



THE UNIVERSITY OF BRITISH COLUMBIA

Office of the Vice-President, Health
UBC Health

UBC Health

BETTER HEALTH TOGETHER

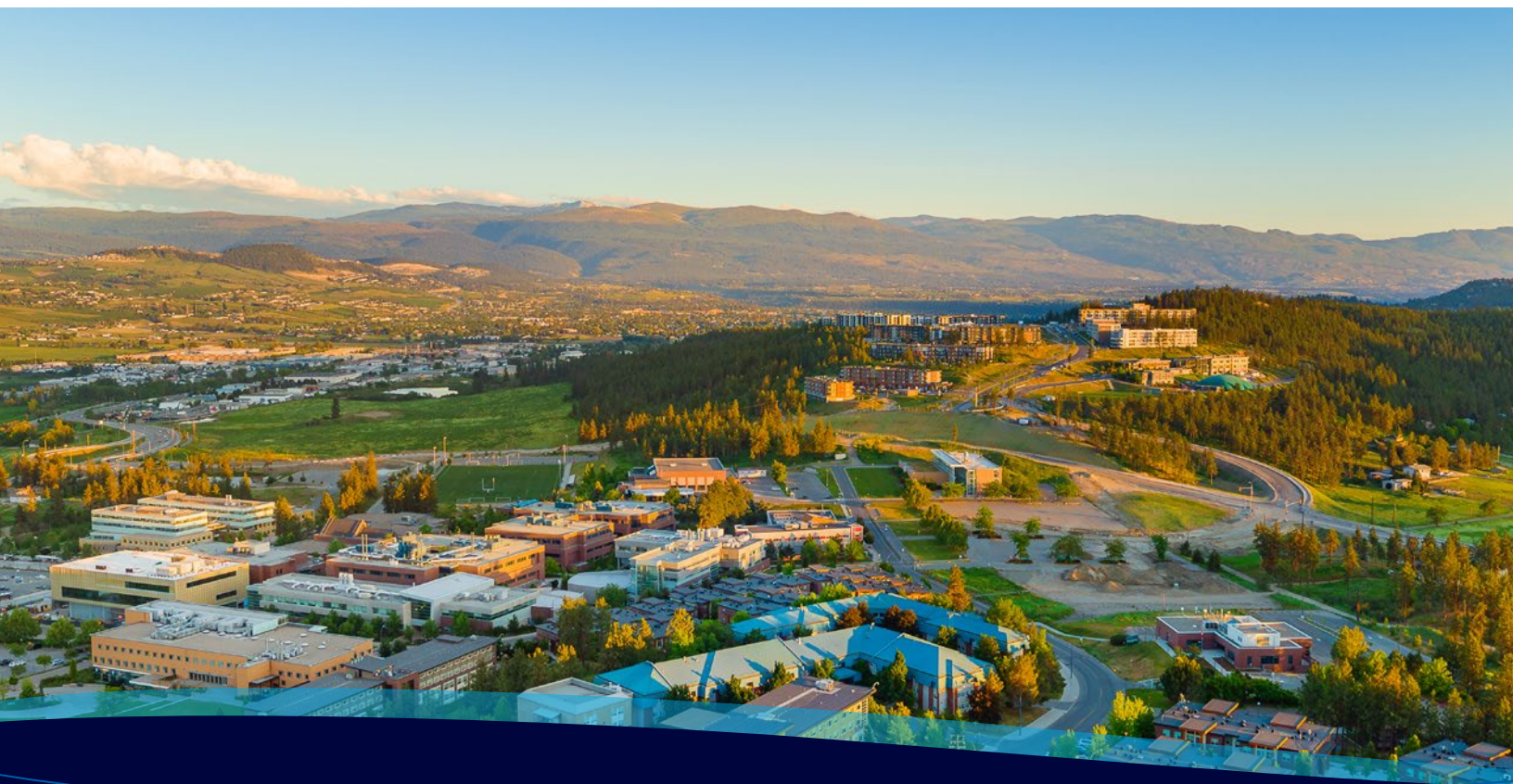
*Connecting people, ideas, and actions to
advance health outcomes, equity, and systems*

**STRATEGIC PLAN IN ACTION
YEAR 3**

July 2023 - June 2024



We acknowledge that the University of British Columbia's Vancouver campus is located on the traditional, ancestral, and unceded territory of the x^wməθk^wəy̓ 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

The Year 3 Plan in Action report of UBC Health's strategic plan, *Better Health Together* (2021-2026), highlights our progress and achievements over the past year as we advance interprofessional health education, interdisciplinary research, and integrated health systems across British Columbia.

Since the inception of this strategic plan, UBC Health has fostered collaborations that bridge disciplines and sectors, driving impactful change in health outcomes, equity, and systems. This year, we expanded our reach in several critical areas, including:


- **Research Collaborations:** Through initiatives like the Health Innovation Funding Investment and Ministry of Health Seed Grants, we have enabled over 100 interdisciplinary projects addressing critical priorities, from healthy aging to health equity.
- **Health Systems Partnership:** UBC Health acts as a bridge between the university and health sector partners, hosting annual cross-sector dialogue events to foster collaboration and innovation. It also facilitates TBC@UBC Network events, engaging over 560 members from academia, government, health authorities, health professionals, and patient and community groups to discuss integration of evidence into practice and advance primary healthcare and health education.
- **Education Innovation:** Set to open on campus in 2025, the Gateway to team-based care will pave the way for the future of team-based primary care in BC, developing and testing models of team-based education and practice that can be scaled across the province.
- **Community and Patient Engagement:** With a strong commitment to inclusion, we continue to expand patient and community involvement in our programming, ensuring diverse perspectives shape the future of health education and research.

As we approach the mid-point of our five-year strategic plan, we are more committed than ever to supporting and expanding partnerships that drive meaningful impact. This upcoming year, we will conduct a comprehensive mid-term evaluation to assess our progress. I am grateful to our governance, partners and stakeholders, staff, faculty and students for their continued dedication to advancing health for all.

Together, we are creating a healthier future for British Columbia and beyond.

Warm Regards,

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



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

This year marked a mid-point in the implementation of the inaugural UBC Health strategic plan—[Better Health Together: 2021-2026](#). UBC Health has now spent three years developing and implementing strategic activities in collaboration with partners from across the university and health sector to advance objectives in its core areas of: **Collaborative Interprofessional Health Education, Interdisciplinary Research, and Integrated Health Systems**, with **patient and community engagement as an area of focus** throughout.

In this report, we celebrate the progress made towards achieving the collective objectives outlined in our strategic plan. In some of this work, UBC Health has played a leadership role in convening, facilitating and enabling collaboration and collective action to improve health outcomes in BC and beyond. We have also promoted and supported the activities of the faculties, schools, departments, and partners that share our vision.


Interprofessional and Collaborative Health Education Shaping the Workforce of Tomorrow

Propelling transformation in teaching and learning across health-related programs, in both classroom and clinical settings, to help foster team-based learning and practice.


Education Innovation

Education Strategic Objective #1

UBC Health has successfully integrated interprofessional and collaborative health education across UBC’s health professional programs, helping to prepare learners for the team-based models of care that are emerging and evolving across the province.




2,290
Students




15

Health Professional Programs



5


Sites
(Vancouver, Kelowna, Surrey, Prince George, Victoria)





8

Interprofessional sessions covering 6 key topics
(Professionalism, Collaborative Decision-Making, Ethics, Substance Use, Health Informatics, Indigenous Cultural Safety)

UBC Health continues to enhance its interprofessional Integrated Curriculum by:

- 

Improving accessibility through incorporating universal design of learning principles
- 

Developing flexible delivery models to improve support across contexts & distributed sites
- 

Testing innovative technology-enabled approaches to learning

The University of British Columbia is seen nationally as a leader and innovator in interprofessional education, making UBC Health well-positioned to help lead the renewal of the Canadian National Interprofessional Competency Framework—a framework that continues to guide the ongoing renewal of the Integrated Curriculum and contribute to the development of interprofessional learning across the country. Read about the role of UBC Health in the refresh of the [Canadian National Interprofessional Competency Framework](#).

Expanded Placements

Education Strategic Objective #2

In the inaugural strategic plan, UBC Health committed to helping UBC’s health-related programs to develop models that build placement capacity and promote collaborative placements across British Columbia.

This is a priority area where we are actively working to ramp up our collective efforts. UBC Health is building on the successful integration of interprofessional classroom-based learning and focusing more on supporting programs across the province to facilitate interprofessional placements.

We continue to support an active practice education network across UBC that meets regularly to address issues that impact clinical placements across programs.

We are also engaged in the extensive work required to establish a team-based teaching clinic on campus (Gateway to Team-Based Care), which will enable us to develop interprofessional placement models that can be scaled across the province.



Education Ecosystem in Team-Based Care

Education Strategic Objective #3

Establishing the Gateway to Team-Based Care—linking teaching clinics across the province to serve as learner-informed models for team-based education, is an ambitious goal in our strategic plan, towards which we have made significant progress over the past year.



The foundations have been laid for the Gateway to Team-Based Care, which will include a team-based teaching clinic on the UBC Point Grey campus—set to open in 2025. This year we accomplished the following:



- Clinical space design, including the use of technology



- Creation of faculty and staff roles that will support innovations in care and learning



- Understanding the primary care placement needs across health professional programs



- Identification of models of patient and community engagement

Where else could you bring together this breadth of disciplines to establish a primary care clinic?

Relationship-building and identifying best practices through engagement with individuals, teams, and organizations, across sectors, locally, provincially and globally are at the heart of our work. This includes formalizing synergies across the growing network of campus health clinics and engaging with other team-based clinics across BC to embed practices of interprofessional and collaborative education.

A large tree trunk covered in moss in a forest setting. The tree trunk is the central focus, with thick, vibrant green moss growing on its surface. The background is a soft-focus forest with sunlight filtering through the trees. The overall mood is natural and serene.

Interdisciplinary Collaborations in Health Research

Providing enhanced support for health research priorities that cross disciplines and align with health sector priorities.

Community of Practice

Research Strategic Objective #1

When the inaugural strategic plan was launched in 2021, support for interdisciplinary research constituted a newer mandate for UBC Health. Over the past three years, we have established a number of initiatives that have contributed to an active community of health research practice and mentorship, supporting and connecting health scholars and students.



[Health After 2020](#)

[Public Scholars Initiative](#)
[Health Equity Stream](#)

[Implementation Science](#)
[Training Initiative](#)

These initiatives have created mechanisms to assist health researchers in developing collaborative projects that benefit from an interdisciplinary approach. They provide opportunities for researchers from both UBC Vancouver and UBC Okanagan to engage in dialogue, connect with community, and mobilize new knowledge.

New research collaborations

Research Strategic Objective #2

UBC Health actively supports researchers through a number of initiatives designed to catalyze new research collaborations, including the [Health Innovation Funding Initiative](#) and [Ministry of Health Seed Grants](#).



5

UBC Health programs supporting researchers

15

Calls for proposals



100+

Research collaborations enabled



FOCUSED CALLS:
HEALTHY AGING • HEALTH EQUITY • TEAM-BASED CARE





Data infrastructure

Research Strategic Objective #3

Since hosting a series of sessions to discuss the responsibilities of researchers and UBC as an institution around the collection and use of disaggregated data (see [UBC Health Plan in Action: Year 1](#)), we have been exploring the best ways for UBC Health to contribute to ongoing provincial efforts to develop an integrated health research data infrastructure. Over 250 participants involved in our Disaggregated Data Dialogue Series have contributed to advancing our collective understanding of how disaggregated data can be used to address inequalities and advance human rights. This work is systems-oriented and will require applied work, partnerships—with organizations such as the Health Data Coalition, Canadian Primary Care Sentinel Surveillance Network, and BC Primary Health Care Research Network.



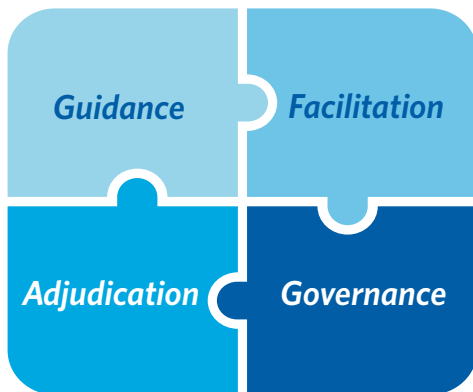
Advocacy to Enhance Capacity for Positive Change in Health

Facilitating the application of advances in education and research through inclusive and coordinated engagement with practitioners, communities, and policymakers.

Public and patient engagement

Health Systems Strategic Objective #1

One of the successful aspects of UBC Health in this area has been to enhance student learning by engaging those with lived experiences to support the development and delivery of our interprofessional programs. We are now expanding our patient and community engagement across all areas of our work to advance diverse community priorities, enhance learner experiences, and align research activities.



One of this year’s highlights is the active involvement of patients and community members on the UBC Health Patient and Community Advisory Committee, as interprofessional workshop facilitators, on research initiative adjudication committees, and within strategic initiative steering committees and advisory groups. As we increasingly collaborate with patients and community members, we are actively working to ensure the inclusion of marginalized and underrepresented groups and facilitate the equitable participation of all voices.



Coordinated responses

Health Systems Strategic Objective #2

UBC Health is uniquely positioned to bring together experts and efforts to further collaborative health education and interdisciplinary research in response to pressing health challenges. For the second year in a row, we hosted a cross-sector dialogue event, “Weaving the Threads: Bridging Silos, Building Impact” that convened policymakers, health authorities, health professionals, researchers, and diverse community partners to identify and determine how to address urgent provincial issues.



Weaving the Threads: Bridging Silos, Building Impact



136 Participants



7 Health Authorities



54 Organizations



30 Ideas for collaborative action

The TBC@UBC Network—which has grown to over 560 members representing all sectors and regions across BC— is creating avenues for ongoing dialogue and exploration of opportunities for collaborative action and collective impact.

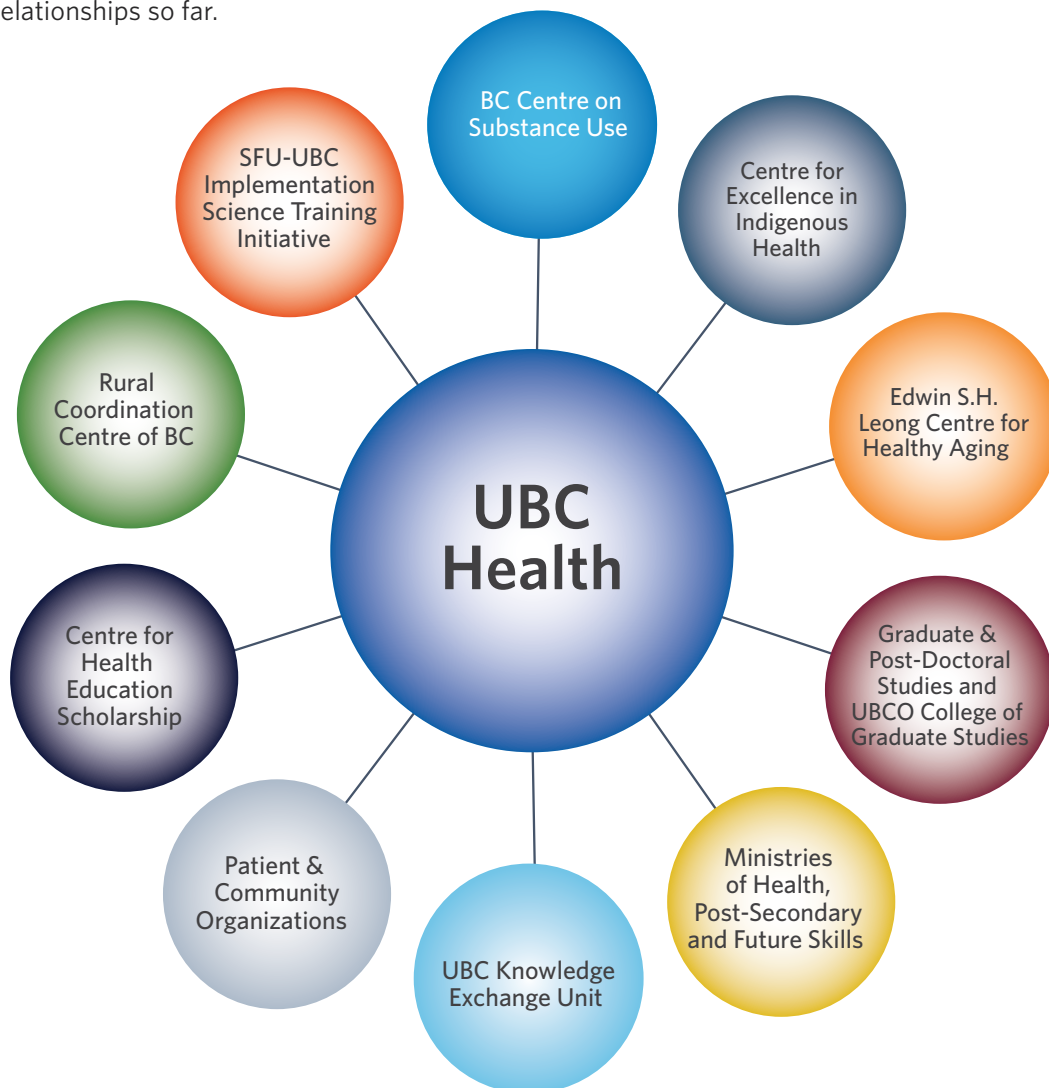
Evidence for new approaches

Health Systems Strategic Objective #3

UBC Health continues to help align university and sector activities to establish evidence for new approaches to better health. Through scholarship and education, we partner with provincial and global entities to advance the practice of collaborative health. More broadly, we engage with sector and government partners to anticipate the needs of BC’s population and contemplate the possibilities and implications of the future of health.

Strategic Relationships

We are continuously growing our strategic partnerships and relationships. Here’s a snapshot of our strategic relationships so far.



UBC Health Awards 2024



UBC Health held its annual awards celebration in June 2024, recognizing outstanding contributions in health education, research, and interprofessional collaboration. The awardees included students, faculty, and community educators who exemplify excellence in their fields. The following award recipients were celebrated through UBC Health Awards:

- John McNeill Excellence in Health Research Mentorship Award recognized Dr. Victoria Bungay from the School of Nursing for her exceptional mentorship and establishment of the Capacity Research Unit, which promotes community-based health research and interventions.
- John F. McCreary Prize for Interprofessional Teamwork was presented to the UBC Centre for Cardiovascular Innovation (CCI-CIC) team, led by David Wood, for the team's interdisciplinary approach to cardiovascular research and clinical trial administration.
- R. Paul Kerston Community Educator Award, celebrating its 10th anniversary, recognized Eve Sheftel and Karen Firus for their dedication to student mentorship and health education.
- Professor Jessie Gordon MacCarthy Memorial Scholarship was awarded to Manpreet Alisha Buttar, a Master of Science in Human Nutrition student, for her leadership in community and population health.
- John H.V. Gilbert Interprofessional Scholarship was awarded to Leslie Guo, a Doctor of Pharmacy program graduate, recognized for her contributions to interprofessional education and collaborative initiatives.
- ImpactBC Scholarships in Health Care Research and Development were awarded to four students—Sanjit Kaur Bains, Carissa Sum Yin Chan, Pavneet Kalsi, and Karen Lok Yi Wong—for their research projects focusing on patient-centered care and health professional education.

[Read more about the awardees.](#)

Moving Forward

Now past the midpoint of our strategic plan implementation, we are evaluating our progress toward our collective goals and objectives, making adjustments as needed to ensure we stay aligned and responsive to emerging needs.

The progress celebrated in this report demonstrates the areas in which UBC Health has been able to play a leadership role, convening, facilitating, and enabling collaboration and collective action while promoting and supporting the activities of the partners who share our vision.

The next phase in our work will be the mid-term evaluation, which will assess how our interest holders and partners have engaged with UBC Health's work. Feedback from colleagues and partners who share our commitments will solidify areas of work to which we need to re-commit, indicate any need for course

correction, and help identify new opportunities for collaboration and collective impact. This mid-term evaluation will inform our planning for the next two years of our strategic plan, and will also prepare us for initial conversations about our new strategic plan in 2027.

In the fourth year of the strategic plan, UBC Health will welcome a new cohort of directors in interprofessional education, interdisciplinary research, and health systems who will play instrumental roles in continuing to advance our current collective goals and objectives while setting a vision for the future.



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