

UBC Health

BETTER HEALTH TOGETHER

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

STRATEGIC PLAN IN ACTION YEAR 1

July 2021 – June 2022



THE UNIVERSITY OF BRITISH COLUMBIA

Office of the Vice-President, Health
UBC Health



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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Message from the Vice-President, Health

In the *UBC Health Strategic Plan in Action*, we celebrate a number of significant accomplishments since the launch of our five-year strategic plan, *Better Health Together*. Guided by this roadmap, we are *connecting people, ideas, and actions to advance health outcomes, equity, and systems*.

UBC Health works through the Office of the Vice-President, Health to enable and enhance interprofessional and collaborative health education and research to train people, develop knowledge, and shape policy—seeking to address inequities and improve the systems that produce health. We are working to advance these aims by promoting and facilitating equitable collaborations across disciplines and faculties at UBC’s Vancouver and Okanagan campuses, as well as with communities, institutions, and government organizations across British Columbia.

This report highlights the activities and their impact over the past year across our three core areas: collaborative health education, interdisciplinary health research, and health systems. Of note this year, we continued to deliver our flagship Integrated Curriculum, enhancing inclusive excellence in interprofessional education; facilitated dialogue between university researchers and community about the collection and use of disaggregated data; and convened a partnership table to identify complex problems facing BC’s health system and to facilitate dialogue and collaboration across organizations and sectors.

Many of these activities address persistent health challenges and inequities that demand a collaborative approach. This past year, complementing efforts throughout the university and health sectors, we have been working to connect diverse expertise and resources across disciplines to help advance education, research, and policy in pressing areas such as Indigenous health and substance use and addiction.

Throughout our activities, we draw on strengths from across the university, notably disciplinary breadth and depth, the wide range of programs that train the future health workforce, and our globally recognized research. These assets are all underpinned by supporting infrastructure that includes meaningful connections with partners throughout British Columbia.

In this work, we seek to address the need for inclusive and equitable approaches to health education and research, supported by a culture of collaboration. We are committed to an integrated vision and to supporting provincial priorities.

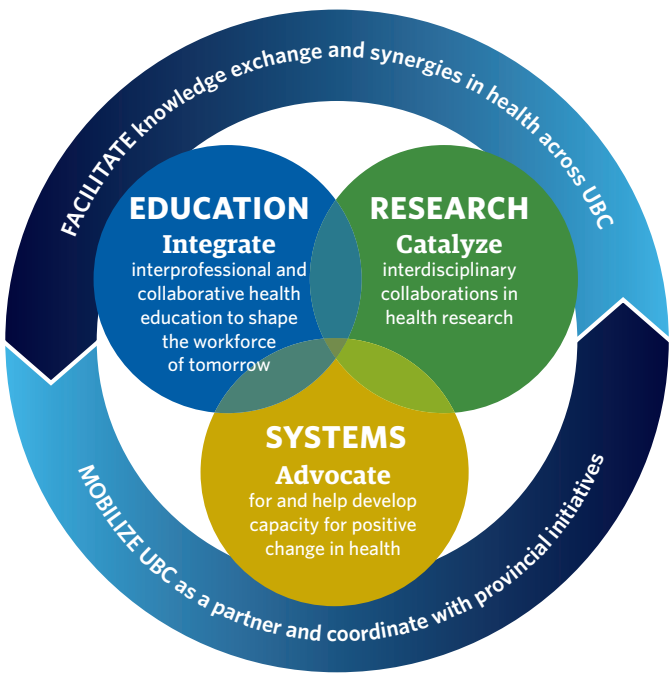
Dr. Dermot Kelleher
Vice-President, Health



Better Health Together

This report provides an overview of the work undertaken over the past year to advance the strategic objectives set out in *Better Health Together: UBC Health 2021-2026 Strategic Plan*. It highlights the activities and their impact across our three core areas—**collaborative health education, interdisciplinary health research, and health systems**. While distinct, these areas overlap and intersect in a number of ways to create meaningful impact.

We are making progress on each of our strategic objectives through a combination of internal facilitation and external mobilization, with faculty members and academic units playing a key role alongside the Office of the Vice-President, Health. In some of this work, the Office of the Vice-President, Health takes the lead, while in other areas, we promote and support the activities of the faculties, schools, and departments that together constitute UBC Health. In all cases, we are building a community across the university and encouraging new relationships and new opportunities related to health.



Collaborative Health Education

Building on a long foundation of supporting the development and delivery of interprofessional education (IPE), UBC Health continues to integrate interprofessional and collaborative health education across the university in order to shape the workforce of tomorrow and propel continued transformation in teaching and learning in both classroom and clinical settings.

INTEGRATED CURRICULUM

The Integrated Curriculum is a flagship program for UBC Health and a key mechanism through which programs are preparing their students for the workforce of tomorrow, which is increasingly incorporating team-based models of care. Delivered in partnership with 16 health professional programs at UBC, the Integrated Curriculum continues to offer meaningful opportunities for students to learn with, from, and about each other, while discussing topics that benefit from a collaborative approach, such as professionalism, ethics, and health informatics. The program is delivered in collaboration with the Centre for Excellence in Indigenous Health and incorporates a series of interprofessional modules and workshops focused on Indigenous cultural safety.

This year, we continued to navigate the complexity of delivering an interactive interprofessional program online within the context of the COVID-19 pandemic. Despite the challenges with providing this type of program virtually, the pandemic also presented some unique opportunities that will inform future iterations of the Integrated Curriculum.

In 2021, the program’s online delivery made it possible for patients and community members to facilitate one of the workshops, bringing lived experiences that engaged students throughout team discussions. The online delivery also enabled the interprofessional participation of students at distributed sites across BC. As health professional programs are increasingly training students in rural and underserved communities to improve access and health equity, UBC Health is committed to ensuring students at all sites can experience interprofessional learning opportunities.

With a commitment to inclusive excellence, we look forward to beginning a curriculum renewal process in 2022/23 that will enhance the learning, scalability, and sustainability of the Integrated Curriculum.

ANTI-RACISM IN HEALTHCARE EDUCATION

UBC Health partnered with the Faculty of Pharmaceutical Sciences to develop and host the *Racism is Deadlier than You Think: Listening, Unlearning, and Relearning to Promote Anti-Racism in Healthcare Education* symposium and workshop. With support from the UBC Anti-Racism Fund, the symposium and workshop brought together students, faculty, and staff to discuss foundational principles underlying systemic racism. Collaboratively, participants are working to develop concrete anti-racist actions that individuals can implement in their healthcare education and practice to better support students, peers, and patients.

PRACTICE EDUCATION

In the fall of 2021, UBC Health completed the Rural Education Acceleration and Collaboration in Health (REACH) project aimed at supporting inter-institutional and cross-sector collaboration. The project focused on facilitating practice education in rural and remote communities in BC. With funding from the Ministry of Advanced Education and Skills Training, UBC Health convened partners interested in enhancing the capacity and quality of rural practice education to improve the current rural practice education ecosystem and support student readiness for the rural healthcare context.

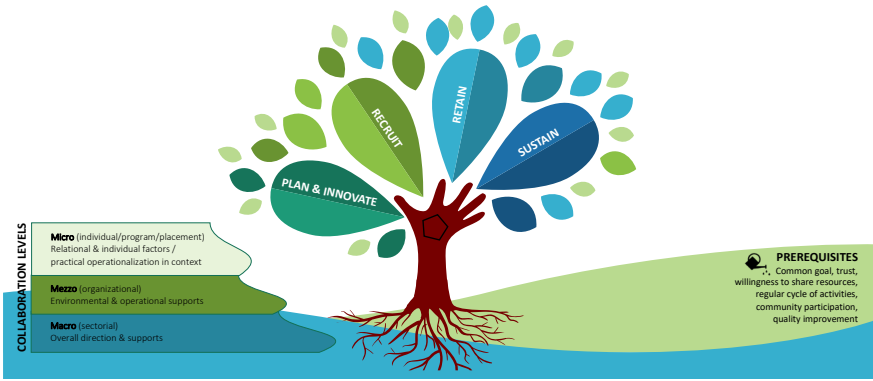
This project resulted in the development of the REACH Action Framework as a model for enhancing rural practice education. The framework offers a flexible and scalable model that can be used in any rural and remote area of BC. It consists of key strategic elements grouped into four themes—Plan & Innovate, Recruit, Retain, Sustain—that are the collective responsibility of partners, including policymakers, post-secondary institutions, faculty members, health professionals/preceptors, healthcare organizations, and communities.

PRACTICE EDUCATION NETWORK

The Practice Education Network (PEN), convened by UBC Health, offers a space for the UBC practice education community to discuss innovations, challenges, and experiences related to practice education. PEN is helping to strengthen and shape the future of practice education at UBC. Throughout the pandemic, PEN provided a forum for addressing urgent matters related to changes in COVID-19 placement requirements and other issues of common concern.

REACH ACTION FRAMEWORK

Rural Education Acceleration and Coordination in Health: Intersectoral collaboration model for enhanced desirability, capacity, and quality of northern rural and remote placements

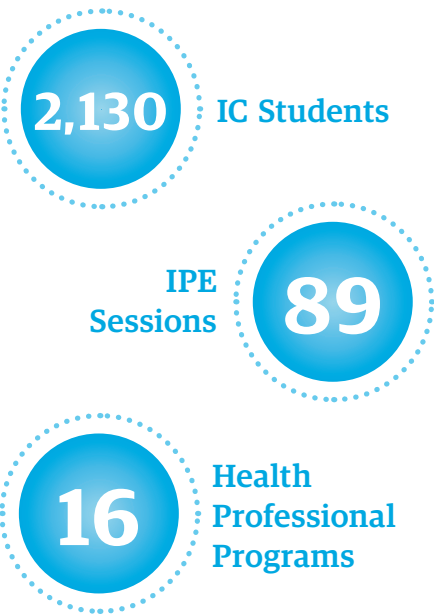


In October 2021, UBC Health hosted *Going Rural: Enhancing Practice Education*, a virtual collaborative health education symposium attended by nearly 100 partners. The symposium built commitment across partner groups for implementing the REACH Action Framework.

“To address challenges and deliver enhanced rural health services, we require coordination of all health partners, and REACH has started the process with an attitude of collaboration, which is essential to achieving change. The initiative aligns with the rural health service and delivery changes that are actively being implemented across the province, such as collaborative and interprofessional service delivery.”

Dr. Carl Whiteside

Family physician
Former Rural Training Coordinator, Department of Family Practice, Faculty of Medicine, UBC
Rural Education Consultant, Rural Coordination Centre of BC



SUBSTANCE USE AND ADDICTION EDUCATION PARTNERSHIP

Substance use and addiction are key issues facing healthcare providers. British Columbia is currently in its sixth year of a public health emergency due to toxic drug overdoses and has seen a record number of deaths in the last two years. In response to this pressing health issue, UBC Health formed a partnership with the BC Centre on Substance Use (BCCSU). Together, we are working to provide students in health professional programs at UBC with training in substance use and addiction prevention, treatment, and recovery to develop the knowledge, skills, and attitudes needed to support people who use substances.

We are working to enhance substance use education, training, and research for health professional students at UBC, including developing resources and learning opportunities for students, faculty, and preceptors. We are building curricular capacity on this critical topic through a special interest group, extracurricular workshops for students, lunch and learn webinars for faculty and preceptors, and integration of substance use content into required interprofessional learning sessions.

The partnership is leveraging the expertise of BCCSU and UBC Health’s established relationships with health professional programs at UBC to integrate interprofessional and collaborative health education across health disciplines. Collaboratively, we have enhanced substance use and addiction content across health professional programs and facilitated access to resources to ensure programs and faculty can integrate new learning opportunities in this area.

With a commitment until August 2023, this partnership will continue to grow and develop resources and learning opportunities for both students and practicing professionals.

“UBC is a recognized leader in training future healthcare providers. The partnership between UBC Health and the BC Centre on Substance Use means students have access to early career training and education on substance use care, a field that has traditionally been under-represented in healthcare. Together, we’ve created opportunities for students to access interprofessional substance use-focused learning that is impactful and meaningful. We’re developing leaders in substance use care who will help us all achieve our shared goal of transforming how we care for people who use substances.”

Christina Chant
Director, Education and Clinical Activities,
BC Centre on Substance Use

Interdisciplinary Health Research

As part of an expanded remit for UBC Health, we have launched a number of innovative initiatives that are catalyzing interdisciplinary collaborations in health research. We support health research priorities that cross disciplines and acknowledge changing opportunities for researchers.

HEALTH INNOVATION FUNDING INVESTMENT (HIFI) AWARDS

The Health Innovation Funding Investment (HIFI) Awards enable health researchers to pursue interdisciplinary and cross-faculty initiatives that have the potential to create change. With nearly 100 applications received from across both the Vancouver and Okanagan campuses in 2021/22, the positive response to HIFI demonstrates how integral interdisciplinary collaboration is to research at UBC. UBC Health is proud to support and amplify these efforts. In the past year, we awarded \$475,793 to UBC faculty members collaborating across faculties, disciplines, and campuses to develop new teams, pursue new ideas, and translate findings from innovative health-related innovations research.

The funded initiatives are diverse and unique—from assessing data for equity-informed artificial intelligence for interdisciplinary wound care to exploring a tri-partnership model for drug-checking services to developing an interdisciplinary nutrition intervention for patients with diabetes. The addition of a team-based care funding stream in 2022 supported several new projects that are contributing to provincial efforts to establish and enhance team-based care.

“We were so fortunate to have access to the HIFI Awards program because the federal grant that we had received for our project, An Indigenous Elder-Led App to Support Indigenous Parents’ Two-Eyed Seeing for Parenting, could not encompass all of the necessary costs. The HIFI Award enabled us to support all of the Elders who were engaged in the project, making the work possible.”

Dr. Wendy Hall
Professor Emeritus, School of Nursing,
Faculty of Applied Science, UBC



Through the HIFI Awards, UBC Health looks forward to fostering collaborations that bring together diverse perspectives to research impacting the health and wellbeing of individuals, communities, and societies.

HIFI PROJECT HIGHLIGHT

A group of faculty members from both campuses representing psychology, geriatric medicine, health and exercise sciences, public health, and family practice received funding for a collaborative project focused on social support for health behaviours and combating loneliness in the face of COVID-19. Since the onset of the pandemic, Canadians have been told to take behavioural measures to reduce the transmission of the virus, including physical distancing and self-isolating. Although clearly necessary, these behavioural measures have had unintended negative physical and mental health consequences for the very same individuals who are most vulnerable to COVID-19—older adults.

This study sought to provide guidance on how older adults could tap into underutilized social resources for health promotion that help maintain healthy lifestyles under extraordinary circumstances and stay socially connected. The research centred on older adults and was inclusive of sex, gender, ethnic background, and socioeconomic status. Co-applicants acknowledged that the interdisciplinary nature of this project, made possible with a HIFI award, helped generate findings that transcend traditional disciplinary boundaries.

HEALTH AFTER 2020

Our understanding of the determinants and experience of health and wellbeing is changing. In 2020, the COVID-19 pandemic accelerated some existing trends and put a spotlight on others. We are now facing the challenge of responding to the broad effects of the pandemic. But there is also an opportunity to think differently about how we define and value health, understand the complex systems that produce health, and rise to the challenge of supporting equity in health across individuals, communities, and societies.

In response to this opportunity, UBC Health created Health After 2020, a program designed to support researchers to engage in interdisciplinary and cross-institutional collaborations and build a community of UBC Health Scholars. A total of \$77,000 was granted to eight interdisciplinary teams to build partnerships with external collaborators and disseminate their collaborative research. The funded projects are diverse and demonstrate a commitment to the principles of equity, diversity, and inclusion. They cover a broad range of topics from substance use among international students to more effective methods to recruit hard-to-reach and marginalized populations to participate in research.

Collaborative research teams have been leading dialogue sessions to convene university and community partners and engage them in meaningful conversations about important issues related to the health and wellbeing of society. Primary investigators from each funded collaborative have been coming together as a group of UBC Health Scholars to share and develop ideas and inform a broader research agenda. To date, 150 individuals have learned from Health After 2020 teams through the dialogue series, including faculty, staff, students, and community members.

DISAGGREGATED DATA

UBC Health and its partners are committed to being part of ongoing conversations about the collection and use of disaggregated data. In response to the BC’s Office of the Human Rights Commissioner report *Disaggregated demographic data collection in British Columbia: The grandmother perspective*, UBC Health has been hosting a series of discussions about the responsibilities of researchers and UBC as an institution around the collection and use of disaggregated data.

By convening researchers and community members through the Disaggregated Data Dialogue Series, we are advancing our collective understanding about how disaggregated data can be used to address inequalities and advance human rights.

The 250 participants in these discussions conveyed the message that clear guidelines are needed for researchers and institutions as they work with communities and

consider collecting race-based and other sensitive data. In response, UBC Health completed an environmental scan of resources that are guiding researchers to collect data that will seek parity in outcomes for Indigenous and historically, persistently, or systemically marginalized populations.

This initiative demonstrates the importance of university-community partnerships and meaningful engagement for informing the responsibilities of researchers and the university as they work with diverse communities. We are now collaborating with the research community to identify and synthesize resources that can support researchers in applying respectful and equity-addressing principles in the collection and use of disaggregated data. We will subsequently share the results through future sessions of the Disaggregated Data Dialogue Series, with the intent of creating a set of evolving best practices for disaggregated data.

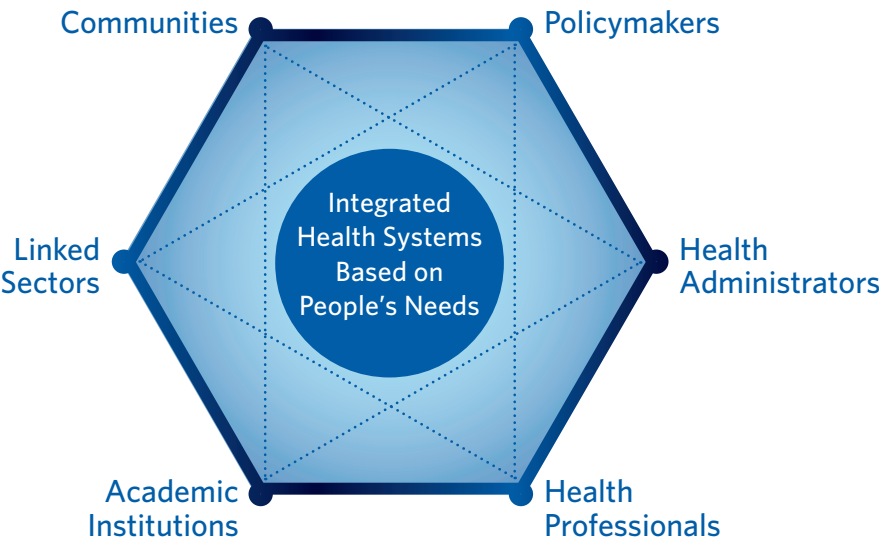


Health Systems

Working to advocate and help develop capacity for positive change in health systems is part of UBC Health’s expanded remit. This starts with the inclusive and coordinated engagement of practitioners, communities, and policymakers interested in health.

To advance the strategic objectives in this core area, UBC Health established a partnership group with representatives from all elements of the WHO Partnership Pentagonam, plus linked sectors, such as non-profit organizations.

PARTNERSHIP PENTAGRAM PLUS



To determine a focus that would have the most significant health systems impact, the partnership group engaged more than 600 individuals across British Columbia to identify priorities for health system improvements. Participants provided over 1,000 ideas, placing health human resources, access to care, and health system sustainability as focus areas. The group is now pursuing broad, province-wide engagement of all sectors represented in the partnership pentagram plus for collaborative solution-finding, with a commitment to equity and inclusion.

TBC@UBC NETWORK

Through the TBC@UBC Network, UBC Health convenes health professionals and leaders, community members, academics, and policymakers to bring forward questions and ideas important for team-based care in British Columbia. The network is supporting province-wide efforts to enhance team-based care in BC by creating a generative space that enables members to learn from each other and connect their efforts. The network is leveraging UBC’s potential to contribute to education, research, evaluation, and knowledge translation in supporting team-based care. Since its launch in October 2021, the network has grown to 285 members. Network events engage participants around the themes of research, pedagogy, and innovation to identify pressing questions emerging from provincial efforts to advance team-based models of care.

We are also launching initiatives to facilitate the application of advances in collaborative health education and research to establish evidence for new approaches to health. Over the past year, UBC Health has worked with partners to develop a proposal for a team-based primary care education clinic on the Vancouver campus in the planned Gateway Health Building, which was approved for development in early 2022 as part of the UBC budget for 2022/23. The proposed clinic will act as a space to test innovations in collaborative service delivery and interprofessional practice education that can be scaled up provincially.

As we initiate activities in this new health systems area, we bring UBC Health’s strength to facilitate and mobilize both internal and external partners to enable more coordinated systems improvement and innovation. As we do so, we are committed to ensuring representation of all voices, particularly those that have been historically, persistently, or systemically marginalized. We are mobilizing UBC as a partner and coordinating with provincial initiatives, helping to enable the university to contribute more effectively across our extensive—and often dispersed—interactions with health systems.





Public and Patient Engagement

The work of UBC Health would not be possible without the involvement of patients and community members. To build an inclusive and equitable approach to health education and research, underpinned by a culture of collaboration, UBC Health is increasingly informed by diverse public and patient perspectives.

In addition to contributing to planning and advisory committees, such as the Patient and Community Advisory Committee and the UBC Health Council, public and community members dedicate their time to enhancing many of the interprofessional learning experiences delivered through UBC Health.

This year, people with lived and living experiences shared their stories during many of the substance use workshops delivered through the UBC Health/BCCSU partnership. Patients and community members enriched the learning of students participating in the Integrated Curriculum by acting as co-facilitators for the collaborative decision-making workshop. Indigenous community members continue to act as co-facilitators for the UBC 23 24 Indigenous Cultural Safety sessions that are an integral component of the Integrated Curriculum, showing students what allyship means.

Patient and Community Partnership for Education (PCPE), a unit within UBC Health, continues to act as a resource for students, faculty, and programs. Over the past year, PCPE has developed new resources and maintained programs that enable students to learn from the diverse perspectives and experiences of patients and communities, including the Living Library video collection, Patient and Community Voices workshop series, and Interprofessional Health Mentors program.

In the coming year, we will broaden public and patient engagement across all three core areas of UBC Health. We are committed to strengthening two-way dialogue on health topics and ensuring a welcoming, coordinated, and inclusive approach to public and patient engagement across health education, research, and systems.

“I’m all about getting students excited about their potential in the world and how to thrive with interprofessional collaborations. Collaborative decision-making with patients will be one of the most rewarding experiences a healthcare professional will ever have. Students need to know the transcending impact they can have on a patient’s health and life.”

Karen Firus
Karen was one of the inaugural patient facilitators for the collaborative decision-making workshops in the Integrated Curriculum.

Awards and Scholarships

Each year, the UBC Health Awards and Scholarships recognize academic and research excellence of faculty and students from various health disciplines at UBC and the achievements of health professionals and community educators across BC. This year, eligibility for all student scholarships was extended to both the UBC Vancouver and UBC Okanagan campuses.



Recipients of the 2021 UBC Health Awards and Scholarships with Dr. Anne Martin-Matthews, Associate Vice-President, Health

UBC HEALTH AWARDS AND SCHOLARSHIPS 2021 RECIPIENTS

John McNeill Excellence in Health Research Mentorship Award

Dr. Larry Lynd

Associate Dean Research, Professor, and Director of Collaboration for Outcomes Research and Evaluation, Faculty of Pharmaceutical Sciences, UBC

John F. McCreary Prize for Interprofessional Teamwork

**Genome Canada
Transplant Consortium**

Honourable Mention

**Long-Term Care
Interdisciplinary
Research Team,
St. Vincent's Langara,
Providence Health Care**

Award for Excellence in Interprofessional Teaching and Learning

Dr. Philip Crowell

Clinical Assistant Professor, Department of Pediatrics, Faculty of Medicine, UBC; Medical and Dental Ethics Leader/Educator, Provincial Health Services Authority

Dr. Kerry Wilbur

Associate Professor and Executive Director, Entry-to-Practice Education, Faculty of Pharmaceutical Sciences, UBC

Practice Education Award

Rebecca Shook

Physiotherapy Site Lead, Holy Family Hospital, Providence Health Care

R. Paul Kerston Community Educator Award

Anja Lanz

Lelainia Lloyd

Bruce Raber

Professor Jessie Gordon MacCarthy Memorial Scholarship

Natania Abebe

Master of Public Health and Master of Science in Nursing Program, School of Population and Public Health, Faculty of Medicine and School of Nursing, Faculty of Applied Science, UBC

ImpactBC Scholarships in Health Care Research and Development

Ria Garg

Doctor of Pharmacy Program, Faculty of Pharmaceutical Sciences, UBC

Jennifer Murray

Doctor of Philosophy Program, School of Population and Public Health, Faculty of Medicine, UBC

Governance

Leading up to the launch of the strategic plan, UBC Health engaged in a review of its governance structure to better reflect the expanded remit of the unit. A new governance structure for UBC Health was established. UBC Health is governed by the UBC Health Executive and guided by the UBC Health Council, advisory committees for education and research, and a health systems partnership group. The work of UBC Health is also informed by the Patient and Community Advisory Committee and the Health Student Caucus. In the coming months, we will continue to evaluate and refine this governance structure to facilitate equitable representation of all voices and engage Indigenous and systemically marginalized populations.

UBC Health Executive

Endorses the goals and strategic actions for UBC Health that are aligned with the strategic plans of the university and faculties. The Executive advocates for required resources to achieve the desired outcomes related to specific initiatives.

UBC Health Council

Guides initiatives to advance the strategic priorities of UBC Health in its remit of collaborative health education, interdisciplinary health research, and health systems. The Council ensures synergy and alignment across the three core areas of UBC Health, providing input from health and health-related disciplines at the UBC Vancouver and UBC Okanagan campuses.

Education and Research Advisory Committees

Inform and support efforts related to the initiation, advancement, translation, and evaluation of UBC Health initiatives in education and research, complementing discipline-specific initiatives.

Health Systems Partnership Group

Facilitates dialogue and collaborations across partners in the learning community—academia, health administrators, policymakers, communities, health professionals, and linked sectors—to influence better health in BC.

Patient and Community Advisory Committee

Advises the Health Council on matters relevant to patient and community engagement and presents the autonomous and authentic voices of patients concerned with the education of health professions.

Health Student Caucus

Provides a forum for student leaders from health disciplines to discuss common education issues, provide feedback on the development, implementation, and evaluation of interprofessional learning opportunities, and contribute to the advancement of collaborative health education, interdisciplinary health research, and health systems.



Looking to the Future

UBC Health’s partners have stressed the need for inclusive and equitable approaches to health education and research, underpinned by a culture of collaboration. The activities celebrated in this report highlight the impact of UBC Health’s strength in facilitating connections and joint ventures across academic units and with external partners.


As we continue to implement our strategic plan, the central importance of responsiveness cannot be overstated, as exemplified by the COVID-19 pandemic. The past two years, during which we launched and started to implement our five-year strategic plan, represent an inflection point that has shined a spotlight on pre-existing issues and created new ones.

We will continue to work across university and sector boundaries to both anticipate and respond to change as health systems continue to evolve.

In the coming year, we will:

- Renew the Integrated Curriculum to enhance interprofessional learning, scalability, and sustainability
- Deliver a substance use and addiction session as part of the Integrated Curriculum
- Develop and test models that build capacity for interprofessional team-based placements that can be scaled up provincially
- Identify best practice guidelines for disaggregated data
- Continue dialogue through the Health After 2020 program
- Explore opportunities to engage graduate students
- Host a health summit to convene provincial partners to collaboratively address health human resources, access to care, and health systems sustainability
- Build education models and secure funding for the Gateway team-based care education clinic
- Explore opportunities for expansion in health at the UBC Surrey site
- Broaden patient and community engagement across all three core areas of UBC Health

We look forward to continued collaboration with our partners.



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