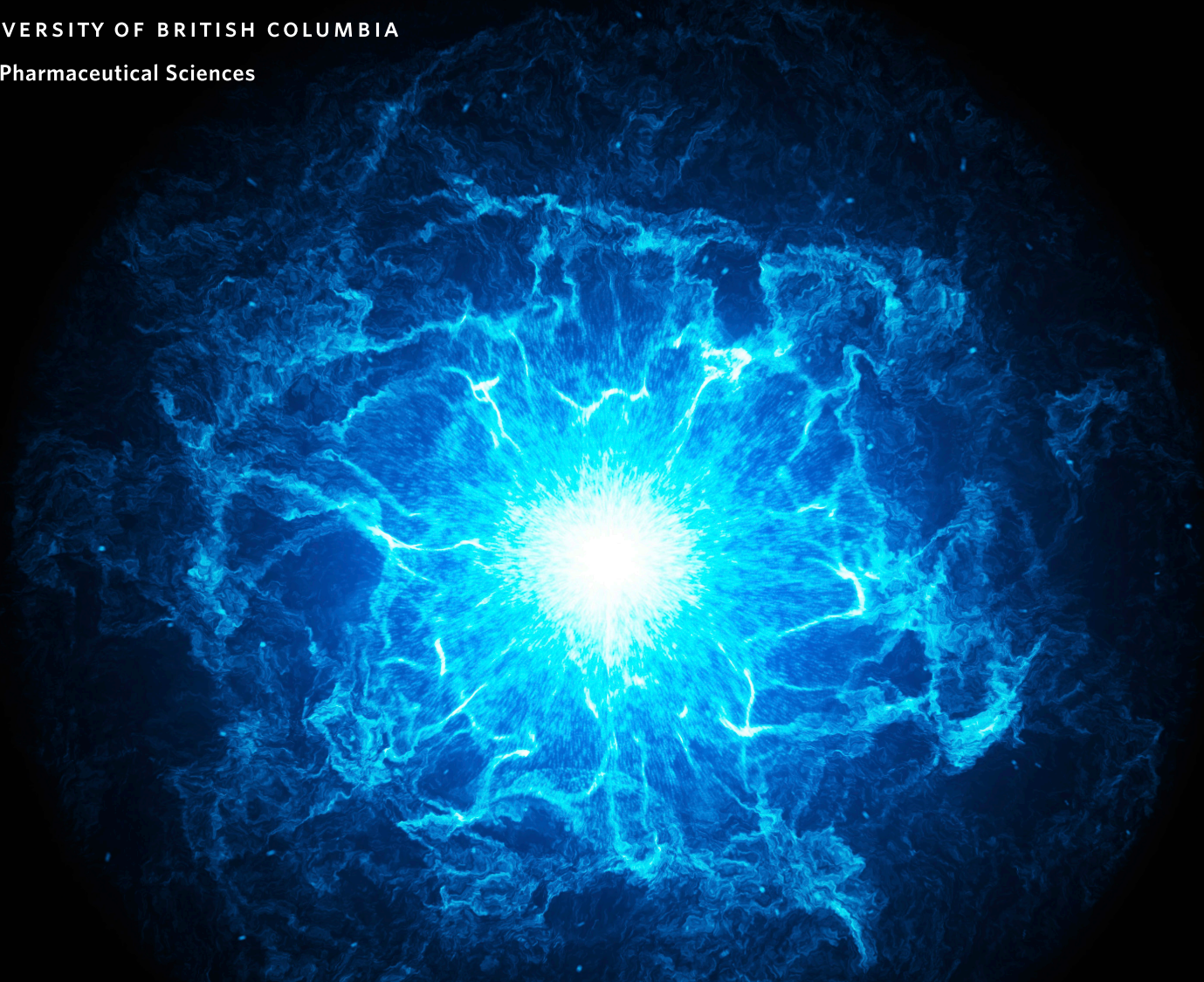




THE UNIVERSITY OF BRITISH COLUMBIA

Faculty of Pharmaceutical Sciences



CATALYST FOR CHANGE 2.0

2023-2026 STRATEGIC PLAN

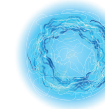


catalyst

cat·a·lyst

*an agent that initiates and
accelerates significant
change and action*

UBC's Point Grey Campus is located on the traditional, ancestral, and unceded territory of the xwməθkwə'yəm (Musqueam) people. The land it is situated on has always been a place of learning for the Musqueam people, who for millennia have passed on their culture, history, and traditions from one generation to the next on this site.



Message from the Dean



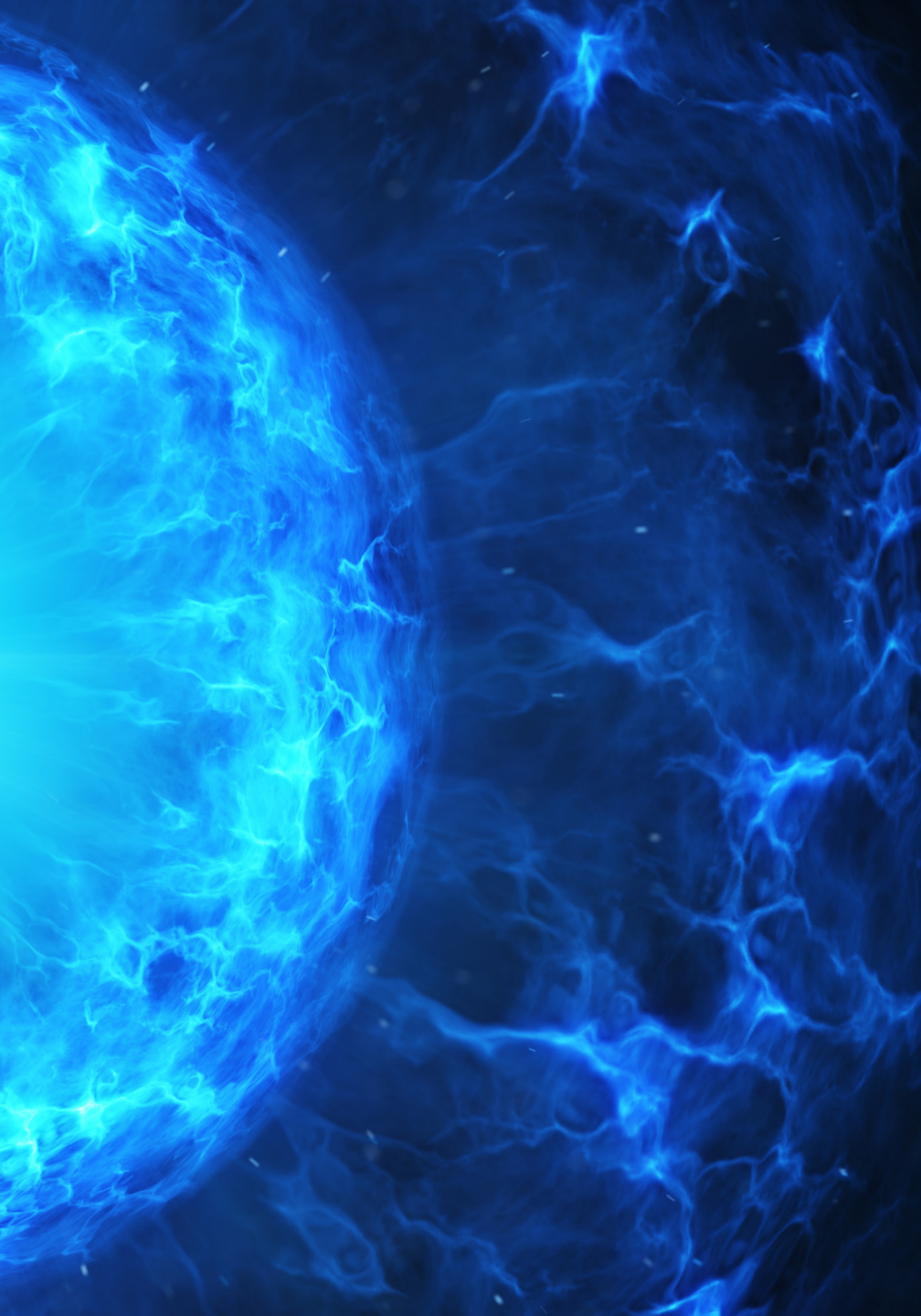
During the five years that spanned our most recent strategic plan *Catalyst for Change: 2017-2022*, we have made significant steps in advancing meaningful change and innovation in pharmacy and the pharmaceutical sciences. These include the recruitment of outstanding faculty and staff, establishment of an integrated approach to supporting equity-seeking communities, launch of the Bachelor of Pharmaceutical Sciences program, formalization and nurturing of four themes to channel our research activity, and co-leadership with the BC government and health authorities of the Pharmacists in Primary Care Networks (PCN) Program across the province.

In addition to our role as agents of change, we are all living and working through a period of profound global uncertainty. Health care systems are stretched to breaking point, acute social inequities persist, and the climate crisis increasingly threatens our existence. The value and impact of pharmacy and the pharmaceutical sciences has never been greater. Pharmacists have the capacity to improve the delivery of high-quality and equitable health care, and fundamental science drives innovation throughout society. There is no better example than the drug therapies and vaccines that have rapidly been proven to be essential and effective in combatting the COVID-19 pandemic that has drastically reshaped our world.

We determined early in the strategic planning process that the structure of our recent plan continues to provide an effective framework for our decisions, actions, and accountabilities. In the current context, it seems prudent both to sustain what is working and to compress our planning horizon. It is accordingly my privilege and pleasure to introduce our next strategic plan: *Catalyst for Change 2.0: 2023-2026*. This plan identifies a unique set of opportunities for both consolidating strategic initiatives currently underway and driving continued positive change, including in respect of the scope of pharmacy practice.

Our relationships across various sectors and through our alumni create a valuable network for dialogue and collective action, and the extraordinary strength of UBC across the life and health sciences, together with its firm strategic commitment to health and health care, amplify our capacity for change. I am sincerely grateful to the many members of our community and external stakeholders who participated so willingly and enthusiastically in the process, especially given our respective competing pressures. I look forward to working in continued collaboration with all those who share our goal of optimizing drug therapy in the pursuit of improved patient and public health outcomes: a timely and urgent manifestation of our university mission.

Michael Coughtrie, BSc(Hons) PhD FCAHS
Professor and Dean



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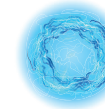
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1.

Our context

**There is a great deal in our Faculty
of which we can be proud.**





1. Our context

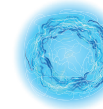
Catalyst for Change: 2017-2022 guided and sustained the Faculty through an unprecedented period of change and uncertainty. The COVID-19 pandemic, heightened tensions around race and culture, increased visibility around the experience of Indigenous peoples in Canada, and the ever-accelerating climate crisis together contributed to extraordinary shifts in the world around us. It is both a significant and appropriate time to review our progress and our direction. As the Faculty turns its attention to this strategic plan, it is important that we recognize and celebrate the successes underpinned by our previous plan – even more noteworthy given the coincident complexities in our environment. At the same time, it is crucial that we reflect on the internal and external factors that we must navigate as we continue to evolve, both individually and collectively.

1.1 Our achievements

There is a great deal in our Faculty of which we can be proud, and our ongoing evolution reflects both our accomplishments and aspirations. Each year, we educate over 1,000 undergraduate students and train more than 60 graduate students. Our alumni, now numbering over 7,200, have established themselves as successful pharmacists, scientists, teachers, entrepreneurs, leaders, and innovators the world over. We have expanded as a Faculty and as of 2022, we had 90 faculty members, 105 staff, and 24 Research Associates and Postdoctoral Fellows working collaboratively across UBC and beyond to advance knowledge in the life and health sciences and facilitate its translation to practice.

Guided by the previous plan, we made transformational progress in many areas, with five achievements of particular note:

- We took bold steps in **faculty hiring** in both the Research and Educational Leadership streams and in **strategic staff appointments**. 13 outstanding research faculty members, many of them early career researchers, 4 assistant professors of teaching, and 13 new lecturers joined the faculty ranks between 2017 and 2022, all of whom play a pivotal role in shaping our future. The number of faculty, staff, and trainees grew significantly from 155 to 219 through this period.
- We put in place an integrated approach to supporting **equity-deserving communities**: those underserved geographically or due to membership of historically marginalized groups. Guided by a Dean’s Task Force on Underserved Communities and the Equity, Diversity, and Inclusion (EDI) Committee, we implemented recruitment initiatives, improved student supports, and began a review and renewal of our curriculum with a focus on indigenization and decolonization.
- We successfully launched the Bachelor of Pharmaceutical Sciences (BPhSc) program and submitted the Master in Pharmacy Leadership (MPL) program for approval, advancing our objectives of sustaining a **diverse spectrum of educational offerings**. These development efforts are complemented by enhancements to program governance and student community building.



- We established the four **research themes** articulated through the planning process in 2017: Health Outcomes (Collaboration for Outcomes Research and Evaluation (CORE)), Molecular and Systems Pharmacology (MSP), Nanomedicines and Chemical Biology (NCB), and Pharmacy Education Research & Leadership (PERL). All research activities are organized around these themes, effectively channelling our efforts in recruitment, funding, and communications.
- We are working with the BC Ministry of Health to implement the **Pharmacists in Primary Care Networks Program**, integrating 50 pharmacists in developing primary care networks across the province. This is a foundational piece of the government's health care strategy and a meaningful step in extending and optimizing the pharmacist role.

More broadly, the previous strategic plan provided direction and created the scaffolding for myriad activities across the Faculty. Through both operationalization of this shared roadmap and intentional efforts to strengthen people practices, the Faculty made significant strides in creating a culture of inclusive excellence and building a working environment that enables, coalesces, motivates, and supports us all.

1.2 Our challenges

Despite these major successes, we do face several challenges as an organization, even aside from those acting upon us from beyond the Faculty. Some stem from our continuing growth, and we need to understand and manage these effectively. These include keeping pace in leadership and administrative development, increasing demands on aging research infrastructure, and space optimization in the Pharmaceutical Sciences Building.

We must also nurture and embed the many strategic activities initiated under the auspices of the current plan, notably those around EDI, reconciliation, anti-racism, and inclusive excellence and those pertaining to continuous improvement in our recently launched educational offerings. There is no doubt that we are all stretched, and this is unlikely to abate, not least with the persistent challenges associated with the ongoing pandemic.

And while our financial position is solid, it is increasingly difficult to keep up with inflation, especially with less scope for new program development. Moreover, despite our growth, our comparatively smaller size as an academic unit impacts our capacity to benefit from the performance and cost advantages of scale in programming, research, and administration.

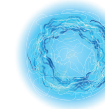
Consolidation of, and building upon, new and existing activities, supporting and nurturing our people, robust prioritization and resource allocation, and attention to fiscal sustainability are all accordingly key elements in this next strategic plan.

2.

Our process

The shared sense of optimism and ambition was palpable.





2. Our process

We balanced rigour with pragmatism in the strategic planning process, ensuring that we looked closely at our strengths, pressures, and priorities while respecting the competing personal and professional demands impacting all our lives. Emerging from the depths of the pandemic, we also used this exercise as an opportunity to reconnect across the Faculty, which created a very positive dynamic. Even though many of our engagements were online, the shared sense of optimism and ambition was palpable, and the technology in many ways enabled greater depth and distribution of conversation.

Early in the process, we determined that the framework underpinning the previous strategic plan continues to serve the Faculty well. So, while we debated the specifics, the broad structures were left intact: our vision, our purpose, and the four priority areas - which align with the core areas that underpin the university's strategic plan: *Shaping UBC's Next Century*. As a result, we were able to spend most of our time together on debating the strategies themselves. Replicating what worked well in our last planning process, we engaged separately with individuals and groups to ensure a breadth of objective input, facilitating discussions with students, faculty and staff, alumni, donors, and key external partners. Many of these sessions were facilitated by the relevant Faculty leader, ensuring informed and practical conversation. The two faculty and staff town hall meetings, one to solicit input upfront and confirm the shape of the plan, and one to test the ideas emerging from various small-group discussions, were very well attended and highly productive.

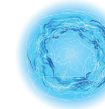
We worked hard to calibrate the change required - and possible - in each of the priority areas and to consider the initiatives that we are committed to advancing together. Recognizing the continuing uncertainty in our context, the plan purposefully stops short of listing detailed actions against each of the strategies, highlighting instead agreed areas of focus that will guide more detailed planning in each of the next three years. We will connect, as we launch the plan, with representatives from across health authorities, associations, alumni, donors, government, and many other external stakeholders to explore how best we can continue to work together most effectively to advance the priorities of the Faculty and the sector more broadly.

3.

Our environment

We need to consider fundamental trends shaping our context.





3. Our environment

We need to consider fundamental trends shaping our context in assessing options and agreeing on direction. The pandemic has amplified or accelerated many of these, creating opportunities to the extent that we are able to help shape the direction of change and respond with acuity and agility. At the same time, they present risks if we are unable or unwilling to make different decisions, build different capabilities, or work differently with our partners.

3.1 Changing nature of health care and pharmacy

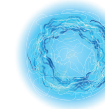
There are multiple forces across the health care system that support expansion in the scope of practice. Several of these have shaped our context for years and continue to do so. These include the development of new models of care that are patient-centred, community-based, and team-oriented and the capacity for optimization of drug therapies and medication management that is facilitated by ever more sophisticated data and analytics. Others, while not new, have been brought into sharp focus by the pandemic, dramatically highlighting the window of both opportunity and need to extend the role of the pharmacist. Beyond its positive impact on patient and public health outcomes, this reframing is a crucial component in the ongoing recruitment of outstanding individuals to the profession of pharmacy:

- The burgeoning cost of health care, further exacerbated by an aging population, reinforcing the essential role of pharmacists as part of the public health system.
- The crisis in primary care, which emphasizes and highlights the value of pharmacists – demonstrated vividly through the mobilization of the COVID-19 vaccination campaign and recent changes to scope of practice.
- The inequities and systemic bias in health care delivery facing those from Indigenous, rural, and remote communities, which pharmacists are well positioned to help address given the relative distribution of pharmacists and other health care practitioners throughout the province.

3.2 Changing nature of academia

Higher education has evolved over the last decade. Faculty members are increasingly working across disciplines to tackle society’s complex problems, “big data” are increasingly foundational to research, technology-enabled and experiential learning are increasingly embedded in programs, and graduates are making career choices across an increasingly varied array of paths. Three trends are especially relevant at this juncture:

- The rapid transition to online teaching and learning in 2020, and the recognition by students and instructors alike of its advantages and drawbacks, leading most universities to a fundamental assessment of which of the new practices should stay even as the pandemic recedes.



- Diversification in academic credential models in response to growing learner focus on value and the growing importance of both reskilling and transferable skills as the workplace evolves, with significant implications for program structures, delivery, and curriculum.
- Competition for talent in health care and life sciences, especially acute in the private sector for researchers and certain staff positions given higher relative wages, and currently exacerbated by expectations in respect of the normalization of remote working in many parts of industry.

3.3 Changing nature of our environment

Beyond the factors impacting directly on our remit in the profession and science of pharmacy and the pharmaceutical sciences, the Faculty needs to consider its interplay with government, industry, and technology as it determines its direction and capacity to deliver. Three aspects are particularly significant:

- Limitations around government and grant funding, intensified by public fiscal pressures, notably for graduate education and for disciplines such as pharmacometrics – despite strong industry demand for both and affirmation through COVID-19 of the vital role of the pharmaceutical sciences.
- Rapid growth in the local biotechnology industry, fuelled in part by the pandemic, which creates exciting opportunities for the Faculty in both research and education.
- Fast-changing technology, which is manifest through greater cost – investment in data and artificial intelligence, equipment replacement and renewal, and expertise and training – as well as greater potential for impact.

4.

Our opportunity

A combination of situational and relational assets continues to position the Faculty for success.





4. Our opportunity

Against this uncertain, complex, and resource-constrained backdrop, we are fortunate to operate in an environment in which a unique combination of factors both differentiates the Faculty and grounds our next strategic plan.

4.1 Our sources of advantage

A combination of situational and relational assets continues to position the Faculty for success, with these factors largely unchanged from our starting point at the outset of the 2017-2022 strategic plan.

- The Faculty of Pharmaceutical Sciences at UBC has the **sole mandate in the province to train people to be pharmacists**, conferring the privilege and responsibility of shaping the ways in which pharmacy students are prepared for careers in health care, science, government, and industry across British Columbia, Canada, and beyond.
- Internal and external discussions confirm that the Faculty boasts **outstanding students, faculty, staff, and alumni, as well as our many donors** to whom we continue to be extremely grateful. These talented and dedicated individuals contribute their expertise, passion, and resources to create the foundation from which our collective success derives and upon which the people of BC depend in their roles as pharmacists and scientists.
- Our **connections across the university and region** with peers and alumni working towards similar aims enable us to harness the momentum and capacity in innovation and life sciences networks throughout the Pacific Northwest Cascadia Corridor and, increasingly, beyond. Closer to home, our building at UBC provides us with the platform to support our activities and aspirations, to enable partnerships, and to improve our visibility.

4.2 Our points of difference

These various sources of advantage underpin our focus on three areas that collectively set the Faculty apart from its peers. These points of difference align with the priorities to which we committed through *Catalyst for Change: 2017-2022* and, together, they equip us with the capacity, connections, and confidence to take further steps in advancing our aspirations:

- A **diverse portfolio of innovative academic programs** that connects across the spectrum of learner and industry needs.
- Coordinated **focus on four major research themes**, sparking collaboration and amplifying our impact.
- Active **leadership in practice innovation**, which infuses our interactions with alumni and sector partners, and enhances and enlivens our education and research.

5. Our objectives

We examined the objectives that constitute the foundations of our Faculty.





5. Our objectives

We examined through the planning process the objectives that constitute the foundations of our Faculty. While we refined our purpose at the margin and updated the commitments that underpin our previous plan, the aspirations and fundamentals are unchanged. Moreover, they continue to ground our community and represent our shared aims and principles in the work we do.

5.1 Our vision and purpose

Our vision and purpose statements uphold the fundamentals that have shaped this and our last strategic plan. Each reflects our sustained focus on insight and transformation.

VISION

To be a catalyst for change in pharmacy practice and the pharmaceutical sciences.

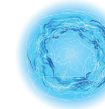
PURPOSE

We are innovators in education, research, and practice, with the goal of supporting the optimization of drug therapy in the pursuit of improved patient and public health outcomes.

5.2 Our commitments

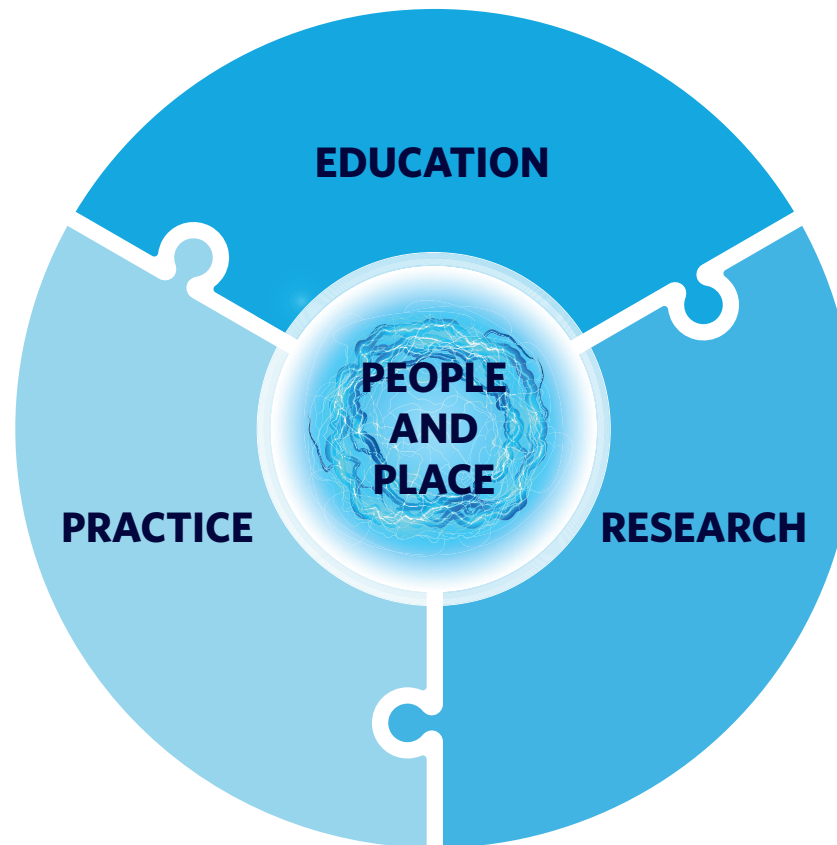
Underpinning our strategic aspirations are five broad commitments that we believe enable our success, both now and in the future. These are consistent with the three themes that anchor UBC's strategic plan: inclusion, collaboration, and innovation. We reaffirm these guiding principles as the cornerstone that informs actions and decisions across the Faculty:

1. We support our people, creating a diverse and inclusive community that enables excellence through collective action.
2. We foster an environment that promotes teaching, learning, and the development and translation of knowledge.
3. We work with partners to advance the role of pharmacists across the health care system.
4. We extend access for equity-deserving communities of learners, faculty and staff, and patients.
5. We seek novel ideas, putting into practice those with the greatest scope for sustained impact.



5.3 Our priorities

Just as in 2017, and consistent with the structure of UBC's strategic plan, we articulated our strategies around four integral priorities: **People and Place**, **Education**, **Research**, and **Practice**. The first of these underpins everything we do. Each priority has distinct opportunities, challenges, and stakeholders, yet all priorities are integrally linked, and none can be pursued in isolation of the others.

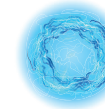


6.

Our strategies and key actions

We defined 12 strategies that comprise the building blocks of our strategic plan.





6. Our strategies and key actions

Through iterative development with our community, we defined 12 strategies that comprise the building blocks of our strategic plan. These represent most clearly our progress given that so much of the scaffolding of the plan remains – intentionally – intact from *Catalyst for Change 2021-2022*:

Advancement of decolonization, EDI, and anti-racism throughout the Faculty

Active support for wellbeing, collaboration, and professional development

Optimization of Faculty resources to underpin the academic mission, productivity, and fiscal sustainability

Sustained focus on recruitment and services to attract and support an outstanding and diverse student population

Innovation and evolution in curriculum and instruction to enhance outcomes, equity, and flexibility

Graduate and post-graduate program development and refinement aligned with areas of learner and industry and sector demand

Collaborative research within the Faculty, across UBC, nationally, and with global peers

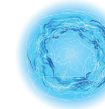
Industry and health sector engagement to drive impact and entrepreneurship and to enrich learner and faculty experience

Targeted infrastructure development to propel our research

Continued co-development of novel integrated models of care

Leverage of the Pharmacists Clinic in our programming and through best practice sharing across the province

Strategic partnerships that sustain the ongoing evolution of pharmacy in step with that in health and education systems



These strategies each build explicitly from progress between 2017 and 2022. But, while evolutionary, there are three shifts that are important to highlight.

- We will **channel attention explicitly to externalization**, in research, education, and practice, working with partners in science, industry, and policy to enhance the impact of our knowledge and professions.
- We will **sharpen our focus on resourcing** and revenue generation in a competitive, inflationary, and reshaped world.
- We will **consolidate our progress** in recruitment and program development, ensuring our people are well supported, our community connected, and our offerings both relevant and sustainable.

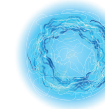
These strategies are all consistent with the university's broader mission, and there are important points of intersection around EDI and reconciliation, as well as around teaching innovation, entrepreneurship, and health care system evolution. Where possible, we will work with our UBC colleagues to connect our respective capabilities, relationships, and resources for collective advantage.

6.1 People and Place

This priority is foundational for all other priorities. Resilience and agility are more important than ever before, and these are competencies that we strive to foster in students, faculty, and staff through our work. We know also that there is mutual benefit in creating close connection with communities across the province, and we are deeply committed to enhancing our interface with Indigenous populations. Many of the People and Place actions align strongly with broader university focus, and we strive to learn from the experience of others, coordinate activities, and leverage synergies that can offset the disadvantages of our relatively limited scale.

Decolonization, EDI, and anti-racism

We will continue to take a purposeful and integrated approach to advancing the interests of equity-seeking populations through education and research. We have actively engaged students, faculty, and staff in various related efforts, collaborating with the respective communities and other experts. But we have much to do and must continue to deepen our understanding of the dynamics and issues and to further diversify our organization and leadership as we do so. We see opportunities to improve our support of applicants, students, and practitioners from equity-seeking groups. Indeed, this is our responsibility, and it is a strategy that will touch all of us. We will target action and change in areas that we believe have the greatest scope for meaningful impact.



Key actions over the next three years

- Ongoing review and renewal of the social justice curriculum throughout our programs, deepening and extending from our initial focus on decolonization
- Recruitment and pathways development for Indigenous and other equity-seeking students, faculty, and staff, working to ensure that these individuals feel both inspired to join and supported to stay and grow in the Faculty
- Continued collaboration with the First Nations Health Authority and other health authorities, and expanded partnerships with Indigenous communities, to ensure that our activities are appropriately informed and channelled

Wellbeing, collaboration, and professional development

We will continue to invest in wellbeing, collaboration, and professional and leadership development – for faculty, staff, and students – to foster a supportive culture of continuous learning and inclusive excellence. We build from a commitment to a safe and respectful work environment and to internal promotion but acknowledge that individual experiences are still varied despite meaningful improvements since 2017. There remain inequities in workload and natural silos across the Faculty, and the operationalization of hybrid work – while welcome – has created additional complexities as we evolve our day-to-day practices. Our aspirations and agenda make this strategy an imperative, only reinforced by the recent recruitment of several new colleagues and the pace of change that demands ongoing learning from us all. And we all feel keenly the need for reconnection after the isolation wrought by the pandemic.

Key actions over the next three years

- More opportunities for interaction, both informal and formal, both within and across student, faculty, and staff communities
- Enhanced onboarding of new faculty, staff, and postdoctoral trainees, together with better coordinated and supported training, including in the new professional currency of transferable skills
- Recognition and celebration of current Faculty members and alumni in their respective successes, reinforcing positive momentum and encouraging participation in our shared endeavours, while also reflecting on what we can learn from all our experiences, both positive and challenging

Resource optimization

We will seek explicitly to bolster the fiscal and operational sustainability of the Faculty as we navigate a period of continuing uncertainty and escalating demands on our resources, both human and physical. We are ultimately accountable to the public, and this is a responsibility we take very seriously. While our present position is strong, we must generate the financial headroom for reinvestment, notably in recruitment, research, and technology.



Revenue sources are a limiting factor, our facilities need renewal, and the Faculty building is nearing capacity. We will accordingly take a highly deliberate approach to resource optimization, including attention to revenue growth through targeted program and other development.

Key actions over the next three years

- Enhancement in the effectiveness of our human resources support, ensuring that we facilitate Faculty leaders in their efforts to attract, develop, and retain key individuals and in their efforts to allocate workload appropriately and equitably
- More efficient space allocation in the Pharmaceutical Sciences Building, creating areas for collaboration, capturing any savings made available through hybrid work, and balancing internal needs with the benefits of providing space to key Faculty partners
- Continued prudence in fiscal management and strategic fundraising to enable and sustain emerging and existing Faculty priorities

6.2 Education

Through our previous plan, we extended our academic programs to align with shifting and increasingly diverse career trajectories and employer needs in pharmacy practice and the life sciences. Our focus in the next three years will be on support for our students, review and renewal of existing offerings, and expansion in areas of learner need or market demand, working in collaboration with university resources, including the Centre for Teaching, Learning, and Technology (CTLT). Our graduates are entering a changing world, and we must prepare them accordingly. Student voice is integral to our efforts; we very much empower and support our students to take responsibility for advocating for their professions and disciplines. Alumni are also core partners in this work. Longer term, we recognize the benefits of a distributed education model, for learner attraction and retention, as well as for practice development in rural and remote areas. We will continue to explore this approach, recognizing that it may not come to fruition within the term of this plan.

Student recruitment and support

We will enhance recruitment activities and support services to ensure that we build and sustain strong, diverse cohorts of students who thrive in our programs and who then go on to make varied and valuable contributions to society as practitioners, researchers, professionals, and citizens. As the requirements for success in health care and life sciences change, we must realign our admissions approaches accordingly. We must also support our students as they navigate these shifts and reassess their career paths. Diversity has been a focus, and we will continue to do all we can to attract and retain students who bring different perspectives to the Faculty and professions. And while we have strengthened our support infrastructure, we are conscious of the pressures that our students face in their studies and lives more broadly.



Key actions over the next three years

- Continued focus on access and alignment with changing sector needs in our outreach and recruitment processes, with particular attention to the opportunities for Indigenous, rural, remote, and other equity-seeking students and to standardizing our admissions processes
- Consistent with UBC's commitment to student experience, ongoing enhancement of student services and support, and active efforts to create a cross-program culture of vibrant and connected student communities across the Faculty, including our postdoctoral trainees
- E-mentoring of high school and other prospective students that supports them in successfully navigating pathways to our programs

Educational innovation and evolution

We will refine our existing offerings, building upon our developing expertise in program evaluation, and seek opportunities to fulfil still unmet learner needs. We have a solid program portfolio and governance structure in place, but continuous improvement is an imperative in view of the extent of change in education and the workforce. And we know that it is a priority for the sector partners that employ our graduates and for accreditation. We must consider several issues in this work: the growing importance of transferable skills, academic workload (for both students and faculty), limits on practical experience across our programs, the lack of community or primary care residency programs in the province, and the disconnect between what students learn at UBC and what they experience when they enter practice.

Key actions over the next three years

- Evidence-based program and curriculum review and refinement, notably in the Entry-to-Practice Doctor of Pharmacy (E2P PharmD) and BPharm degrees, reflecting on the lessons learned through COVID-19 and seeking ways to expand both inter-disciplinary education and practicums throughout our portfolio
- Exploration of revenue generating offerings such as micro-credentials, certificates, diplomas, and other academic programs that align with growing market demand for upskilling, reskilling, and more modular credentials
- Expansion of partnerships with health authorities, regulators, and other sector players to explore our role in the delivery of post-PharmD clinical training

Graduate and post-graduate program development

We will extend our efforts to re-imagine graduate and postdoctoral education and better connect our trainees to the workplace. The fundamental components of these programs are in place but, in addition to sustained attention to the current fluidity in the teaching and learning landscape, we will work to integrate more practical experience and opportunities for trainee exposure to different disciplines and broader competence development.



Alignment with the changing requirements of science and industry is vital. Lack of trainee funding is a structural challenge that is difficult for the Faculty alone to overcome, but we recognize its importance and continue to work with UBC colleagues to advocate for change.

Key actions over the next three years

- Review and enhancement of our Master of Science and Doctor of Philosophy in Pharmaceutical Sciences: optimizing course study, teaching, and research responsibilities for trainees, as well as improving administrative structures and exploring new program options
- Extension of experiential learning and internships for trainees, leveraging our alumni and partners, and greater focus on entrepreneurship in our courses, working with our Entrepreneur-In-Residence
- Greater focus on career preparation and professionalism, both through curriculum and through introductions and networking, again leveraging our alumni and partners

6.3 Research

Research is fundamental to our success as a Faculty and is a major contributor to our national and international reputation. We have made tremendous progress in establishing our four research themes, which have become a pivot for student and faculty recruitment, and in strengthening our research infrastructure – notably in grant facilitation and instrumentation. The inclusion and rapid early successes of Pharmacy Education Research & Leadership (PERL) as one of the themes is a point of pride for the Faculty, demonstrating our commitment to excellence and innovation in education, just as in the other research areas. From this foundation, we will shift our collective attention in the next three years to connections with each other and other colleagues through research collaborations and connections with industry to advance and expand the impact of our research. Equipment renewal and replacement will also be a focus to enable our growing research enterprise and keep pace with the rate of change in technology.

Collaborative research

Collaborative research is increasingly an imperative given the complexity of the problems we are striving to address. Teams are already working effectively together in knowledge development. The research themes are valuable organizing mechanisms, creating the capacity for the Faculty to make cross-cutting contributions and work synergistically with partner faculties and institutions with the scale to enable concentrated research depth in particular disease areas. However, there is more that we can and should do. This does not preclude or in any way minimize the importance of individual research; rather, it is an essential complement and one that we must both promote and support. Collaborative research is a priority across UBC and, consistent with other strategies, it is an area in which university processes and resources can enable and accelerate our efforts.



Key actions over the next three years

- Creation of forums for topic-based networking, building upon the structures we put in place for more general interaction, and extending these also to colleagues beyond the Faculty
- Continued development of our grant facilitation expertise to encompass support for and access to funding opportunities specific to team-based research
- Seed support for new and existing research collaborations to help these initiatives get traction and provide a bridge to other funding sources

Industry and sector engagement

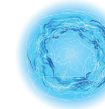
This strategy is one that garnered significant excitement in our planning discussions, reflecting both its fundamental importance and the recognition that we have room for improvement. Vancouver is a growing international hub in life sciences, especially in nanomedicine and pharmaceuticals, and we are increasingly invited to participate in external collaborations. While we have multiple industry connections, these tend to be organic and there is no coherent knowledge base through which to coordinate or mobilize these relationships. With directly relevant undergraduate and graduate programs now in place, and a growing pool of students and faculty who share a passion for pharmaceutical sciences, the time is right to position ourselves explicitly as key partners to industry – both locally and beyond. This strategy also represents an opportunity for us to extend the impact and effectiveness of our research output through entrepreneurship and commercialization, as well as to enrich our engagement with community partners and alumni. Our students are crucial agents of knowledge translation, and we must strengthen connections across our research and education enterprises to ensure we fully leverage this capacity.

Key actions over the next three years

- Creation of an inventory of partnerships and adoption of a more integrated and deliberate approach to relationship management
- Fostering and celebration of an entrepreneurial culture in the academic research enterprise
- More active promotion of our research and researchers to amplify Faculty visibility and outreach and to support our trainees and faculty in their respective industry and community endeavours

Research resources and infrastructure

To support our commitment to research excellence, we will continue to strengthen resources and infrastructure. While we were highly successful in hiring through the previous plan, recruitment and retention of outstanding talent are always a priority. Researchers require state-of-the-art equipment



and space to work effectively, and these are key levers to attract talent. But we have challenges in both: aging equipment is a primary concern for research faculty members, and we are nearing capacity in the Pharmaceutical Sciences Building. As we consider our relative priorities, it is important that we take a strategic approach given our resource constraints and leverage efficiencies through shared facilities where possible – within the university and with other partners, including the private sector. We will also continue to work closely with current and prospective donors whose commitment and generosity are so foundational to our work.

Key actions over the next three years

- Mentorship of early-career researchers, graduate students, and postdoctoral fellows, guiding and effectively supporting these individuals to optimize their experience, outcomes, and contributions
- Updating of our equipment replacement roadmap and progressive investment in facilities, including in collaboration with existing and new partners
- Ensuring dedicated and productive space allocation for research as we realign space more broadly within our building and across the university

6.4 Practice

In many respects, this is the priority that sets the Faculty of Pharmaceutical Sciences at UBC apart from its peers, whether through our co-leadership with the government and the health authorities of the Pharmacists in PCN Program or the operation since 2013 of the Pharmacists Clinic, which is recognized for its innovation as a living laboratory in trialling new approaches to the delivery of pharmacy care. It is through our work in these and other areas that we seek to advance the practice of pharmacy and to ensure that our students are prepared both to work effectively in the sector and advocate for positive change. Building from a strong platform, our focus in the next three years will be on continued evolution in practice as the health care system stabilizes post-COVID and on improved access to care for equity-seeking populations across the province.

New models of care

The Faculty will continue its work to help develop and operationalize models of care that deliver improved patient and public health outcomes. The integration of pharmacists in PCNs across the province is a significant example, but we are also working with colleagues across the university to establish a teaching clinic in the proposed Gateway Building that supports the training of students in UBC health care programs in the provision of team-based primary care. While the Gateway Clinic is primarily an innovation in inter-professional education, our students create the bridge to innovations in care. It is critical that we sustain these and other efforts that help advance practice, expand access to care, and ensure that future generations of pharmacists can work effectively in a reshaped environment. It is also critical that we consider the role of technology and virtual care as we contemplate new models of care.



Key actions over the next three years

- Successful completion of our involvement in the Pharmacists in PCN Program, working with the BC Ministry of Health to ensure smooth transition to a longer-term model, including the appropriate role for the Faculty
- Ongoing participation in the development of the Gateway clinic at Point Grey, with attention also to inter-professional clinical education possibilities as UBC considers programming options in its new space in Surrey
- Sustained collaboration with the First Nations Health Authority to improve in-person and virtual health care delivery in Indigenous communities where pharmacists play a particularly important role

Continuing Clinic development

The Pharmacists Clinic has conducted over 20,000 patient encounters since its inception and student learners have participated in numerous Clinic initiatives, giving them exposure to clinical pharmacy, community outreach, and primary care. The Clinic also regularly trials innovative tools and technology, with benefits in training, research, and translation. With the infrastructure, systems, and processes now firmly in place, we will focus on integrating the Clinic more systematically in our education and research enterprises and sharing our experience more systematically with partners across the province. Indeed, the Faculty was chosen to help build the Pharmacists in PCN Program based on the experience and resources of the Clinic. While the demands of this program in part impeded the development of the Clinic during the primary care pilot, the task ahead is to find other ways to leverage and scale the model pioneered in the Clinic more broadly.

Key actions over the next three years

- Expanding opportunities for clinical experience through new models of student engagement and greater integration of the Clinic across our educational programs
- Greater support for research and translation in respect of the innovations in pharmacy that are trialled and refined through practical application at the Clinic
- Consideration of how to extend the lessons learned in the Clinic to other models of health care across the province - both new and existing - leveraging the Pharmacists in PCN program experience



Partnership in pharmacy practice evolution

We will prioritize our work with sector players to help advance the practice of pharmacy at this critical juncture. Our relationships are strong, and our partner appointments provide additional points of liaison between the Faculty and health authorities. Together, these establish an environment that promotes and supports collaboration, thereby bolstering our capacity to effect change. We are also privileged to be part of a university in which all health disciplines work together under the auspices of UBC Health, with a shared purpose of “connecting people, ideas, and actions to advance health outcomes, equity, and systems.” While the opportunities for evolution are multifaceted, pharmacist integration in health care delivery is a crucial component, and we believe that pharmacist prescribing in BC holds the prospect of rapid, meaningful, and impactful change.

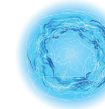
Key actions over the next three years

- Renewed focus on stakeholder management and relationship building with the government, health authorities, hospital and community pharmacy, other health care providers, and patients as the challenges of the pandemic begin to fade, once again working with UBC colleagues – including in Government Relations – where appropriate
- Evidence-informed participation in advocacy for the expanded scope of pharmacy practice, probably one of the most critical areas of focus for the Faculty in the next three years
- Expansion of our role in providing continuing professional education, helping ensure that practicing pharmacists – many of whom are Faculty alumni – stay current with advances in knowledge, approach, and technology

7. Accountability

We will track and report on our progress.

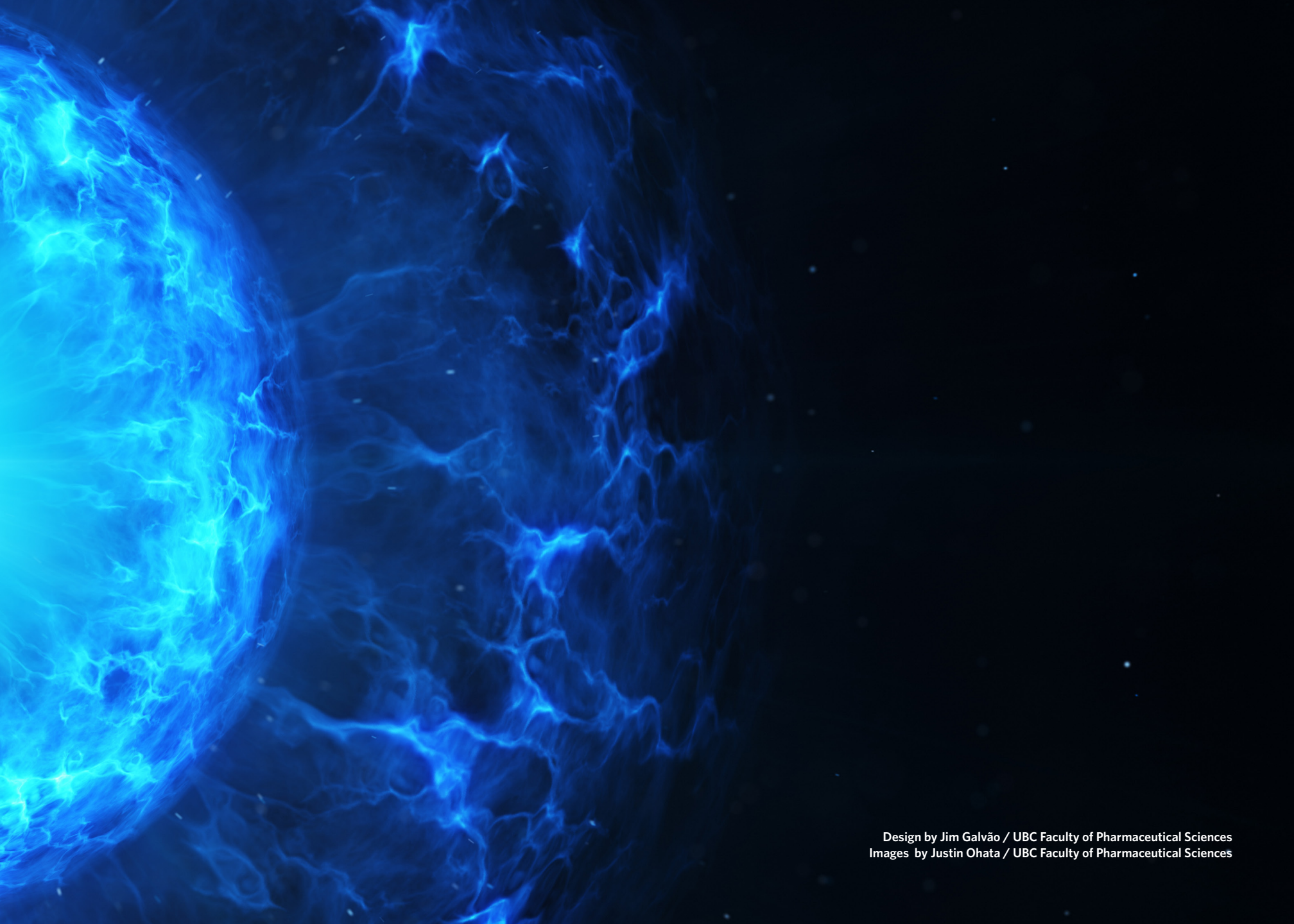




7. Accountability

Each of us is accountable for our individual performance, and for seeking and shaping opportunities for further development. And as a Faculty, we are collectively accountable to our students and trainees, to our faculty members and staff, to our sector partners, to our alumni, to our donors, and to the university. To the extent that the Faculty is engaged directly in patient care, such as in the Clinic, we are also accountable to patients, but even in activities that do not have a service component, our overriding objective is to enable improved patient and public health outcomes.

In respect of the implementation of *Catalyst for Change 2.0*, we will sustain the deliberate approach to program management that has been integral to the successful operationalization of its predecessor. Guided by our objectives and strategies, we will each year identify actions, responsibilities, and milestones, and we will track and report on our progress accordingly. We will be even more resolute and structured in this process of annual review and renewal to uphold our commitment to accountability and ensure that we respond and shift as circumstances demand. While we are confident that this plan lays out the roadmap that will propel and guide us through the next three years, we recognize the crucial need for both strategy and agility as we as we continue to navigate unprecedented levels of uncertainty and change.



Design by Jim Galvão / UBC Faculty of Pharmaceutical Sciences
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