

Strategic Plan for Advancing Research 2021-2025



Contents

Overview of Research Strategic Planning Process	4
Assessment Methodology	6
Guiding Principles of the Strategic Plan	
Our Plan	10
Focus Area 1: Roles and Expectations	11
Focus Area 2: Impactful Research	12
Focus Area 3: Collaborative and Inclusive Culture	13
Focus Area 4: Mentorship, Training and Professional Development	14
Focus Area 5: Grant Writing Success	15
Focus Area 6: Reputational Impact	16
Acknowledgements	17



UW Medicine DEPARTMENT OF REHABILITATION MEDICINE

September 15, 2021

The University of Washington Department of Rehabilitation Medicine is committed to research, clinical care, and teaching programs aimed at enhancing the health, function and quality of life of the communities we serve.

Research drives innovation and is integral to our departmental mission. Therefore, we developed a comprehensive strategic plan focused on conducting the highest quality and most impactful rehabilitation research. Advancing the key focus areas of this strategic plan will enable our department not only to enhance our research program, but also serve as a potential template to strengthen our clinical and teaching programs as well.

To ensure the strategic plan reflects the perspectives of the entire department, a diverse group of faculty, staff, and trainee stakeholders from across departmental divisions were engaged throughout the strategic planning process.

Through our process of discovery, we have learned not just about our many strengths, but areas where we need to build. We envision a future with a diverse, collaborative and innovative research culture that allows us to have the greatest possible impact on the community that we serve. Our strategic plan is a roadmap to realize this vision.

Peter Esselman, MD, MPT

State En

Professor and Chair

DeAnn Lestenkof, MPA

Och hestall

Vice Chair, Finance and Administration

David Morgenroth, MD

Dil Mant

Vice Chair for Research and Research Steering Committee Chair Kevin Gertz, MPA

Assistant Director for Research Administration





1. Assess Current State

We reflected on the current state of the department to inform our research vision and strategies.

2. Envision Future

We imagined a compelling future state of research within our department.

3. Develop and Refine Goals, Strategies and Tactics

We created a strategic pathway to realize our vision.

4. Complete Strategic Plan

We finalized and adopted the comprehensive strategic plan.

5. Implement, Evaluate and Recalibrate

We will execute and continuously assess and adjust the strategies and tactics.



Photo courtesy of IMPACT Collaboratory and our co-researcher/s pictured here (with permission)



Assessment Domains

To assess our current state, we created and refined questions that mapped to the following domains:



Assessment Mechanisms for Each Stakeholder Group:

- Surveys (Quantitative and Qualitative): Faculty, Staff, Trainees
- Qualitative Interviews via Telephone or Zoom: External Stakeholders
- Data Pulls, Grant Proposal Submissions Enterprise Data Warehouse (EDW): Faculty





A major component of the strategic planning process was to identify deeply held beliefs or principles we believe should drive our thinking, actions, and interactions. These principles, developed by the Research Steering Committee, were used to help guide the development and refinement of the strategic plan goals, strategies and tactics to ensure we remain true to our values and beliefs in the years to come.

Mission

Aligning with our departmental mission integrates our research with our clinical and educational programs.

Infrastructure

Creating robust processes and systems helps all of us do our best work.

Quality

Striving for excellence in everything we do strengthens our impact on the communities we serve.

Workplace Experience

Prioritizing workplace experience enables all of us to thrive.

Diversity, Equity and Inclusion (DEI)

Elevating DEI values in policies and practices unites us and enriches our organizational culture.





Focus Area 1: Roles and Expectations

Research personnel are committed, passionate, and dedicated to achieving excellence in their respective disciplines. We seek to achieve our fullest potential by providing additional structure and clarity. Our intent is to further develop a key attribute of high performing teams: a shared understanding of respective roles and expectations.

Overall Goal

Bolster job satisfaction and departmental success by clarifying roles and expectations for all faculty and staff engaged in research.

Strategy 1

Create clear, equitable, and flexible management processes for *faculty* that define prioritized roles, responsibilities, expectations, and incentives involved in research while addressing the barriers of limited time and resources.

Strategy 2

Define and strengthen flexible management processes to ensure both the professional responsibilities and the individual goals of research *staff* are understood and met.

- 1. Well-articulated departmental priorities with respect to clinical, research and educational responsibilities
- 2. Clear and realistic roles & responsibilities for staff, faculty & trainees that align with available time and resources
- 3. Improved job satisfaction and productivity
- 4. Increased supervisory effectiveness



Focus Area 2: Impactful Research

Research productivity and excellence are critical to the department's success. We will elevate, resource, and broadcast our departmental research to achieve our premier level of potential and impact.

Overall Goal

Elevate the health, functioning, and quality of life of the communities we support by conducting and disseminating the highest quality and most impactful rehabilitation research.

Strategy 1

Determine and develop multidisciplinary research focus areas based on our strengths, opportunities, and the department's values and mission.

Strategy 2

Enhance and develop research infrastructure/resources to empower all departmental researchers to thrive.

Strategy 3

Enhance knowledge translation and clinical implementation to maximize the positive impact of our research.

- 1. Amplified national and international leadership role in rehabilitation research
- 2. Increased impact of our research activities on the communities we serve





Focus Area 3: Collaborative and Inclusive Culture

A research culture grounded in and driven by shared values and goals is imperative. By articulating our values and implementing specific methods and tools, we will create a more collaborative and inclusive workplace in which all researchers thrive.

Overall Goal

Foster and practice a collaborative and inclusive culture that empowers all researchers to thrive.

Strategy 1

Ensure research activities within the department align with the departmental mission, vision, and shared values to promote a culture of growth, creativity, and innovation.

Strategy 2

Develop and implement a sustainable research plan which enhances communication and promotes the culture of inclusivity and cohesion.

Strategy 3

Develop and promote structures and mechanisms to foster collaboration at all stages of research, both within and beyond the department.

- 1. Increased pride in departmental research endeavors and shared values
- 2. Heightened sense of purpose and belonging
- 3. Enhanced recognition and celebration of collaboration, creativity and innovation



Focus Area 4: Mentorship, Training and Professional Development

Research mentorship, training and professional development are essential to building capacity among departmental researchers. Augmenting and prioritizing resources and structures that strengthen professional development will enhance both growth and satisfaction among our departmental researchers.

Overall Goal

Build upon departmental success by cultivating the growth and development of research faculty, staff and trainees.

Strategy 1

Invest in and expand the existing mentorship program to maximize its impact on faculty, staff and trainees.

Strategy 2

Develop, promote and utilize both new and existing professional development resources.

Strategy 3

Prioritize and incentivize mentorship and training.

- 1. Elevated departmental support for and valuation of research mentorship and training
- 2. Amplified reputation of the department as an exemplar of learning and improvement





Focus Area 5: Grant Writing Success

Grant funding is the financial engine that propels research. We will increase accessibility to grant writing resources, provide the time necessary for writing high quality grants, and expand grant proposal infrastructure to ensure the success of our junior and senior researchers.

Overall Goal

Expand departmental grant funding to foster innovation and boost impact.

Strategy 1

Develop grant writing skills of departmental staff, trainees, and faculty across all experience levels.

Strategy 2

Develop departmental resources and infrastructure to facilitate high quality research proposals.

Strategy 3

Develop innovative approaches that enable faculty to have the time needed to prepare high quality research proposals.

- 1. Increased satisfaction and confidence in the grant writing and funding processes among department faculty
- 2. Successful recruitment and retention of quality researchers
- 3. Amplified departmental reputation among external stakeholders



Focus Area 6: Reputational Impact

External communications, branding, and awareness-building are essential to bolster our stature locally, nationally, and internationally. Celebrating and sharing our many research strengths will enhance recruitment, fundraising, and collaborations.

Overall Goal

Amplify the reputation of our department's research program to spark interest and engagement in our work among our peers and the public.

Strategy 1

Develop an external relations assessment to identify the research assets, accomplishments, and aspirations we want to promote, and the respective audiences we would like to target.

Strategy 2

Develop and maintain a robust communications plan that amplifies our research assets, accomplishments, and aspirations.

Strategy 3

Strengthen and incentivize the ability and culture to engage in promoting research and fundraising at a departmental and individual level.

- 1. Enhanced awareness and interest in research activities among public and peers
- 2. Increased involvement in our research across all stakeholders (donors, subjects, faculty, community partners)
- 3. Elevated confidence among faculty in promoting research activities
- 4. Increased fundraising activities among departmental researchers



This Strategic Plan was a collaborative effort, developed through the work and input of stakeholders including faculty, staff, administration and trainees from across departmental divisions, focus areas, and locations.

Departmental leadership greatly appreciates the hard work and dedication of the Research Steering Committee (RSC) who made this plan possible.

David Morgenroth, MD

Committee Chair, Physical Medicine and Rehabilitation,

Vice Chair for Research

David Barkan, PhD External Consultant

Janna Friedly, MD, MPH Physical Medicine and Rehabilitation, Vice Chair for Clinical Affairs

Kevin Gertz, MPA

Assistant Director for Research Administration

Brian Hafner, PhD Prosthetics and Orthotics Mark Jensen, PhD

Rehabilitation Psychology, Vice Chair for Research

Tracy Jirikowic, PhD

Occupational Therapy, PhD Program in Rehabilitation Science

Valerie Kelly, PhD Physical Therapy

Ivan Molton, PhD Rehabilitation Psychology

Wendy Rogers, MS Grants Manager

In addition to the Research Steering Committee, we would also like to express gratitude and appreciation to the following individuals who participated in strategic planning activities:

Cristine Agresta, PhD, MPT	Molly Fuentes, MD	Cody McDonald, PhD, MPH, CPO
Kevin Alschuler, PhD	Kevin Hakimi, MD	Tracy Mroz, PhD, OTR/L
Dagmar Amtmann, PhD	Beth Halsne, PhD Student	Rosa Pazhouh, JD
Geoffrey Balkman, PhD Student	Sandra Hancock, MS	Janet Powell, PhD, OTR/L, FAOTA
Carolyn Baylor, PhD	Mark Harniss, PhD	Michelle Roberts, MS
Charles Bombardier, PhD	Stanley Herring, MD	Sean Rundell, PT, PhD
Mary Beth Brown, PT, PhD	Tracy Herring, PhD	Orli Shulein, PhD Student
Stephen Burns, MD	Jeanne Hoffman, PhD	Katie Singsank, BA
Joy Chan, BS	Andrew Humbert, PhD	Amy Starosta, PhD
Gloria Chien	Sheri Imsdahl, PhD	Jeannie Stuyvesant
Marcia Ciol, PhD	Leslie Kempthorne, BS	Nikki Torres, BS
Deborah Crane, MD, MPH	Ny-Ying Lam, MD	Aaron Turner, PhD
Joseph Czerniecki, MD	Zhenya Lavy, MA, PhC	Sally Westcott-McCoy, PT, PhD, FAPTA
Dawn Ehde, PhD	Danbi Lee, PhD, OTR/L	Bernadette Williams-York, PT DSc, GCS
Peter Esselman, MD	DeAnn Lestenkof, MPA	Ann Yamane –MEd, CO/LO
Heather Feldner, PT, PhD	Cindy Lin, MD, FACSM	Kathryn Yorkston, PhD
Donald Fogelberg, PhD, OTR/L	David Mack, PhD	Jennifer Zumsteg, MD

