



THE UNIVERSITY OF BRITISH COLUMBIA

Office of the Vice-President, Health
UBC Health

UBC Health

BETTER HEALTH TOGETHER

*Connecting people, ideas, and actions to
advance health outcomes, equity, and systems*

**STRATEGIC PLAN IN ACTION
YEAR 4**

July 2024 - June 2025



We acknowledge that the University of British Columbia's Vancouver campus is located on the traditional, ancestral, and unceded territory of the xʷməθkʷəy̓əm (Musqueam) and the Okanagan campus is located on the traditional, ancestral, and unceded territory of the Syilx Okanagan Nation. We acknowledge the traditional owners and caretakers of Indigenous lands throughout British Columbia where UBC's activities take place.



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A Message from the Outgoing Vice-President, Health

As I prepare to conclude my tenure as Vice-President Health at UBC, I find myself reflecting with deep gratitude on the past seven years. It has been an extraordinary journey since I was appointed to this inaugural role in 2018—a journey shaped by collaboration, shared purpose, and a collective commitment to making health systems better for everyone.

Together, we envisioned *Better Health Together*, and this vision has taken root across UBC and the broader health sector. It has been a privilege to see our partners embrace this spirit of collaboration, and I am confident that this work will continue to grow in the years ahead.

One of the milestones I'm most proud of is the creation of UBC Health's first strategic plan, built on the voices of hundreds of colleagues and partners. This plan reflects a shared aspiration to advance interdisciplinary collaboration and to ensure that UBC Health remains a catalyst for innovation and positive change in health education and improvement of care in the province.

There is so much to celebrate:

- We have positioned UBC as a provincial leader in collaborative health education and built a trusted space where health system partners can come together to tackle complex challenges facing our communities.
- We expanded UBC Health's presence to the Okanagan, ensuring that our work and partnerships reflect the distributed nature of health education across BC.
- And most recently, UBC approved the creation of the Gateway Centre for Innovation in Collaborative Health Education and Team-Based Care, an initiative that will transform both health education and patient care, thanks to a Ministry of Health-funded teaching clinic at its core.

I would also like to acknowledge the wonderful people in the team at UBC Health who have come together to create the vision and to make the strategic plan come to life in ways that we might not have imagined. You have been a joy to work with, and I know that you will continue your inspirational work to deliver real and tangible benefits for the people of BC.

As I move on to new adventures, I leave with great confidence in the future of UBC Health. The path ahead is strong, and I know that with the continued dedication and vision of all our colleagues and partners, the impact of this work will only deepen.

Thank you for your partnership, your passion, and your trust over these years. It has been an honor to serve alongside you.

Warmly,

Dr. Dermot Kelleher
Vice-President, Health
The University of British Columbia

Better Health Together

Stories of Collaborative Contribution



UBC Health's strategic plan—**Better Health Together**—reflects priorities informed by faculty, students, educators, health professionals, researchers, and community members across BC, and a shared belief that the university has a vital role to play in improving health and health systems. In this year's report, we showcase some of the ways in which UBC Health's strategic initiatives have supported others to advance our common goals.



Health Priorities in the Okanagan

Faculty and leaders at the UBC Okanagan campus have made health a priority area. They are actively working to identify strategic health priorities, potential projects and partnerships, and ways to coordinate collaborative education and research initiatives that will address the unique needs of the region. An Okanagan Health Partnership Manager is working alongside UBC Okanagan leadership to connect people, ideas, and resources. Their work started with a landscape analysis to better understand health-related research and teaching in the Okanagan, allowing faculty members, researchers, and administrators the opportunity to inform recommendations about processes and structures to support collaborative initiatives. Historically a UBC Vancouver-based unit, UBC Health has expanded its reach and now has team members situated at UBC Okanagan who are bringing unique perspectives and building alignment across campuses.

As the new Vice-Principal and Associate Vice-President, Research and Innovation, Suzie Currie is committed to health as a research priority. In her role, she leads the strategic direction of UBC Okanagan's research enterprise and provides oversight to advance research, scholarly activity, and innovation. An integral member of both the senior leadership team for the Okanagan campus and the senior team in UBC's Vice-President, Research and Innovation office in Vancouver, she plays a critical leadership role in advancing the goals set out in UBCO's long-term vision.

Regional Approaches to Interprofessional Education

Many of UBC's health professional programs train students at sites across the province, educating the future health workforce in and for the communities where they are most needed. Health professional programs are strengthening interprofessional education (IPE) in each region by drawing on local expertise and innovation. With facilitation from UBC Health, regional IPE committees have been formed at distributed sites and are leveraging community strengths and advancing creative approaches to team-based learning. This will ensure the comparability, scalability and sustainability of IPE across sites, while facilitating the development of innovations in interprofessional team-based learning to better address regional needs.

On June 18, 2025, the UBC Island Medical Program and newly distributed Physical Therapy and Speech Language Pathology Programs on the Island came together with health programs at the University of Victoria to strategize how to advance IPE in the region during a session facilitated by UBC Health. This was the most recent region to embark on a journey of interinstitutional collaboration to advance IPE.





Bridging Research and Action

In May 2025, researchers, practitioners, policy leaders, patients, and community partners convened to share insights and explore how knowledge can be translated into action to improve health across BC. With UBC Health creating the opportunity for collaboration, participants built shared aims for putting research into practice. Over two days, researchers, practitioners, policy leaders, patient and community partners, and other interest-holders across sectors showcased relevant research and innovation, engaged in dialogue across disciplines and sectors, and created shared purpose for integrating research into practice.

At this cross-sector dialogue event, Lesley Lutes, Aron Zuidhof, Amy Luff, Aidan O'Callahan, and Maria Weaver highlighted their work to Improve Suicide Care in Emergency Departments within Interior Health, in partnership with the Canadian Mental Health Association. The Honourable Josie Osborne, BC's Minister of Health, joined the presentation to announce the launch of a new suicide prevention framework.

TBC@UBC Network

Across BC, 584 members of the TBC@UBC Network are connecting their efforts to enhance team-based care. Through events shaped by members' interests, participants learn from one another and explore new ideas—with UBC Health providing facilitation and a platform for dialogue.

This year, network members heard from subject-matter experts and discussed topics including:

- *Transforming Primary Care Education: Lessons from the Evolution of Team-Based Primary Care Learning Centres (TPCLC)*
- *Seeing the Impact of Teamwork in Primary Care through HDC (Health Data Coalition) Discover Measures*
- *Learnings and Reflections from the BC Team-Based Primary Care Evaluation led by UBC's Innovation Support Unit*



Integrated Interprofessional Education (IPE)

The health professional programs at UBC are committed to meaningfully integrating IPE into student learning to prepare graduates for team-based models of care, which have become a provincial strategy for ensuring access to and quality of care. UBC Health supports these efforts by coordinating a shared curriculum. Programs have been able to integrate effective, comparable IPE across the province, delivering inclusive and accessible learning.



Dr. Jason Min Recipient of the 2024 Award for Excellence in Interprofessional Teaching and Learning

Jason Min from the Faculty of Pharmaceutical Sciences, along with UBC’s educational technology and learning design leaders, have been working to build deep AI-integrated pedagogy for health professional curricula through an academic electronic health record (aEHR). The aEHR is a cutting-edge learning platform shaped by the contributions of Canadian interprofessional researchers, educators, and clinicians, and is delivered collaboratively to health professional programs nationwide by UBC and the Association

of Faculties of Pharmacy of Canada. Dr. Min is working with UBC Health to make this part of the Integrated Curriculum. Under Dr. Min’s leadership, the project is driving innovation in AI-enhanced pedagogy, helping faculty digitize, personalize, and diversify case-based learning to better prepare students for technology-enabled, patient-centred care in diverse regional contexts. An interprofessional team of UBC faculty experts has been engaged to guide the pedagogical aspects of the project.



IPE Scholars

Nineteen faculty members are advancing 10 different scholarly projects to deepen our understanding of IPE and collaborative practice. Monthly gatherings and seed funding, provided through UBC Health, have helped connect these educators and amplified their impact.

1. **Dysphagia Interprofessional Competencies Project** (Marcia Choi, School of Audiology and Speech Sciences)
2. **What do Educators Mean by Professionalism? Exploring Core Concepts** (Kelly Allison, School of Social Work and Laura Bulk, Department of Occupational Science and Occupational Therapy)
3. **Bridging the Gap: Integrating Oral Health into Non-Dental Health Professions' Curriculum in UBC** (Shimae Soheilipour and Abiola Adeniyi, Faculty of Dentistry)
4. **Early IPE in Anatomy—Implementing IP Peer Teaching in the North** (Julia Wimmer-Klick, Northern Medical Program and David Anekwe, Department of Physical Therapy)
5. **How are UBC Health Professional Programs Curricula Supporting the 3As—Autonomy, Agency, Activation** (Janet Lundie, Department of Physical Therapy)
6. **Interprofessional Care and the Patient Experience** (Tracey Oh and Jenna Scott, Genetic Counselling Program)
7. **Emerging Roles, Evolving Teams: Integrating Clinical Exercise Physiologists into IPE** (John Sasso, School of Health and Exercise Sciences, UBC Okanagan)
8. **Student and Feasibility of Online Interprofessional Case-based Learning** (Larry Leung, Faculty of Pharmaceutical Sciences)
9. **Disrupting Traditional Silos and Boundary Crossing: IP Precepting in a Fourth-Year Pharmacy Rotation** (Alex Tang, Faculty of Pharmaceutical Sciences)
10. **What is the current scope, nature, and distribution of IPE activities across UBC, UNBC, and CNC in northern BC, and how do these initiatives align with institutional goals and regional healthcare needs?** (Interinstitutional collaboration in Prince George)

Enriched IPE

Faculty and students across UBC are designing and leading IPE events, workshops, and innovative learning opportunities beyond the formal curriculum. The IPE Hub managed by UBC Health helps share these opportunities widely, connecting students from different health programs. The IPE Hub offers a streamlined process for IPE leaders to promote their activities with students from all health programs at UBC. These activities are led by faculty and students from various programs across campus and feature interactive and innovative educational practices that enable students to expand their learning beyond the classroom.

Patient and Community Voices Workshops provide students with opportunities to learn from people with lived experience about relevant topics such as:

- Positive Reflections from Voices Unheard: Learning from Persons Living with HIV
- Stereotypes, Truth & Moving Towards Reconciliation in Health Care
- Building Safer Spaces: Healthcare for Trans and Gender-Diverse People
- Disabilities Health Workshop
- Unmet Health Care Needs: The Impacts of Poorly Understood Complex Chronic Conditions
- Mental Health: Developing Empathy and Compassion



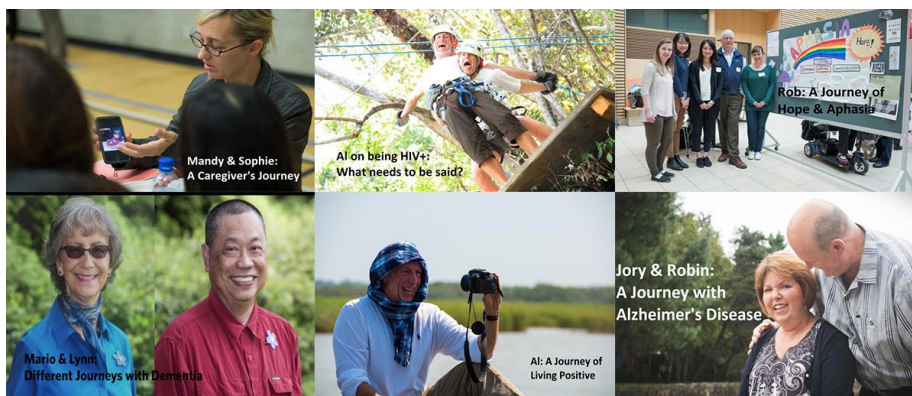
Health Equity

Doctoral students working to advance health equity are collaborating through the Health Equity Stream of the Public Scholars Initiative. With coordination from UBC Health, 10 scholars engaged in programming and public dialogue to accelerate equity-focused research and partnerships.

- **Amin Adibi** - Untangling Race and Lung Function in Prediction Models
- **Manvi Bhalla** - Imagining Just Futures: Advancing Intersectional Environmental Justice in Canadian Environmental Health Policy-Making
- **Logan Burd** - 'Healing Our Youth Home': Weaving Métis Youth's Conceptualization of Life Promotion into Youth Suicide Prevention
- **Lindsay Burton** - Advancing Preventive Care for Older Adults
- **Michelle Gagnon** - Psychedelic-Assisted Therapy as Experienced by Patients and Providers in Canada: A Narrative Inquiry
- **Zeba Khan** - Choices for Alleviating Menstruation-Related Pelvic Pain Study (CrAMPPS)
- **Alexa Norton** - Optimizing the Role of Prescribed Safer Supply and Exploring Alternate Dispensing Models During an Overdose Epidemic
- **Chelsey Perry** - Intersections of Indigenous Health, Gender Equity, and Climate Justice
- **Rachel Stern and Katherine White** - The Built Environment and Housing Characteristics, Indoor Heat Exposure, Social Isolation, and Health Outcomes of Older Adults During Periods of High Outdoor Ambient Temperature

Patients and Community

Patients and community partners are increasingly shaping health professional education at UBC. With support from UBC Health's Patient and Community Partnership for Education (PCPE), they are sharing experiences, guiding case-based learning, and inspiring collaborative innovations.





Student-Led Initiatives

Health students are leading change through the Health Student Caucus, where 52 students from 16 professions collaborated on initiatives, built leadership skills, and amplified student voices in health education. UBC Health supported the Caucus as a platform for student-driven ideas.

More than 85 students from a range of programs—including Nursing, Health and Exercise Sciences, Psychology, Medicine, and Social Work—gathered at the UBC Okanagan campus on September 24 for the Health Student Caucus (HSC) Interprofessional Case Competition. Led by Health Student Caucus representatives Talyna Szymanski and Kalli Matthew, the event invited students to collaborate on a complex case study, engage in problem-solving across disciplines, and strengthen their communication and teamwork skills. Throughout the competition, students worked in interprofessional teams to address real-world health challenges.

Partner Priorities

Partners across the province are advancing vital initiatives that strengthen health education and practice, with UBC Health helping to weave their work into UBC programs:

- The BC Centre on Substance Use (BCCSU) is shaping substance use education by embedding its resources into health professional training.
- The UBC Centre for Excellence in Indigenous Health continues to lead UBC 23 24 Indigenous Cultural Safety sessions, reaching students across programs.
- The UBC Knowledge Exchange and SFU Knowledge Mobilization units have brought health researchers into team-based primary care initiatives.
- The BC Ministry of Health supported innovation by providing over \$1 million in seed grant funding for research projects across UBC.

Looking Forward

This year's Plan in Action report highlights the many ways university and health sector partners are advancing a collective vision of better health together. UBC Health's role has been to walk alongside as a facilitator, enabler, and convenor.

As we enter the final year of the inaugural strategic plan, attention turns toward a shared milestone: the establishment of the Gateway Centre for Innovation in Collaborative Health Education and Team-Based Care. This provincial centre will serve students, educators, healthcare professionals, researchers, and patients, creating opportunities to improve care through innovations in teamwork and interprofessional learning. With the Gateway Team-Based Care Teaching Clinic at its core, and a growing network of team-based care clinics across BC, the Gateway Centre will become a platform for generating knowledge, testing new approaches, and scaling collaborative models.

In the coming year, the process of co-creating UBC Health's next strategic plan will begin, ensuring it continues to reflect the priorities of faculty, students, health professionals, community members, and partners committed to improving health and health systems.

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