



**OCCUPATIONAL SCIENCE &  
OCCUPATIONAL THERAPY**  
**2019 - 2024 STRATEGIC PLAN**

# Table of Contents

Our Contract with Society	1
Our Values	2
Strategic Alignment	3
Pillar 1—Strengthen Infrastructure and Learning Opportunities	4
Pillar 2—Research for the Social Good	5
Pillar 3—Occupation-Centred Curricula	6
Pillar 4—Galvanize People and Partnerships	7
Our Commitment	8

# Department of Occupational Science & Occupational Therapy

Strategic Plan  
2019 - 2024



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## Our contract with society

To advance occupational science and occupational therapy so that we better serve the public and society to engage in occupations that matter to them. Our 5-year Strategic Plan (2019-2024) is consistent with the goals of the Faculty of Medicine and the University of British Columbia.

We aim to further excellence in education and research while upholding a safe, inclusive, high-quality learning environment for students, staff, and faculty. Among our goals is enhancing our relationship with the community of alumni and occupational therapists who are central to our mission, and the public with whom we work.

## PILLARS

Strengthen Infrastructure,  
Resources, and Learning  
Opportunities **1**

Conduct Research for the  
Social Good **2**

Develop, Deliver, and  
Advocate for Occupation-  
Centred Curricula **3**

Galvanize People &  
Partnerships **4**

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**Our mission** is to create, inspire, and uphold a scholarly community that contributes to the health of individuals and communities through research on occupation and education programs for occupational therapy students, health professionals, and scientists.

# Our values



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The Department of OSOT embraces UBC's values and considers how UBC's values complement, enhance, and align with our own. In describing UBC's core values below, we articulate how OSOT's values enact those of UBC in our research, education and outreach.

## UBC

1. **Academic Freedom:** a unique value of the academy: a scholar's freedom to express ideas through respectful discourse and the pursuit of open discussion, without risk of censure.
2. **Excellence:** a profound and aspirational value: the quality of striving to be, and being, outstanding.
3. **Integrity:** a moral value: the quality of being honest, ethical and truthful.
4. **Respect:** an essential and learned value: regard felt or shown toward different people, ideas and actions.
5. **Accountability:** a personal and public value: being responsible for our conduct and actions and delivering upon our respective and reciprocal commitments.

## OSOT

1. **Curiosity | Innovation:** OSOT fosters an open and scholarly climate of engaged dialogue, critical appraisal, and innovative thought and action.
2. **Excellence:** OSOT works hard to create an environment where people are supported and engaged in being excellent and achieving excellent outcomes across all programs, including the MOT, MRSc, MSc, and PhD programs.
3. **Compassion:** OSOT honours the significant privilege of being researchers and educators in occupational science and occupational therapy and the public and personal duty to act with integrity.
4. **Equity | Inclusion:** OSOT views respect for diversity of people, ideas, and actions as critical in order for people, programs, and communities to thrive.
5. **Community:** OSOT believes that accountability to the public is essential, whether through research, occupational therapy practice, or academics, and is a responsibility of all students, staff and faculty.

# Strategic Alignment with UBC and the Faculty of Medicine



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It is essential for any organization's strategic plan to align closely with the larger structures in which it operates. The four pillars in the OSOT strategic plan align with those of its home faculty and institution, the [Faculty of Medicine](#) and [UBC](#), as illustrated below.

UBC Pillars		OSOT Pillars 2019-2024		FoM Pillars
<b>People and Places</b> UBC is characterized by vibrant, sustainable environments that enhance wellbeing and excellence	↔	<b>Strengthen Infrastructure, Resources, and Learning Opportunities</b> Improve our department's teaching, learning, and working spaces, and expand opportunities for our trainees, faculty and staff to excel	↔	<b>Organization</b> Creation of a working environment that inspires innovation, strengthens academic and operational affiliation, and fosters agility
<b>Research Excellence</b> Creating and mobilizing knowledge for meaningful impact	↔	<b>Conduct Research for the Social Good</b> Be recognized as research leaders locally, nationally, and internationally	↔	<b>Research</b> Knowledge creation, translation and exchange to gain insight & promote improved outcomes in patient and public health
<b>Transformative Learning</b> Enabling learning through evidence-based teaching, mentorship and enriched experiences	↔	<b>Develop, Deliver, and Advocate for Occupation-Centred Curricula</b> Design visionary, integrated occupational science and occupational therapy curricula to prepare graduates for both practice and research	↔	<b>Education</b> Teaching, development and mentoring of practitioners and scientist that can work together effectively in an evolving system
<b>Community Engagement: Local and Global</b> Engaging ethically to advance a stronger & more equitable society, learn about the world & empower people to be good stewards and change makers	↔	<b>Galvanize People &amp; Partnerships</b> Maintain a safe, inclusive, high-quality learning hub for students, staff, and faculty	↔	<b>Partnership</b> Collective system leadership to help shape practices and policies for improved care of the population across the province



# OSOT Strategic Plan:

## Pillar I.

### Strengthen Infrastructure, Resources, & Learning Opportunities

**Goal: Improve our department's teaching, learning, and working spaces, and expand opportunities for our trainees, faculty, and staff to excel**

#### OBJECTIVES

1. Increase the number of seats available to students in our MOT program.
2. Enhance learning and working facilities to improve functionality, productivity and offer a modern look and feel that contributes to student, faculty and staff wellbeing.
3. Achieve CAOT accreditation at the highest level.
4. Increase OSOT revenue-generating activities for continued reinvestment in our priorities.

#### INDICATORS

1. Continue to advocate for additional positions in the MOT program to result in at least a 50% increase.
2. Upgrade the interiors of all spaces and update the department's accessibility in accordance with universal design principles.
3. Complete the 2019 off-site accreditation documents and submit. Prepare for and engage in the on-site accreditation visits and respond to questions as they arrive to achieve exemplary CAOT accreditation.
4. Develop a blueprint for research-generating activities and implement as feasible. Track the amount of new revenue generated.



**OSOT Strategic Plan:  
Pillar II.  
Conduct Research for the  
Social Good**

**Goal: Be recognized as research leaders  
locally, nationally, and internationally**

**OBJECTIVES**

- 1. Build an occupational science research hub that attracts visiting scholars and that recruits graduate students and postdoctoral fellows.
- 2. Maintain continuous funding for all faculty members who have programs of research.
- 3. Advance person and family-oriented research.
- 4. Increase OSOT faculty presence in the scholarship of teaching and learning.
- 5. Generate new and sustainable international research collaborations.
- 6. Develop innovative knowledge translation products that have impact on practice and knowledge of occupation, and influence social policy.

**INDICATORS**

- 1. Develop a clear vision for our research hub and implement it according to an established timeline.
- 2. Maintain funding to carry out programs of research by the OSOT faculty.
- 3. To have 50% of all studies actively engaging study participants and partners throughout the research process.
- 4. Secure funding to support research of sustainable educational initiatives.
- 5. Support international study among our students abroad and visitors to the department. Hold at least one international conference.
- 6. Track the impact of knowledge translation products and their reach on social media.



# OSOT Strategic Plan: Pillar III. Develop, Deliver, and Advocate for Occupation Centred Curricula

**Goal: Design visionary, integrated occupational science and occupational therapy curricula to prepare graduates for practice and research**

## OBJECTIVES

1. Undertake a MOT curriculum renewal that is innovative, cutting-edge and occupation-centred, and informs occupational therapy education in Canada and internationally.
2. Influence educational policy and practice concerning inclusivity, accessibility, and human rights.
3. Develop and gain UBC approval for an undergraduate-level course in fundamentals of occupation.
4. Gain UBC approval for a graduate-level occupational science course for Masters and PhD students in the Rehabilitation Sciences program.

## INDICATORS

1. Renew the MOT curriculum and update the program evaluation to be in keeping with the renewed curriculum, to be available to current and prospective students, faculty, staff and the broader community.
2. Identify universal curriculum design elements as part of the renewed curriculum, education and scholarship, build in principles of inclusivity, accessibility and human rights and disseminate broadly.
3. Develop and offer a new course covering the basic tents of occupation, occupational science, and occupational therapy.
4. Establish and have approved a stand-alone course on occupation and society.





# OSOT Strategic Plan: Pillar IV. Galvanize People & Partnerships

**Goal: Maintain a safe, inclusive, high-quality learning hub for students, staff, and faculty**

## OBJECTIVES

1. Advocate for the profession of occupational therapy to optimize the healthcare system.
2. Advocate for the wellbeing of students, faculty, and staff across UBC by designing learning-centred environments and practices.
3. Recognize our peoples' success.
4. Attract students, faculty, and staff with diverse lived experience across OSOT programs.
5. Students, staff, and faculty consciously contribute to developing and maintaining learning and work environments that are safe, supported and connected, enriching the wellbeing and success of all.

## INDICATORS

1. Engage in impactful media presentations, pursue lobbying with policymakers, and lead or serve on committees and groups that advocate for occupational therapy and the people we serve.
2. Engage in and track initiatives of faculty and students in teaching and research that focus on student wellbeing.
3. Recognize awards won by our students, clinical faculty, faculty, and staff on social media, in our newsletters, annual reports and presentations.
4. Conduct an annual diversity survey, review recruitment, admissions and hiring processes to monitor and make adjustments to ensure persons with diverse experiences are represented in OSOT.
5. Engage students, faculty and staff in cultural safety training and positive space workshops, conduct surveys, and proactively offer accommodations to students.



# Our commitment



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Our Strategic Plan reinforces our commitment to creating a professional community that provides the best possible education for occupational therapy students and scholars in our field. Our mission, values, and pillars provide us with pathways to continue improving the health and well-being of individuals and collectives with a unique focus on the occupations and meaningful engagement in society.

Using our Strategic Plan as a guiding framework for our research, education, and clinical work, we will continue to pursue our vision of “health and participation for all.”



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