



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 2**

July 2022 - June 2023



We acknowledge that the University of British Columbia's Vancouver campus is located on the traditional, ancestral, and unceded territory of the x̣ṃəθḳʷəỵ əm (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 this *UBC Health Strategic Plan in Action*, we celebrate the ways in which UBC Health facilitates and enables collaborations across three core areas—collaborative health education, interdisciplinary health research, and health systems.

Building on our original education mandate, UBC Health continues to facilitate collaborations across the health professional programs at UBC to integrate interprofessional and collaborative health education to shape the workforce of tomorrow. This is propelling continued transformation in teaching and learning across health and health-related programs, in both classroom and clinical settings, to help foster practices of team-based care.

Our research initiatives are responding to a broad definition of health, catalyzing interdisciplinary collaborations in health research across faculties, schools, and departments that extend beyond the expected, recognizing that health research occurs across all departments, schools, and faculties. This is providing enhanced support for health research priorities that cross disciplines and align with sector priorities.

Working with partners across the health sector, we advocate for and help develop capacity for positive change in health. Through inclusive and coordinated engagement with practitioners, communities, and policymakers, this is facilitating the application of advances in education and research.

Our strengths are grounded in our ways of working. We convene colleagues and partners, striving to share best practices and distill a collective voice that represents UBC in areas that benefit from collaboration. We facilitate equitable representation of all voices and seek parity in outcomes for Indigenous and historically, persistently, or systemically marginalized populations. We activate skills, assets, and resources to initiate and accelerate efforts that will lead to meaningful and scalable public impact. We align our work to complement the priorities and perspectives of academic units, communities, and health systems. And, we communicate regularly to build awareness, promote collaboration, and create a shared sense of accountability.

The ways in which we work are breaking down silos, contributing to ***Better Health Together: Connecting people, ideas, and actions to advance health outcomes, equity, and systems.***

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

Connecting People, Ideas, and Actions to Advance Health Outcomes, Equity, and Systems



This report provides an overview of the work undertaken in 2022/23 to advance the strategic objectives set out in *UBC Health Strategic Plan 2021-2026*. It highlights the unique role of UBC Health and the ways of working supported by the Office of the Vice-President, Health that will help achieve the outcomes we have committed to in this plan.

Recognizing the interconnected factors and complexities that impact health and health equities, the work of UBC Health **reflects a broad definition of health**. As we bring together partners to address complex challenges, we ensure **an inclusive and equitable approach underpinned by a culture of collaboration**. We are committed to **facilitating knowledge exchange and synergies in health across UBC**. Our work is informed by diverse patient and community perspectives and focuses on **priorities that demand a collaborative approach**.

With a spotlight on how we do what we do, this report demonstrates the ways UBC Health enables and enhances interprofessional and collaborative health education and interdisciplinary health research to train people, develop knowledge, and shape policy—ultimately seeking to address inequities and improve the systems that produce health.

A Broad Definition of Health

The work of UBC Health aligns with a broad definition of health. While UBC has a long history of facilitating collaborations across the university's health professional programs, UBC Health has been working to engage any faculty, school, or department working to improve health. UBC Health is supporting researchers undertaking innovative health-oriented research in areas of the university that stretch beyond the usual or expected, convening partners in health to learn about the breadth of professions that can contribute to innovative approaches to team-based care, and providing students with opportunities to learn directly from patients and community members about what health means to them.

Through UBC Health initiatives such as Health After 2020, interdisciplinary collaborations are empowered, enabling researchers like us to address critical challenges in long-term care. This collaborative approach amplifies our potential to develop innovative analytical frameworks for staff assignment and contribute to improved healthcare practices.

Amir Ardestani-Jaafari

Assistant Professor, Faculty of Management,
UBC Okanagan

Health After 2020 supports researchers to engage in interdisciplinary, cross-institutional collaborations that aim to create change in health and health-producing systems and build a community of UBC Health Scholars. In 2022/23, we invited interdisciplinary teams who are undertaking innovative health-oriented research in faculties, schools, or departments that stretch beyond the usual or expected to participate. Projects included collaborations with:

- the School of Architecture and Landscape Architecture to increase outdoor play opportunities in early learning and childcare centres
- the Department of Theatre and Film to help people learn about ways of communicating that do not require spoken words
- a visual arts program to teach about nutrition and food insecurity

TBC@UBC Network convenes health professionals, health leaders, academics, policymakers, funding agencies, patients, and communities throughout BC to discuss and learn from each other about the on-the-ground needs, opportunities, and challenges related to team-based care. The network has held innovative sessions with speakers representing unique partnerships, asking participants to consider innovative practices, health professional education, and research about developing team-based primary care with novel disciplines and roles such as dietitians, kinesiologists, and counseling professions.

Patient and Community Voices

Workshops enable students to learn directly from patients and community members through their stories and expertise. The lived experiences of speakers help students understand the myriad of ways that the social determinants of health affect individuals and how they navigate the health system. Workshop topics extend beyond what students learn in their professional programs, enriching the perspectives they will eventually bring to their future roles. Topics were:

- A Caregiver's Journey: Heartbreak & Love
- A Space to Thrive: Enhancing Care for Teenage Girls Who Live in Poverty
- Disability Health
- Mental Health: Empathy & Compassion
- Positive Reflections and Voices Unheard: Learning from Persons Living with HIV
- Refugee Health
- Stereotypes, Truth & Reconciliation in Healthcare
- Substance Use Care: Addressing Stigma in the Health System to Improve Patient Outcomes
- Unmet Healthcare Needs: The Impacts of Poorly Understood Chronic Diseases

Our Definition of Health

Health is an attribute of individuals, communities, and societies and is a fundamental resource for daily living. It is shaped by a wide range of determinants from individual genetics and risk factors (such as diet and physical inactivity) to social and environmental exposures (such as early childhood experiences), education, work, and—fundamentally—social and economic position. Health can be measured in many ways, for example based on the presence or absence of disease or through a more qualitative understanding of personal or community assets and capabilities. Threats to health and inequities in health can be addressed through thoughtful public policy, supportive environments that encourage community action and individual skills, and strong health systems that reinforce prevention.

An Inclusive and Equitable Approach Underpinned by a Culture of Collaboration



UBC Health promotes and facilitates 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. As we do so, we are committed to being coordinated in our interactions with sector partners and our efforts in health being informed by diverse and inclusive patient and community perspectives. UBC Health has facilitated cross-sector dialogue around shared priorities, collaborated with patients and community members to enhance student learning, and supported students and under-represented groups to participate in scholarly activities.

The bringing together of people with lived and living experience, with those from the scientific, educational, and clinical spheres, always has the potential to foster increased understanding, respect, and shared knowledge.

Daryl Luster

Patient and Community Advisory Committee Member

Breathe & Weave Health Summit

brought together people from diverse roles, sectors, and regions from across British Columbia to discuss shared priorities for improving BC’s health system and how working together could be better enabled across the system. Over the three days of *Breathe & Weave: Talking Across Silos to Enable Health System Improvement*, participants discussed how to communicate and coordinate more effectively across organizational boundaries. Policymakers, health authorities, health professionals, researchers, and community partners aimed to identify and determine how together they could address urgent issues for health and healthcare in BC.

Patient and Community Educators

enhanced learning for more than 2,000 students from 16 health professional programs as part of the UBC Health interprofessional Integrated Curriculum. Sessions on substance use and addiction and collaborative decision-making were developed and delivered in collaboration with people with lived and living experience and subsequently integrated as formal components of students’ programs. Learning was enriched through stories and the opportunity to debrief case discussions with people bringing their lived experiences into the sessions.

Conference Sponsorship

for students, patients, and Indigenous partners is one mechanism through which UBC Health is contributing to more equitable and inclusive scholarship. In 2023, as the drug overdose crisis continues to be a public health emergency, we supported more than 100 students to attend the annual *BC Substance Use Conference*, which brings together researchers, policymakers, health professionals, and community members to discuss evidence-based approaches to addressing substance use and addiction. In 2022, as part of our sponsorship of the international *Towards Unity for Health Conference* hosted at UBC, we enabled students from low-resourced countries to attend. This conference focused on fostering equitable community-oriented health services, education, and research, with the goal of improving health locally and globally.

**Breathe & Weave Health Summit
Cross-Sector Dialogue**

	Partnership Perspective	Jan 23	Jan 26	Jan 30
	Academic	26	20	15
	Community Member	18	17	17
	Health Administrator	78	59	53
	Health Policymaker	22	13	17
	Health Provider/Professional	33	26	26
	Linked Sector	24	21	18
	TOTAL	201	156	146



201
Participants on Jan 23

156
Participants on Jan 26

146
Participants on Jan 30

 **54**
Facilitators of discussion groups

 **7**
Health authorities represented

Facilitating Knowledge Exchange and Synergies in Health Across UBC

UBC Health leverages the strengths of the university—notably its disciplinary breadth and depth, the wide range of programs that train the future health workforce, and globally recognized research. We create opportunities for exchange and synergy across these assets, underpinned by a supporting infrastructure that includes meaningful connections with partners throughout British Columbia and around the world. UBC Health continued to facilitate knowledge exchange and synergies in health across UBC through initiatives such as the Health Student Caucus, Health Innovation Funding Investment (HIFI) Awards, and Disaggregated Data Dialogue.

The Health Student Caucus at UBC Health is a valuable approach for health students to be involved with building a more coherent and collaborative healthcare model at UBC. It provides a platform for us to engage in meaningful discussions about how we can improve healthcare policies, protocols, and events at UBC.

Ariel Chiao

Student, School of Nursing, Faculty of Applied Science

Health Student Caucus hosted an event that brought together interprofessional student teams to work through a case, with the goal of developing a collaborative interprofessional person-centred plan of management. Teams presented their plans to an audience of clinicians, academics, community members, and students and were evaluated on the quality of the management plan and level of team collaboration. This student-led event, with support from UBC Health, harnessed the creativity and passion of students who will be future change agents in the health system.

Health Innovation Funding Investment (HIFI) Awards catalyze collaborations by supporting cross-faculty and cross-campus research at UBC Vancouver and UBC Okanagan. Interdisciplinary groups of researchers working in the areas of team-based care, health equity, and healthy aging were provided funding to develop new teams, pursue new ideas, or translate findings from innovative health-related research as part of focused calls. The focused call for research aligns with our integrated vision and commitment to provincial priorities, which are focused on advancing interprofessional team-based approaches to care.

Disaggregated Data Dialogue is UBC Health's response to *Disaggregated demographic data collection in British Columbia: The grandmother perspective*, a report from the BC's Office of the Human Rights Commissioner. Following a dialogue series and recommendations from participants, we conducted an environmental scan of resources to identify gaps in guidance for equity-denied groups and consulted partners to inform ways that UBC Health could support advocacy efforts, justice-informed approaches, and ongoing resource development.

Innovations in Team-Based Care Research

Kerry Wilbur, Associate Professor and Executive Director, Entry to Practice Education in the Faculty of Pharmaceutical Sciences, along with an interdisciplinary group of colleagues, received a HIFI award to support their project to optimize team-integrated primary care for older adults. The project is helping to facilitate increased and structured collaboration between primary care providers working with older adults—integrating an individual's social network into the care team. A systematic review informed the development of a primary care encounter tool, with the goal of optimizing geriatric patient safety and health outcomes.

Priorities that Demand a Collaborative Approach

There are persistent health challenges and inequities that demand a collaborative approach, creating important foci for UBC Health's work. Complementing efforts throughout the university and health sector, we seek to connect diverse expertise and resources across disciplines to help advance education, research, and policy in pressing areas such as team-based care, Indigenous health, aging and chronic disease, and substance use and addiction. Substantial work has been undertaken to advance team-based care, expand our partnership with the Centre for Excellence in Indigenous Health, and co-create opportunities through collaborations with the BC Centre on Substance Use and the Edwin S.H. Leong Centre for Healthy Aging.

In partnership with nine health professional programs, UBC Health began a comprehensive engagement strategy to develop a **Gateway to Team-Based Care**. The Gateway to Team-Based Care will provide a purpose-built research platform for team-based primary care education and practice. This initiative is being led by an oversight committee that involves an unprecedented degree of collaboration. UBC Health has integrated patient partners and health professional students into the design process, developed new relationships with health sector partners to support the advancement of interprofessional practice education, and engaged leaders in the Government of BC to develop the Gateway to Team-Based Care as a provincial resource that will build capacity for team-based primary care across the province.

Our ongoing partnership with the **Centre for Excellence in Indigenous Health** is helping to ensure that all health professional students at UBC receive foundational Indigenous cultural safety training. Through this partnership, we are collaboratively facilitating the delivery of the *UBC 23 24 Indigenous Cultural Safety* program through UBC Health's interprofessional Integrated Curriculum. We have committed as a team to uphold and respect Indigenous rights, values, and worldviews during all processes and engagement.

As an Indigenous centre that works to promote excellence in the areas of Indigenous health and Indigenous cultural safety, it is important to partner with individuals and units who are committed to practicing self-reflection, cultural humility, and advocating for Indigenous rights within the university and beyond. We have had the privilege of working with various leadership and staff at UBC Health over many years, and we have seen great growth and an increase in commitment to improving health outcomes for Indigenous peoples. We very much value our partnership with UBC Health and look forward to continuing on this journey together.

Drew St. Laurent

Senior Operations Manager, Centre for Excellence in Indigenous Health

Collaborations with the **BC Centre on Substance Use (BCCSU)** and the **Edwin S.H. Leong Centre for Healthy Aging** are important mechanisms through which UBC Health is helping to address pressing health challenges. Our partnership with the BCCSU has resulted in the formation of a special interest group to support the development of a community of practice for those interested in substance use and addiction education at UBC, a lunch and learn webinar series that provides accessible, evidence-based knowledge about substance use and addiction, and resources to support programs to integrate substance use education into their curricula. UBC Health partnered with the Edwin S.H. Leong Centre for Healthy Aging to support healthy aging research at UBC and is supporting projects that take an interdisciplinary approach to address health challenges related to aging.

Recognizing Excellence

UBC Health offers awards and scholarships to outstanding individuals and teams who embody excellence in interprofessional collaboration, health education, and health research. These awards celebrate academic and research excellence of faculty and students from various health disciplines at UBC and recognize achievements of health professionals and community educators across BC.



Recipients of the 2022 UBC Health Awards and Scholarships with Dr. Christie Newton, Associate Vice-President, Health pro tem

RECIPIENTS OF THE 2022 UBC HEALTH AWARDS AND SCHOLARSHIPS

John McNeill Excellence in Health Research Mentorship Award

Christopher Overall

Full Professor and Tier 1 Canada Research Chair Emeritus (2000-2022), Centre for Blood Research, Department of Oral Biological and Medical Sciences, Faculty of Dentistry

John F. McCreary Prize for Interprofessional Teamwork

The Independence Model, St. Paul's Hospital, Providence Health Care

R. Paul Kerston Community Educator Award

Jory Mitchell

Health mentor; Patient and Community Voices workshop developer and panelist; Integrated Curriculum workshop facilitator

Professor Jessie Gordon MacCarthy Memorial Scholarship

Danielle Busayong

Student, Master of Science in Speech-Language Pathology Program, School of Audiology and Speech Sciences, Faculty of Medicine

ImpactBC Scholarships in Health Care Research and Development

Amninder Dhatt

Student, Entry-to-Practice Doctor of Pharmacy Program, Faculty of Pharmaceutical Sciences

Simroop Ladhar

Student, Entry-to-Practice Doctor of Pharmacy Program, Faculty of Pharmaceutical Sciences

Leora Pearl-Dowler

Student, Doctor of Medicine Program, Faculty of Medicine

Looking Forward

UBC Health will continue to work across disciplines and faculties at UBC's Vancouver and Okanagan campuses, as well as with communities, institutions, and government organizations across British Columbia. While our work and strategic priorities align with the plans of other units across the university—notably in a mutual commitment to academic impact, equity and diversity, innovation, and service to society—we are focused on priorities that demand collaboration. In the coming years, we will continue to work towards the following outcomes by facilitating and enabling collaborations across our three core areas—collaborative health education, interdisciplinary health research, and health systems:

- Health learners and graduates with the knowledge and skills to work effectively in interprofessional environments
- Health learners and graduates who understand the diverse perspectives and experiences of patients and communities
- Instructors and practitioners committed to advancing interprofessional and collaborative health education and practice
- Advancement of interdisciplinary health research and knowledge translation
- Integration of data, policies, and processes across UBC that support applied interdisciplinary health research
- Approaches to health research and the use of data that help address systemic racism and inequities in BC and enable meaningful involvement by all populations
- Initiatives that provide proof of concept for provincial implementations and contribute to innovations in health
- Coordinated community, sector, and government engagement on pressing health issues
- Health learners and graduates who are champions of positive change in health



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The University of British Columbia
400-2194 Health Sciences Mall
Vancouver, BC V6T 1Z3
604-822-5571 | health.ubc.ca