare system from vision to reality

Strategic Directions

4. Indigenous Health

Respond to the Calls to Action in Canada's Truth and Reconciliation report, and work in a mutually beneficial and collaborative manner with the Indigenous peoples of Saskatchewan to define and address the present and emerging health needs in their communities.

Promote wellness, balance and teachings that will lead to positive and improved outcomes in communities.

4.1 Establish an administrative home within the College of Medicine.

- Implement and support a structure that ensures Indigenous voices are included and heard at all levels, with emphasis on sharing of power, capacity building, and succession planning
- Increase the number of Indigenous people in senior leadership positions across the College of Medicine. Invest in the development of Indigenous faculty, students, residents and staff

4.2 Contribute to a welcoming space.

- Invest in "Indigenous spaces" as a shared commitment to safe, welcoming physical space on campus for the Indigenous community as a whole
- Advocate for space allocation and consult with Indigenous stakeholders, Elders, students, and knowledge keepers in the process
- Continue to incorporate art, symbols, communication and learning resources at the Health Sciences Building on the U of S Saskatoon campus

4.3 Foster transformative learning experiences to ensure curriculum and practices are delivered in a culturally safe way.

- Support and engage learners throughout their relationship with the college
- Support faculty, staff, and learners in their awareness and understanding of their role in honouring and responding to the Calls to Action in the Truth and Reconciliation report
- Advance curriculum by weaving western and traditional knowledge together, increasing Indigenous health electives, and implementing a vertical lecture theme with Indigenous ownership and content
- Ensure PGME residents will successfully complete the Role of Practitioners in Indigenous Health course

4.4 Commit to Indigenous health and wellness as an ethical imperative with Indigenous health research supporting Indigenous communities in their movement towards health and wellness and in redressing health inequity, especially intergenerational health concerns.

- Foster collaborative and mutually beneficial community engagement and research
- Increase research with Indigenous communities, peoples, languages, culture and history
- Increase research involving Indigenous communities that integrates a community-based participatory approach

Strategic Directions

5. Faculty Engagement

Focus on support, development and engagement of all faculty to foster a mutually beneficial relationship and empower faculty as role models for future clinicians and scientists.

A diverse faculty complement, engaged across the province, will inform and enhance the college mission.

5.1 Support standardized models of faculty governance and administration that enhance faculty engagement in the affairs of the college and enhance academic integration within the healthcare system.

- Facilitate and create options that maximize faculty input and participation in college planning and decision making
- Design and revise systems, structures and processes for maximum alignment of our faculty within the college's One Faculty model
- Review and revise college committee structures, membership and terms of reference to maximize participation by all college faculty cohorts

5.2 Ensure we are organized to foster commitment and satisfaction across the comprehensive complement of faculty

- Implement tools, supports and systems, and establish and collect feedback on innovations that maximize faculty work satisfaction and academic success
- Develop vice-dean faculty engagement office structure and systems to maintain and enhance the college's relationship with its faculty
- Establish, develop and grow faculty recognition practices that demonstrate institutional pride while building collegiality and cohesiveness
- Establish and collect faculty engagement feedback, to better understand the faculty workplace and experience
- Remodel the teaching payment system to fairly compensate faculty

Strategic Directions

6. Distributed Medical Education

Foster a provincewide college. Implement a sustainable, well-resourced framework that will result in quality community partnerships, successful and comparable students across all sites, elevated community health, and better graduate retention in communities.

Engage with communities to provide an intra and interdisciplinary training and research environment throughout all levels of medical education. Support learners in developing their skills as they move towards unsupervised practice and gain understanding of the unique aspects of rural and remote Saskatchewan medical practice.

6.1 Expand the rural pathway model of early and repeated exposure for trainees to encompass the entire life cycle of rural physicians.

- Reinforce the social accountability mandate of medical school and residency programs to address healthcare needs of rural and Indigenous communities
- Implement policy interventions that align medical education with workforce planning
- Align with the national rural research agenda to support rural workforce planning aimed at improving access to patient centered and quality focused care in rural Saskatchewan

6.2 Establish and stabilize dedicated training sites in sufficient numbers and demographics to manage the number of distributed learners.

- Increase and formalize collaborations with partner agencies to advance DME
- Establish consistent structures and ensure processes are in place for DME training sites
- Increase the efficient utilization of our current rural, regional and northern training sites
- Have a standardized collaborative placement process for learners in both UGME and PGME
- Implement a housing policy to support DME at the core DME training sites to accommodate all mandatory rural rotations
- Have five regional and 10 dedicated rural sites that are operating effectively and are fully subscribed; and have Royal College of Physicians and Surgeons of Canada programs beginning to use the distributed regional sites for training in their respective disciplines at the UGME and PGME levels

6.3 Establish and grow a successful longitudinal integrated clerkship program in Saskatchewan.

- Document student performance on standardized exams and implement a promotional campaign to increase awareness and interest in the program
- Implement early promotion and admissions processes to increase the number of applications for the Saskatchewan Longitudinal Integrated Clerkship (SLIC) program
- Expand the SLIC program to 20 clinical clerks

Strategic Directions

7. Health System Alignment

Focus on aligning our strategic and operational plans with Saskatchewan health system strategies and plans, to enhance integration between the clinical environment and the college.

Support a dynamic network of academic health organizations to create and harness strong, purposeful partnerships through integrating leading edge research, teaching and clinical care to improve the health and well-being of the people of Saskatchewan.

7.1 Ensure a strong, effective partnership with the Saskatchewan Health Authority (SHA) by integrating academic and clinical work: leading edge research, teaching and clinical care. Through this partnership, the college will influence an innovative culture driving transformative improvements in care, experiences, costs and workplace engagement.

- Embed the academic mission in the provincial healthcare system to support faster uptake of the best practices required for the transformative journey Saskatchewan is undertaking
- Establish a mutual understanding of an academic health sciences network in Saskatchewan through our agreed upon partnership framework with the SHA
- Establish an academic oversight body to facilitate the decisions and implementation of policies and procedures to ensure education, discovery and knowledge sharing occurs consistently across the province
- Uphold an explicit focus on research and ensure alignment and co-governance in addressing complex health challenges in Saskatchewan
- Integrate Northern Medical Services (NMS) to ensure appropriate clinical service, teaching and research are coordinated with and for the north and Indigenous populations

7.2 Reinforce physician leadership through the provincial head model in a coordinated and sustainable way.

- Actively participate in a collaborative approach to the design of physician leadership, and establish consistency, agreement and appropriate engagement
- Build a collaborative approach to health human resource planning with consideration for academic expectations

Strategic Directions

8. School of Rehabilitation Science

Establish and implement the School of Rehabilitation Science (SRS).

8.1 Establish the school as an academic entity on campus and foster a positive reputation.

8.2 Support the attainment of stable and sufficient financial resources for the operation and advancement of the SRS.

8.3 Ensure strong, purposeful partnerships with both the internal and external communities involved with and affected by our program.

8.4 Continue to evolve and advance excellent academic programming.

9. Enablers

The college needs an organizational structure, infrastructure and effective coordination to ensure success across its strategic directions. To advance, the college must recruit and retain strong leaders, faculty, students, management and support staff, as all are integral to our success.

The college's internal and external partnerships and relationships enable us to achieve our objectives more rapidly and effectively. As well, in terms of our organizational capacity, we must have adequate infrastructure including information management and our financial system and processes.

9.1 Financial: The resources available to support the research, education and training, and clinical activities of the college.

- Working with government funders and our university and college leadership, implement new multi-year financial and activity planning processes that support the attainment of stable and sufficient financial resources for the operation of the college. Develop and implement strategies to secure new revenue streams that support and are aligned with the mission of the college

9.2 The recruitment and retention of strong leadership, faculty, students, management and support staff are integral to the success of the college.

- Implement the Career Engagement Model across all staff organizations within the college as a guiding framework to recruit, support and develop all staff and managers. In particular, this implementation will focus on the roles managers play in employee engagement supporting a culture of life-long learning, ensuring a safe and respectful workplace and fostering alignment of the activities of staff to support the overall strategic goals of the college

9.3 Information management: the capacity of information systems and internal processes to support delivery of the most appropriate and efficient education and training, research and clinical care services of the college.

- Refresh technology and information management processes supporting the administration of UGME, PGME, CME and Faculty Development programs including investment in software and technology infrastructure (and adoption of existing university tools wherever possible) to support faculty and learners in our education programs across the province

medicine.usask.ca

UNIVERSITY OF SASKATCHEWAN
College of Medicine
MEDICINE.USASK.CA