

Radical Collaboration 2026 Queen's Health Sciences

Strategic Plan 2021-2026



HEALTH SCIENCES



Radical Collaboration

for a Healthier World

Introduction

Queen's Health Sciences (QHS) has been a global leader in health sciences education and research for more than 150 years. As the hub for an interconnected academic health sciences network in Eastern Ontario, QHS is a leading force in preparing the next generation of health scientists, partnering to improve health in local and regional communities and driving world-renowned research that asks and answers the most pressing questions in health sciences.

Many of those pressing questions were front of mind at the beginning of 2021 as QHS embarked on a plan to create a strategy for the future. As this work began, the Queen's community was navigating the second year of the pandemic. There were concerns for mental health and wellbeing. There were innovations in virtual care and education. The time is also marked by urgency around addressing structural inequities and integrating anti-racism, equity, diversity, and inclusion work into all aspects of the faculty's work.

The world of science is evolving, with researchers increasingly challenged to simultaneously make space for unconstrained discovery, expand multi-disciplinary and cross-sectoral initiatives, train the next generation of scientists, and demonstrate the potential for translation into health innovations that will impact care and policy – often with ever-decreasing resources.

Against this backdrop, the strategic planning process brought together students, faculty, staff, leaders, and regional partners to explore big strategic questions to inform the future of QHS at large, along with specific, interconnected planning for the faculty's research mission.

After over 1,500 touchpoints through three surveys, 21 focus groups and eight intensive strategy sessions, the QHS community sent very clear messages about the future of the faculty, its schools, and programs. What follows, informed by these consultations and the current environment, is a transformational strategy that will see QHS achieve radical collaboration for a healthier world. In addition to identifying several early actions that QHS will lead, Radical Collaboration calls for schools, departments, units, and teams to identify their own actions to drive forward towards the plan's strategic priorities and five-year outcomes.

Radical Collaboration 2026

Queen's Health Sciences

Guiding Principles



**Equity, diversity, inclusion,
Indigeneity, and accessibility**



**Interprofessional
and cross-disciplinary**



**Authentic focus on what
communities need**



**Excellence in research,
education and service**



**Physical space, resources and
supports to enable our work**

Strategic Priorities



INTERDISCIPLINARY RESEARCH

Interdisciplinary Research

Leverage our unique interdisciplinary strengths to discover and share solutions to the world's most pressing questions in the health sciences.

- Intensify and incentivize collaboration to foster knowledge translation and interdisciplinary research
- Improve the organization and efficiency of existing research resources
- Instill a shared sense of purpose around solving pressing big questions about human health

Five-year outcome



Reach \$200M per year in sponsored research
(50% increase from 2020 results)



INTEGRATED HEALTH SCIENCES EDUCATION

Integrated Health Sciences Education

Create an unprecedented focus on interdisciplinary education that includes shared curricula and team-based learning and develops practitioners and scientists who can work and lead anywhere

- Develop cross-program and interdisciplinary experiences that integrate schools, programs and other learning environments that enhance learning and build competency
- Develop community-integrated education opportunities that enable learners to develop capacity to practice in diverse environments while also meeting community health needs
- Foster a culture of mutual respect, exploration, and experience before learners commit to professions or specialties

Five-year outcome



20% of curriculum in programs is interdisciplinary



**CLINICAL IMPACT
IN THE COMMUNITY
AND BEYOND**

Clinical Impact in the Community and Beyond

Partner to create a regional approach to academic health sciences with excellent clinical care that responds to community needs.

- Expand partnerships across the region to improve access to care and specialists
- Enable learners to develop skills and knowledge in diverse contexts, with opportunities for placements in learners' home communities
- Develop clinical, research, and education projects that respond to community needs



Five-year outcome

At least two major partnership expansions



**COMMITMENT
TO EDIIA**
(EQUITY, DIVERSITY, INCLUSION,
INDIGENEITY, AND ACCESSIBILITY)

Commitment to Equity, Diversity, Inclusion, Indigeneity and Accessibility (EDIIA)

Transform internal structures for accessibility, inclusivity and belonging while embedding equity, inclusion and anti-racism into education, research, and care.

- Embed EDIIA principles into our culture, research, and education in all dimensions, to create a culturally safe, inclusive environment
- Foster continual learning and unlearning among learners, staff, and faculty
- Develop learners who provide equitable, culturally safe care, and scientists who do research that is informed by EDIIA principles to enable better care and outcomes for all



Five-year outcome

Profile of students, staff, and faculty matches that of the population



Nurturing Culture and Thriving People

Create a nourishing, supportive environment for learners, staff, faculty, and partners so that we can be and work at our best.

- Build and renovate physical spaces that support radical collaboration
- Grow a culture of collaboration, support, and community that actively prioritizes student, staff, and faculty wellness and fosters engagement
- Amplify our focus on lifelong learning and professional development to sharpen our research, education, and clinical excellence



Five-year outcome

QHS spaces and programs are accessible and inclusive for everyone

QHS Early Actions to Enable the Strategic Priorities



Support
six research
superclusters



Share curricula
in undergraduate,
graduate and
professional



Deepen
Lakeridge
and WAHA
partnerships



Create an Office
and Chair for
Indigenous Health



Launch Institute
for Global and
Population Health



Construct a
new building
for QHS

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