



THE UNIVERSITY OF BRITISH COLUMBIA

Faculty of Pharmaceutical Sciences

Strategic Plan Implementation

Interim Progress Report

CATALYST FOR CHANGE 2.0
2023-2026 STRATEGIC PLAN

UBC's Point Grey Campus is located on the traditional, ancestral, and unceded territory of the x^wməθk^wəyəm (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.

Our vision is to be a catalyst for change in pharmacy practice and the pharmaceutical sciences.

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This report was prepared by Leonie Harper, Senior Manager, Strategic Initiatives, in consultation with Dean *pro tem* Larry Lynd, and many other members of the Faculty. If you have questions or need more information, please contact Leonie at leonie.harper@ubc.ca.



STRATEGIC PLAN IMPLEMENTATION FINAL REPORT: 2023-2026

What is *Catalyst for Change 2.0: 2023-26*?

Catalyst for Change 2.0: 2023-26 is the UBC Faculty of Pharmaceutical Sciences' Strategic Plan. The plan outlines the Faculty's direction, sets objectives that we aim to achieve, and strategies that we intend to use for success. Developed through a comprehensive consultative process in 2022, the plan sets priorities for a 3-year period from 2023-2026. The plan thoughtfully incorporates the internal environment of the Faculty, the broader societal context and provides a roadmap to implement the Faculty's initiatives.

How does the Faculty use its Strategic Plan, *Catalyst for Change 2.0: 2023-26*?

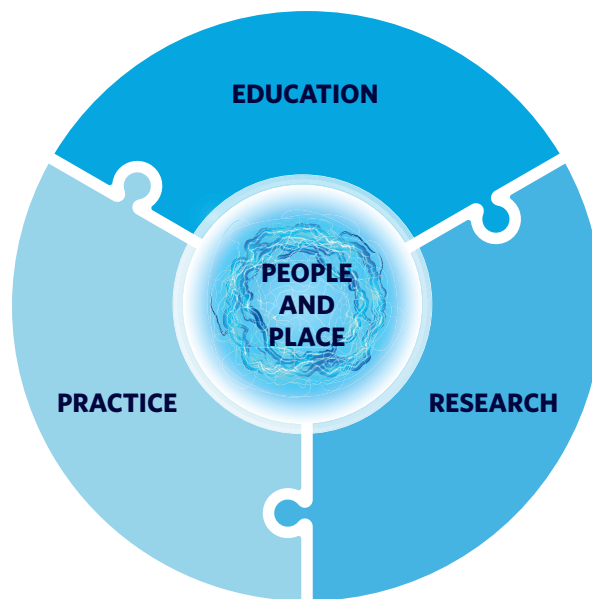
The Faculty's leadership team and other key decision makers within the Faculty use *Catalyst for Change 2.0* to:

- guide decision making, prioritization and allocation of resources, with the goal of maintaining the Faculty's position as a leading Faculty of Pharmaceutical Science;
- identify long-term goals, prioritize actions, and set a clear vision to seize opportunities for growth and development;
- highlight the approaches that the Faculty intends to use to reach its goals, mission and vision;
- communicate and report on the Faculty's achievement and success over the period 2023-2026.

How is the Faculty’s Strategic Plan organized?

Strategies in *Catalyst for Change 2.0* are organized around four priority areas: People and Place, Education, Research, and Practice. In addition, 12 strategies have been identified under each priority area that comprise the building blocks for our strategic plan.

- 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 teaching to enhance outcomes, equity, and flexibility
- Graduate and postdoctoral 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



What does this progress report include?

Guided by the Strategic Plan, this progress report provides an update on the ongoing progress and achievements of the Faculty from January 2023 to July 2024. We have made transformational progress across all four priority areas.

SUMMARY OF PROGRESS: STATUS SUMMER 2024

We are excited to share that since January 2023, the Faculty has made significant strides in advancing the strategies outlined in *Catalyst for Change 2.0*. We have seen considerable progress on nearly all 38 actions in the plan, with successful implementation across all four priority areas: People and Place, Education, Research, and Practice. While a few actions are still pending initiation for various reasons, we are enthusiastic about the overall achievements and ongoing efforts.

The Faculty is reporting a healthy financial forecast with the ability to continue to reinvest in the priority areas outlined in the Strategic Plan. The Faculty is reporting a balanced budget this year with an overall operating budget in

FY 2023-24 of \$29.3M, and a forecasted increase growth to \$33.1M in the next year (FY 2024-25). This is a result of high enrolment in all our programs, significant grant productivity, as well as having secured funding from the Ministry of Post-Secondary Education and Future Skills for expansion of the Bachelor of Pharmaceutical Sciences (BPharm) program.

When we consider our overall performance, we have made strides in progression towards our goals. There remains much more to accomplish and we are looking forward to completing our proposed activities in the remaining years of the plan.

STRATEGIC PLAN IMPLEMENTATION INVESTMENT FUND (SPIIF)

In addition, we continue to push forward many exciting research, teaching and educational initiatives through a Strategic Plan Implementation Investment Fund (SPIIF). In spring 2023, the Faculty launched SPIIF to support new innovative initiatives and projects designed to facilitate and accelerate the achievement of goals set out in the Strategic Plan. A second funding round followed in 2024. Proposals were evaluated on their innovation, alignment with the four main themes, potential for long term sustainability beyond the funding period, and overall impact to the Faculty. Funded projects are listed in the appendix (page 24). Key highlights include investment in Artificial Intelligence (AI) technology, dedicated support for Indigenous students, mentoring for junior faculty, and support for professional workshops to build capacity in training related to sexual orientation, gender identity and expression (SOGIE). As of December 2023, **all** first round projects were on track to achieve their intended goals within the funding period (fiscal year 2024-25).

Status of Strategic Actions

- Complete (to level expected during this plan but likely ongoing)
- In Progress and ongoing to the next plan
- Not yet started

People and Place

- 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

Education

- 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 postdoctoral program development and refinement aligned with areas of learner, industry and sector demand

Research

- 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

Practice

- Continued co-development of novel integrated models of care
- Leverage 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



People and Place

Status: Summer 2024

Highlights 2023-24

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

- Hired Indigenous Strategic Initiatives Manager.
- Implemented a large number of EDI initiatives across all portfolios.

Active support for wellbeing, collaboration, and professional development

- Implemented various new recognition and networking events including annual staff lunch.
- Launched various initiatives to support new faculty members in starting their careers.

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

- Implemented office reassignment and relocation to optimize space utilization within the Pharmaceutical Sciences Building.
- Realigned the HR service model based on appointment categories.

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

Significant efforts have been made in all portfolios to **advance decolonization, EDI and anti-racism** throughout the Faculty. The Faculty's EDI Advisory Committee reviewed the Strategic Equity and Anti-racism (StEAR) Framework and created an action plan using the UBC Inclusion Action Plan (IAP) Toolkit. As of spring 2024, the group has completed most of the initial 18 objectives planned for the first year of implementation, including (but not limited to): working to improve our EDI metrics for hires; updating faculty annual report templates to include EDI considerations, creation of new awards for students of historically/persistently marginalized populations; initiation of specific restricted recruitment processes for tenure-track faculty member applicants who self-identify as racialized, or as members of another minority group; creation of checklists and processes to ensure that events comply with EDI considerations; and enhanced communications regarding EDI and Indigeneity topics. In May 2023, the Faculty hired an Indigenous Strategic Initiatives (ISI) Manager, a new position intended to support Faculty work relating to Indigenous Initiatives. All of our Associate Dean portfolios have been involved in the development and implementation of related activities in their own portfolios, many of which are outlined elsewhere in this report.

In terms of **curriculum review and renewal**, the Faculty has invested through the SPIIF grant to build capacity in our teachers. For example, the Office of Experiential Education initiated a \$16.8K project in fall 2023 to support the training of practice educators to be culturally competent and anti-racist. "Queer Eye for Pharm Sci" was initiated in May 2024, a professional development endeavour which delivers workshops and resources to our educators. The goal is to build capacity in sexual orientation, gender identity and expression (SOGIE) to improve our students' education in this topic.

Our programs' curricula are being updated to better incorporate EDI and Indigeneity. The PRIDE-Rx team received grant funds to integrate 2SLGBTQIA+ topics into pharmacy education. Student leaders in the BPharm program received training on Indigenous awareness and cultural safety to support orientation events. A Teaching and Learning Enhancement Fund (TLEF) project called "Building Foundations for Success in Decolonization and Indigenization within Pharmacy-focused Academic Programs in the Faculty of Pharmaceutical Sciences" resulted in a number of recommendations, several of which related to Indigenous-focused content and curricula; we are currently building a plan to implement recommendations in our pharmacy program and elsewhere. We have numerous projects focused on improving the accessibility of our curriculum. For example, the StEAR funded project "Accessibility in innovative health pedagogy: electronic health records in teaching and learning (the aEHR project)" intends to improve training relating to an online educational tool (the aEHR) with practice-standard accessibility features, and raise critical awareness among faculty and future health practitioners on disability inequities that current plague commercially available electronic medical record products in Canada.

A significant amount of work has been done to improve recruitment pathways for students from historically, persistently, or systemically marginalized groups in both our graduate and undergraduate programs. See the education section (pages 10-13).

We renewed our existing relationship with the First Nations Health Authority (FNHA), and we are striving to expand our **partnerships** with Indigenous communities. Our ISI Manager has initiated meetings with Musqueam and other First Nations to deepen our relationship with Indigenous communities across BC. Our student pharmacists are located all over the province; in particular we are focusing on outreach to high schools and colleges with high proportions of Indigenous students with the aim of attracting Indigenous students into both our undergraduate and graduate programs (see pages 10-13 for more information). We seek to develop reciprocal relationships wherever we can—for example, students are available to support community-identified needs, and we are co-creating professional development courses with Indigenous partners (see page 20) as part of a collective effort to reduce experiences of culturally unsafe care for First Nations patients across the British Columbia healthcare system.

Active support for wellbeing, collaboration, and professional development

The Faculty has always held events; however, with more remote workers than previous years, it was felt that more activities were required to boost **interaction**, enhance connections and build capacity and networks. Such initiatives have been developed across the Faculty, many of which are aligned with strategic priorities in the Associate Dean Research portfolio, outlined on pages 14-17. As well as the existing portfolio retreats, focus-specific retreat events have been added (e.g., BPSc program, research themes, Dean's Task Force for Underserved Communities) to support the strategic progression of our work.

The Faculty's EDI Forum (EDIF) has held various events to support relationship building and education. The first multicultural day celebration was held in June 2023, and a book club was initiated in summer 2023. The EDIF collaborated with Indigenous author, Eden Robinson, in spring 2024 to host a book signing. In Feb 2023, two faculty members hosted Vogue dance classes to teach about ballroom culture and its significance to BIPOC and 2SLGBTQIA+ communities. Socially, the Dean hosts monthly coffee breaks, and welcome and retirement events are a regular fixture for faculty members. Evening social events are offered several times a year.

In 2023, the UBC Pharm Sci Postdoctoral Society (PSPS) was established with the support of the Associate Dean Graduate and Postdoctoral Studies (ADGPS) Office, with a goal to foster a community for Faculty's postdoctoral fellows through organized social and professional development activities.

One key goal of our wellbeing and belonging strategies is a focus on improved **onboarding**. In April 2024, the SPIIF grant approved a \$4K project that seeks to foster the instructor-student relationship through embedding wellbeing in teaching practices by producing instructor and key program support staff welcome videos for students. Additionally, the ADGPS Office created postdoctoral fellow and supervisor handbooks, to better facilitate the onboarding of new postdoctoral trainees and their supervisors. For faculty and staff, in March 2023, a New Hire Orientation Course was launched online. As outlined elsewhere (page 17), a SPIIF project sought to improve mentorship and training for early career researchers, and in summer 2023, we launched peer reviewer workshops to support faculty members involved in the Peer Review of Teaching process (Sep-Oct 2023).

Demonstrating our **recognition and celebration** of faculty members and alumni, in 2023 we launched the Innovative Thinkers webcast series. In addition to our existing annual Agent of Change and Future Agent of Change awards, the Alumni Builder Award was implemented in April/May 2024 in our Faculty. At the annual research retreat in 2024, various faculty members were highlighted for their skills and careers. In May 2023, the first annual staff recognition lunch was held, celebrating staff for their role in delivering Faculty achievements, and presenting the annual staff award. The Office of Communications and Marketing put significant efforts into working with researchers to better support them in building their brand and publicising information (see page 15).

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

In the development of this strategic plan, one of our goals was to be fiscally responsible through optimization to ensure ongoing sustainability. To improve **effectiveness of our human resources** support, the Faculty's HR team has reorganized its roles to better serve members of the Faculty, including realigning the service model based on appointment categories.

With expanded hiring and teaching in recent years, space in the Pharmaceutical Sciences Building was limited. Additionally, since the pandemic, many of our staff have been working remotely. We conducted a **space review**, enabling us to increase office sharing, and create more available space in the building for all new and existing hires in the various Associate Dean portfolios.

We have built **fiscal management** strategies into annual budget processes to ensure our revenues are able to support our intended plans in spite of economic pressures. Wherever possible we have sought new potential revenue opportunities. These include funds from the Ministries of Health and Post-Secondary Education and Future Skills to increase seats for the BPharm program, add teaching faculty, and support Continuing Pharmacy Professional Development programs for practicing pharmacists. Fundraising remains important: we raised more than \$10K in April 2024's Giving Day to support student awards such as the Diane Hales Award in Pharmaceutical Sciences for Indigenous Students and the Graduate Student Professional Development Award in Pharmaceutical Sciences.



Education

Status: Summer 2024

Highlights 2023-24

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

- Invested significantly in student support through the creation of the new Associate Dean Students portfolio.
- Launched new initiatives for the recruitment and support of diverse students for all of our programs, in particular students from Indigenous, rural and remote backgrounds.
- Expanded and enhanced our approaches to mentorship.

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

- Prioritized a large number of projects to support educational innovation, in particular focused on new technologies, new scope of practice, and prioritizing Universal Design for Learning (UDL).
- Graduated our first cohort of students from the Bachelor of Pharmaceutical Sciences program.

Graduate and postdoctoral program development and refinement aligned with areas of learner and industry and sector demand

- Developed our new Graduate Diploma in Pharmacy Leadership for launch in September 2024.
- Implemented changes to our graduate programs to fill curricular gaps.

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

The Faculty has made significant moves with respect to student support and services. In summer 2023, the new Associate Dean Students portfolio was created; the goal was to expand our capacity to provide student services and support, to both current and prospective students. A Student Engagement Coordinator position was created to further improve the student experience, and the student counsellor FTE was increased. Additionally, the hire of our Manager, Indigenous Strategic Initiatives (ISI), in May 2023, has increased our capacity in outreach to Indigenous communities, supporting Indigenous recruitment, and building support services for Indigenous students in all of our programs.

There has been a strong focus on **outreach and recruitment** processes in all of our programs, in particular relating to equity, diversity, inclusion and Indigeneity (EDI). A \$30K SPIIF grant was provided in April 2023 to the Associate Dean Graduate and Postdoctoral Studies (ADGPS) office for “Attracting and Fostering the Growth of a Diverse Pharm Sci Graduate Student Body”, which aims to increase the representation of Indigenous and Black students through targeted outreach, for example through visits to universities with historically higher rates of Black and Indigenous students in BC, Alberta, Quebec, and Ontario; 7 visits have been completed to date. The graduate office has also launched a revamped website with information specific to equity-seeking students to better showcase our program features, and attract a more diverse group of prospective students.

To support students entering our pharmacy programs, in April 2024, a \$17.2K SPIIF grant for the “Discover Pharmacy Tour” was awarded. This campaign is focused on recruitment of students of diverse backgrounds and perspectives to our undergraduate pharmacy programs, in particular, from Indigenous and rural communities. Additional work initiated by the Associate Dean Students portfolio will build relationships with rural/remote and Indigenous Colleges and transfer institutions to start to build strong admissions pathways to our Faculty. Our Manager, ISI, has pursued relationships with guidance counsellors and applicants from schools in specific regions.

There are many other ways to support minority students upon entry into the program. One way to encourage students from rural/remote backgrounds is to provide them opportunities to experience what it might be like to work in that environment once they graduate. In May 2023, the SPIIF team approved a project to support a regional practicum model for experiential training in the Entry-to-Practice PharmD program, which enables students to complete multiple consecutive practicums in a related geographical area. Another project that seeks to further understand our students, (conducted in collaboration with researchers from the University of Toronto) was awarded a \$56K SSHRC Insight Development Grant in 2023: “Exploring the Experience of Senior Indigenous and Black Pharmacy Students’ Professional Identity Formation”.

Consistent with our goal to **enhance student services and support**, a significant amount of funding has been awarded to faculty members, Drs. Jason Min and Larry Leung, and their project team, through the McKesson Foundation to build the first Indigenous Pharmacy Student Collegium in Canada. In addition, the team was awarded \$25K through the SPIIF for “Indigenous Student Support” with which they seek to seed, grow, and formalize co-curricular and support structures for cultural safety for Indigenous and non-Indigenous students in the Entry-to-Practice PharmD Program through Indigenous student space, and Indigenous student **mentorship**. We are also participating in a program which seeks to diversify health professional education programs (D’HoPE).

In terms of **mentorship**, since 2023 we have participated in the Verna Kirkness Foundation program supporting high school students to attend our Faculty to participate in pharmaceutical science experiences. In 2024, the Faculty entered into a relationship with four other STEM Faculties to develop direct entry Indigenous student pathways to STEM subjects. Additionally, in 2023, Dr. Sandra Jarvis-Selinger’s Rural e-Mentoring BC project was funded \$250K

through the UBC Indigenous Strategic Initiatives Fund, Stream 2: Transformative Projects, for the project “Bridging the gap to UBC: transforming an online mentoring program to meet the needs of rural Indigenous youth”, and continuing funding of \$250K through the BC governments Joint Standing Committee. The program has been added to the Healthcare Travelling Roadshow. More than 100 students have been mentored so far through this initiative, which included some PharmD students as outreach ambassadors.

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

Our programs are benefiting from significant focus on innovation, in particular focused on harnessing new technologies, and prioritizing Universal Design for Learning (UDL) approaches to maximize accessibility for all of our students. Over the period of this plan, the Faculty has been awarded numerous grants to support innovations in our teaching programs, demonstrating the breadth and depth of our improvement mindset as a Faculty, including:

NEARLY \$200K	<i>from the Teaching, Learning, Enhancement Fund (TLEF) for a two-year project, “Hybrid Learning in the Pharmacy Program (HIPPP)”, to support the development of asynchronous learning activities (ALAs) to be deployed in hybrid sessions in the Entry-to-Practice PharmD Program.</i>
\$10K	<i>per year through the Universal Design for Learning (UDL) Fellowship program with specific faculty fellows identified to support the development of UDL-focused curricula in the Faculty.</i>
\$27K	<i>from the SPIIF to support the Minor Ailment Prescribing project to integrate BC’s expanded scope of training into the Entry-to-Practice PharmD curriculum.</i>
\$15K	<i>from the SPIIF to support “GENRx: Leveraging generative AI technology to enhance virtual patient consultations for pharmacy students”, which will explore how to leverage generative artificial intelligence (AI) technology to enable simulated patient consultations for pharmacy students to practice history taking and documentation, promote active learning and engagement.</i>
\$50K	<i>from the TLEF for the Implementing Pharmacy Point of Care Testing (IMPPaCT) Project, which supports largely asynchronous training students on Pharmacy Point of Care Testing.</i>
\$30K	<i>from the TLEF for the BRAIN project to “Build Resources and Accessibility in Neurology for Practical Learning”.</i>
\$10K	<i>from the Strategic Equity and Anti-Racism (StEAR) Enhancement Fund for “Accessibility in innovative health pedagogy: electronic health records in teaching and learning (The aEHR project)”.</i>
\$40K	<i>from the TLEF for “Remediation Program for Students Experiencing Academic Challenges during Practicum in the Entry-to-Practice PharmD Program.”</i>
\$38K	<i>from the TLEF for biostatistics and critical appraisal resources.</i>

As the Bachelor of Pharmaceutical Sciences (BPharm) has graduated its first cohort of students in 2023-24, the program team has entered into a period of review and renewal, aiming for better alignment of course objectives with program outcomes, and initiating refinements. Students participated in many experiential education opportunities that were new to our Faculty; our goal is to continue to review and refine these.

Graduate and postdoctoral program development and refinement aligned with areas of learner and industry and sector demand

The most significant move in terms of supporting **career advancement** for pharmacists in our Faculty is the development and approval of our Graduate Diploma in Pharmacy Leadership (GDPL). This program will support practicing pharmacists in becoming leaders in their chosen field within pharmacy. We have accepted 8 students for a September 2024 program launch. In other areas, the Faculty's Continuing Pharmacy Professional Development (CPPD) and Office of Educational Technology and Learning Design (OELTD) developed and implemented the College of Pharmacist of BC's Regulatory module to support existing pharmacists in prescribing for minor ailments and contraception. Additionally, CPPD entered into an agreement with the Ministry of Health to support future training development for practicing pharmacists.

To **support researchers' careers**, the Faculty launched the Independence Research Grant (up to \$10K) to aid postdoctoral fellows in developing their first research grant application, to support them in making the transition to become competitive candidates for tenure-track faculty positions in academia. Additionally, the SPIIF grant approved a \$6K project "Building a Pharmaceutical Sciences Graduate Studies Alumni Database as a Mentorship Resource", which will facilitate the creation of a database to promote alumni engagement, with the ultimate goal of providing career mentorship for our graduate students with non-academic career choices.

Looking inwards, our graduate portfolio has focused on the **review and optimization of the curriculum** in our Master's and PhD programs, for each specialty area (including Nanomedicine, Chemical Biology, Pharmacometrics, Pharmacy Education Research Leadership, Health Outcomes, and Molecular and Systems Pharmacology). Various new courses have been designed to fill curricular gaps, and provide training in areas that were underrepresented previously.



Research

Status: Summer 2024

Highlights 2023-24

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

- Launched Celebration of Research initiative and Pharmaceutical Research Network.
- Launched internal seed grant initiatives.

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

- Awarded \$15,000 to conduct events advancing pharmaceutical research and partnerships.
- Leveraged our entrepreneur-in-residence to expand our capabilities in successfully translating our research.

Targeted infrastructure development to propel our research

- Established and initiated implementation of an equipment strategy to drive our capacity forward.

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

To increase our research impact, fostering cross-theme interactions by **creating forums for topics-based networking** is a priority. In November 2022, the Faculty's Celebration of Research Event was launched, to provide an opportunity to share research directions and activities, with presentations from our four research themes, and an opportunity for socializing and building networks for future research collaborations. A second event was held in February 2024.

In early 2023, we formed the Pharmaceutical Research Network (PRN). This is a collaborative initiative between the Faculty's research themes, with the primary goal of fostering and promoting new connections between members and local researchers. The PRN strives to establish a supportive community where academic professionals and experts from pharmaceutical/biotechnology sectors in the Lower Mainland can network, exchange knowledge, and forge partnerships for innovative projects. Faculty members can expand their network, gain new insights, and build meaningful relationships with like-minded local researchers.

In 2023, two internal **seed grant programs** were launched to bolster new and existing research collaborations: (i) Internal Seed Grant Program for Educational Leadership (up to \$6K) and (ii) Internal Bridge Grant Program (up to \$25K). These programs seek to support faculty members to obtain initial/additional data required to make their applications competitive in external funding competitions.

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

To help drive our impact forward, out of the lab, we have been working on strategies to expand the reach of our work.

In terms of **promotion**, a collaboration between the Office of Development and Alumni Engagement (DAE) and the Associate Dean Research (ADR) portfolio was awarded a \$15K SPIIF grant to implement events aimed at showcasing our innovative research, fostering collaborations and partnerships, and attracting funding to our Faculty: "Catalyze: Advancing Pharmaceutical Research and Partnerships." We are planning to offer an event in fall 2024. A number of our faculty members and staff regularly present at local, national and international conferences to present their work. More recently we are looking to expand our reach beyond the academic environment. The Office of Communications and Marketing provides individualized communications training and support for researchers with novel and interesting work to highlight (e.g., PR and media training), and is piloting a research communications exchange group to educate scientists in promoting their work. One recent example of work from our Faculty of public interest is the work of Dr. Shyh-Dar Li's laboratory focused on the development of oral insulin drops for the potential treatment of diabetes, which was published in a number of media outlets.

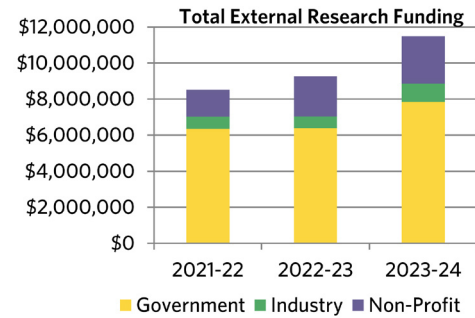
\$15,000

SPIIF grant for Catalyze project to Advance Pharmaceutical Research and Projects.

One of our Faculty’s primary goals in this area is to promote our research and researchers to amplify our visibility. We wanted to highlight our overall external research funding, which has consistently increased in recent years from \$8.5M in 2021-22 to \$11.5M in 2023-24.

We are also choosing to highlight a number of our faculty members who have received major research awards:

- Dr. Ly Vu, received a Tier 2 Canada Research Chair in RNA biology in hematological malignancies (2023), and the V Foundation for Cancer Research, Women Scientists Innovation Award for Cancer Research (V Scholar) (2023).
- Dr. Karla Williams renewed as Tier 2 Canada Research Chair in Oncology (2024).
- Dr. Brian Rodrigues awarded the 2023 Association of Faculties of Pharmacy of Canada (AFPC) /Pfizer Research Career Award.
- Dr. Jacquelyn Cragg awarded the 2024 Association of Faculties of Pharmacy of Canada (AFPC) New Investigator Research Award.
- Dr. Ricky Turgeon awarded a 2023 Michael Smith Health Research BC Health Professional-Investigator Award.
- Dr. Simon Wisnovsky awarded a 2023 Michael Smith Health Research BC Scholar Award.



Our entrepreneur-in-residence, Linh Le, has worked to mentor and support Pharm Sci teams in translating their lab work into commercial reality through the e@UBC Venture Founder Incubator programs, and, through the BPSc practicum experience, 5 of our students have worked with e@UBC Ventures. Dr. Le is actively building training and resources to support researchers interested in progressing their work forward in the industry. In the interests of fostering and celebrating entrepreneurial culture in the academic research enterprise, 11 guest lecturers/speakers have presented to our graduate students since January 2023, and workshops focusing on entrepreneurship, commercialization and IP have been organized for researchers, postdocs, and graduate students.

In order to better manage our **partnerships and relationship management**, in collaboration with e@UBC, our entrepreneur-in-residence has developed a relationship tracking system for managing key contacts within the entrepreneur community within Faculty, as well as external contacts for potential mentoring opportunities.

Targeted infrastructure development to propel our research

The ADR portfolio has maintained its focus on providing access to **specialized equipment** and expertise/ new cutting-edge equipment to enhance research. We expanded upon the Faculty’s existing suite of highly productive infrastructure by adding new capabilities for mass spectrometry and cytometry; upgrading the existing confocal microscopy infrastructure; and upgrading in vivo imaging capabilities. Further replacements and upgrades are planned through the Equipment Strategy developed during the previous strategic planning period. Some timeline changes occurred as a result of a significant flood in the building early in 2024, but this did not affect the planned equipment choices.

\$22,000

SPIIF grant for Early Career Mentor program

During strategic planning, **mentorship** was identified as an essential element to propel our research, by supporting our newer faculty members, post-doctoral fellows and graduate students to optimize their experience and contributions. The SPIIF grant awarded \$22K for the “Pre-tenured faculty’s workshop series: Building skillsets for a successful career”. The goal of the project was to help pre-tenure assistant professors within the Faculty navigate unique challenges (such as balancing teaching, research, and service), increase their chances of success, and develop leadership skills, through a series of workshops

series led by and tailored for early career faculty, with related resources. Several formal and informal workshops have been organized for early-career researchers, graduate students and postdoctoral fellows focusing on education and development in the areas of intellectual property, grant funding, communication and management. From 2023-24, the ADR also helped to develop mentorship guidelines and pathways for Canada Research Chairs as part of the Equity and Inclusion Office’s (EIO’s) mentoring initiatives team.



Practice

Status: Summer 2024

Highlights 2023-24

Continued co-development of novel integrated models of care

- Successfully completed our involvement in the Pharmacists in PCN Program, including the transition to a long-term model with the BC Ministry of Health.

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

- Initiated internal and external review of the Pharmacists Clinic.
- Awarded \$19,000 through the Strategic Plan Implementation Investment Fund (SPIIF) to support two Clinic-led projects focused on generative AI and videos for use in the development of student patient cases.

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

- Renewed contract with First Nations Health Authority (FNHA) for another year.
- Received a Ministry of Health Research Seed Grant Program for project entitled: Barriers and facilitators to pharmacist contraception prescribing.

Continued co-development of novel integrated models of care

After three years, the Faculty successfully concluded its involvement in the innovative **Pharmacists in Primary Care Network (PCN) Program**, with the goal of integrating Primary Care Clinical Pharmacists (PCCPs) within primary care clinics in BC. The program has transitioned leadership to its partners, the BC Ministry of Health (MoH) and health authorities. Over that time PCCPs were involved in almost 25,000 patient encounters in 50 locations, supported by enabling functions provided by the Faculty.

Much of the work of the ADPI portfolio is continuing and building new partnerships. The team continues to work with the **First Nations Health Authority (FNHA)** and has renewed its contract for another year. Relationship building with provincial health authorities (through Directors of Pharmacy) and the Ministry of Health (MoH) is ongoing. We engage in meetings as needed to provide support and feedback on activities related to the pharmacist expanded scope of practice, and are working with the MoH to discuss alternative models of primary care that include pharmacists.

Additionally, since 2023, the portfolio has been participating in committees in planning for the **Gateway Health Clinic** at UBC and in Surrey, to identify how pharmacists can be involved in and support team-based care. We will provide full time pharmacist coverage in the Gateway Clinic as part of the healthcare team. This will also increase capacity of student placements in the setting of primary care.

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

The Faculty's **Pharmacists Clinic** has long been recognized for trialing new approaches to pharmacy-focused patient care. In late 2023, an in depth internal and external review of the clinic was launched to identify how best to streamline operations, and set future directions. The ADPI portfolio will be using the lessons learned through this process to drive action. The Clinic will be adding leads of education and research to support specific initiatives. The Clinic's future direction will be supported by the creation of an advisory committee, which will include both academic and research representatives.

\$19,000

Awarded through SPIIF grant to support two Pharmacist Clinic projects (Spring 2024)

GENRx: Leveraging generative AI technology to enhance virtual patient consultations for pharmacy students

Integration of Pharmacist Clinic Cases into the Undergraduate Curriculum

One priority that gained traction through the review process is the need to maximize the Clinic's engagement and involvement with the Faculty's Academic portfolio. In April 2024, the Faculty approved two clinic-led Strategic Plan Implementation Investment Fund (SPIIF) projects focused on the use of technology (generative artificial intelligence (AI) and videos) to expand the Clinic's reach to students; the goal is that every student in the Faculty can gain experiences of working in the clinic, which would not be possible with traditional face-to-face approaches. Additionally, the Clinic's lecturers will be integrated further into pharmacy program teaching. Starting in Fall 2024, all clinicians will be part of the IA team for teaching and curriculum development.

The Clinic will also be pursuing more opportunities to collaborate with the Associate Dean Research (ADR) portfolio; and in June 2024 presented at the annual research retreat to support network building. Examples of possible collaborations include research related to pharmacy-specific health outcomes such as minor ailment prescribing, pharmacy education, and partnerships with community pharmacists. In addition, the clinic will conduct its own

research. For example, in 2024, the Faculty received a Ministry of Health Research Seed Grant Program for project entitled: Barriers and facilitators to pharmacist contraception prescribing.

On the practice side, the clinic will be partnering with Student Health Services to offer services for students in need of pharmacy support (e.g., with anxiety, ADHD, depression medications). The clinic is also building relationships with other pharmacies on campus to ensure services across the campus community are integrated and recognize specialities of different practices. The clinic has started offering minor ailments and contraception appointments at the clinic and is currently developing a procedure for virtual minor ailments and contraception service (MACS) appointments.

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

The ADPI portfolio regularly meets with the College of Pharmacists of BC to help further the practice of pharmacy in BC. Discussions centre around upcoming and anticipated changes to the pharmacists' scope of practice and pharmacists practicing in primary care. In particular the Faculty focuses on advocacy around the role of pharmacists in primary care, and, to that end, participated in the Canadian Pharmacy Association event in June 2024.

As noted within the Education section of this report, members of our Faculty have been working closely with the College to enhance training related to Minor Ailments Prescribing for students across both our in-house and practicum training experiences, so that students are prepared for prescribing; this project was awarded a \$25K SPIIF grant. The Faculty's Office of Experiential Education was awarded a SPIIF grant of \$15K for "Enhancing Pharmacy Education in BC Primary Care: Bridging Experiential Learning Gaps". This project aims to address the gaps in experiential learning for trainee pharmacists within the evolving BC primary care landscape, and continue to drive our educational programs forward to meet the evolving needs of practice.

As a Faculty, one of our roles is to support practicing pharmacists through our **professional educational** partnerships. In September 2023, the Pharmacists Clinic launched two courses (Cultivating Relationships and Creating Safer Spaces in Pharmacy for First Nations Clients and A Case-Based Approach for Pharmacy Teams on Providing CARE for First Nations Clients), developed to help pharmacy team members learn how to address systemic anti-Indigenous racism and barriers to healthcare access in pharmacy care settings, as part of a collective effort to reduce experiences of culturally unsafe care for First Nations clients across the British Columbia healthcare system. The Faculty's Continuing Pharmacy Professional Development (CPPD) unit continues to develop new programs. Highlights include a Minor Ailments and Contraception Services (MACS) program funded by the BC Ministry of Health from April 2023-April 2025.



Opportunities, Challenges and Risks

Progression of our Strategic Priorities (2023–26)

We have reached the halfway point of this Strategic Plan, and are making significant progress in our journey. There is a great deal we can be proud of described throughout this report. As we celebrate the achievements of our Faculty, we are enthusiastic about the potential opportunities that lie ahead. It is a good time to reflect upon and re-evaluate those internal and external factors that have or could impact our progress.

Leadership changes

We are thrilled to welcome the arrival of our new Dean, Lalitha Raman-Wilms in October 2024, whose leadership marks the beginning of a new chapter for our Faculty. *Catalyst for Change 2.0* was originally developed under Dean Michael Coughtrie in January 2023 and then led by Dr. Larry Lynd, Dean *pro tem* since August 2023. Additionally, in 2023, we welcomed two new Associate Deans, Drs. Teri Charrois (Practice Innovation), and Marion Pearson (Students). These individuals have hit the ground running, demonstrating remarkable dedication and energy, as reflected in the activities outlined in this report. We are confident that this progress will continue to propel the Faculty forward, creating opportunities to expand our impact and establish new priorities as we shape our next strategic plan.

Educational programs

Our educational programs are continuously undergoing refinement, we are prioritizing projects to support educational innovation, incorporating EDI training into the program, and expanding our recruitment activities to rural and remote communities across the province. Having achieved full accreditation for six years starting 2020, we will undergo

another **accreditation** for our **Entry-to-Practice PharmD** program within the next two years, providing us with a chance to reflect upon and further optimize that program.

In 2024, the Faculty graduated our first cohort of students from the **Bachelor of Pharmaceutical Sciences** program (BPhSc) marking the beginning of an exciting new chapter. This milestone not only reflects our commitment to academic excellence but also establishes a growing community of alumni who will contribute to the field and strengthen our network through their achievements, innovations, and connections in the years to come. In fall 2024, we **launch** our **Graduate Diploma in Pharmacy Leadership** (GDPL), an exciting program intended to create future leaders of Pharmacy in BC and beyond.

The Faculty is committed to continuing to support our students, review and renew existing offerings and expand in areas of learner needs, working in collaboration with university resources whenever possible.

External factors beyond the Faculty

We must continue to thoughtfully consider the key trends shaping our Faculty within the broader societal and institutional context. These include the evolving nature of healthcare, the dynamic nature of academia, technological adaptation and innovation, shifts in our environment, and the broader economic conditions in which we operate. Beyond the focus on post-secondary institutions there are so many more things that can impact us as a University, not least the current political climate, climate change and many more topics. We must continue to consider their impacts as we move forward.

In conclusion

The Faculty has made significant progress in achieving the goals of the Strategic Plan and we are excited about the opportunities ahead. This success is thanks to the exemplary contributions of our faculty, staff, students, alumni, and community partners, whose support has been instrumental in advancing our objectives.

We reaffirm from the Strategic Plan's guiding principles which act as the cornerstone that informs actions and decisions across the Faculty:

- Support our people, creating a diverse and inclusive community that enables excellence through collective action.
- Foster an environment that promotes teaching, learning, and the development and translation of knowledge.
- Work with partners to advance the role of pharmacists across the health care system.
- Extend access for equity-deserving communities of learners, faculty and staff, and patients.
- Seek novel ideas, putting into practice those with the greatest scope for sustained impact.

We look forward to continued collaboration with those who share our vision of driving change, and we are well positioned to embrace new opportunities to move forward with purpose and innovation to “be a catalyst for change in pharmacy practice and the pharmaceutical sciences”.

ADDITIONAL INFORMATION

In order to gather information on the activities being conducted in support of the Faculty’s Strategic Plan, broken down by overarching priority areas, key strategies, and the actions themselves, please review the Faculty’s Strategic Plan progress dashboard. Findings are provided for each action to demonstrate how the strategy is being achieved and future objectives: <https://pharmsci.ubc.ca/about/strategic-plan/progress-dashboard>

The table below outlines a number of key roles within the Faculty who have taken leadership over particular aspects of the Strategic Plan during the 2023-24 period.

Title	Name
Dean <i>pro tem</i>	Larry Lynd (formerly Dean Michael Coughtrie)
Associate Dean, Academic	Sandra Jarvis-Selinger
Associate Dean, Graduate and Postdoctoral Studies	Thomas Chang
Associate Dean, Practice Innovation	Teri Charrois (formerly Peter Zed)
Associate Dean, Research <i>pro tem</i>	Colin Ross (and Larry Lynd)
Associate Dean, Students	Marion Pearson
Assistant Dean, Operations and Strategic Initiatives	Clara Ng
Executive Director, Entry-to-Practice Education	Kathy Seto (formerly Kerry Wilbur)
Director, Degree Programs for Pharmacists	Patricia Gerber
Director, Bachelor of Pharmaceutical Sciences	Adam Frankel (formerly Abby Collier)
Director, Finance	Michael Guimond
Director, Human Resources	Janet Ferraro
Director, Communications and Marketing	Jim Galvão
Director, Office of Student Services	Jennifer Chatteron
Senior Director, Development and Alumni Engagement	Aaron Carveth
Director, Operations and Facilities Management	Jamal Kurtu
Director, Office of Experiential Education	Janice Yeung
Director, Office of Educational Technology and Learning Design	Jon-Paul Marchand
Director, Office of Educational Assessment	George Pachev
Senior Manager, Academic Portfolio	Ginette Vallée
Executive Coordinator to the Dean	Carolyn Rogers
Senior Manager, Strategic Initiatives	Leonie Harper
Indigenous Strategic Initiatives Manager	Nadine Gerhardt
Special Projects Manager, Research	Litsa Blanis
Manager, Office of the ADPI	Evett Uy
Manager, Graduate Education	Olivia Zhao

Appendix: Strategic Plan Implementation Investment Fund (SPIIF) Projects

ROUND 1	
<p>Minor Ailment Prescribing - Program Review for Expanded Practice (PREP). Dr. Kerry Wilbur with Ali Reza Ladak and Kathy Seto.</p> <p>\$24,732</p>	<p>Aligned with goals in the areas of <i>Educational Innovation</i> and <i>Pharmacy Practice Evolution (Education and Practice)</i>.</p> <p>In British Columbia, legislative and regulatory changes will soon be in place to support expansion of pharmacists' scope of practice to include minor ailments prescribing. The project will ensure our Entry-to-Practice PharmD graduates are equipped to assume these full scopes of pharmacist practice.</p>
<p>Attracting and Fostering the Growth of a Diverse Pharm Sci Graduate Student Body. Olivia Zhao with Shirley Wong and Thomas Chang.</p> <p>\$30,000</p>	<p>Aligned with goals in the areas of <i>Student Recruitment and Support (Education and People and Place)</i>.</p> <p>The initiative aims to increase the representation of Indigenous and Black students in the Pharm Sci Graduate Programs through a targeted recruitment and outreach approach, thereby contributing to the sustained growth of a diverse and inclusive Pharm Sci community that catalyzes innovation and impact.</p>
<p>Fostering a Culturally Safe Experiential Learning Environment. Neelam Dhaliwal and Kayla Fang.</p> <p>\$16,044</p>	<p>Aligned with goals in the areas of <i>Decolonization, EDI and Anti-Racism (People and Place)</i>.</p> <p>The project seeks to develop an accredited, foundational anti-racism and cultural safety training workshop for pharmacy practice educators, providing a specific focus on supporting students on practicum across British Columbia.</p>
<p>Implementing a Regional Practicum Model in the UBC Entry-to-Practice PharmD Program. Neelam Dhaliwal and Janice Yeung.</p> <p>\$16,752</p>	<p>Aligned with goals in the areas of <i>Educational Innovation and Evolution (Education and People and Place)</i>.</p> <p>The project will implement a pilot iteration of a regional practicum model with five students (20 practicums at unique practice sites in PY3/4) and evaluate to inform its ongoing refinement and further expansion.</p>
<p>Catalyze: Advancing Pharmaceutical Research and Partnerships. Larry Lynd, Colin Ross and Mandy Khara, with Judy Wong, Mohsen Sadatsafavi, Shyh-Dar Li, Sandra Jarvis-Selinger, and Thomas Chang.</p> <p>\$15,000</p>	<p>Aligned with goals in the areas of <i>Industry and Sector Engagement (Research)</i>.</p> <p>This project will implement events aimed at showcasing innovative research, fostering collaborations and partnerships, and attracting funding to our Faculty.</p>

<p>Pre-tenured faculty's workshop series: Building skillsets for a successful career. Ly Vu with Thomas Velenosi and Joel Finbloom.</p> <p>\$22,000</p>	<p>Aligned with goals in the area of <i>Wellbeing, Collaboration and Development (People and Place)</i>.</p> <p>Pre-Tenure faculty face unique challenges when building a successful academic career balancing teaching, research, and service. To help pre-tenure assistant professors within the Faculty navigate these challenges, increase their chances of success, and develop leadership skills, this project will implement a workshop series led by and tailored for early career faculty.</p>
<p style="text-align: center;">ROUND 2</p>	
<p>GENRx: Leveraging generative AI technology to enhance virtual patient consultations for pharmacy students. Jamie Yuen and Fong Chan with Jon-Paul Marchand and Brie Weir.</p> <p>\$15,000</p>	<p>Aligned with goals in the areas of <i>Educational Innovation and Pharmacy Practice Evolution (Education and Practice)</i>.</p> <p>This project will explore how to leverage generative artificial intelligence (AI) technology to enable simulated patient consultations for pharmacy students to practice history taking and documentation, promote active learning and engagement. Cases will be reflective of real-life practice and will incorporate principles of empathy, EDI and cultural safety and humility.</p>
<p>Discover Pharmacy Tour. Amanda Haggett with Emma Riek, and the Office of Student Services team.</p> <p>\$17,200</p>	<p>Aligned with goals in the areas of <i>Student Recruitment and Support (Education and People and Place)</i> and <i>Decolonization, EDI and Anti-Racism (People and Place)</i>.</p> <p>The Discover Pharmacy Tour (DPT) project is a year-long campaign aimed at recruiting strong students of diverse backgrounds and perspectives to our undergraduate programs. In particular, a goal of the DPT is to support recruitment of students from Indigenous and rural communities.</p>
<p>Indigenous Student Supports. Larry Leung, Jason Min and Nadine Gerhardt with the UPROOT team.</p> <p>\$25,000</p>	<p>Aligned with goals in the areas of <i>Decolonization, EDI and Anti-Racism (People and Place)</i> and <i>Student Recruitment and Support (Education and People and Place)</i>.</p> <p>This project aims to seed, grow, and formalize co-curricular and support structures for cultural safety for Indigenous and non-Indigenous students in the Entry-to-Practice PharmD Program through proposed pillars: 1) Indigenous student space, 2) Indigenous student mentorship program.</p>

<p>Queer Eye for Pharm Sci: Supporting Sexual Orientation, Gender Identity and Expression Integration into Pharmacy Programs. Timothy Lim with Tristan Lai and Alex Tang.</p> <p>\$10,000</p>	<p>Aligned with goals in the areas of <i>Decolonization, EDI and Anti-Racism (People and Place)</i> and <i>Wellbeing, Collaboration and Professional Development (People and Place)</i>.</p> <p>This project will encompass a two-year professional development endeavour which delivers sequential workshops and related resources to educators of training programs to build capacity in training related to sexual orientation, gender identity and expression (SOGIE).</p>
<p>Enhancing Pharmacy Education in BC Primary Care: Bridging Experiential Learning Gaps. Asal Taheri with Ali Reza Ladak, Teri Charrois, Irene Luong, Janice Yeung and Jamie Yuen.</p> <p>\$15,000</p>	<p>Aligned with goals in the areas of <i>Partnership in Pharmacy Practice Evolution (Practice)</i>, <i>Continuing Clinic Development (Practice)</i> and <i>Graduate and post-graduate program development (Education)</i>.</p> <p>This project aims to address the gaps in experiential learning for trainee pharmacists within the evolving BC primary care landscape.</p>
<p>Building a Pharmaceutical Sciences Graduate Studies Alumni Database as a Mentorship Resource. Judy Wong with Adam Frankel and Shina Boparai.</p> <p>\$6,000</p>	<p>Aligned with goals in the area of <i>Graduate and Post-Graduate Program Development (Education)</i>.</p> <p>This project supports building a Pharmaceutical Sciences Graduate Alumni Database to promoting Alumni engagement, with the ultimate goal of providing career mentorship for our graduate students with non-academic career choices.</p>
<p>Fostering Student Connection and Engagement through the production of Instructor and Staff Videos. Jocelyn Micallef with Jon-Paul Marchand, Brie Weir, Lyon Tsang, Nicole Wu, Lynda Eccott and Jennifer Chatterton.</p> <p>\$4,000</p>	<p>Aligned with goals in the area of <i>Wellbeing, Collaboration and Professional Development (People and Place)</i>.</p> <p>This project aims to foster the instructor-student relationship through embedding wellbeing in teaching practices by producing instructor and key program support staff welcome videos (e.g., E2P PharmD Program, BPSc).</p>
<p>Integration of Pharmacist Clinic Cases into the Undergraduate Curriculum. Teri Charrois with Jamie Yuen.</p> <p>\$4,000</p>	<p>Aligned with goals in the area of <i>Continuing Clinic Development (Practice)</i>.</p> <p>This project seeks to record multiple patient interviews and assessments from willing participants to use in learning activities in the undergraduate PharmD program, with the goal of ensuring that every student within the E2P program has at least one experience related to the Clinic during their undergraduate program.</p>



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