



**Dalla Lana School of Public Health  
Strategic Planning Exercise  
Towards 2021 and Beyond**

*Cross-Cutting Themes Sub-committee Report*

Sub-committee Members:

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Sub-committee Liaisons:

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Sub-Committee Terms of Reference

**Terms:**

Contribute to drafting documents for open review beginning September

Contribute to drafting final report to be reviewed by the Strategic Plan Committee in November

Draft findings to be discussed at the Strategic Plan Retreat

**CROSS-CUTTING THEMES**

Building on the efforts of members of the Sub-Committees: Teaching Innovation; Performance Measures and Benchmarks; Synergy between Population Health and Health Systems; Research Capacity Enhancement; and Engagements and External Relations:

(1) to provide opinion and suggestions on terms and definitions of concepts and measures related to the cross-cutting themes

(1) to review interim and final Sub-committee reports to identify and suggest opportunities for strengthening incorporation of the cross-cutting themes

(3) to mobilize and facilitate faculty, students, and staff input on the cross-cutting themes, including discussion at the faculty retreat



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### Strategic Direction One

A. Provide a clear statement of the first suggested strategic direction.

Build, Connect, and Engage: Build new strategic partnerships, connect and strengthen existing relationships, and engage with communities

B. Provide clear rationale/statements on the following:

1. What will be the anticipated return / “payoff” / “value” on direction?  
(*Measured in different ways likely for various stakeholders*)

- Expands and advances educational and research programs
- Creates new opportunities for student, faculty, school, and university advancement
- Increases social engagement/involvement
- Enhances the profile, recognition, and perceived value of the DLSPH
- Attracts resources and support for the school
- Increases relevance to local and global communities, including health care leaders and decision makers

2. Does this direction align with the strategic plans of the University of Toronto, or any of its other faculties, units or partners (*alignment is not a requirement; refer to documents on Crush site*)? If yes, please specify how.

This theme aligns with the strategic plans of each of the following (not a comprehensive list):

- Department of Family and Community Medicine (DFCM): strategic partners
- DLSPH: partnerships
- Engineering: partnerships within a culture of excellence
- IHPME: partnerships
- Medicine: integration
- OISE: enhance collaboration

3. Alignment with current themes at the School, or its units (direction does not have to align with any current themes) and list any relevant cross-cutting themes that the strategic direction incorporates.

- This direction aligns with the DLSPH strategic plan 2012-2015. Specifically, it aligns with:
  - a. *Strategic Direction 4 – Partnerships*, within the DLSPH strategic plan 2012-2015. This direction aimed to “create a collective vision for a shared academic



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future with the University, community-based affiliates and other public health partners locally and internationally.”

b. *Strategic Direction 3 – Knowledge Translation and Exchange part 3-2*: “Partner with practitioners, students, policy-makers and community members to facilitate the results of research being applied to policy and practice.”

- This direction also aligns with IHPME’s strategy to “Build Partnerships that increase the opportunities for Institute members to achieve the Institute mission” and “Develop a platform for ideas and evidence to improve healthcare and health”.

4. Outline the implementation resources you imagine would be important/ helpful.

*(Implementation does not need to be the focus)*

- System (e.g., database) to document details and raise awareness of current and previous partnerships/relationships within and external to DLSPH that can be used for engagement of future opportunities, including for student practicums/projects, research, teaching, etc.
- Funding/resources to engage with partners or potential partners (e.g., symposiums, meetings, travel, etc.)

5. Comment on the risk of the suggested strategic direction

Potential risks include reduction in focus of core research/teaching, and the time necessary to build and strengthen relationships may be redirected from other activities. In addition, monitoring and evaluation of partnerships/engagements may be challenging to keep up to date.



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### Strategic Direction Two

A. Provide a clear statement of the second suggested strategic direction.

Impact: Promote innovation and relevance of education, research programs, and priorities to improve individual and population health

B. Provide clear rationale/statements on the following:

1. What will be the anticipated return / “payoff” / “value” on direction?

*(Measured in different ways likely for various stakeholders)*

- Creates a culture of innovation and creativity that promotes cutting edge research and teaching that improves health and the healthcare system
- Improves the reputation of the DLSPH as a leader in teaching, research, and implementation of innovations for the betterment of health
- Attracts the best faculty and students to join DLSPH
- Attracts industry, institutions, decision-makers, etc. to partner with the DLSPH
- Produces graduating students who are equipped to be leaders and change agents in their fields, including in the areas of research, clinical and public health practice, policy-making, administration, etc.

2. Does this direction align with the strategic plans of the University of Toronto, or any of its other faculties, units or partners (*alignment is not a requirement; refer to documents on Crush site*)? If yes, please specify how.

This theme aligns with the strategic plans of each of the following (not a comprehensive list):

- Nursing: innovation; promote and profile to attract infrastructure and funding to increase impact; professional practice
- Pharmacy: shape the profession through excellence in teaching and learning; strengthen infrastructure to increase impact; champion success by enhancing student experience
- iSchool: social good through research
- DFCM: impact through education, research and clinical service; innovation; quality improvement
- DLSPH: infrastructure
- Engineering: student experience
- IHPME: platform for ideas and evidence to improve healthcare and health
- Medicine: impact; innovation
- OISE: support faculty and staff; address student needs; reinvent space; diversity resource base; stellar student experience; innovative technologies



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- Arts & Science: student experience
3. Alignment with current themes at the School, or its units (direction does not have to align with any current themes) and list any relevant cross-cutting themes that the strategic direction incorporates.
- This direction aligns with the DLSPH strategic plan 2012-2015, in terms of *Strategic Direction 1 – Education, and 2 – Research*. It also aligns with the core value of *Excellence – “in striving for and adhering to the highest standards of scholarship, critical thinking, innovation, professionalism and leadership in the creation and dissemination of public health knowledge.”*
  - This also aligns with IHPME’s strategy to “Develop a platform for ideas and evidence to improve healthcare and health”.
4. Outline the implementation resources you imagine would be important/ helpful.  
(Implementation does not need to be the focus)

Resources may be helpful for the following areas:

- Continued professional development and support for faculty to aid in achieving impact through innovation, including grant preparation/review, research program development, etc.
  - Reassessment of criteria to base faculty performance
  - Development of innovative teaching methods and activities
  - Enhanced infrastructure to support students in terms of practicum placements, research projects, training opportunities, etc.
5. Comment on the risk of the suggested strategic direction

Risks may include:

- Difficulty in defining impact and achieving consensus on measure of impact
- Inadequate resources to meet objectives, and potential inequitable allocation of resources



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### Strategic Direction Three

A. Provide a clear statement of the third suggested strategic direction.

Equity: promote social justice, diversity, inclusivity, accountability, transparency, ethical practice, tolerance, and public responsibility (definition modified from the iSchool strategic plan)

B. Provide clear rationale/statements on the following:

1. What will be the anticipated return / “payoff” / “value” on direction?

*(Measured in different ways likely for various stakeholders)*

- Helps ensure equity is applied by faculty, staff, administrators, and students to all facets of work and research whenever possible and appropriate
- Improves reputation of the DLSPH in that equity is a core value
- Integrates concepts of equity into teaching whenever relevant and appropriate
- Improves relationships within the DLSPH (e.g., classrooms, divisions, units) and externally for more productive learning and research

2. Does this direction align with the strategic plans of the University of Toronto, or any of its other faculties, units or partners (*alignment is not a requirement; refer to documents on Crush site*)? If yes, please specify how.

This theme aligns with the strategic plans of each of the following (not a comprehensive list):

- Nursing: Social justice
- iSchool: Social justice, inclusivity, ethical practice, transparency, accountability, public responsibility
- Public Health Agency of Canada: A commitment to equity and social justice is noted as an important value in public health (“Core Competencies for Public Health in Canada”: <http://www.phac-aspc.gc.ca/php-ppsp/ccph-cesp/pdfs/zcard-eng.pdf> )
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3. Alignment with current themes at the School, or its units (direction does not have to align with any current themes) and list any relevant cross-cutting themes that the strategic direction incorporates.

- “Equity and Social Justice”, “Ethics and Integrity” and “Accountability and Responsiveness” are 3 of the 5 core values listed in the DLSPH strategic plan 2012-2015
- Within the Social Behavioural Health Sciences, one of the objectives is “To integrate issues of ethics and equity in our research and teaching” (<http://www.dlsph.utoronto.ca/division/social-behavioural-health-sciences/> )



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4. Outline the implementation resources you imagine would be important/ helpful.  
*(Implementation does not need to be the focus)*
  - Environmental scan of how equity is currently reflected in the school's teaching and research to understand if and how it should be improved
  - Increasing community/service based practicums, projects, and case studies
  - Environmental scan and mechanisms put into place to help ensure diversity in hiring faculty and enrolment of students
  
5. Comment on the risk of the suggested strategic direction

None identified.



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### Strategic Direction Four

A. Provide a clear statement of the fourth suggested strategic direction.

Global: be relevant to communities locally, nationally, and globally while leveraging our locations within Toronto

B. Provide clear rationale/statements on the following:

1. What will be the anticipated return / “payoff” / “value” on direction?  
(*Measured in different ways likely for various stakeholders*)
  - Improves reputation of the DLSPH as a leader locally, nationally, and globally
  - Attracts highest quality of faculty and students
  - Increases opportunities for partnerships for teaching, research, and implementation
  - Increases impact locally and to a global scale
  - Leverages Toronto’s unique diversity in population and three campuses
2. Does this direction align with the strategic plans of the University of Toronto, or any of its other faculties, units or partners (*alignment is not a requirement; refer to documents on Crush site*)? If yes, please specify how.

This theme aligns with the strategic plans of each of the following (not a comprehensive list):

- President Gertler/U of T: Leveraging our locations; strengthen international partnerships; prosperity of Toronto
  - Engineering: Outreach; collaboration, influence
  - Arts & Science: Capitalize colleges and community
3. Alignment with current themes at the School, or its units (direction does not have to align with any current themes) and list any relevant cross-cutting themes that the strategic direction incorporates.
    - Aligns with the Global Health unit within the DLSPH
    - Aligns with several directions from the DLSPH Strategic Plan 2012-2015:
      - *Strategic Direction 2 – Research: “Lead research innovation in population and public health that answers questions of local, provincial, national and international societal relevance.”*
      - *Strategic Direction 3 – Knowledge Translation and Exchange: “Exchange knowledge and discoveries to improve health benefits for local and global populations.”*
      - *Strategic Direction 4 – Partnerships “Create a collective vision for a shared academic future with the University, community-based affiliates and other public health partners locally and internationally.”*





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- Also aligns with IHPME Goal to “Identify opportunities to reach global audiences with our research and our teaching”, and the Strategy to “*Build Partnerships that increase the opportunities for Institute members to achieve the Institute mission*”: iii. “*Develop stronger links with like-minded academic units elsewhere in the world that support research, and faculty and student exchange and initiate a visiting professor program to build bridges with like-minded units.*”
4. Outline the implementation resources you imagine would be important/ helpful.  
*(Implementation does not need to be the focus)*
- Resources to identify and seed global research and teaching opportunities
  - Increased resources for faculty and students to engage in global partnerships, research, teaching, and practicums
  - System (e.g., database) to document details and raise awareness of current and previous partnerships/relationships within and external to DLSPH that can be used for engagement of future opportunities, including for student practicums/projects, research, teaching, etc. [from Strategic Direction One
5. Comment on the risk of the suggested strategic direction
- None identified.



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### Strategic Direction Five

A. Provide a clear statement of the fifth suggested strategic direction.

Increasing synergy and respecting differences: Taking full advantage of our disciplinary breadth within the DLSPH (wording from the Faculty of Arts & Science)

B. Provide clear rationale/statements on the following:

1. What will be the anticipated return / “payoff” / “value” on direction?  
(*Measured in different ways likely for various stakeholders*)

- Respect for each other’s strengths
- Interdisciplinary collaborations
- Leverages knowledge and expertise for teaching and research within the DLSPH for various dimensions of health and healthcare

2. Does this direction align with the strategic plans of the University of Toronto, or any of its other faculties, units or partners (*alignment is not a requirement; refer to documents on Crush site*)? If yes, please specify how.

This theme aligns with the strategic plans of each of the following (not a comprehensive list):

- Nursing: interdisciplinary; collaboration
- DFCM: engagement and leadership in faculty and staff
- Arts & Science: disciplinary breadth
- DLSPH: expand education and research activities with IHPME
- IHPME: forge stronger partnership with DLSPH, ICES, CCO, etc.

3. Alignment with current themes at the School, or its units (direction does not have to align with any current themes) and list any relevant cross-cutting themes that the strategic direction incorporates.

- Aligns with the DLSPH Strategic Plan 2012-2015, *Strategic Direction 4 – Partnerships: 4-2 “Expand opportunities to integrate education and research activities with the IHPME”*.
- Aligns with the IHPME Strategic Plan to “Forge a stronger partnership with the DLSPH to increase our ability to impact health...”



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4. Outline the implementation resources you imagine would be important/ helpful.  
*(Implementation does not need to be the focus)*
  - Faculty and student rounds that provide a platform to share current and upcoming research as a means to (1) increase recognition and appreciation for the faculty's and students' work; (2) foster new interdisciplinary collaborations
  - Concrete vision statement around the value-add of bringing IHPME and DLSPH together that has the support of all faculty
  - Clarification of the structure of DLSPH and IHPME as needed, including to students, faculty, staff, and the public
  - Possible joint research day with a spotlight on research that incorporates both health policy/services and public health approaches
  - Thematic or focussed working groups to engage people from across the school working on similar areas to advance research or teaching
  
5. Comment on the risk of the suggested strategic direction

No risks identified, but risks for not including this direction may be confusion by students, faculty, partners, staff, etc., the (perceived) loss of identity of IHPME, and disengagement by faculty members creating silos of research/teaching.