

University of Toronto
Joint Centre for Bioethics

Many Paths: A Shared Future

Strategic Plan 2012 – 2017



Joint Centre for Bioethics
UNIVERSITY OF TORONTO

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MESSAGE FROM THE DIRECTOR

“After climbing a great hill, one only finds that there are many more hills to climb.”

Nelson Mandela

The release of this new strategic plan, *Many Paths: a Shared Future*, marks another important milestone in the evolution of the University of Toronto Joint Centre for Bioethics (JCB). It recognizes a strong history beginning in 1995 and charts an exciting future for the next five years.

Our renewed vision, mission, values and strategic directions point the way to growth and change. They will give us a new outlook and new confidence to meet evolving challenges in the university, in health care and in global health. Our new strategic plan reflects the collective voice of a unique partnership between the health sector, the university and a membership characterized by diverse disciplines and domains of practice and scholarship. It reinforces a commitment to excellence and leadership in bioethics research, education, practice, and public engagement and to our social responsibility locally and globally. The next five years will see more focused efforts in public engagement, greater outreach to the community and primary care sectors, and in making the JCB more visible as a leader bioethics education, research, practice and public engagement. These ambitious strategic directions will be enabled through targeted actions to ensure ongoing sustainability and growth. Explicit measures will be put in place to demonstrate innovation and impact and the JCB’s contributions to improving health. We will continue to be a world leader in bioethics.

The JCB launches this plan with steps already underway to transition from our current university status (extra departmental unit -EDU C) to an enhanced academic unit, an EDU B. This proposed change in academic status reflects the evolution of the JCB as an academic unit and will open up exciting new avenues for growth and development. It will allow the JCB to admit and graduate its own students, and to develop new education programs and receive funding for these and existing programs. It will allow the JCB to cross- appoint faculty and expand its faculty base. It will enable the JCB to better support, acknowledge and draw on its greatest strength – the bioethics faculty, learners, researchers and practitioners who comprise its growing communities of practice and scholarship.

Many Paths: a Shared Future is the culmination of months of consultation, thoughtful insights and enthusiastic discussions with hundreds of individuals. It has benefited from the wisdom of its dedicated Strategic Planning Committee, Helena Axler & Associates, and the JCB administrative staff. It is a privilege to lead the JCB during this exciting time. I look forward to working with all of you to achieve the shared future that we have envisioned for the JCB.

S. Lawrence Librach MD, CCFP, FCFP
Director, Joint Centre for Bioethics
Sun Life Financial Chair in Bioethics, University of Toronto

INTRODUCTION

The University of Toronto Joint Centre for Bioethics (JCB) is a partnership of the University of Toronto and 13 health sector organizations. A network of over 250 scholars, bioethicists, health professionals, and trainees locally, nationally, and internationally, the JCB is a bioethics collaboratory - *“a centre without walls – a networked community of bioethics inquiry and practice without borders – a living laboratory of interdisciplinary and interprofessional collaboration committed to bioethics innovation and excellence”* (JCB Strategic Plan, 2007-11).

The JCB is committed to the four pillars of its mission – bioethics research, education, practice and public engagement. The JCB is actively involved in clinical, research, organizational, and health systems ethics research. The JCB directs three graduate and post-graduate education programs in bioethics, including the *Collaborative Program in Bioethics*, the *MHSc in Bioethics*, and the *Fellowship in Clinical and Organizational Bioethics*. The JCB is home to two formal communities of practice and scholarship in bioethics: the Clinical, Organizational, & Research Ethics (CORE) Network, comprised of 34 ethicists and fellows in affiliated health organizations’ ethics programs, and the Research & Education in Research Ethics (RE)² Network, comprised of 50 researchers, research ethicists, research ethics administrators/ professionals, and trainees in research ethics. The JCB is increasingly involved in public and community engagement through its Bioethics Seminar Series, the *JCB Voice* newsletter, which is distributed to over 1000 subscribers each month, public engagement research, and public stakeholder forums on topical issues in bioethics.

In July 2011, the JCB welcomed Dr. Larry Librach as its new Director. Dr. Librach recognized the need for a new roadmap and work plan for the next several years and established a planning process to engage the JCB’s partners and stakeholders in developing a strategic plan. Guided by a Strategic Planning Committee,¹ the strategic planning process included broad internal and external consultation over January to March 2012 and a multi-stakeholder strategic planning retreat on April 4th, 2012.² The following 5-year strategic plan outlines the revised vision, mission and values for the JCB and six strategic directions with targeted goals, action steps, and outcome measures.

JCB PARTNERS & COLLABORATORS AT THE UNIVERSITY OF TORONTO

Academic Units

- ❖ Health Policy, Management & Evaluation; Law; Medical Sciences; Nursing; Philosophy; Public Health; Rehabilitation Sciences; Religion; Social Work; Centre for Ethics.

Health Sector

- ❖ Baycrest Centre for Geriatric Care; Centre for Addiction & Mental Health; Centre for Clinical Ethics, a joint venture of Providence Healthcare, St. Joseph’s Health Centre, and St. Michael’s Hospital; The Credit Valley Hospital and Trillium Health Centre; Holland Bloorview Kids Rehab; The Hospital for Sick Children; Humber River Regional Hospital; Mount Sinai Hospital; North York General Hospital; Sunnybrook Health Sciences Centre; Toronto Central Community Care Access Centre; University Health Network.

¹ Appendix I: Strategic Planning Committee

² Appendix II: Retreat Participants

ENVIRONMENTAL CONTEXT - Driving Forces for Change

The JCB exists in a dynamic and ever-changing health environment. The field of bioethics emerged over 50 years ago and continues to gain importance and prominence in the health sector and academia locally, nationally, and internationally. A number of forces are at play as the JCB plans for the next five years.

BIOETHICS AN EVOLVING FIELD

- Bioethics scholarship is achieving greater academic recognition and institutional support at the University of Toronto and world-wide.
- Graduate programs in bioethics (both academic and professional stream) are increasingly common in North America and elsewhere.
- The significant growth in bioethics can also be measured by the proliferation of journals devoted to bioethics, growth in scientific publications, number of bioethics organizations and established bioethics networks.
- Bioethics has evolved to multiple areas of specialization such as clinical ethics, community care ethics, organizational ethics, health system ethics, research ethics, and global health ethics with new specialty areas emerging.
- Research funders are incorporating bioethics more actively among their funding goals and programs across the research continuum for health.
- Collaborations across academic disciplines and among health sector agencies are expanding through shared interest in knowledge generation and translation in bioethics.

CHANGING HEALTH SYSTEM

- Health sector organizations, including health service provider organizations, clinician groups, government ministries and agencies, regulatory bodies, standards organizations, and others, are increasingly seeking assistance and support in addressing ethical issues across clinical, organizational, and system levels locally, nationally, and internationally. Issues of resource allocation, public accountability, health equity, health system and individual responsibilities for health, and patient and client choice are all examples of issues facing our system and providers daily.
- Canada's rapidly growing seniors' population brings to the forefront many ethical issues –such as allocation of health care resources, advance care planning, and end-of-life questions.
- There is increased urgency about developing better integrated health systems designed around patient and population needs.
- New technologies open up ethical questions about the role of technology in defining health and in delivering health care, the upstream creation and the downstream impact of new technologies, the development of technology policy, funding of new technologies, and the role of the public in answering these questions.

EMERGING ACADEMIC ENVIRONMENT AT UOFT

- The University of Toronto Faculty of Medicine Strategic Plan 2011-2016 focuses on integration, innovation and impact. A significant emphasis is placed on engaging the broader academic enterprise across the Toronto Academic Health Science Network (TAHSN) and community partners.
- A growing number of interdisciplinary and interprofessional collaborations and organizational structures, i.e., Extra-Departmental Units (EDUs), are driving the expansion of innovative education and research programs.
- Significant financial pressures within universities have driven a renewed focus on fundraising to support financial sustainability and as well as innovation and growth.
- The University of Toronto's emphasis on *social responsibility* is challenging academic units to prepare scholars and practitioners to meet local and global needs into the future. The proposed Faculty of Medicine Institute of Global Health Innovation and Equity provides an opportunity for enhanced focus on global health ethics.

VISION, MISSION & VALUES

The JCB is guided by a renewed vision, mission and values.

Vision	Leading the world in integrating bioethics research, education and practice to improve health.
Mission	The JCB improves health by demonstrating leadership in: <ul style="list-style-type: none">• Fostering exemplary bioethics practice through knowledge translation and exchange.• Providing highest quality bioethics education to students and professionals.• Conducting innovative research and scholarship.• Engaging in dialogue with patients and caregivers, providers, policymakers, and the public about local and global bioethics issues.
Core Values	<p>Excellence and Innovation – in striving for and adhering to the highest standards of scholarship, critical thinking, professionalism and leadership across the knowledge continuum in bioethics.</p> <p>Partnership and Collaboration – in identifying, evaluating, and addressing bioethics issues and questions.</p> <p>Inclusiveness and Respect – in engaging diverse perspectives and communities.</p> <p>Accountability - in all our activities to all our stakeholders.</p> <p>Social Responsibility – in meeting the health needs of individuals and populations in local and global settings by illuminating and addressing current and emerging health challenges.</p>

The JCB has a remarkable history and track record at the University of Toronto. We are very proud of its many achievements since its inception in 1995. It continues to be innovative, impactful and of significant value to its many partners in the health care sector and the University. I see a future where the JCB is among the top three bioethics centres in the world.

Dean Catharine Whiteside, Faculty of Medicine

STRATEGIC DIRECTIONS & GOALS

The JCB's new strategic plan emphasizes the JCB's leadership role in integrating bioethics research, education, and practice to improve health. The strategic directions outlined below provide a framework to advance the JCB's new vision and mission.

Strategic Directions

- #1 **Communities of Practice & Scholarship:** Optimize the impact of the JCB communities of practice and scholarship to lead in knowledge creation, translation and exchange in bioethics.
- #2 **Education:** Prepare our learners, educators, researchers, and practitioners for leadership in bioethics.
- #3 **Research & Knowledge Translation:** Lead novel research in bioethics and apply innovative knowledge translation and exchange strategies to improve health for local and global populations.
- #4 **Public Engagement:** Create an effective forum for public engagement with patients and caregivers, providers, policy makers and the public about bioethics issues in health.
- #5 **Partnerships:** Cultivate excellence in bioethics through partnership and collaboration within the University of Toronto and with other academic centres and health sector organizations locally, nationally, and internationally.
- #6 **Sustainability & Growth:** Establish a sustainable infrastructure and resource base for ongoing growth.

STRATEGIC DIRECTION #1: COMMUNITIES OF PRACTICE & SCHOLARSHIP:

OPTIMIZE THE IMPACT OF THE JCB COMMUNITIES OF PRACTICE AND SCHOLARSHIP TO LEAD IN KNOWLEDGE CREATION, TRANSLATION AND EXCHANGE IN BIOETHICS.

GOALS

1-1 Maximize the JCB's collective expertise to increase intensify our knowledge creation, translation, and exchange in bioethics.

Proposed Actions

- Identify and target priority areas in bioethics that would benefit from shared, expertise, tools and materials for knowledge creation and translation.
- Identify and implement the necessary communication tools, data bases and web-based structures to facilitate capturing, mining and sharing the cases, policies, and findings that inform ethical decision-making.
- Strengthen collaboration among CORE Network members to ensure ongoing relevance and responsiveness and to facilitate greater linkage with academic partners where appropriate.
- Provide forums for ongoing exchange, access to expertise and opportunities for reinforcing bioethicists' leading practices.

1-2 Demonstrate leadership in developing communities of bioethics practice and scholarship in targeted areas – community care ethics, primary care ethics, organizational and health systems ethics, research ethics, and global and public health ethics.

Proposed Actions

- Collaborate with community providers to strengthen ethics capacity in community care, improve standards of practice and advance bioethics research in community care.
- Collaborate with the University of Toronto Department of Family and Community Medicine to build expertise in primary care ethics education, research, and consultation.
- Collaborate with health sector partners to identify and address organizational and health systems ethics issues and questions.
- Heighten the profile and the impact of research ethics and promote research ethics competencies and expertise across the GTA and beyond.
- Collaborate with local UofT academic units to strengthen global and public health ethics initiatives

The JCB plays a large role in developing the next generation of ethicists, individuals who have an understanding and view of the broader system and its directions. There is a significant opportunity for bioethicists to contribute enormously at the community level.
Stacey Daub, CEO, Toronto Central Community Care Access Centre

1-3 Showcase the expertise and achievements of JCB bioethics practitioners and scholars.

Proposed Actions

- Celebrate innovation and excellence within JCB community.
- Promote the expertise of JCB researchers, educators, and practitioners in local, national, and international venues.

How will we know we have achieved Strategic Direction #1?

- Greater recognition and engagement of JCB expertise.
- Seen as the benchmark and the “go to” resource for bioethics expertise.
- Enhanced profile of the JCB locally, nationally, and internationally with increased requests for speakers, expert consultation and collaboration.
- CORE Network generating leading practices and disseminating widely within and beyond the JCB.
- Increased number of researchers and Research Ethics Board members who have undergone training and/or certification in research ethics.
- Increased publications and scholarly output on bioethics by JCB academics and ethicists.
- Enhanced number of partnerships and collaborations in targeted areas.

STRATEGIC DIRECTION #2: EDUCATION

PREPARE LEARNERS, EDUCATORS, RESEARCHERS, AND PRACTITIONERS FOR LEADERSHIP IN BIOETHICS.

GOALS

2-1 Enhance programs across the continuum of education to address the current market and attract the best students.

Proposed Actions

- Finalize and advance new academic plan to address emerging needs in undergraduate, graduate, and postgraduate education in bioethics, including targeted strategies to recruit and retain excellent faculty and students, and attract funding for graduate and postgraduate fellowships and awards.
- Develop strategies in collaboration with affiliated academic units to support and enhance bioethics component of undergraduate, graduate and post-graduate education.
- Explore opportunities of ongoing ethics capacity building in global health.

2-2 Diversify and increase innovative continuing professional development programs for bioethicists, health administrators, and health professionals.

Proposed Actions

- Conduct market analysis (e.g., surveying graduates and employers) to inform education program development.
- Develop a spectrum of continuing professional development programs and courses..
- Investigate development of web-based and distance courses to make bioethics continuing education programs more accessible.

2-3 Formalize mentoring and career track advice for learners and educators in professional and academic streams.

Proposed Actions

- Establish a formal mentorship program for learners to guide their academic and/or professional development.
- Strengthen processes to assist students and trainees in career placement
- Track placements and careers of alumni.

2-4 Enhance the capacity for excellence in bioethics education of the JCB's teachers and trainers.

Proposed Actions

- Investigate leading practices in faculty development programs to strengthen bioethics mentorship, teaching and supervision skills.
- Partner with other education units to create and deliver targeted faculty development and mentorship programs.

2-5 Develop leadership in research in bioethics education.

Proposed Actions

- Identify opportunities for collaboration on scholarship in bioethics education at the University of Toronto and with other centres nationally and internationally, including evaluation and renewal strategies.
- Support specialization in research and scholarship in bioethics education.

How will we know we have achieved Strategic Direction #2?

- Increased number of programs across the bioethics education continuum.
- Increased number of students and trainees across this continuum.
- Increased recruitment and retention numbers of core faculty members.
- Increased number of graduate students and trainees involved on JCB core faculty research projects.
- Increased number of graduate and post-graduate fellowships, awards, and publications.
- Mentorship and career planning initiatives in place for students and trainees.
- Increased number of graduates in bioethics leadership positions.
- Consistently high evaluation scores for core faculty.
- Faculty development programs in place.
- Increased number of partnerships and collaborations in bioethics education.
- Increased number of publications and scholarly output on bioethics education.

STRATEGIC DIRECTION #3: RESEARCH & KNOWLEDGE TRANSLATION

LEAD NOVEL RESEARCH IN BIOETHICS AND INNOVATIVE KNOWLEDGE TRANSLATION AND EXCHANGE STRATEGIES TO IMPROVE HEALTH LOCALLY AND GLOBALLY.

GOALS

3-1 Develop a JCB Research Plan with targeted research priorities aligned with the strategic directions of the Faculty of Medicine, the University of Toronto, and the JCB's academic and health sector partners.

Proposed Actions

- Create and sustain an inventory of current bioethics research activity and emerging research interests among U of T faculty.
- Develop research initiatives related to the JCB's target areas (see 1.2 above) in collaboration with academic and health sector partners and other potential knowledge users.
- Identify opportunities for integration and alignment of bioethics perspectives and questions into the Faculty of Medicine research priorities (e.g., Neurosciences and Brain Health, Human Development, Global Health, and Complex Disease Management).

Bioethics has many possible futures – 'going big and/or going deep.' Tackling big issues will require a sustained focus over long time horizons and interdisciplinary and trans-national approaches. Going deep is also important work as nothing is solved for all time – the landscape keeps changing.

Dr. Eric Meslin, Indiana University Center for Bioethics

3-2 Build capacity for excellence in bioethics research of the JCB's researchers and research trainees.

Proposed Actions

- Provide mentorship and professional development support to improve research knowledge and skills.
- Nurture graduate students and post-doctoral fellows for career paths in bioethics research.
- Secure funding to attract and sustain researchers, graduate students, and post-doctoral trainees in targeted areas.
- Build competencies in knowledge translation and exchange among JCB researchers, trainees, and knowledge users in collaboration with university partners.

3-3 Foster an environment that strengthens research collaboration within and across affiliated academic units and partners.

Proposed Actions

- Develop strategies to more effectively integrate JCB research and education programs.
- Explore new opportunities for interdisciplinary research collaboration with the humanities, social sciences, and health sciences at the University of Toronto on bioethics issues and topics of shared interest.
- Recognize and celebrate research accomplishments of the JCB community.

3-4 Develop a knowledge translation and exchange strategy to influence policy and practice change.

Proposed Actions

- Create dedicated knowledge translation infrastructure and resources within JCB to facilitate effective knowledge translation practices.
- Advance knowledge translation research in bioethics.

How will we know we have achieved Strategic Direction #3?

- Increased number of disciplines engaged in targeted research projects.
- Increased number of publications in high impact journals.
- Increased evidence of societal impact of research outputs.
- Increased number of researchers, collaborative research teams and projects.
- Increased number of projects that have an impact on bioethics practice and policy.
- Increased number of peer-reviewed grants, including training awards.
- Increased number of funded research positions.
- Increased requests for visiting scholars.

STRATEGIC DIRECTION #4: PUBLIC ENGAGEMENT

PROMOTE PUBLIC ENGAGEMENT WITH PATIENTS AND CAREGIVERS, PROVIDERS, POLICY MAKERS AND THE PUBLIC ABOUT BIOETHICS ISSUES IN HEALTH

GOALS

4-1 Develop expertise in public engagement methods.

Proposed Actions

- Apply leading practices to improve effectiveness in public engagement.
- Conduct public engagement research in bioethics.

4-2 Lead in enhancing public awareness of the ethical dimensions of health and health care issues.

Proposed Actions

- Conduct regular environmental scans to identify emerging bioethics issues for public engagement and opportunities for collaboration in health and related sectors.
- Develop and implement a formal public engagement strategy.

How will we know we have achieved Strategic Direction #4?

- Increased public interest and participation in dialogue on bioethics issues.
- Increased number of public engagement initiatives/events/programs.
- Increased media contacts on bioethics issues.
- Increased number of website hits, seminar attendees, and newsletter subscribers.
- Increased number of research activities in public engagement.

STRATEGIC DIRECTION #5: PARTNERSHIPS

DEMONSTRATE LEADERSHIP IN BIOETHICS THROUGH PARTNERSHIP AND COLLABORATION LOCALLY, NATIONALLY & INTERNATIONALLY.

GOALS

5-1 Strengthen relationships within and across JCB-affiliated academic units and health sector organizations.

Proposed Actions

- Develop strategies for ongoing renewal and revitalization of JCB partnerships.
- Foster collaborative initiatives involving academic and health sector partners.
- Facilitate opportunities for partners to collaborate on shared initiatives.

5-2 Expand collaboration with local, national and international organizations, forums, and community groups on bioethics issues.

Proposed Actions

- Identify and establish new opportunities for partnership and collaboration with academic centres and health sector organizations locally, nationally, and internationally.
- Explore opportunities with broader social and community partners to address specific bioethics issues.

5-3 Build on and expand collaboration in global health ethics.

Proposed Actions

- Collaborate with other academic units at the University of Toronto in developing and implementing proposed new Institute of Global Health Equity & Innovation.
- Strengthen collaboration with Global Network of WHO Collaborating Centres for Bioethics
- Explore opportunities for ongoing capacity development in global health and research ethics.

How will we know we have achieved Strategic Direction #5?

- Increased number of cross-appointments and collaborative initiatives among University of Toronto academic units.
- Increased number of collaborative initiatives among JCB-affiliated academic units and health sector partners.
- Increased number of national and international collaborations, including academic centres and health sector organizations.
- Increased number of research initiatives and collaborations in global health ethics.
- Increased number of projects that have an impact on bioethics standards and policy.

STRATEGIC DIRECTION#6: SUSTAINABILITY & GROWTH:

ESTABLISH A SUSTAINABLE INFRASTRUCTURE AND RESOURCE BASE FOR ONGOING GROWTH

GOALS

6-1 Become a graduate degree-granting academic unit with dedicated core faculty.

Proposed Actions

- Develop and submit a detailed EDU-B proposal, including collaborating academic units, core faculty, governance structure and funding model.
- Implement a successful transition from an EDU-C to an EDU-B.

6-2 Achieve an increased and sustainable base of funding to support long term development and operations of the JCB.

Proposed Actions

- Develop and launch a comprehensive fundraising strategy to secure funding from diverse sources.
- Investigate novel funding opportunities on targeted projects or initiatives with new or established partners.

6-3 Create a powerful brand for the JCB.

Proposed Actions

- Develop a marketing and communications strategy to position the JCB as a “go to” resource for bioethics locally, nationally, and internationally.
- Create a dedicated staff position with responsibility for implementing communications and marketing plan.
- Explore innovative communication technologies to enhance our profile and accessibility within and beyond the JCB community.

6-4 Ensure the necessary infrastructure to meet JCB’s current and future needs.

Proposed Actions

- Develop a space plan, including future needs, to ensure adequate space to meet JCB’s current and future needs.
- Develop a staffing plan and hire necessary staff to ensure adequate administrative support for the JCB’s strategic directions and goals.
- Develop an information management strategy, including implementation of effective e-technologies.

How will we know we have achieved Strategic Direction #6?

- JCB will be graduating its own students and have cross-appointed faculty.
- Endowed and dispensable funds secured to support the JCB, including research chairs, academic fellowships and awards, and operating funds for base budget.
- Generation of revenues through current education programs and consultation services.
- Positioned to create new education programs, consultation services, and resources.
- Increased number of large program grants for research administered through the JCB.
- Increased number and diversity of website users, newsletter and seminar subscribers, and user-directed referrals.

SUMMARY OF STRATEGIC DIRECTIONS & GOALS

Strategic Directions	Goals
#1 Communities of Practice & Scholarship	1-1 Maximize the JCB’s collective expertise to intensify our knowledge creation, translation, and exchange in bioethics. 1-2 Demonstrate leadership in developing communities of bioethics practice and scholarship in targeted areas – community care ethics, primary care ethics, organizational and health systems ethics, research ethics and global and public health ethics. 1-3 Showcase the expertise and achievements of JCB bioethics practitioners and scholars.
#2 Education	2-1 Enhance programs across the continuum of education to address the current market and attract the best students. 2-2 Diversify and increase innovative continuing professional development programs for bioethicists, health administrators and health professionals. 2-3 Formalize mentoring and career track advice for learners and educators in professional and academic streams. 2-4 Enhance the capacity for excellence in bioethics education of the JCB’s teachers and trainers. 2-5 Develop leadership in research in bioethics education.
#3 Research and Knowledge Translation	3-1 Develop a JCB Research Plan with targeted research priorities aligned with the strategic directions of the Faculty of Medicine, the University of Toronto, and the JCB’s academic and health sector partners. 3-2 Build capacity for excellence in bioethics research of the JCB’s researchers and research trainees. 3-3 Foster an environment that strengthens research collaboration within and across affiliated academic units and partners. 3-4 Develop a knowledge translation and exchange strategy to influence policy and practice change.
#4 Public Engagement	4-1 Develop expertise in public engagement methods. 4-2 Lead in enhancing public awareness of the ethical dimensions of health and health care issues.
#5 Partnership	5-1 Strengthen relationships within and across JCB-affiliated academic units and health sector organizations. 5-2 Expand collaboration with local, national and international organizations, forums, and community groups on bioethics issues. 5-3 Build on and expand collaboration in global health ethics.
#6 Sustainability & Growth	6-1 Become a graduate degree-granting academic unit with dedicated core faculty. 6-2 Achieve an increased and sustainable base of funding to support long term development and operations of the JCB. 6-3 Create a powerful brand for the JCB. 6-4 Ensure the necessary infrastructure to meet the JCB’s current and future needs.

CONCLUDING REMARKS

In undertaking this new strategic plan, the JCB builds on a foundation of impressive strengths. In its first fifteen years the JCB has acted as an integrator and connector, fostering interdisciplinary and interprofessional collaboration across the university, academic health science centres, community hospitals and community care organizations. It has earned international recognition through its role as the inaugural World Health Organization Collaborating Centre for Bioethics, through international linkages in Bioethics and through its growing cadre of international National Institutes of Health/Fogarty International Centre fellows and alumni. It has provided most of the Greater Toronto Area and many health sector organizations in Canada with bioethics leaders and practitioners.

As the JCB looks ahead to the next five years, it has charted a path for a mature organization, ready to deepen its commitments to bioethics research, education, practice, and public engagement. With a focus on better enabling its unique communities of practice and scholarship, the next five years include a future of enhanced knowledge creation and translation and greater reach for bioethics thinking and decision making locally and globally. With a close eye to sustainability and managed growth, the JCB envisions a future where it will “lead the world in integrating bioethics research, education and practice to improve health.”

APPENDIX I: STRATEGIC PLANNING COMMITTEE MEMBERS

Name	Title & Affiliation
Kyle Anstey	Bioethicist, University Health Network; Assistant Professor, Occupational Science & Occupational Therapy
Donald Cole	Associate Professor, Dalla Lana School of Public Health; Director, Collaborative Program in Global Health
Brian Corman	Dean, School of Graduate Studies
Dianne Godkin	Senior Ethicist, Trillium Health Centre; Assistant Professor, Lawrence S. Bloomberg School of Nursing
Maria McDonald	Ethicist & Chief Privacy Officer, Holland Bloorview Kids Rehab; Adjunct Professor, Faculty of Law and Institute of Medical Sciences
David McKnight	Associate Dean (Equity & Professionalism), Faculty of Medicine
Fiona Miller	Associate Professor, Institute of Health Policy, Management & Evaluation
Stephanie Nixon	Assistant Professor, Graduate Department of Rehabilitation Sciences
Elizabeth Peter	Associate Professor, Lawrence S. Bloomberg School of Nursing
Diego Silva	Doctoral Student, Dalla Lana School of Public Health
Karima Velji	Vice-President & CNE, Baycrest Centre for Geriatric Care
Ann Wojtak	Senior Director, Toronto Central CCAC
Rachel Zand	Director, Office of Research Ethics
Randi Zlotnik Shaul	Director, Bioethics Department, The Hospital for Sick Children; Assistant Professor, Paediatrics
JCB Management Team	
Larry Librach	JCB Director, Professor, Family & Community Medicine
Jennifer Gibson (Chair)	Director, Partnerships & Strategy; Assistant Professor, Institute of Health Policy, Management & Evaluation
Brenda Knowles	Director, Operations & Administration
Barbara Secker (Vice-Chair)	Director, Education & Practice; Assistant Professor, Occupational Science & Occupational Therapy
Administrative Support	
Rhonda Martin	Executive Assistant, JCB Director; Administrative Assistant, Director, Partnerships & Strategy
Strategy Consultants	
Helena Axler	Axler and Associates
Susan Tremblay	Axler and Associates

APPENDIX II: STRATEGIC PLANNING RETREAT PARTICIPANTS - APRIL 4, 2012

Name	Institution
Carmen Alfred	Joint Centre for Bioethics, University of Toronto
Michelle Allain	Joint Centre for Bioethics, University of Toronto
Julie Amoroso	Joint Centre for Bioethics, University of Toronto
Kyle Anstey*	University Health Network
Helena Axler	Axler and Associates
Michael Baker	University Health Network
Rob Baker	Faculty of Arts & Science, University of Toronto
Sally Bean	Sunnybrook Health Sciences Centre
Kerry Bowman	Mount Sinai Hospital
Jonathan Breslin	CORE Network, Joint Centre for Bioethics, University of Toronto
Rebecca (Becky) Bruni	The Hospital for Sick Children
Laurie Bulchak	Joint Centre for Bioethics, University of Toronto
Theresa Burgess	School of Health & Rehabilitation Sciences, University of Cape Town
Michael Campbell	University Health Network
Connie Carrozza	Joint Centre for Bioethics, University of Toronto
Leslie Church	Faculty of Medicine, University of Toronto
Donald Cole*	Dalla Lana School of Public Health, University of Toronto
Brian Corman*	School of Graduate Studies, University of Toronto
Stacey Daub	Toronto Central Community Care Access Centre
Sara Faherty	Faculty of Law, University of Toronto
Lorraine (Lori) Ferris	Office of the Vice Provost, Relations with Health Care Institutions, University of Toronto
Bob Gibbs	Jackman Humanities Institute, University of Toronto
Jennifer Gibson*	Joint Centre for Bioethics, University of Toronto
Dianne Godkin*	Credit Valley Hospital and Trillium Health Centre
Michael Gordon	Baycrest Centre for Geriatric Care
Shane Green	Sandra Rotman Centre for Global Health
Christine Harrison	Department of Paediatrics, University of Toronto
Joseph Heath	Centre for Ethics, University of Toronto
Ann Heesters	University Health Network
Blair Henry	Sunnybrook Health Sciences Centre
Kim Ibarra	Toronto Central Community Care Access Centre
Sheila Jarvis	Holland Bloorview Kids Rehab
Hannah Kaufman	University Health Network
Margaret Keatings	The Hospital for Sick Children
Brenda Knowles*	Joint Centre for Bioethics, University of Toronto
Dario Kuzmanovic	Office of Research Ethics, University of Toronto
Jim Lavery	Centre for Research on Inner-City Health and Centre for Global Health Research, Li Kai Shing Knowledge Institute, St. Michael's Hospital
Neil Lazar	University Health Network
Louise Lemieux-Charles	Institute of Health Policy, Management & Evaluation, University of Toronto
Larry Librach*	Joint Centre for Bioethics, University of Toronto
Patricia Hood MacNicol	Credit Valley Hospital and Trillium Health Centre
Sue MacRae	Central East Community Care Access Centre

Name	Institution
Mangadan, Nabeel Konath	Kannur Medical College, Kerala, India
Rhonda Martin	Joint Centre for Bioethics, University of Toronto
Diane McArthur	Ontario Ministry of Health & Long-Term Care
Maria McDonald*	Holland Bloorview Kids Rehab
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VISION, MISSION & VALUES

The JCB is guided by a renewed vision, mission and values.

Vision	Leading the world in integrating bioethics research, education and practice to improve health.
Mission	The JCB improves health by demonstrating leadership in: <ul style="list-style-type: none">• Fostering exemplary bioethics practice through knowledge translation and exchange.• Providing highest quality bioethics education to students and professionals.• Conducting innovative research and scholarship.• Engaging with patients and caregivers, providers, policymakers, and the public in dialogue about local and global bioethical issues.
Core Values	<p>Excellence and Innovation – in striving for and adhering to the highest standards of scholarship, critical thinking, professionalism and leadership across the knowledge continuum in bioethics.</p> <p>Partnership and Collaboration – in identifying, evaluating, and addressing bioethics issues and questions.</p> <p>Inclusiveness and Respect – in engaging diverse perspectives and communities.</p> <p>Accountability - in all our activities to all our stakeholders.</p> <p>Social Responsibility – in meeting the health needs of individuals and populations in local and global settings by illuminating and addressing current and emerging health challenges.</p>