

Department of Physical Therapy

Strategic Plan

2018-2023



THE UNIVERSITY OF BRITISH COLUMBIA

Department of Physical Therapy
Faculty of Medicine

Vision

To be the leading physical therapy education and research program in the world

Values

Service = Social Accountability
Education
Research with Impact
Vibrant leadership
Integrity
Collaboration
Excellence

Mission

The Department of Physical Therapy advances health and knowledge through outstanding teaching, learning and research

Building on our past success

The Department of Physical Therapy is a premiere department with a world-class reputation. The department has amassed an outstanding cadre of faculty members with proven excellence in teaching and research. Innovation abounds: the Northern and Rural Cohort enabling Masters of Physical Therapy (MPT) students to provide physiotherapy services in underserved communities; the Internationally Educated Physiotherapy Exam Preparation Program improving the success rate in the licensing examinations; the online Masters of Rehabilitation Science (MRSc) program which advances practice-based research; an MPT/PhD program that models the integration of research with clinical practice.

leadership



Sue Murphy
Department Head
Senior Instructor



Alison Greig
Associate Head, MPT
Senior Instructor



Kristin Campbell
Associate Head,
Research
Associate Professor



Karen Sauve
Associate Head,
Clinical Education
Instructor

faculty



Lara Boyd
Professor



Pat Camp
Associate Professor



Jean Cremin
Instructor



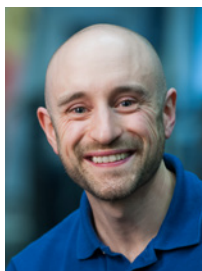
Janice Eng
Professor



Natalie Grant
Instructor



Simone Gruenig
Instructor



Jordan Guenette
Associate Professor



Alison Hoens
Knowledge Broker



Michael Hunt
Associate Professor



Linda Li
Professor



Teresa Liu-Ambrose
Professor



Robin Roots
Senior Instructor
& NRC Coordinator



Janet Lowcock
CPD Coordinator



Courtney Pollock
Assistant Professor



Andrea Reid
Instructor



Alex Scott
Associate Professor



Naznin Virji-Babul
Associate Professor



Lesley Bainbridge
Associate Professor
Emeritus



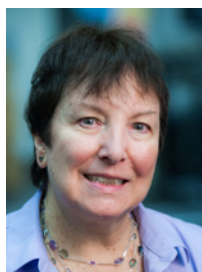
Elizabeth Dean
Professor Emeritus



Susan Harris
Professor Emeritus



Donna MacIntyre
Associate Professor
Emeritus



Darlene Redenbach
Senior Instructor
Emeritus

staff

The Department of Physical Therapy recognizes the importance of their highly qualified staff in valued positions. Department staff members are critical to the support and functioning of all aspects within the department and programs. Staff members provide excellence within the department, faculty and overall community based on varied skill sets and knowledge base that is critical to the running of a successful program.

The department staff are vital to ensuring a continued positive connection to the external community by providing a knowledgeable link between administrative processes required to maintain the program, in support of the outside stakeholders, such as the university at large, the Physical Therapy profession, students, alumni, and the Province of British Columbia as a collective.



Carolyn Andersson
Clinical Education
Officer



Audrey Dale
Administration
Manager



Ingrid Dill
Clinical Placement
Officer



Carissa Dyck
MPT Admin Manager



Yan Huang
Assistant to the
Department Head



Kate Lewis
MPT Program
Assistant



TJ Niu
Classroom & IT
Support Technician



Anny Shen
Research Graduate
Program Assistant
& Room Booking
Coordinator



Larry Smythe
Facilities & IT
Manager



Brenda Wessel
Research Grant
Facilitator



Sheila Williamson
Student Services
Officer

GOALS

The Strategic Plan 2018-2023 builds on a strong foundation of excellence and speaks to our values of Enhancing Innovation, Integrity, Collaboration and Excellence. These values support and align with the principles of the Faculty of Medicine strategic plan: excellence, equity, engagement and effectiveness.

Through our teaching and research activities, and through the embodiment of our values, we strive to be the Canadian university Physical Therapy Department that is leading the physiotherapy profession forward to serve the health needs of society.

- ① To graduate outstanding students who will advance the profession
- ② To improve physical therapy capacity in underserved areas, including Indigenous communities, and in specialty areas of practice
- ③ To be recognized among the best Physical Therapy research programs in the world
- ④ To develop and maintain collaborative partnerships which contribute to our mission

Goal 1

Graduate outstanding students who will advance the profession



Goal 1

The Department of Physical Therapy is invested in not only preparing our graduates to be safe and competent physiotherapists, but also in fostering a foundation and awareness of their roles to advance the profession; to adapt to the changing clinical environment; and to embrace more complex practice and new roles. This goal aligns with the Faculty of Medicine’s strategic goal for education: “Teaching, development and mentoring of practitioners and scientists who can work together effectively in an evolving system”, which speaks to the changing demands of clinical practice, and the need for clinicians to be adaptable and forward thinking.

Admissions

Objectives

- Refine admissions process to better identify students who embody professional values and identity including leadership, professionalism, ethics, communication, and empathy
- Refine admissions process to support diversity and inclusivity
 - a. Identify applicants with interest/experience which may indicate an interest in public practice and underserved populations
 - b. Develop and expand marketing for aboriginal, rural and international seats
- Implement and refine an admissions pre-requisite course to improve student preparation

Key Performance Indicators

- Tools and measures to capture desired qualities
 - a. CASPer
 - b. ACP
 - c. Formal/ Informal feedback
 - d. Employer surveys
 - e. Reduction in professionalism incidents
- Increase the number of quality applicants to reserved seat categories
- Use measures of key course work (instructor feedback) and assessments (e.g. anatomy, biomechanics, physiology) to determine if preparation and foundational knowledge are improved

Goal 1

Curriculum

Objectives

- Align curriculum with Competency Profile for Physiotherapists in Canada (2017) to ensure program trains safe and competent entry-level practitioners
- Develop new content to better prepare graduates to work in advanced practice and more complex care settings
- Ensure best evidence in curriculum and enhance the role of PTs as evidence based practitioners
- Enhance curriculum to strengthen professional competency
 - a. Develop new content with a focus on respect and conflict resolution
 - b. Strengthen clinical education placement preparation with dedicated workshops throughout the program
 - c. Enhance preceptor education to continue to enhance professionalism and professional standards in practice and identify students “at risk” early in their training

Key Performance Indicators

- Assessment measures
 - a. Course assessments directly align with Competency Profile milestones
 - b. ACP outcomes directly align with Competency Profile milestones for appropriate level of training
 - c. Graduate success on National Exams
- Assessment measures
 - a. Course evaluations
 - b. Graduate and employer feedback
- Increased number of students undertaking research placements
- Curriculum development
 - a. Number of professionalism issues on student placements

Policies and Procedures

Objectives

- Refine clinical education assessments to better and earlier identify students who are not meeting minimum requirements (suitable for level of training)

Key Performance Indicators

- Improved flagging of students on placement to better identify issues, and increase opportunity to remediate

Teaching, Learning and Scholarship

Objectives

- Embrace new teaching and learning technology methodologies to engage learners
- Support and showcase education scholarship and professional development and contribution
- Recruit skilled and experienced educators who act as positive professional role models

Key Performance Indicators

- Increased uptake and usage of new teaching and learning approaches
 - a. Student evaluation of teaching scores
 - b. Number of workshops attended by faculty
- Indicators of increased activity related to professional development
 - a. Use of CPD funds
 - b. Awards and recognition

Goal 2

Improve physical therapy capacity in underserved¹ areas, including Indigenous communities, and in specialty areas of practice

Through teaching, research and partnerships, the Department of Physical Therapy strives to meet its social contract of reducing health inequities, addressing population health needs and contributing expertise to specialized areas of practice.

¹Underserved is defined as “individuals who belong to a certain population (and people can belong to more than one) may experience difficulties in obtaining needed care, receive less care or a lower standard of care, experience different treatment by health care providers, receive treatment that does not adequately meet their needs, or that they will be less satisfied with health care services than the general population” (Bowen 2001).

Goal 2

Admissions

Objectives

- Select applicants to the program that reflect the diversity of the BC population, including self-declared Aboriginal
- Admissions process to include a Personal Statement of Experience / Interest to select students that may be interests in working in underserved areas

Key Performance Indicators

- Use of data collected in the Diversity Survey to inform our admissions process
- Use of data collected in the Diversity Survey to influence policy more broadly and advocate for broader representation (geographically and demographically)
- Tracking of graduates in areas of practice and geographical location

External goal: student body composition reflects the provincial population; graduates of the program are working across the Province in underserved areas



Goal 2

Curriculum

Objectives

- Expand clinical experiences in diverse areas, including rural / aboriginal clinical placement opportunities
- Ensure curriculum meets needs of underserved areas, i.e., include clinical examples during lectures / labs that address these areas and expand beyond the urban setting
- Incorporate Aboriginal health concepts into curriculum
- Expose students to career development from entry-level to specialty practice
- Offer specialty courses / certificates to interface with MRSc program
- In response to the Truth and Reconciliation Commission recommendation # 24, inclusion of enhanced indigenous content into the curriculum

Key Performance Indicators

- Design and develop opportunities for students to demonstrate culturally safe practice with a diverse cultural population
- Curriculum includes content related to the history of residential schools, Aboriginal health and cultural safety, exposure to Indigenous ways of knowing, and health and wellness
- Ensure case studies / clinical examples across MPT curriculum incorporate appropriate rural, and Indigenous content

Internal goal: students demonstrate cultural safety in all settings

External: the Department is recognized for developing and delivering excellent content in the area of cultural safety

Teaching and Learning

Objectives

- Bring in clinicians or stakeholders with expertise in underserved areas to teach in the program or supervise students
- Support clinicians / preceptors / instructors working in marginalized areas to become clinical faculty
- Encourage academic faculty to pair with a clinical faculty to cross-pollinate
- Work with Centre of Excellence in Indigenous Health to recruit and support students who self-identify as Aboriginal

Key Performance Indicators

- Diversity of instructors (age, ethnicity, area of specialty, level of support)
- Partnerships with individuals and organizations that increase the opportunity to enhance learning and contribute to improving health of society

External: strengthen partnerships in areas that align with social contract



Research

Objectives

- Expand research in areas of certificate or clinical masters programs
- Engage in partnerships with First Nations communities to further research in rehabilitation
- Collaborate with other Departments/ Faculties
- Partner with organizations in developing quality improvement projects with the aim of increasing capacity in rehabilitation

Key Performance Indicators

- Attract faculty to the Department who engage in research that seeks to reduce health inequities and address population health
- Highlight faculty who are doing research projects in specialty areas or Aboriginal health

Internal goal: students demonstrate cultural safety in all settings

External: featured faculty and research project outcomes

Sustainability

Objectives

- The Internationally Educated Physiotherapists Exam Preparation (IEPEP) program development, delivery and growth
- Innovative options (including the use of technology) to support:
 - a. Health service delivery
 - b. Mentorship of graduates and clinical faculty
 - c. Continuing Professional Development (CPD) in underserved or specialty areas
- CPD and certificate courses in specialty areas

Key Performance Indicators

- Confirmation from clinical faculty and clinical education advisory committee members that our students and graduates are meeting unmet needs
- Achieving sufficient enrolments in continuing professional development and certificate courses
- Development of the Program For Excellence in Telerehabilitation and Research (PETER)

External goals: development of models and services that result in improving access to care



Goal 3

To be recognized among the best physical therapy research programs in the world

The ability to produce highly impactful research is a fundamental requirement for any University program aiming to be considered among the world's best in their field. This is generally achieved through the reputation of the researchers, and their ability to conduct and disseminate their research. A solid foundation of research funding, outstanding personnel (especially trainees), and opportunities to collaborate with relevant stakeholders is required.

Goal 3

Admissions

Objectives

- Recruit and retain outstanding research trainees (MSc, PhD, PDF) within the Department

Key Performance Indicators

- Number of trainees at each level
- Number of scholarships awarded to trainees
- Number of publications that include trainees
- Number of training / skill building opportunities for trainees

Curriculum

Objectives

- Provide MPT students opportunities to increase their awareness of, and involvement in, research

Key Performance Indicators

- Number of MPT research placements
- Number of research outputs from MPT research projects
- Number of MPT/PhD students
- Level of awareness of evidence-based treatment and mechanisms of injury / disease within the MPT curriculum

Indicators of Achievement:

- Recognition as leaders in multi-disciplinary health-based research productivity
- Training of highly productive students undertaking world-class rehabilitation research
- Use of research outputs to effectively engage communities, guide clinical practice, and inform healthcare policy

Recognition and Awareness

Objectives

- Department of Physical Therapy (DPT) faculty are recognized for their outstanding contributions to the field of physical therapy
- Increase the awareness of DPT faculty research outputs in non-traditional avenues

Key Performance Indicators

- Number of awards of distinction given to faculty
- Level (local, national, international) of awards of distinction
- Number and level of leadership positions (local, national, international) held by faculty
- Number of clinical guidelines that feature faculty research
- Number of clinical partners involved in DPT research
- Number of faculty talks / lectures to government, clinicians, and community

Sustainability

Objectives

- Increase Principal Investigator (PI)-driven funding, especially those involving multiple researchers and disciplines

Key Performance Indicators

- Total number of PI grants held
- Total amount of funding
- Number of co-investigators on PI-held grants
- Number of disciplines involved in PI-held grants

Goal 4

Develop and maintain collaborative partnerships which contribute to our mission



Goal 4

In line with the Faculty of Medicine's vision, our Department is committed to improving care of the population across BC through collective system leadership and community engagement. To that end, the Department substantively contributes to, and benefits from, a wide range of partnerships with local, national and international organizations.

Admissions

Objectives

- Develop innovative admissions procedures and recruitment strategies to ensure an outstanding and diverse pool of MPT applicants who demonstrate core values recognized by our key partners and stakeholders

Key Performance Indicators

- Diversity within the MPT class that mirrors the population
- Diverse areas of practice upon graduation which include public practice and underserved client groups

Curriculum

Objectives

- Lead and support development of courses, programs, certificates, or streams in collaboration with other departments and centres, to address existing and emerging educational needs, including evolutions in the healthcare system
- Provide avenues for stakeholder and partner input into curriculum
- Develop further opportunities for interprofessional learning

Key Performance Indicators

- Number of new Interprofessional course offerings responsive to community and healthcare provider needs
- Multiple avenues for stakeholder input into the curriculum including committee membership, curriculum review, and feedback on student performance
- Richness and range of interprofessional interactions in MPT classroom and practical education which promote successful patient outcomes by graduates

Community and Teamwork

Objectives

- Engage in educational and research outreach with rural and remote communities
- Partner with clinical organizations to develop new and innovative clinical education opportunities
- Promote effective communications between staff and faculty to foster department-wide engagement with our mission
- Partner with stakeholders to prepare students for career opportunities in underserved and specialty areas, including areas of emerging practice
- Engage clinical and community organizations to support local knowledge translation, and participation in research projects
- Develop strategies for fundraising – including collaboration with University partners to identify donors and ensuring fundraising skills / training of individual faculty members
- Regular updates to website and ongoing newsletters and in-person events highlighting contributions of staff and faculty which advance our collective mission
- Number of innovative learning opportunities in rural, remote and specialty areas provided in collaboration with community partners
- Number of faculty and trainees participating in local conferences, education events, and clinical studies which address key issues for the rehabilitation professions
- Number and amount of donations directed to support Department activities, including endowed lecturer / faculty positions, innovative clinical teaching space / student-led clinics, basic research, etc.

Key Performance Indicators

- Number of student contact hours, in person or via distance-based technology, with patients in remote and rural areas
- Number of rural and remote communities involved in funded research projects that address community health concerns
- New collaborations with CPTBC, PABC Health Authorities, PainBC to enhance appropriate use and availability of distance-based technology
- Number and range of pre- and post- licensure clinical education offerings which meet the changing needs of BC's healthcare system

Research

Objectives

- Build on collaborations with Research Centres in areas of strategic strength

Key Performance Indicators

- Number of existing and newly hired faculty and trainees benefitting from cutting edge research infrastructure investments at relevant Research Centres



