

Western University

School of Physical Therapy

Strategic Plan 2021-2026

Meaningful Impact

Inclusive experience,
Successful students



Engaged partners,
Creative outcomes



Personalized care,
Enabled participation



INTRODUCTION

The Western University School of Physical Therapy is home to the Master of Physical Therapy (MPT) program. The School also leads three fields of study in the Advanced Health Care Practice program, the Physical Therapy field in the MSc and PhD programs within Health and Rehabilitation Sciences, and the combined MPT/PhD program. Through these activities, it is our privilege and pleasure to contribute to and advance Physical Therapy research, education and practice.

We have a strong history of excellence and leadership across our research and educational activities. Our research is innovative and impactful, our expert clinicians are leaders in their field, and robust partnerships enable success across our activities as a School. Combined, this creates an exceptional learning environment for our students and leads to enhanced Physical Therapy outcomes for patients.

To continue this excellence and meet the needs of the people we serve, we must be dynamic and continuously evolve. With the COVID-19 pandemic providing an opportunity to reflect on and challenge our practices, a renewed curriculum in our MPT program and new leadership within the School of Physical Therapy, the timing was right to begin our strategic planning initiative in February 2021.

Our strategic planning methodology engaged over three hundred stakeholders. Through monthly discussions of stakeholder feedback with full and part time School of Physical Therapy faculty, a new strategic plan was created. The plan is comprehensive, ambitious and balanced across School activities.

Our new strategic plan will guide School of Physical Therapy activities over the next five years, enabling continued excellence in Physical Therapy research, education and practice, with meaningful impact for our stakeholders.

Full Time Faculty



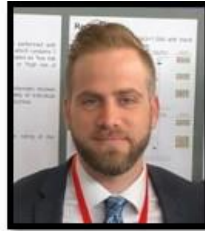
Greg Alcock



Folarin Babatunde



Trevor Birmingham



Pavlos Bobos



Laura Brunton



Dianne Bryant



Denise Connelly



Samantha Doralp



Ntonghanwah Forcheh



Jayne Garland



Heather Gillis



Laura Graham



Susan Hunter



Joy MacDermid



Jacquelyn Marsh



Erin Miller



Pulak Parikh



Sue Peters



Alison Rushton



Jackie Sadi



Siobhan Schabrun



Janelle Unger



Dave Walton

Western 
School of
Physical Therapy



We acknowledge that Western University and the School of Physical Therapy are located on the traditional lands of the Anishinaabek (Ah-nish-in-a-bek), Haudenosaunee (Ho-den-no-show-nee), Lūnaapéewak (Len-ahpay-wuk) and Attawandaron (Add-a-won-da-run) peoples, on lands connected with the London Township and Sombra Treaties of 1796 and the Dish with One Spoon Covenant Wampum. With this, we also acknowledge the health inequities caused by historical and ongoing injustices that Indigenous Peoples (e.g. First Nations, Métis and Inuit) endure in Canada, and the damaged health systems that remain. We accept responsibility as a public institution and as health and

Members of Staff



Donna Beer



Nancy Caley



Janet Harman



Jessica Starowicz



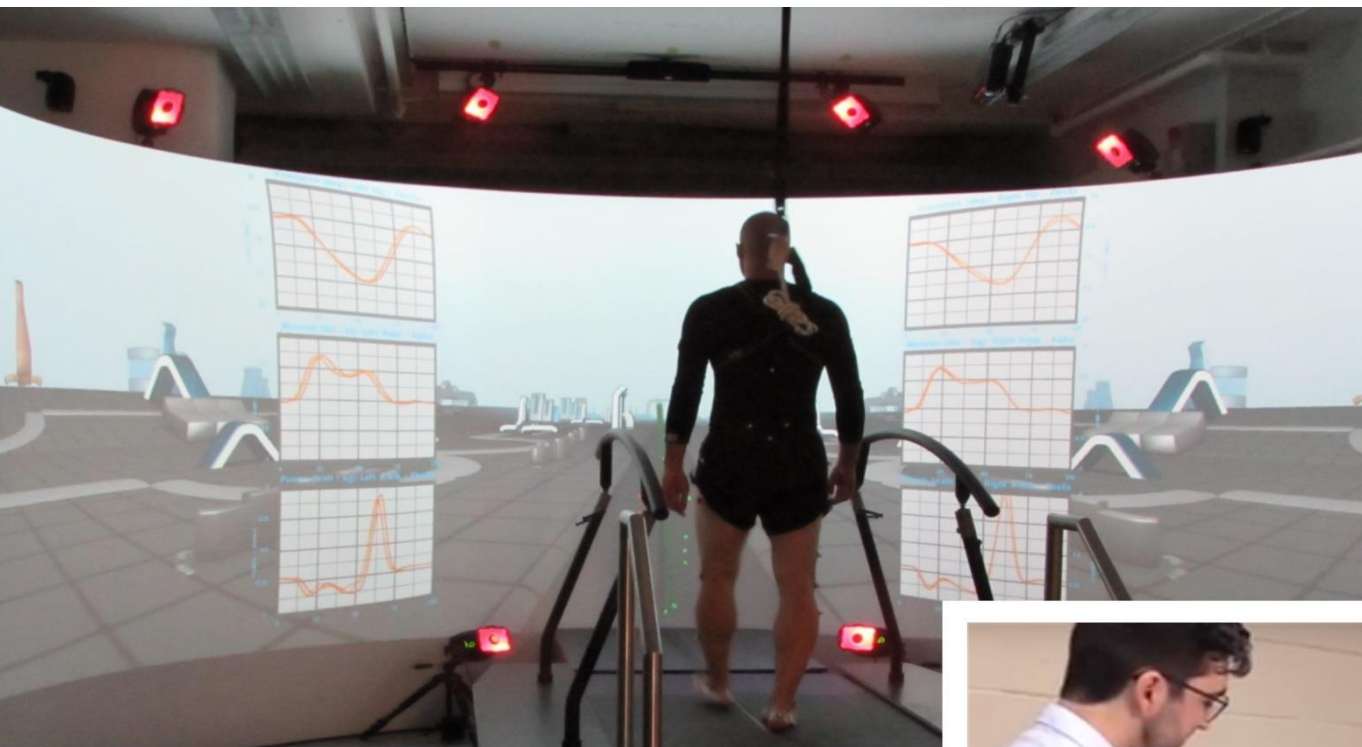
Emily Walker



Erin Williams



School of
Physical Therapy



**What is unique or
distinct about
Western School of
Physical Therapy?**

"The transdisciplinary connections between various faculties that allow for a very rich learning experience in all aspects of health care and research. I have a keen interest in musculoskeletal conditions, and I believe that Western has a very strong teaching faculty who can provide a great deal of knowledge to prepare me for a career as a clinician scientist."

~Combined MPT/PhD student



What are strengths of the Western School of Physical Therapy?

"Collaboration and innovation in student placements to create a great learning experience"

~Clinical partner



"Bringing research to practice and clinical skills to student training."

~Research partner



Patient partner perspectives of Physical Therapy



“The most important factor for me is working in partnership with the Physical Therapist to figure out what the problem is and creating a management plan.”

“I have a great deal of gratitude for physios. They are like a coach – can help at all stages and you need them the whole way – coming up with strategies together to get better.”



STRATEGIC PLANNING METHODOLOGY

The strategy map is the foundational element of our strategic planning methodology. Across four pillars, the strategy map aligns the needs of our stakeholders with our processes, capacity and sustainability. Guided by our values, the map translates our vision and mission into action and enables us to establish meaningful metrics to evaluate progress and impact. The strategy map will guide our activities over the next five years.



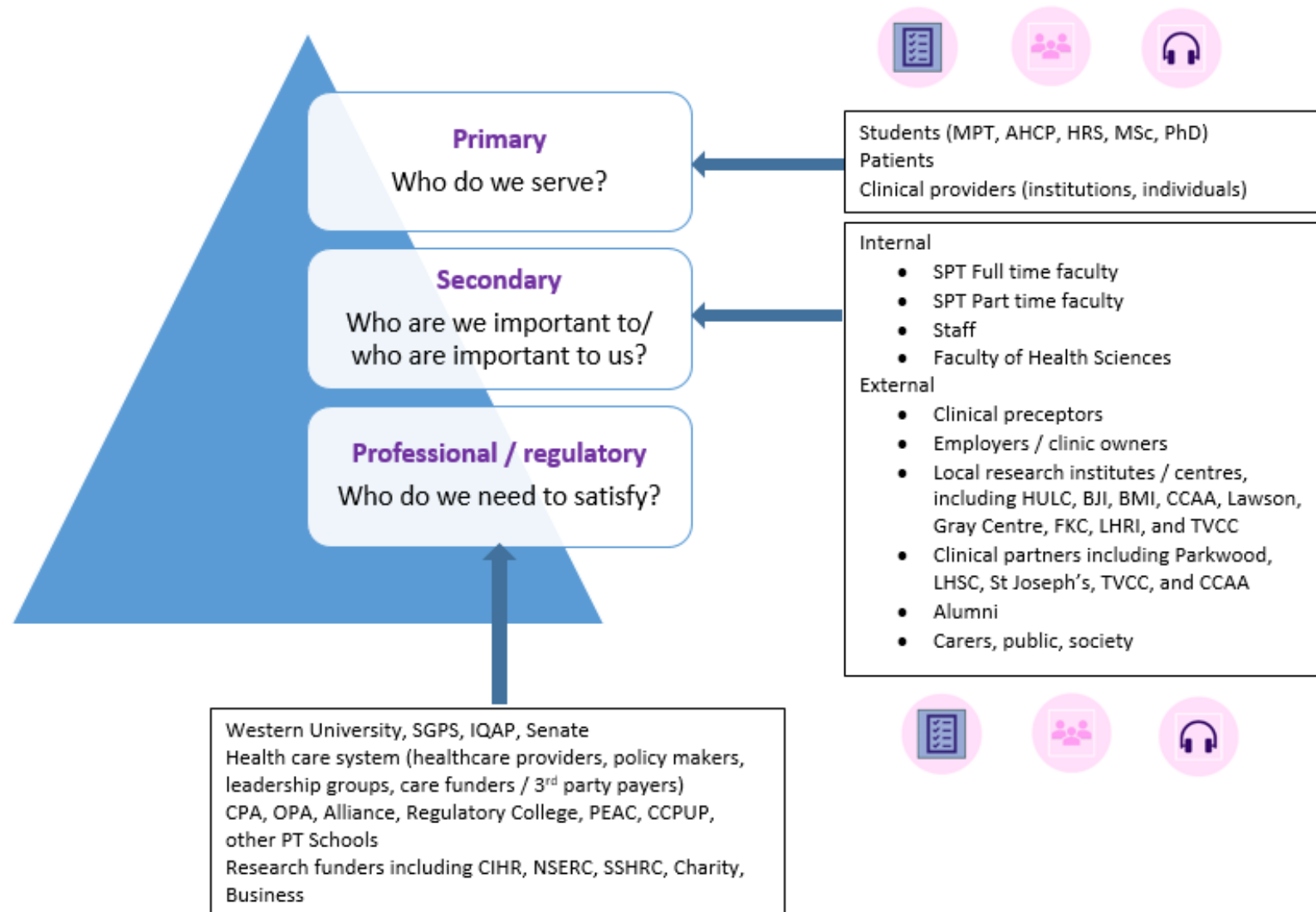
KEY PRINCIPLES TO GUIDE STRATEGIC PLANNING

Throughout our strategic planning processes, we were guided by the following key principles:



STAKEHOLDER MAP AND MEANS OF ENGAGEMENT

To ensure our strategic plan developed from the needs of our stakeholders, we identified key stakeholders of the Western School of Physical Therapy and determined means of engagement, including surveys, focus groups and interviews.

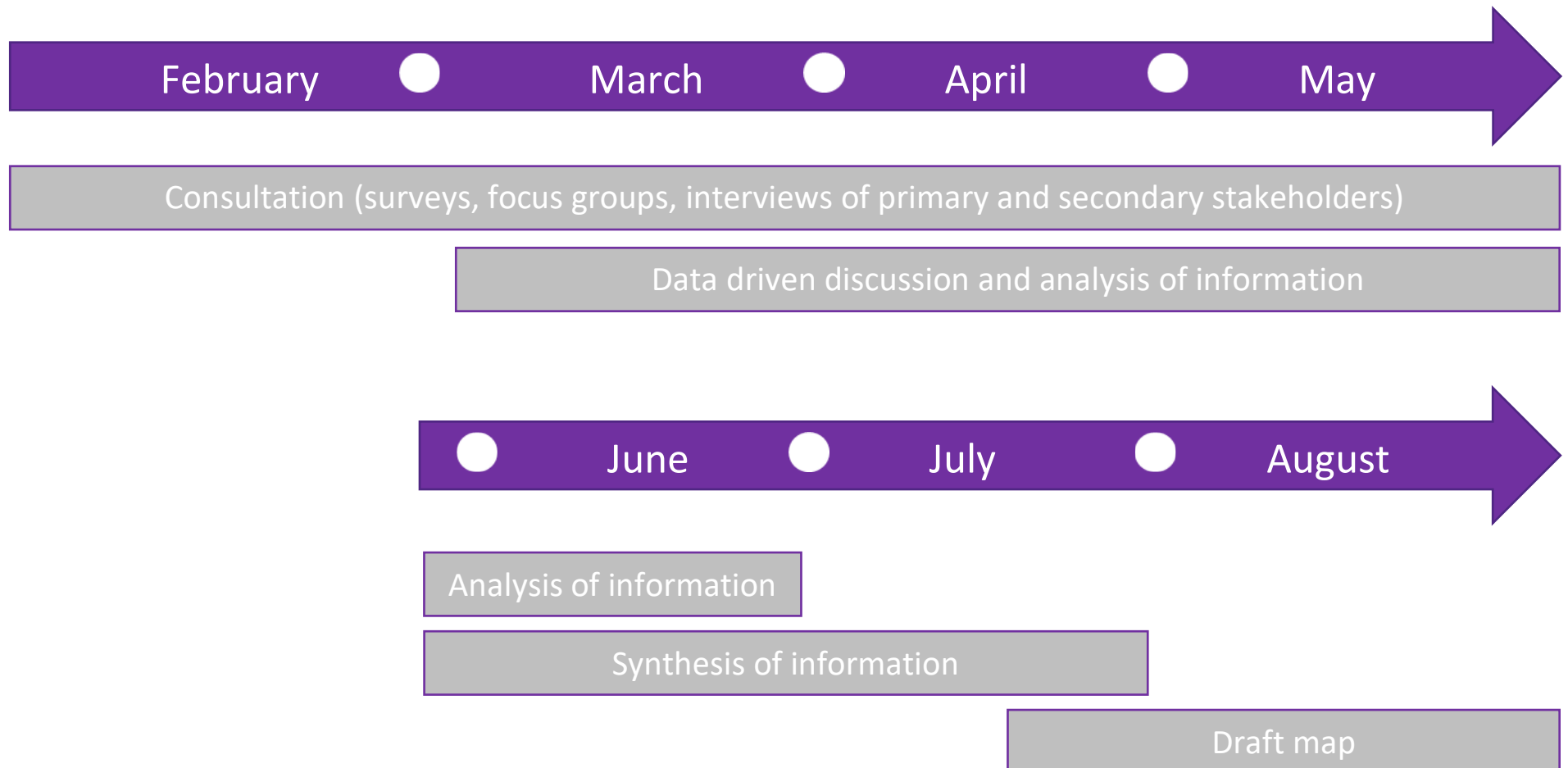


STRATEGIC PLANNING TIMELINE

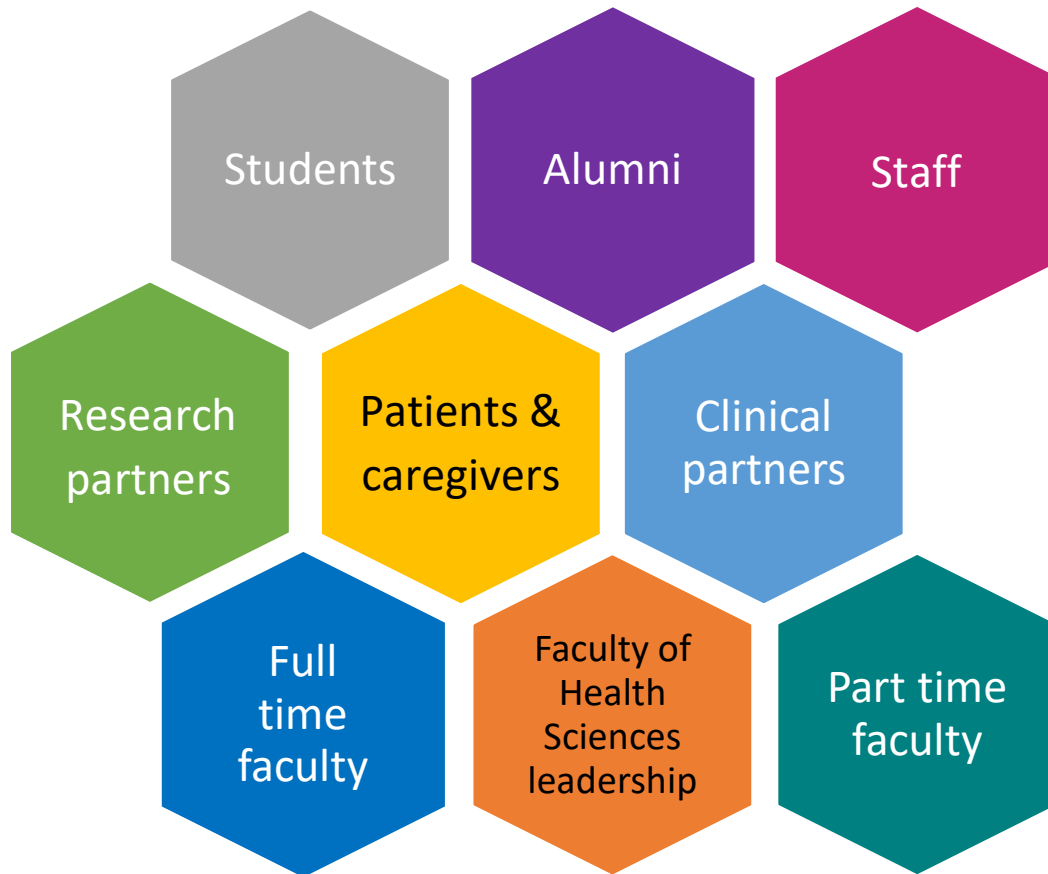
Between February and August 2021, our strategic planning process consisted of four phases:

- 1) Consultation with primary and secondary stakeholders,
- 2) Data driven discussions and analysis of information,
- 3) Synthesis of information and
- 4) Drafting our strategy map.

Each month, School of Physical Therapy faculty met to discuss and reflect on stakeholder data, which served as the foundation for developing our strategy map.



STAKEHOLDER ENGAGEMENT



Between February and May 2021, we consulted and engaged with nine School of Physical Therapy stakeholder groups.

Through our engagement activities, we heard from 309 stakeholders, including:

- 269 survey responses
- 19 focus group participants
- 21 interviews

From data gathered during stakeholder engagement activities, we identified our strengths and opportunities for development, to inform the development of our strategy map.

CELEBRATING OUR STRENGTHS

EXCELLENCE IN EDUCATION

Our faculty and high-quality programs contribute to our educational excellence. Faculty in the School of Physical Therapy are dedicated educators committed to the lifelong development of our students. We have recently renewed our fully accredited Master of Physical Therapy program, creating a contemporary curriculum embedded within a case-based teaching pedagogy.

UNIQUE PROGRAMS

In partnership with Health and Rehabilitation Sciences, we offer unique programs and learning opportunities. Our expert clinicians lead three fields in the Advanced Health Care Practice program that continue to grow and evolve, aligning with national and international standards for advanced practice Physical Therapy. The combined MPT/PhD program allows students to pursue both clinical and research degrees, enabling unique career opportunities.

INNOVATIVE & IMPACTFUL RESEARCH

The School of Physical Therapy has outstanding leadership and expertise in innovative research. We have three research chairs in our faculty and a strong history of excellence in musculoskeletal rehabilitation research. Our research is recognized internationally with substantial clinical and scientific impact.

CONNECTIONS WITH PARTNERS

A distinct feature of Western's School of Physical Therapy is our connections with clinical and research partners across campus, within the London community, Southwestern Ontario and beyond. These partnerships attract students and faculty alike and create shared opportunities to advance Physical Therapy research, education and practice.

School of Physical Therapy Recent Actions in Indigenous Learning

1

Added a representative to the Faculty of Health Sciences Indigenous Curriculum Sub-Committee

2

Added a representative to the Graduate Education Council Policy working group to incorporate principles of EDID

3

Updated the School of Physical Therapy Land Acknowledgement and posted it on the School website, all OWL courses and course outlines

4

Added an Indigenous Health lecture taught by an Indigenous Physical Therapist to Physical Therapy in Community Settings

5

Initiated the development of a School of Physical Therapy anti-racism workshop with training for faculty, staff and students

6

Initiated monthly emails with resources and tips related to EDID for School of Physical Therapy faculty, staff and students

Why did you choose Western School of Physical Therapy?

The ability to work with leaders in rehabilitation research
~PhD student



The program structure with its opportunities for research and connections with clinics and hospital nearby
~MPT student



The Western program is known for providing the best experience and well-rounded physiotherapists
~Advanced Health Care Practice student







“My favourite part of the Western program was being able to get to know all of my classmates on a personal level. It led to such a positive learning experience and created a family-like atmosphere. What stood out was the faculty though – not just their teaching abilities, but also their willingness to be there for you in difficult times and treat you like a colleague.”

~Master of Physical Therapy alumni

Western University

School of Physical Therapy

Strategy Map 2021-2026

The Western School of Physical Therapy strategy map creates shared clarity around our vision, mission and values. Shaped by our stakeholders, the map identifies strategies, people, culture, support systems, technology and resources required to achieve our vision. It prepares us to move forward - translating our vision and mission into action. The strategy map provides a foundation for implementation and measuring our progress over the next five years. The map is a balanced and aligned representation of Western School of Physical Therapy priorities.

VISION, MISSION AND VALUES

The Western School of Physical Therapy strategy map for 2021-2026 begins with new vision, mission and values.



Our Vision

Optimizing mobility, enhancing health
and well-being for all people



Our Mission

To be global leaders in creating accessible and impactful
physical therapy through research, education and
advocacy, enabling lifelong population health



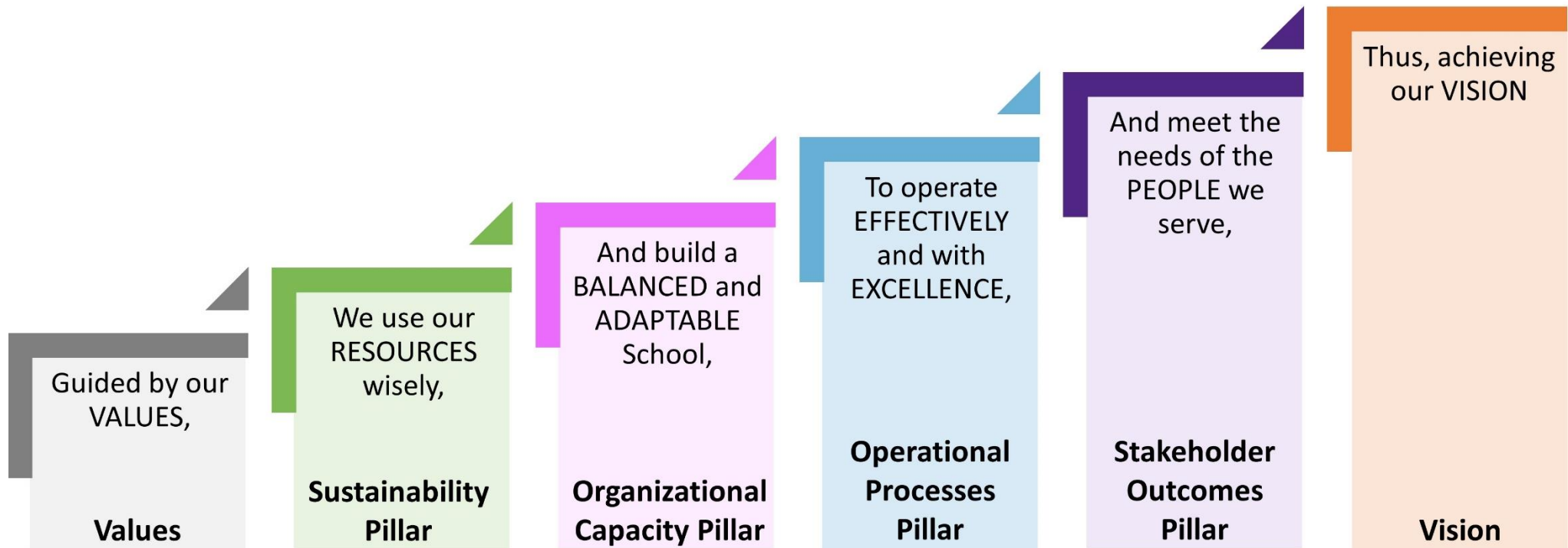
Our Values

Excellence Collaboration Innovation
Equity Integrity and Advancing Practice

STRATEGIC PILLARS

Our strategy map is framed by four strategic pillars.

Guided by our values, the pillars will steer our activities for the next five years, enabling us to achieve our vision and mission.



STAKEHOLDER OUTCOMES PILLAR

MEANINGFUL IMPACT

The stakeholder outcomes pillar is the heart of our strategy map. Collectively, the outcomes answer the question “*What do we want to achieve for the people we serve and support?*”

Our three key stakeholder groups are: Students, Patients and Partners.

STUDENTS

*Inclusive Experience,
Successful Students*

- Students experience belonging, community, and success in accessible and equitable learning environments
- Students acquire knowledge and skills to be lifelong adaptable learners within a dynamic healthcare landscape
- Students are enabled to incorporate creative solutions to improve accessibility and enhance physical therapy care
- Students become future leaders of physical therapy research and practice

PATIENTS

*Personalized Care,
Enabled Participation*

- Patients and the public recognize physical therapy as the healthcare profession of choice for mobility needs and optimization
- Patients achieve enhanced physical therapy outcomes to accomplish their mobility and participation goals
- Patients experience person-centred, evidence-informed physical therapy care
- Patients and public engage with Western SPT to support meaningful research and education

PARTNERS

*Engaged Partners,
Creative Outcomes*

- Partners actively engage with Western SPT through a framework of collaboration and mutually beneficial relationships
- Multidisciplinary partners drive innovation in advancing physical therapy research, practice and education
- Partners engage in physical therapy knowledge exchange and mobilization through clinically relevant research, scholarship and education

OPERATIONAL PROCESSES PILLAR

ORGANIZATIONAL EXCELLENCE

To achieve our stakeholder outcomes, we identified strategies and processes in which we must excel. Each strategy of excellence (***bold italics***) and operational process (bullets) is sequentially aligned with stakeholder outcomes to enable achievement.

STUDENTS

We celebrate diversity and create belonging

- Build SPT community and engagement
- Optimize student outreach, recruitment and tracking to build inclusive and diverse programs
- Create equitable admissions processes
- Increase numbers of international students
- Enable greater financial accessibility to SPT programs

We provide experiential learning opportunities for lifelong success

- Reimagine Elborn to create a unique, multi-purpose and collaborative space
- Provide research and educational opportunities in clinical and community settings that engage diverse teams
- Create novel clinical placement experiences
- Leverage technology and clinical experts to create and deliver experiential learning opportunities

We develop, evaluate and implement creative solutions in research, practice and education

- Build a new SPT research theme of educational research
- Develop and evaluate creative, evidence-informed methods of teaching and learning
- Ensure SPT programs are dynamic and innovative with robust quality review processes
- Investigate and incorporate technology into research, practice and education
- Upgrade, integrate and enhance support for technology across all spaces in Elborn

We develop researchers, clinicians and leaders of the future

- Ensure our graduates have transferable skills for success in a range of careers
- Provide opportunity for our students and trainees to accelerate career enhancement and become leaders
- Enhance leadership of and create specific training opportunities for the combined MPT/PhD program
- Facilitate faculty development and excellence through enhanced onboarding, mentorship and professional development

OPERATIONAL PROCESSES PILLAR

ORGANIZATIONAL EXCELLENCE

PATIENTS

We promote and advance the Physical Therapy (PT) profession

- Position and support SPT faculty, students and graduates in leadership and advisory roles that promote the value of the PT profession
- Build the profile and role of PT within the provincial and national healthcare landscape
- Educate and advocate for the PT profession
- Build capacity and advocate for advanced practice roles within the PT profession

We lead in high-impact research to enhance patient outcomes

- Create an impact measurement plan to quantify the scholarly, clinical and societal impact of SPT research(ers)
- Increase our research metrics to illustrate SPT's position among the top research-intensive programs
- Clearly communicate SPT research themes and evidence of impact
- Develop SPT led research teams and centres
- Develop capacity and best practices in implementation and use of clinical databases
- Enable grant success for our students, trainees and faculty

We enhance physical therapy care and advance practice

- SPT faculty contribute to clinical practice guidelines and professional standards to inform best practice and policy decisions
- Develop clinically focused post-professional program opportunities
- Create credentialling opportunities
- Increase research and education outreach to distant learners
- Develop well-rounded students, strong in critical appraisal, clinical reasoning and patient-centred care

We engage patients and the public in our research and education

- Co-create and evaluate a patient and public engagement plan for SPT education and research
- Develop and expand patient involvement in our educational activities and multidisciplinary research teams
- Demonstrate patient or end-user engagement with SPT research

OPERATIONAL PROCESSES PILLAR

ORGANIZATIONAL EXCELLENCE

PARTNERS

We cultivate partnerships and collaboration to advance our common goals

- Enhance communication and collaboration among SPT faculty members
- Strengthen existing and establish new multidisciplinary partnerships across campus and beyond
- Create a strategy to build community among SPT partners, develop and share knowledge and skills, and create opportunity
- Enhance awareness of SPT research themes, the value of our collaboration and the important role we play in success of major university initiatives
- Identify the needs and priorities of our partners to give back and support meaningful engagement

We partner to create clinically meaningful outcomes through research and education

- Develop clinically meaningful, high-impact research initiatives aligned with key research and patient care priorities
- Establish productive and impactful multidisciplinary research that leads to joint grants, publications and knowledge mobilization
- Partner with researchers and clinicians to enhance research capacity and integration of research into clinical practice
- Position SPT in the world as a leader across the spectrum of PT research

We mobilize and implement knowledge, integrating research and clinical practice

- Increase communication and knowledge mobilization of research expertise to students, partners and clinicians
- Develop lay communication strategies about SPT research
- Create robust knowledge mobilization strategies in collaboration with our partners to effectively translate research into practice
- Build knowledge mobilization capacity
- Develop clinical academic position opportunities (e.g., clinician scientist and clinical educator)

ORGANIZATIONAL CAPACITY PILLAR

Organizational capacity drives excellence. This pillar answers the question *“To achieve excellence, what capacity do we need in our culture, people, technology and infrastructure?”*. This capacity supports all operational processes, strategies of excellence and stakeholder outcomes.

PASSIONATE, CREATIVE AND MULTI-PROFESSIONAL TEAM

We work and learn in safe spaces embedded in EDID best practices, that are free of discrimination and harassment

We work in a supportive and engaged community, grounded in mutual respect and effective communication, with clear roles and responsibilities

We recruit, support and retain outstanding team members to School of Physical Therapy

We are dynamic leaders in PT education and research who embrace innovation and are dedicated to excellence in high-impact practices

We are equipped with digital technology resources for learning, teaching and research

We work in flexible, engaging and functional spaces that support communication, collaboration and creativity

SUSTAINABILITY PILLAR

The last pillar enables capacity across our School and supports all operational processes, strategies of excellence and stakeholder outcomes. The sustainability pillar answers the question *“What resources do we need to sustain our school and how will we continuously improve and thrive?”*.

ALIGNED AND SUSTAINABLE SCHOOL

We allocate resources in alignment with our vision, strategies and priorities

We are adaptable to the dynamic needs of healthcare and our stakeholders

We establish meaningful metrics to measure, evaluate and improve our performance and impact, and inform SPT decision making

We embed all SPT activity in real world issues, engaging our alumni and partners

We seek entrepreneurship and industry funding to resource a sustainable SPT

We promote our vision, excellence and impact to all stakeholders

WESTERN SCHOOL OF PHYSICAL THERAPY (SPT) STRATEGY MAP: 2021-2026

Thus, achieving
our VISION

OUR VISION

Optimizing mobility, enhancing health and well-being for all people

OUR MISSION

To be global leaders in creating accessible and impactful physical therapy through research, education and advocacy, enabling lifelong population health

And meet the
needs of the
PEOPLE we
serve,

MEANINGFUL IMPACT

Western School of Physical Therapy will achieve the following strategic stakeholder outcomes

STUDENTS

Inclusive experience, Successful students

- Students experience belonging, community, and success in accessible and equitable learning environments
- Students acquire knowledge and skills to be lifelong adaptable learners within a dynamic healthcare landscape
- Students are enabled to incorporate creative solutions to improve accessibility and enhance physical therapy care
- Students become future leaders of physical therapy research and practice

PATIENTS

Personalized care, Enabled participation

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PARTNERS

Engaged partners, Creative outcomes

- Partners actively engage with Western SPT through a framework of collaboration and mutually beneficial relationships
- Multidisciplinary partners drive innovation in advancing physical therapy research, practice and education
- Partners engage in physical therapy knowledge exchange and mobilization through clinically relevant research, scholarship and education

ORGANIZATIONAL EXCELLENCE

Strategies of excellence for achieving strategic stakeholder outcomes

We celebrate diversity and create belonging	We provide experiential learning opportunities for lifelong success	We develop, evaluate and implement creative solutions in research, practice and education	We develop researchers, clinicians and leaders of the future	We promote and advance the physical therapy (PT) profession	We lead in high-impact research to enhance patient outcomes	We enhance physical therapy care and advance practice	We engage patients and the public in our research and education	We cultivate partnerships and collaboration to advance our common goals	We partner to create clinically meaningful outcomes through research and education	We mobilize and implement knowledge, integrating research and clinical practice
<ul style="list-style-type: none"> • Build SPT community and engagement • Optimize student outreach, recruitment and tracking to build inclusive and diverse programs • Create equitable admissions processes • Increase numbers of international students • Enable greater financial accessibility to SPT programs 	<ul style="list-style-type: none"> • Reimagine Elborn to create a unique, multi-purpose and collaborative space • Provide research and educational opportunities in clinical and community settings that engage diverse teams • Create novel clinical placement experiences • Leverage technology and clinical experts to create and deliver experiential learning opportunities 	<ul style="list-style-type: none"> • Build a new SPT research theme of educational research • Develop and evaluate creative, evidence-informed methods of teaching and learning • Ensure SPT programs are dynamic and innovative with robust quality review processes • Investigate and incorporate technology into research, practice and education • Upgrade, integrate and enhance support for technology across all spaces in Elborn 	<ul style="list-style-type: none"> • Ensure our graduates have transferable skills for success in a range of careers • Provide opportunity for our students and trainees to accelerate career enhancement and become leaders • Enhance leadership of and create specific training opportunities for the combined MPT/PhD program • Facilitate faculty development and excellence through enhanced onboarding, mentorship and professional development 	<ul style="list-style-type: none"> • Position and support SPT faculty, students and graduates in leadership and advisory roles that promote the value of the PT profession • Build the profile and role of PT within the provincial and national healthcare landscape • Educate and advocate for the PT profession • Build capacity and advocate for advanced practice roles within the PT profession 	<ul style="list-style-type: none"> • Create an impact measurement plan to quantify the scholarly, clinical and societal impact of SPT research(ers) • Increase our research metrics to illustrate SPT's position among the top research-intensive programs • Clearly communicate SPT research themes and evidence of impact • Develop SPT led research teams and centres • Develop capacity and best practices in implementation and use of clinical databases • Enable grant success for our students, trainees and faculty 	<ul style="list-style-type: none"> • SPT faculty contribute to clinical practice guidelines and professional standards to inform best practice and policy decisions • Develop clinically focused post-professional program opportunities • Create credentialing opportunities • Increase research and education outreach to distant learners • Develop well-rounded students, strong in critical appraisal, clinical reasoning and patient-centred care 	<ul style="list-style-type: none"> • Co-create and evaluate a patient and public engagement plan for SPT education and research • Develop and expand patient involvement in our educational activities and multidisciplinary research teams • Demonstrate patient or end-user engagement with SPT research 	<ul style="list-style-type: none"> • Enhance communication and collaboration among SPT faculty members • Strengthen existing and establish new multidisciplinary partnerships across campus and beyond • Create a strategy to build community among SPT partners, develop and share knowledge and skills, and create opportunity • Enhance awareness of SPT research themes, the value of our collaboration and the important role we play in success of major university initiatives • Identify the needs and priorities of our partners to give back and support meaningful engagement 	<ul style="list-style-type: none"> • Develop clinically meaningful, high-impact research initiatives aligned with key research and patient care priorities • Establish productive and impactful multidisciplinary research that leads to joint grants, publications and knowledge mobilization • Partner with researchers and clinicians to enhance research capacity and integration of research into clinical practice • Position SPT in the world as a leader across the spectrum of PT research 	<ul style="list-style-type: none"> • Increase communication and knowledge mobilization of research expertise to students, partners and clinicians • Develop lay communication strategies about SPT research • Create robust knowledge mobilization strategies in collaboration with our partners to effectively translate research into practice • Build knowledge mobilization capacity • Develop clinical academic position opportunities (e.g., clinician scientist and clinical educator)

To operate
EFFECTIVELY
and with
EXCELLENCE,

And build a
BALANCED and
ADAPTABLE
School,

We use our
RESOURCES
wisely,

Guided by our
VALUES,

PASSIONATE, CREATIVE AND MULTI-PROFESSIONAL TEAM

Strategies for building and mobilizing SPT capacity

We work and learn in safe spaces embedded in EDID best practices, that are free of discrimination and harassment	We work in a supportive and engaged community, grounded in mutual respect and effective communication, with clear roles and responsibilities	We recruit, support and retain outstanding team members to SPT	We are dynamic leaders in PT education and research who embrace innovation and are dedicated to excellence in high-impact practices	We are equipped with digital technology resources for learning, teaching and research	We work in flexible, engaging and functional spaces that support communication, collaboration and creativity
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ALIGNED AND SUSTAINABLE SCHOOL

Strategies for sustaining, using and allocating our resources

We allocate resources in alignment with our vision, strategies and priorities	We are adaptable to the dynamic needs of healthcare and our stakeholders	We establish meaningful metrics to measure, evaluate and improve our performance and impact, and inform SPT decision making	We embed all SPT activity in real world issues, engaging our alumni and partners	We seek entrepreneurship and industry funding to resource a sustainable SPT	We promote our vision, excellence and impact to all stakeholders
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OUR VALUES

Excellence, Collaboration, Innovation, Equity, Integrity and Advancing Practice





IMPLEMENTING OUR STRATEGIC PLAN

Our strategic plan is aspirational but thoughtful, balanced across School activities and represents the beginning of our five-year journey. Each year we will set annual priorities to focus our implementation of the strategy map.



Performance scorecards for each prioritized strategy of excellence and operational process will be used to monitor our progress and impact over time. We will establish meaningful metrics, identify metric baselines and create targets. Performance will be reviewed against targets to identify our successes and gaps in progress requiring action.

IMPLEMENTING OUR STRATEGIC PLAN

Our year one priorities for action are:

STUDENTS

Strategies of excellence:

- *We celebrate diversity and create belonging*
- *We provide experiential learning opportunities for lifelong success*
- *We develop, evaluate and implement creative solutions in research, practice and education*
- *We develop researchers, clinicians and leaders of the future*

Operational processes:

- Build SPT community and engagement
- Optimize student outreach, recruitment and tracking to build inclusive and diverse programs
- Create equitable admissions processes
- Reimagine Elborn to create a unique, multi-purpose and collaborative space
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- Facilitate faculty development and excellence through enhanced onboarding, mentorship and professional development

IMPLEMENTING OUR STRATEGIC PLAN

Our year one priorities for action are:

PATIENTS

Strategies of excellence:

- *We lead in high-impact research to enhance patient outcomes*

Operational processes:

- Create an impact measurement plan to quantify the scholarly, clinical and societal impact of SPT research(ers)
- Clearly communicate SPT research themes and evidence of impact
- Enable grant success for our students, trainees and faculty
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- Co-create and evaluate a patient and public engagement plan for SPT education and research



IMPLEMENTING OUR STRATEGIC PLAN

Our year one priorities for action are:

PARTNERS



Strategies of excellence:

- *We cultivate partnerships and collaboration to advance our common goals*

Operational processes:

- Enhance communication and collaboration among SPT faculty members
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Western University

School of Physical Therapy



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Our Mission

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