2012-2013 FRAMEWORK FOR ACTION
DEPARTMENT PLAN

DEPT NAME: Population Medicine DATE: March 2012

1. Three years from now, what would you like your DEPARTMENT to be known for?

   a) Nationally and internationally?

   • Epidemiology: Population Medicine has unique strengths and capacity in epidemiology – we attract outstanding graduate students and students from other universities to our courses.
   • DVM graduates well prepared to serve rural Canada.
   • Strength of research in epidemiology, public health, ecosystem approaches to health, food animal health management, veterinary communication, human animal bond.

   b) Within the college and university?

   • Strengths in food animal medicine, health management, epidemiology, ecosystem approaches to health, public health, animal welfare and veterinary communication.
   • Strong and successful graduate program.
   • Makes valuable contributions to activities/functions outside the department and does so in a fair and equitable manner.

   c) Within your department (by the faculty, staff and students)?

   • A highly productive, innovative centre of teaching and research
   • A positive, supportive place to work where everyone feels valued, safe and respected
   • A collegial, welcoming and fun atmosphere

2. What major initiatives do you have planned for the coming year that will help you achieve this distinction?

Major new initiatives include planning for a refined food animal stream and rural veterinary education in the DVM program and sorting out how the DVM curriculum will be taught for ruminant clinical medicine, small animal theriogenology and in the primary healthcare centre for phase IV with expected changes in human resources and/or financial support. We also plan to establish a system whereby our faculty members are able to conduct research within the Primary Health Care Centre (PHC). We will also increase knowledge among our faculty of each other’s interests and activities, promote further collaboration in teaching, research and service, and enhance the quality of our website to improve external communications. We will continue some important ongoing initiatives, including strengthening new faculty mentoring, identifying ways to
increase income and/or decrease costs of delivering courses, and attracting eligible PhD and MSc students to contribute to College efforts to meet the graduate student target numbers. We will build an interdisciplinary research team for infectious disease modeling and develop and implement a plan to maintain and enhance our leadership in epidemiology and food animal health management. A particularly important issue that cuts across most of our initiatives is the need to identify the areas in which we need new faculty and develop a plan to enhance our critical mass, particularly in areas of strength.

**PLANNING THEMES**

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**THEME I.**

**VALUES, RELATIONSHIPS, COMMUNICATION**

*Note:* Quarter (Q) 1: May-July; Q2: August-October; Q3: November-January; Q4: February-April.

**GOAL 1:** Initiate new research, teaching or service collaborations among faculty and improve visibility

**Objectives:**

1. We will increase knowledge among our faculty of each other’s interests and activities, promote further collaboration in teaching, research and service, and enhance the quality of our website to improve external communications. Persons responsible are Mrs. Sally Maclachlan, Drs. McEwen and Dewey and the faculty.

   a) Q1 – In June 2011, the department prepared charts of faculty activities. These will be updated. During a faculty meeting there will be an opportunity to review the charts with the expectation that each faculty member will identify at least 2 others (with whom they have not previously worked) doing similar work and explore collaborative opportunities.

   b) Q2 – An expert from the Centre for Open Learning and Education Support will be asked to present information on how to do a peer review of teaching. Faculty interested in having a peer review of their teaching will be paired.

   c) Q3 – A new ad hoc committee will be struck to review and make recommendations for the webpage. Discuss the recommendations of the ad hoc committee during a faculty meeting. Have an expert from IT explain to the faculty how to update the webpage.

   d) Q4 – Faculty have new collaborations to report and the departmental website (including faculty pages) is updated.
Indicators of Success:

1. At least 50% of the faculty members have participated in one or more collaborative teaching, service or research projects or activities with another faculty member in the department (ideally, this will be someone with whom they had not previously worked)
2. At least 60% of the faculty members have current material on their individual webpage
3. More use of the webpage, as measured by ‘hits’ to the webpage compared to last year

GOAL 2: Mentor early career faculty to achieve tenure and promotion in a timely manner. This goal will be led by Drs. Scott McEwen and Cate Dewey but will include many others as mentors and the early career faculty members themselves.

Objectives:

1. The department currently has 9 early career, non-tenured faculty members (Drs. Coe, Haley, Guerin, Jones, Meehan, Niel, Papadopoulous, Poljak, and Scholtz) and one early career CL faculty member (Dr. Morrison). We will work in teams of 2 to 3 to mentor them, by encouraging them to assume responsibility for graduate students, become good teachers and raise research funds to develop an independent research program.
   a) Q1 – Encourage early career faculty members to meet with their mentor committees. Newly hired faculty members will be assisted with identifying their mentors.
   b) Q2 – Review the departmental practices for early career mentoring and develop processes to ensure quality.
   c) Q3 – Identify service roles for each of the early career faculty to ensure that they are able to accomplish the service expectations of promotion and tenure. Chairs met with each person to help them to prepare their annual report and to discuss what they need to do to move towards promotion.
   d) Q4 – Encourage early career faculty to ask mentors to review annual T&P reports.

Indicators of Success:

1. Early career faculty members show continuous progress towards promotion and tenure in all areas – teaching, research and service, and very good progress in their selected area of career emphasis.
2. Early career faculty are successfully promoted and receive tenure in a timely manner
THEME II.
BSc and DVM CLASSROOM AND LABORATORY LEARNING

GOAL 1: Develop a proposal to refine the food animal veterinary curriculum

Objectives:

1. There is a need to ensure that veterinary graduates have adequate and relevant entry-level skills and a high likelihood of retention in food animal practice to meet the needs of food animal industries through a refocus on food animal stream students. This may include a proposal for modified admissions process to the DVM program – (will be led by Drs. Dewey, Duffield, Friendship, Guerin, LeBlanc, Menzies and Poljak).

   a) Q1 – Develop an admissions proposal to select students with interest and experience in food animal agriculture.
   b) Q2 – Develop a plan for ruminant clinical teaching. Identify new faculty needs.
   c) Q3 – Develop plans for a mentorship program during the DVM program for rural scholars and enhanced food animal externships.
   d) Q4 – Develop a proposal to OMAFRA for new funding for food animal summer experience program. New admissions criteria are established and accepted by the admissions committee.

Indicators of Success:

1. Well-supported plan in place to move forward in food animal veterinary education.
2. Mentorship / enhanced externship program in place.

GOAL 2: Develop a proposal to transform the current mixed stream to an integrated rural veterinarian education stream from admission through to DVM graduation

Objectives:

1. Some skills and competencies are unique to practitioners serving rural communities in which the densities of livestock production and diversity of species require provision of service for multiple species by individual practitioners. It is first necessary to identify the needs of these practitioners, specifically where they may be different to those of intensive food animal veterinarians or of urban companion animal practitioners. Next, the existing curriculum will be assessed to identify any gaps to meet these needs, and
solutions will be proposed to fill these gaps – (will be led by Drs. Friendship and Dewey).

a) Q1 – Appoint an ad-hoc committee to develop a proposal for rural veterinary education in the DVM program.

b) Q2 – Ad-hoc committee will prepare a proposal and develop a definition of what a rural veterinarian is – using stakeholder consultation. Identify new faculty needs.

c) Q3 – Present the curricular ideas to the department faculty and also to the DVM curriculum committee.

d) Q4 – Revise proposal in light of comments and present final version to the College.

Indicators of Success:

1. Ad-hoc committee established.
2. Proposal developed and discussed by faculty.
3. Curriculum committee endorses the curricular changes.

GOAL 3: Coordination of the DVM curriculum in animal welfare for integration across phase levels

Objectives:

1. We will review existing DVM program didactic teaching with respect to animal welfare content across all phases of the DVM curriculum to identify any overlaps and existing gaps to ensure a balanced and comprehensive coverage of animal welfare material – (Will be led by Drs Coe, Dewey, Duffield, Friendship, Guerin, Haley, Kelton, Meehan, Menzies, Niel, Turner).

   a) Q1, Q2 – Reestablishing phase and course level meetings to improve communication regarding assessment and implementation of animal welfare curriculum.

   b) Q2, Q3, Q4 – Assessment of current coverage of animal welfare for all species across all phases.

Indicators of Success:

1. Detailed listing of current welfare coverage in the DVM curriculum
THEME III.
PATIENT/CLIENT BASED LEARNING, RESEARCH AND HEALTHCARE

GOAL 1: Identify creative ways to deliver the core DVM curriculum in the face of reduced resources

Objectives:

1. We will determine how the DVM curriculum will be taught for food animal primary care and health management, small animal theriogenology and in the primary healthcare centre in phase 4, with limited and/or reduced human resources and/or financial support – Will be led by Drs. Duffield, Gartley, Meehan and Niel.

   a) Q1 – Food animal field service clinicians will develop both short and medium term (5 year) plans to deliver their portion of the DVM program with a modified practice model. Identify new faculty needs (tenure-track, adjunct).
   b) Q2 – Challenges and opportunities to delivery of communications, small animal behavior and small animal theriogenology will be reviewed and plans will be developed.
   c) Q3 – Plans will be reviewed.
   d) Q4 – New models for teaching will be implemented where appropriate.

Indicators of Success:

1. Small animal theriogenology is delivered to phase 4 DVM Companion Animal Stream students in a manner that enables Dr. Gartley to continue providing limited service to her clients while still maintaining a research program.
2. Drs. Meehan and Niel are supported in the delivery of the DVM programs in PHC to enable them to effect positive change for the students while working within the fiscal mandates of the PHC. There is collaboration between faculty and staff at the PHC so they work together towards a common goal.
3. The ruminant field service will have modified the delivery of clinical teaching in order to achieve the learning objectives for food animal and rural veterinary stream students.

GOAL 2: Develop a model / system for research in the PHC

Objectives:

1. We will establish a transparent but flexible system within which faculty are able to conduct research in the PHC. The leaders for this objective are Drs. Coe, Meehan and Niel in collaboration with Drs. Conlon and Kirby.
a) Q1 – Department faculty (Drs. Coe, Neil, Meehan) meet with Dr. Conlon and Sandy Auld to discuss conducting research in the PHC. A research framework is developed.
b) Q2 – Funding, graduate student(s) and necessary approvals (e.g. research ethics) obtained.
c) Q3 – Study data collection begins.
d) Q4 – Research progresses.

Indicators of Success:

1. There is a transparent, well documented framework within which faculty are able to conduct research work at the PHC
2. Progress has been made (e.g. funding obtained, students recruited, data collected) in research by faculty in Population Medicine centered on cases and/or teaching at the PHC.

GOAL 3: Continue development of DVM curriculum in the PHC in relation to communication, animal behaviour, and animal welfare

Objectives:

1. To integrate the didactic (classroom) and experiential learning (PHC) aspects of the DVM curriculum, in relation to communication, behaviour and welfare. The leaders for this objective are Drs. Meehan and Niel in collaboration with Drs. Coe, Conlon, Haley, & Turner.

   a) Q1 – Identification of areas for development in both the DVM curriculum and at the PHC.
   b) Q1, Q2, Q3, Q4 – Training of related Faculty and staff for integration of material.
   c) Q2, Q3, Q4 – Development and revision of learning objectives and DIA-Logs with feedback from Faculty, staff, and students.

Indicators of Success:

1. Regular meetings held with faculty and PHC staff to explain didactic component and key teaching objectives arising from those, to be transmitted in the PHC
2. Regular meetings to review / overcome and difficulties in translating relevant material within the PHC
3. Launch of new PHC-related programs for behaviour and welfare
THEME IV

RESEARCH and GRADUATE PROGRAM

GOAL 1: Enhance our research strength, visibility and success in infectious disease modeling by building an interdisciplinary research team across campus.

Objectives:

1. We will build an interdisciplinary research team involving faculty within OVC and other colleges as well as outside of the university. This goal is led by Drs. Poljak and Sargeant and they will partner with Clare Olmstead, Gord Kirby and Marilyn Hood.

   a) Q1 – Key individuals / departments and researchers external to the university will be identified. New faculty needs will be identified.

   b) Q2 – Interested researchers will meet to identify important research questions / opportunities and plan a workshop. Possibility of having OVC scholarship for a PhD student with a focus in this area will be explored.

   Q3 – A workshop will be held to discuss the concepts of disease modeling and further opportunities to share their strengths and interests in collaboration will be investigated.

   Q4 – Write joint research proposals. Developed outline for one-week graduate course in infectious disease modeling based on materials already assembled from previous workshops and ongoing community of practice meetings at the Ontario Veterinary College.

Indicators of Success:

1. Meeting is hosted for faculty to learn of one another’s interests and strengths
2. Faculty from across campus join the discussion group on disease modeling
3. Research teams are created – research proposals are written and submitted
4. Course(s) designed

GOAL 2: To maintain the leadership role of Population Medicine in veterinary epidemiology.

Objectives:

1. We will develop and implement a plan to maintain our leadership in epidemiology as it pertains to quantitative approaches in analytical epidemiology, surveillance and spatial / temporal epidemiology and design and analysis of clinical trials. This goal is led by Drs. Berke, Guerin, Jones-Bitton, Kelton and Pearl.

   Q1 – A retreat of epidemiology faculty will be held to discuss and determine opportunities with respect to research.
Q2 – A retreat of epidemiology faculty will be held to determine objectives and content for graduate-level epidemiology courses.
Q3 – Framework for epidemiology research and teaching is created. Identify new faculty needs for the area.
Q4 – Epidemiology courses modified and new research proposals written.

**Indicators of Success:**

1. Epidemiology and statistics graduate courses reflect teaching priorities
2. New epidemiology research teams are created
3. Research proposals are written

**GOAL 3: To maintain our leadership in food animal health management research**

**Objectives:**

1. We will maintain our leadership in food animal health management research, incorporating core strengths in animal health surveillance, disease control and clinical trials. We will maintain critical mass of faculty in areas of research strength that will support the research mission, as well as teaching needs and the service to our allied agricultural industries. This will be led by Drs. Duffield, Friendship, Guerin, LeBlanc, Menzies and Kelton.

Q1 – Assess needs to enhance research in this area.
Q2 – Enter into discussions with industry organizations regarding new/continued funding support for faculty positions that can be leveraged.
Q3 – Develop research programs in health management, incorporating core initiatives in animal health surveillance and disease control.
Q4 – Plan for recruitment of new faculty to complement existing strength in health management issues of significance to food animal industries.

**Indicators of Success:**

1. Recruitment of the most highly qualified domestic and international graduate students to conduct world class research in food animal health.
2. Increased funding for research in food animal health management.
3. Maintenance of faculty numbers to support continued research productivity in food animal health.
4. Increased research links among food animal health management, quantitative epidemiology, public health, and animal welfare within the department.

**GOAL 4: Build interdisciplinary teams to enhance farm animal welfare research**

**Objectives:**
2. We will build an interdisciplinary dairy research team involving faculty within OVC and other colleges as well as outside of the university (e.g., Agri-Science Dairy Cluster initiatives). From Population Medicine this goal is led by Drs. Duffield, Haley, Kelton, LeBlanc and from Anim & Poultry Science, Dr Trevor Devries.

   a) Q1, Q2, Q3, Q4 Continuation of the current, on-going funded Agri-Science Cluster (dairy) project
   b) Q2, Q3 Submission of application(s) to the Agri-Science Cluster (dairy) competition for projects to run from 2013 to 2018

**Indicators of Success:**

1. Successful completion of the current Dairy Cluster project, graduation of graduate students, publication or research
2. Completion of application materials toward future Agri-science Cluster funding involving an interdisciplinary team, in the area of dairy cattle welfare

**GOAL 5: To intensify the focus on one health: ecosystem approaches to global health**

**Objectives:** To enhance the department’s existing domestic and international reputation in ecosystem approaches to health and to generate new programming in one health and global health. To become the fulcrum within OVC for collaborative inter- and transdisciplinary research and training with respect to addressing complex health problems. This will be led by Dr. Dewey and Morrison.

   Q1 – Host Global Development Symposium; Initiate fundraising campaign; Develop new 1st year seminar course on ecosystem approaches to health; build domestic and international profile through leadership in key ecohealth institutions, and the creation of field-building opportunities; deliver new graduate course in wicked problems and inter- and transdisciplinary research.
   Q2 – Generate new proposals to key domestic and international funding agencies; mentor students, develop ecohealth and One Health-themed communication activities with various stakeholders.
   Q3 – Deliver graduate course on ecology and health; attend and profile the OVC at the Ecohealth 2012 conference in China; organize Participatory Epidemiology certification and train-the-trainers course; mentor new cohort of Ecohealth Club members, submit funding proposals.
   Q4 – Deliver 1st year seminar on ecosystem approaches to health; organize Outcome Mapping training course.

**Indicators of Success:**

2. New courses developed and delivered.
3. Department’s work highlighted at ecohealth/one health and global health for a.
4. Increased student engagement in ecohealth/one health/global health projects.

GOAL 6: Establish a new graduate program in animal welfare to train HQP and support research

Objectives:

1. To create a new graduate program in animal welfare, to be offered jointly between Population Medicine and Animal & Poultry Science, including both MSc by thesis and coursework, and PhD by thesis degrees. From Population Medicine this goal will be led by Drs. Dewey, Haley and Niel; and from Animal & Poultry Science, Drs. Robinson, Widowski, Bergeron, Devries, Mason, Torrey with assistance from Steph Yue Cottee and Kim Sheppard.

   a) Q1, Q2, Q3, Prepare program documentation.
   b) Q2, Q3, Assemble faculty CVs
   c) Q3, Submit new program proposal to appropriate bodies (e.g. Institutional Quality Assurance Process (IQAP))
   d) Q4, Prepare/present yearly progress report to Dean’s Council

Indicators of Success:

1. New graduate program proposal
2. Program approval by IQAP
3. Recruitment of new graduate students

THEME V.

FISCAL VIABILITY

GOAL 1. Identify the costs of delivering Pop Med teaching programs, and developing methods for continued delivery of those programs within the defined budget.

Objectives:

1. We will identify ways to increase income and/or decrease costs of delivering courses. This goal is led by Drs. Berke, Chenier, Coe, Dewey, Duffield, Jones, McEwen, Niel, Meehan, Menzies, Papadopoulos, Poljak and Physick-Sheard.

   a) Q1 – Teams of faculty identified for courses.
   b) Q2 – The cost of delivering courses and Phase 4 teaching that involves Population Medicine faculty – both core, stream priority and elective - will be detailed. This will involve input from the OVC-HSC. Where OVC-HSC funding has been
reduced (including Veterinarian positions and lost opportunity of generating revenue from cases because of the lost positions), alternative funding needs will be described and sources for this funding investigated. Opportunities for more efficient achievement of learning objectives will be explored (e.g. class / group size, development of self-directed or distance education modules, modification of course offerings).

c) Q3 – The anticipated increased revenue (e.g. open learning fees) or decreased costs will be identified and any necessary / desirable changes identified.

d) Q4 – Changes to course or service delivery are implemented.

Indicators of Success:

1. Faculty members can identify ways that they can either decrease costs or increase revenue for the department or college.
2. Cost sharing decisions are made in the department to determine what proportion of open learning fees are given to the faculty members and what proportion is given to the department.
3. Faculty members implement changes to course delivery, service or profit sharing. Faculty members with involvement in Phase 4 teaching adjust their clinical teaching delivery – both in terms of methods and of scope – to fit the available funds for said teaching, while still adhering to the learning objectives of the various rotations.

GOAL 2. Ensure the number of eligible graduate students in the department meet the department’s component of the university target

Objectives:

1. We will contribute to meeting the masters and doctoral student target numbers for the college. This goal is led by Drs. Dewey and Kelton with assistance from Mrs. Mary Elliot and requires input from Dr. Kirby.

a) Q1 – Review progress of students in MSc programs to determine whether they are good candidates to transfer to the PhD. Discuss this opportunity with advisors and students. Work with Drs. Andy Robinson and Tina Widowski to develop the IQAP application to make the PhD and MSc in Welfare and Behaviour a program across the two colleges and departments.

b) Q2 – Students are transferred from MSc to PhD, outstanding students enroll in direct entry PhD programs, faculty teaching graduate courses are supported via GTA’s to assist with increased enrollment, early career faculty are supported in their role as graduate student advisors.

c) Q3 – Department meets the target for graduate student enrollment.

d) Q4 – Students mentored by early career faculty are progressing at the expected rate.
Indicators of Success:

1. Department meets targets for eligible graduate students.
2. The PhD and MSc in Welfare and Behaviour becomes an interdepartmental program enabling faculty in Pop Med to mentor graduate students in these areas.
3. Graduate students complete their programs in a timely manner with high quality research projects that result in publications in peer reviewed journals.
4. Money generated by meeting our target is used to continue to enhance the graduate programs and research in the department.

DEPARTMENT NAME: Population Medicine

TIMELINE FOR OBJECTIVES for 2012-20013

Drs. McEwen and Dewey will monitor progress in each quarter so that objectives are met.