



THE UNIVERSITY OF BRITISH COLUMBIA

Faculty of Pharmaceutical Sciences

Catalyst for Change



2017-2022 Strategic Plan



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



Message from the Dean

The development of the Faculty's new strategic plan has provided a tremendous opportunity for engagement throughout our extended community. Not only has this process highlighted the amazing things our faculty, staff, students and alumni do every day, it has also confirmed that their talent and dedication are making a real and lasting difference to the lives of people all over British Columbia, throughout Canada and across the world. These are things of which we can collectively be incredibly proud; they also serve as a strong foundation on which we can build for the future.

Catalyst for Change: 2017-2022 identifies a unique set of opportunities for the Faculty that build upon our track record of success and the strong relationships that we have with our collaborators inside and outside the University. And while the pace of change that surrounds us is ever-quickenning, and the environment in which we operate continues to present challenges, we are confident that together we can carve a path forward that maximizes these opportunities for the benefit of the profession and science of pharmacy.

This is a time of incredible excitement for both the Faculty and the University as a whole. We have high aspirations and what we hope to accomplish is ambitious and will challenge us individually and collectively. However, I am absolutely convinced that what is outlined here is eminently achievable and that together we can be a catalyst for positive and lasting change in pharmacy practice and the pharmaceutical sciences. I invite you all to continue to work together towards this goal, and to participate in our exciting journey over the next five years and beyond, as we take the Faculty of Pharmaceutical Sciences at UBC to the next level – locally, nationally, and internationally.

Michael Coughtrie, PhD
Professor and Dean

The University of British Columbia acknowledges the location of its two main campuses on the traditional territories of the Musqueam and Okanagan peoples and seeks to develop respectful and reciprocal relationships with all Aboriginal people in British Columbia and Canada, and other Indigenous people throughout North America and the world.

Executive Summary



The Faculty of Pharmaceutical Sciences at UBC enjoys an international reputation in pharmacy education, innovation in pharmacy practice, and research in the pharmaceutical sciences. There is a great deal in our Faculty of which we can be proud, and our recent growth reflects both our accomplishments and our aspirations. Over the last five years, we have made transformational progress in many areas, with three achievements of particular note: establishing ourselves in the Pharmaceutical Sciences building; developing and opening the Pharmacists Clinic; and launching the new Entry-to-Practice Doctor of Pharmacy (E2P PharmD) program.

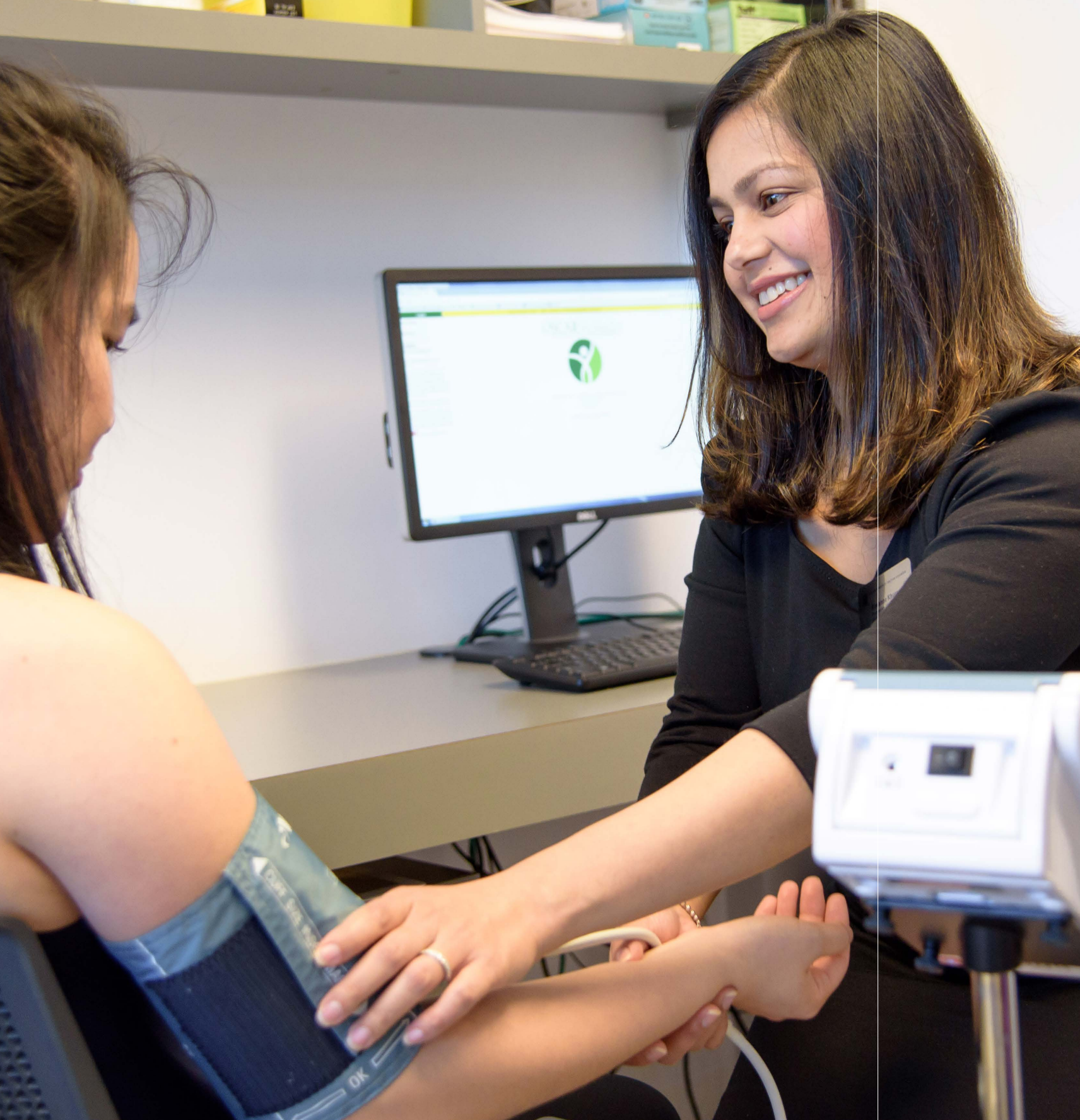
This is also a time of profound and multi-faceted change beyond the Faculty, and these factors are shaping our direction and priorities. There are multiple forces in play across the healthcare system that support an expanded scope of practice and expectations for pharmacists, notably new models of care and heightened focus on medication management. The pace of change in academia is unprecedented, with growth in areas such as online learning, team science and continuing education demanding new approaches. And the roles and relative strengths of different players across the healthcare, pharmacy and higher education landscapes continue to evolve, in some cases impacting the Faculty substantially, and in all cases escalating the importance and complexity of stakeholder engagement. Coherent focus, intentional change management and fit-for-purpose operational support are all accordingly important elements in this strategic plan.

Despite these challenges, both internal and external, we are facing tremendous opportunity. We are fortunate to operate in an environment in which a unique combination of factors creates a platform for differentiation and a firm foundation for our strategic plan. The Faculty has the sole mandate to train people to be pharmacists in the province; we have heard from our partners that the Faculty has the credibility, capability and opportunity to help lead and facilitate innovation and change in pharmacy practice; and the Faculty is geographically and institutionally positioned to be able to collaborate with colleagues and entities working towards similar aims.

These sources of advantage underpin our focus on three areas that collectively set the UBC Faculty of Pharmaceutical Sciences apart from its peers: a diversified portfolio of education offerings that connects across the spectrum of learner and industry needs; coordinated focus on research and translation themes that align UBC's excellence with areas of societal need and regional advantage; and a pioneering commitment to practice innovation.

Our vision is to be a **catalyst for change in pharmacy practice and the pharmaceutical sciences**. We have articulated our strategies around four integral priorities: **People and Place**; **Education**; **Research** and **Practice**. The first is foundational for everything that we do; we recognize the vital importance of our extended team of faculty, staff, students and partners. The next three are aligned with our areas of strategic differentiation. Each has distinct opportunities, challenges and communities, yet each is integrally linked to the other three priorities.

Our aim in this strategic plan is to create a foundation that supports both individual and collective accountability: a framework through which each of us can define our respective roles and channel our contributions; as well as a charter for intentional, coordinated action. Through iterative development with our community and partners we have shaped 15 strategies that underpin the four priorities, and these constitute the building blocks of our plan. These strategies are consistent with the University's broader mission, and there are important points of intersection around teaching innovation, thematic research focus, knowledge mobilization, external engagement, inter-disciplinarity and access. They are individually stretching, yet collectively achievable, and together these strategies will provide a solid compass for further planning, decision making and action across the Faculty over the next five years.



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1. Context

As the Faculty turns its attention to its next strategic plan, it is important that we recognize and celebrate our successes over the last five years, and at the same time reflect on the internal and external factors that we must navigate in the future.

1.1 Achievements

Each year, we educate almost 900 undergraduate students and train more than 50 graduate students. Our alumni, now numbering close to 6,000, have established themselves as successful pharmacists, scientists, teachers, entrepreneurs, leaders and innovators the world over. We have expanded as a Faculty, and now have more than 70 faculty members and 50 staff working collaboratively across UBC and beyond to advance knowledge and facilitate its translation to practice. These talented and dedicated individuals contribute their expertise and passion to create the foundation from which our collective success derives.

Over the last five years, we have made transformational progress in many areas, with three achievements of particular note:

We established ourselves in the **Pharmaceutical Sciences building**, a state-of-the-art learning and research facility, taking advantage of opportunities afforded by pioneering classroom technology, advanced laboratory space, and co-location with the Centre for Drug Research Development (CDRD) and resident start-up ventures.

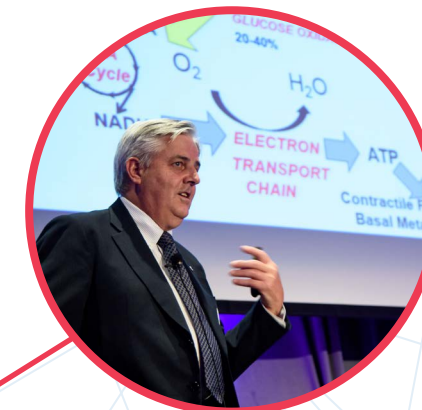
We developed and opened the **Pharmacists Clinic**, the first and best of its kind in Canada, to serve as a model of patient care best practices, as a site for professional and student education, and as a living laboratory for healthcare evaluation and research.

We successfully launched the new **Entry-to-Practice Doctor of Pharmacy (E2P PharmD)** program both to shape and to reflect the trend towards an expanded scope of practice for pharmacists.

Each year, we educate almost 900 undergraduate students and train more than 50 graduate students.



Our alumni, now numbering close to 6,000, have established themselves as successful pharmacists, scientists, teachers, entrepreneurs, leaders and innovators the world over.



1.2 Challenges

Despite the major successes of the past five years, we do face a number of challenges, some of which stem from our recent accelerated growth, and we need to understand and manage these effectively. The pace of change has been rapid across all of our activities, particularly across the education portfolio. We recognize that this has placed substantive demands on our colleagues and partners in terms of additional workload, new ways of working and role redefinition.

Our fiscal environment continues to impose constraints around Faculty renewal and investment, and while our relatively small size as an academic unit enables us to function as an agile community, it also impacts our capacity to benefit from the performance and cost advantages of scale in programming, research and administration.

Coherent focus, intentional change management and fit-for-purpose operational support are all accordingly important elements in this strategic plan.



2. Environment

There are several fundamental trends shaping our context that need to be considered in assessing options and agreeing priorities. Driven by a combination of evolving demographics, societal expectations, technology advances and funding pressures, these shifts create 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.



2.1 Changing nature of healthcare and pharmacy

There are multiple forces in play across the healthcare system, and specifically across the pharmacy sector, which support an expanded scope and set of expectations for pharmacists:

- New models of care that are patient-centered, community-based and team-oriented, with an increased focus on primary care, public health, and prevention
- Growing focus on underserved communities in which pharmacists play a particularly important and increasingly leading role in view of the relative distribution of other healthcare practitioners
- Heightened attention to the optimal use of drug therapies and medication management, facilitated by increasingly sophisticated data and analytics
- Evolution in the role of pharmacists from distribution to clinical care, enabled in part by greater capacity at the registered pharmacist technician level, and driving major shifts in scope of practice

2.2 Changing nature of academia

The pace of change in higher education is unprecedented, and there is still uncertainty around the direction of development in many areas:

- Greater requirement for faculty members to work across disciplines to tackle society's complex problems, impacting the shape of both research and teaching
- Transformation in the research ecosystem, with "big data", team science and a sharper focus on translation demanding different approaches from universities and industry
- Restructuring across the education landscape, exemplified by intentional growth in active, online and experiential learning; new models of credentialing with an increased focus on competencies; internationalization; and a rise in team teaching
- Diversification in graduate paths, with students increasingly seeking roles beyond, rather than within, the academy as they contemplate an ever-growing set of career options across fast-developing industries
- Expanded demand for continuing education (lifelong learning) as practitioners change roles and careers more often, and as understanding continues to advance

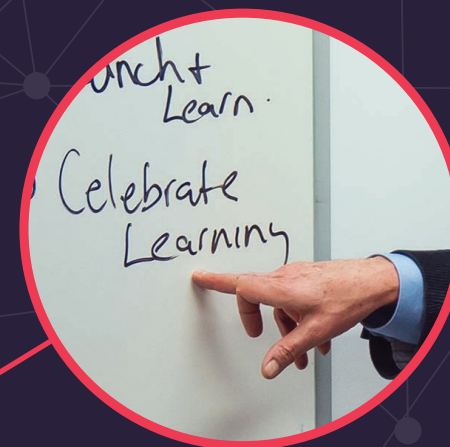


2.3 Changing nature of stakeholder landscape

The roles and relative strength of different players across healthcare, pharmacy and higher education continue to evolve, in some cases impacting the Faculty substantially, and in all cases escalating the importance and complexity of stakeholder engagement:

- Intensifying public and government demand for outcomes in healthcare and academia
- Expanding connectedness across academic and clinical partners through mechanisms such as the developing provincial Academic Health Sciences Network (AHSN)
- Growing complexity of incentives and interests across community-based practice
- Higher levels of private sector involvement in healthcare, research and education, amplifying competition but also offering opportunities for investment and collaboration

There are multiple forces in play across the healthcare system, and specifically across the pharmacy sector, which support an expanded scope and set of expectations for pharmacists.





3. Opportunity

Against this fast-changing, increasingly complex and resource-constrained backdrop, we are fortunate to operate in an environment in which a unique combination of factors creates a platform for differentiation and a firm foundation for our strategic plan.



The Faculty of Pharmaceutical Sciences at UBC has the sole mandate to train people to be pharmacists in the province.

3.1 Our sources of advantage

A combination of situational and relational assets position the Faculty for success:

- The Faculty of Pharmaceutical Sciences at UBC has the **sole mandate to train people to be pharmacists in the province**, conferring the privilege and responsibility of shaping the ways in which pharmacy students are prepared for careers in healthcare, science and industry across British Columbia, Canada and beyond.
- Discussions with our external partners have confirmed that the Faculty has the **credibility, capability and opportunity to help lead and facilitate change** in pharmacy practice. We are regarded as informed, progressive and neutral, and our relationships across the sector, and through our alumni, create a valuable network for dialogue, planning and collective action.
- Our **geographical and institutional locations** facilitate efforts to collaborate with peer entities working towards similar aims. Our Faculty is part of UBC, a world-leading university (ranking 6th out of the public universities in North America) with extraordinary strength across the health and life sciences; it accounts for 85% of health research in British Columbia; it implemented a successful distributed provincial education model; and it has a firm strategic commitment to health as demonstrated by the establishment of UBC Health. We can harness the momentum and capacity in regional innovation and life sciences networks, both within British Columbia and beyond, including the Pacific Northwest Cascadia Corridor. We can leverage our proximity and the strength of UBC's relationships to establish connections across Asia. Closer to home, our building at UBC provides us with the space and facilities to support our activities and aspirations, to facilitate partnerships and to improve our visibility.

3.2 Our points of difference

These various sources of advantage underpin our focus on three areas that collectively set the UBC Faculty of Pharmaceutical Sciences apart from its peers. Together these points of difference equip us with the capacity, connections and confidence to build a bold plan that supports our aspirations in an increasingly complex and competitive landscape:

A **diversified portfolio of education offerings** that connects across the spectrum of learner and industry needs.

Coordinated **focus on research and translation themes** that align UBC's excellence with areas of societal need and regional advantage.

A pioneering **commitment to practice innovation** that infuses many of our interactions with sector partners, and that enhances and enlivens our education and research programs.





4. Objectives

This plan charts a direction for the Faculty that builds from these points of difference, and considers our combined capacity and capability, as well as the implications of the varied internal and external environmental factors that provide the context for what we do.

4.1 Our vision and purpose

Our vision and purpose statements uphold the fundamentals that shaped our last strategic plan, but each has been sharpened to reflect a heightened focus on innovation and sector leadership.

Vision

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

Purpose

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

4.2 Our commitments and accountability

Underpinning our strategic aspirations are three broad commitments that we believe enable our success, both currently and in the future. We reaffirm these guiding principles as the cornerstone that informs actions and decisions across the Faculty:

We support our **people**, creating a **community** that enables excellence through collective action.

We seek novel **ideas**, putting into practice those with the greatest scope for sustained **impact**.

We search for relevant **connections**, fostering meaningful **collaborations** that provide mutual benefit.

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 and to the University. To the

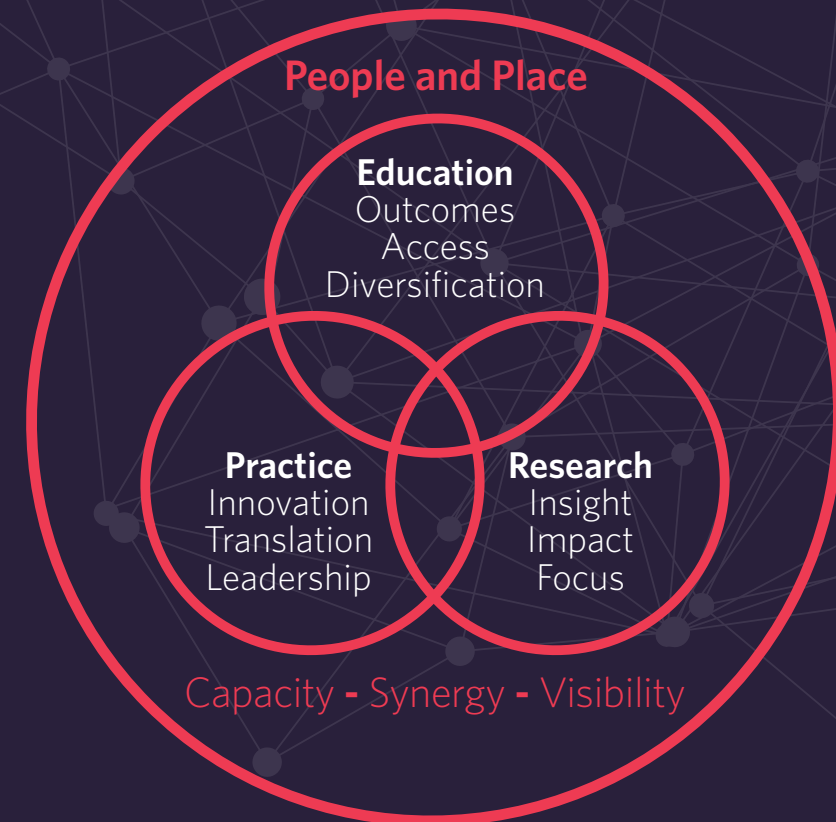
extent that the Faculty is engaged directly in patient care, such as in the Clinic, we are also accountable to patients and payers, but even in activities that do not have a service component, our overriding objective is to enable improved patient outcomes.

Together and separately we will judge our success across the course of this strategic plan through our answers to three fundamental questions:

1. Are we achieving excellence in all that we do?
2. Are our partners, both internal and external, excited about our mutual progress?
3. Are we utilizing our personal and shared resources effectively?

4.3 Our priorities and principles

We have articulated our strategies around four integral priorities that reflect all our activities: **People and Place; Education; Research; Practice**. The first of these is foundational for all, and the next three are aligned with our areas of strategic differentiation. Each has distinct opportunities, challenges and communities, yet each is integrally linked to the other three priorities; none of these can be pursued in isolation of the others.





5. Strategies

Through iterative development with our community we have shaped 15 strategies that comprise the building blocks of our strategic plan. They are individually stretching, yet collectively achievable, creating for the Faculty a framework for intentional and coordinated activity. In this section, we itemize the main actions that support each strategy.



These strategies are all consistent with the University's broader mission, and there are important points of intersection around teaching innovation, thematic research focus, knowledge mobilization, external engagement, inter-disciplinarity and access. Where possible, we will work with our UBC colleagues to connect our respective capabilities, relationships and resources for collective advantage.

5.1 People and Place

1. Strengthened culture, governance and operational infrastructure

We will continue to support and strengthen culture, governance and operational infrastructure to underpin our priorities. We understand from feedback that there are opportunities to promote Faculty cohesion in our working practices and identity, to improve transparency in decision making, and to optimize support resources. This is a strategy that will touch all of us, and we will target action and change in areas in which we believe there is greatest scope for meaningful impact.

2. Recruitment, mentorship and professional development

We will continue to invest in recruitment, mentorship and professional development to reinforce a culture of lifelong learning and to build a team of faculty members and staff that can achieve both personal and collective success. The focus will continue to be on excellence. There are skills demands that we must bridge through hires in distinct areas. We know that leadership and professional development is a priority across the Faculty, and we will build on the early success of initiatives such as the Faculty Mentoring Program. Our aspirations and agenda make this strategy an imperative, and the need is reinforced by the upcoming retirements of several longstanding colleagues.

3. Integrated approach to underserved communities

We will take an integrated approach to support expanded access to both education and healthcare within underserved communities. Pharmacists play a particularly important role in healthcare delivery in rural and remote communities, and we therefore have a real opportunity to support the development of education, research and practice for improved patient outcomes and experience. Reinforcing UBC priorities, we know that there is mutual benefit in creating close connection with all communities across the province, and we are deeply committed to enhancing our interface with Indigenous populations. In particular we see opportunities to improve our support of applicants, students and practitioners from underserved communities.

4. External, alumni and cross-UBC engagement

Collaboration is a theme that runs across all of our strategies, and we will place even greater focus on external, alumni and cross-UBC engagement. The planning process has confirmed that our partners welcome interaction, and we will respond to the demand for the Faculty to act as a facilitator of change across the sector. As a relatively small Faculty, we also recognize that strategic collaborations enable us to extend our capacity and reach, and we will continue to foster relationships with industry partners, the healthcare sector, peer institutions and other faculties at UBC to help create these opportunities.

5. Positioning and sustainability

We will seek explicitly to bolster the positioning and sustainability of the Faculty. We need to enhance our visibility, both internally and externally, and we must successfully navigate current and future fiscal pressures. This strategic plan provides a platform for communication, for relationship building and for revenue generation through education programs, research funding, knowledge mobilization and philanthropy.



5.2 Education

1. Program development to enable clinical career trajectories

Building upon the successful E2P PharmD implementation, we will extend and enhance our programs to align with shifting and increasingly diverse career trajectories, and to meet the changing needs of employers across the sector. As the scope of pharmacist practice continues to expand and healthcare innovations such as team-based care become firmly established, we need to ensure that our graduates are equipped to succeed in and help shape this evolving landscape. We will work with sector partners to renew our advanced pharmacy training model. This will include development and implementation of an advanced level programing in a similar context to the outgoing Graduate PharmD program. We must also bolster our continuing education offerings to support continued excellence and the advancement of the scope of practice.

2. Program development in foundational science

We also have an opportunity to play a role in preparing students for careers in the life sciences more broadly. Our intent is to strengthen our pharmaceutical sciences programming at the undergraduate, graduate and post-doctoral levels, leveraging the breadth and depth of our faculty expertise. A renewed focus on foundational science training requires greater synergy between our education and research portfolios, and this, in turn, will yield broader mutual benefit.

3. Strengthened student communities

Consistent with UBC's commitment to student experience, we will sustain our efforts to create more vibrant and connected student communities across the academic portfolio. We will enhance both 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, valuable contributions to society as practitioners, professionals and citizens.

4. Program evaluation and continuous improvement

We will continue to build on our developing expertise in program evaluation and continuous improvement, with a focus not only on curriculum and teaching models, but also on the support requirements of our programs. Such practices are imperative in view of the extent of change externally and internally, and we know that they are a priority for the sector partners that employ our graduates, as well as for accreditation.

5.3 Research

1. Focused research themes

We will build coherence through four research themes: 1) **health outcomes**; 2) **molecular and systems pharmacology**; 3) **nanomedicine**; and 4) **pharmacy education**, that deliver excellence and impact in areas of societal need. Aligned with the institutional direction at UBC, these clusters provide an important platform for focus, collaboration and faculty recruitment. They create the capacity for the Faculty to work synergistically with partner faculties and institutions that have the scale to enable concentrated research depth in the major themes. They also afford the opportunity to enhance our capabilities in team science, promote personal leadership, and communicate effectively the strengths and contributions of our faculty members.

2. Core research facilities and systems

To support our reaffirmed commitment to research excellence, we will strengthen core facilities and support in areas that will make the most difference for our faculty members. In particular we will seek to augment existing capabilities in information technology (research IT), analytical sciences, statistics and imaging, as well as in services that facilitate grant development. It is important that we leverage efficiencies through integrated investment with existing and new partners where possible.



We will build coherence through four research themes:

health outcomes
molecular and systems pharmacology
nanomedicine
pharmacy education

3. Knowledge mobilization

Consistent with UBC and provincial focus, we will make knowledge mobilization a more integral component of our research enterprise. Encompassing entrepreneurship and commercialization, this strategy represents an opportunity for us to extend the impact and effectiveness of our research output, to sustain connections with alumni and to find ways of working more closely and effectively with industry. Our students are crucial agents of knowledge mobilization, and we must strengthen connections across our research and education activities to ensure that this capacity is fully leveraged.

5.4 Practice

1. Optimization of the pharmacist role

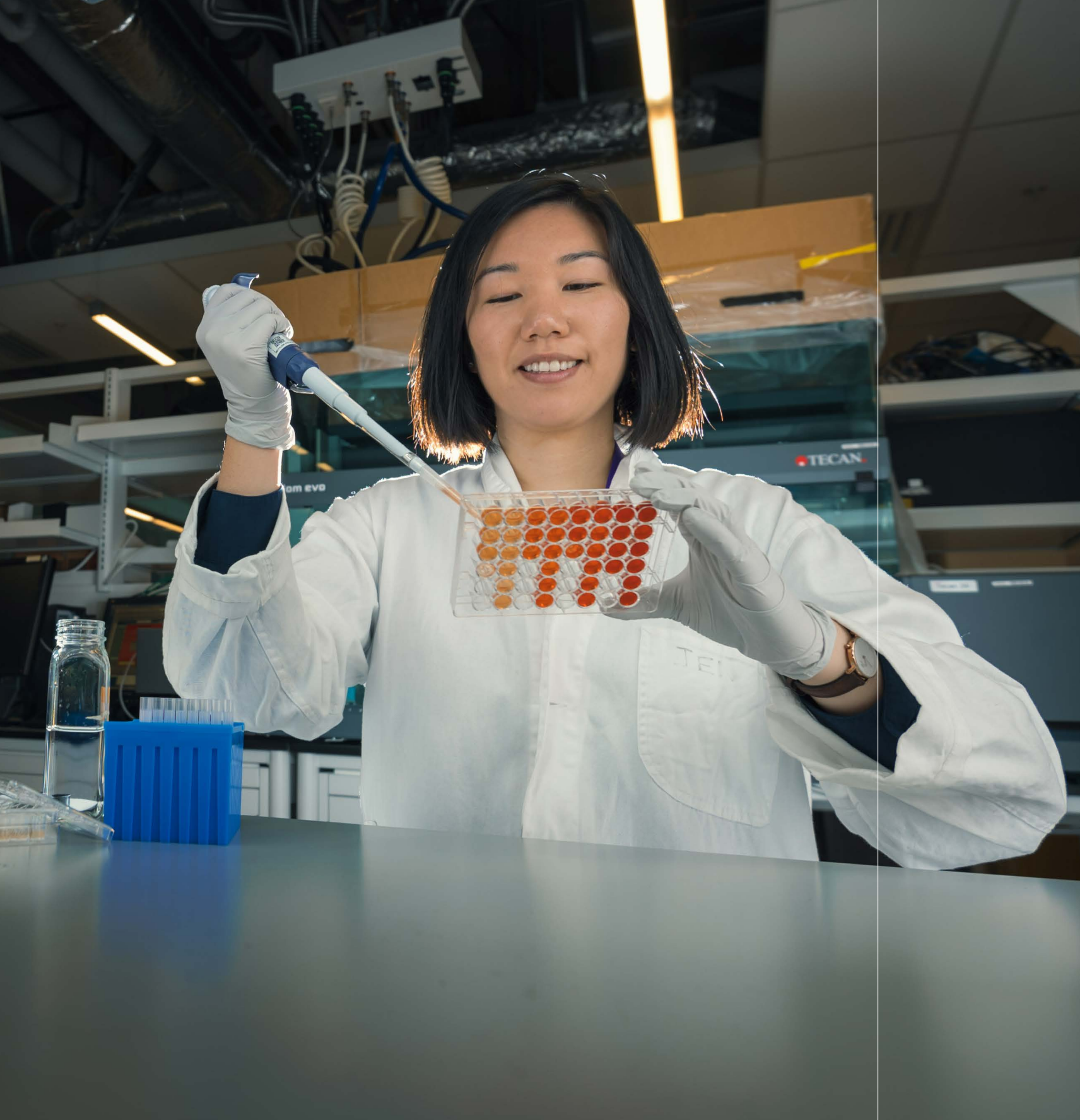
We share the conviction of most constituencies that pharmacist integration in healthcare delivery is a crucial component for improved patient outcomes, and we will build on our existing commitment to the optimization of the pharmacist role. The Pharmacists Clinic is making important contributions in this domain, and will remain a key vehicle for supporting the evolution of pharmacist practice.

2. Integrated models of care

Building from our efforts to support an expanded scope of pharmacist practice, we will leverage our relationships and experience in practice innovation to accelerate change in areas that are fundamental to both optimal patient care and health system sustainability: inter-disciplinary team-based delivery in the primary care environment; transitions of care; and technology-enabled care. Pharmacists can play a pivotal role in each of these, leading and sustaining change through their unique knowledge and skills and highly respected position across the sector.

3. Strategic practice partnerships

We will foster strategic practice partnerships predicated on improved patient care through innovation. Partnerships with the BC Ministry of Health, health authorities, hospital and community pharmacy, other healthcare providers, patients, communities and industry together help establish an environment that promotes and supports collaboration, strengthening our capacity to effect change. They also help build the day-to-day connections that enable us to embed practitioners across our education and research programs for the collective advantage of patients, learners, practitioners and the Faculty.



6. Actions

We outline a number of key actions against each of the strategies, and these will provide the basis for delivery of this strategic plan over the next five years. Metrics and concrete deliverables will be attached at this level, together with clear accountabilities. We will make integrated program management a priority to ensure that delays and interdependencies, as well as unanticipated opportunities and barriers, are assessed and acted upon appropriately.

As outlined below, our approach to implementation is phased to reflect external pressures and opportunities, as well as the realities of internal capacity. We will focus initially on the **consolidation** of previous change initiatives and preparation for further transformation, shifting our attention next to **development** of academic programs, research and knowledge mobilization platforms, and our community. In the third phase, we will embrace **growth** through targeted program launches, provincial outreach and peer collaboration.



6.1 People and Place

Organizational actions comprise a combination of initiatives to foster Faculty cohesion, support professional growth, extend access for underserved populations, enhance engagement and bolster our positioning. These actions underpin the entirety of our strategic program, and they represent a real commitment to community and to collaboration, both of which are critical for success.

1. Strengthened culture, governance and operational infrastructure

- Improve transparency in Faculty decision making through enhanced communication around processes and outputs, as well as through targeted realignment in committee mandates and representation
- Continue to reflect on, and consolidate, governance
- Review key operational areas (HR, IT, Finance, Communications), invest in staff hires as required and realign support models, including the initiation or extension of shared services arrangements that leverage University capacity where relevant
- Introduce workload management processes that help the Faculty achieve an equitable allocation of responsibilities that reflects individual strengths and aspirations
- Build faculty and staff understanding around how to work with support resources most effectively
- Launch formal and informal initiatives that help build community and promote Faculty effectiveness through greater shared awareness and celebration of our respective roles and contributions

2. Recruitment, mentorship and professional development

- Pursue strategic faculty hires to complement existing areas of expertise and to reinforce our capacity to deliver against our education and research priorities
- Recruit additional skilled staff to align operational support with Faculty needs and to resource our core academic programs and platforms
- Promote leadership opportunities and enhance professional development to facilitate faculty and staff growth in their respective roles and across the Faculty
- Strengthen faculty and staff career planning and transition support as they progress through different roles

3. Integrated approach to underserved communities

- Build our faculty, staff and preceptor capacity beyond the Lower Mainland to further develop distributed educational experiences for our students, seeking to leverage existing infrastructure where appropriate
- Extend student recruitment and support services to broaden the appeal and accessibility of our programs for learners in underserved communities across the province
- Work with sector and University partners to identify and implement ways to strengthen healthcare delivery for underserved populations, building from our early experiences such as those with Indigenous communities

4. External, alumni and cross-UBC engagement

- Create channels for coordinated dialogue, notably the establishment of an external advisory council and periodic cross-sector summits, working with our UBC colleagues to ensure a more connected interface with government where relevant
- Strengthen relationships across the life sciences community to create opportunities for work-integrated (co-op) learning and for joint research and innovation

- Work collaboratively with institutions and entities embedded across the developing provincial Academic Health Sciences Network (AHSN) to strengthen our collective capacity, particularly in population-based research and knowledge mobilization
- Enhance targeted peer partnerships to improve impact in research, teaching, and practice, for example with the University of Copenhagen where we have a very strong existing relationship and with regional contemporaries such as the University of Washington
- Continue to support the development of UBC Health to realize synergies in academic program development, inter-professional education, joint research, and support structures for teaching, research and practice

5. Positioning and sustainability

- Reinforce efforts to attract strategic investment from industry partners and potential philanthropic donors
- Work with faculty members to create and communicate compelling stories that describe the impact of our research, education and practice innovation, in conjunction with institutional campaigns where relevant
- Optimize the use of our building for strategic and economic benefit, with specific attention to partnerships with co-located ventures and to other users of our space and facilities

6.2 Education

Our action program in education reflects a balance across consolidation of the E2P PharmD transition and targeted program development to enhance and extend our portfolio. We will take an integrated approach across the strategies, strengthening underpinning support structures and processes, repurposing curriculum where appropriate, and ensuring that our experience in one part of the portfolio informs planning across the rest. We have tremendous passion for education across the Faculty, and our intent is to celebrate and harness this to support excellence and innovation in our academic programs and their delivery.

1. Program development to enable clinical trajectories

- Complete the implementation of the E2P program, with ongoing refinements in the curriculum, processes and resource model, considering in particular feedback from faculty, staff, students, preceptors and other sector partners
- Launch the Flexible PharmD to provide practitioners with a highly accessible program to upgrade their skills and knowledge
- Work with sector colleagues to develop and implement advanced level pharmacy practice program(s) (e.g. at the Professional Masters level) that will support career development of pharmacists in the institutional sector and in other high skill areas
- Strengthen Continuing Pharmacy Professional Development (CPPD) programming to reflect new knowledge and an expanded scope of practice, in conjunction with the development of the Flexible PharmD program given the synergies in target learners, content and platform

- Continue to infuse inter-professional practice in classroom and experiential learning, working closely with our UBC Health partners

2. Program development in foundational science

- Work with sector and University colleagues to develop a Bachelor of Pharmaceutical Science program to meet the growing demand for skilled practitioners across the life sciences and high tech sectors
- Renew our graduate program to create a more trainee-centred model that offers students greater breadth in terms of discipline and skill exposure
- Build on the success of our contributions to the Vancouver Summer Program to extend our reach internationally

3. Strengthened student communities

- Create greater awareness and expand recruitment efforts to attract higher numbers of top research trainees
- Target international markets, where appropriate, in student recruitment to strengthen our reputation, attract top students and enhance program diversity
- Strengthen career support across all programs, embedding resources and expertise to help students and trainees navigate a full range of pathways both at and beyond UBC

4. Program evaluation and continuous improvement

- Develop ongoing structured program reviews to create feedback loops with faculty, staff and students, as well as with community pharmacists, health authorities and industry partners in their roles as educators and employers of our graduates
- Assess and prioritize perspectives-based changes identified through these channels, actioning those that are integral to ongoing program improvement and that align with our knowledge around pedagogy and outcomes
- Track changing accreditation standards and make considered and balanced adjustments when necessary to ensure that our programs continue to align with expectations



Our approach to implementation is phased to reflect external pressures and opportunities.

6.3 Research

As a research-intensive Faculty we will consolidate and develop our research portfolio to build upon our strengths and prepare ourselves for future challenges in the pharmaceutical and health sciences. Our research actions collectively position the Faculty for excellence and impact across both fundamental research and knowledge mobilization. They reflect an intention to work across disciplines and to leverage most effectively the individual and collective expertise of our faculty members and partners. Targeted investment in facilities and systems is an imperative.

1. Focused research themes

- Identify theme leaders and substructures to support development and capacity building around each of the four themes
- Continue to build thematic communities, agree on sub-themes and realign working practices with academic faculty and partners, in particular nurturing graduate communities and program offerings around the themes in conjunction with the broader renewal of our graduate program
- Build and celebrate theme identities through enhanced communication with prospective partners and funders, both internally and externally
- Pursue peer and industry research collaborations (regional, national, international) that strengthen research productivity and impact in each of the thematic areas

2. Core research facilities and systems

- Expand grant facilitation support to optimize success rates as the funding landscape continues to evolve and the intensity of competition escalates
- Strengthen our support structures and capacity in areas in which we have pressing need (e.g. research IT, analytical sciences, statistics and imaging), working with UBC and sector partners where appropriate to create shared service models
- Integrate skills training across these research platforms to help ensure that our trainees are well equipped for related demands as they leave UBC, and that our research efforts are supported through well-resourced facilities

3. Knowledge mobilization

- Develop closer links with entities such as the University Industry Liaison Office (UILO) to help build industry partnerships and secure funding to support commercialization
- Provide faculty and staff training to improve our awareness of translational mechanisms and opportunities
- Create opportunities for students across programs to gain exposure to the breadth of research activity across the Faculty and to participate in the research enterprise as appropriate
- Position and manage the Pharmaceutical Sciences building as an incubator facility, establishing an 'industrial charter' with co-located enterprises, including CDRD, to foster closer collaboration in education, research and innovation

6.4 Practice

Our program builds from capabilities and relationships that we have established since the inception of our practice innovation portfolio, with the Pharmacists Clinic remaining an important channel for innovation and dissemination. Also integral to our success are a concerted approach to collaboration with sector partners that are also striving to create sustained positive change across the system, and the ability to harness the research potential afforded by the Clinic.

1. Optimization of the pharmacist role

- Continue to work with our sector partners to progress pharmacist integration in the primary care environment
- Develop and evaluate systems and supports that advance pharmacist practice across the care continuum
- Continue to integrate Clinic systems, processes and patient care experiences with academic initiatives for the education of students and practitioners
- Measure and communicate the impact of Clinic initiatives on patients, learners, stakeholders and pharmacy practice

2. Integrated models of care

- Work with our sector partners to improve team care, both inter- and intra-professional, as well as care transitions, notably from institutional to primary/community care
- Nurture practice innovation in technology-enabled care where relevant for improved patient outcomes
- Work with UBC colleagues to support evolution in care models, leveraging our capacity to infuse inter-disciplinarity through our education offerings and to coordinate change across multiple professions

3. Strategic practice partnerships

- Continue to work in collaboration with the Ministry of Health, health authorities, hospital and community practice, and other private sector partners to create the relationships needed to enable systemic change
- Continue to build partnerships that increase the profile, patient base and effectiveness of the Clinic
- Continue to strengthen connections with practitioners, supporting them as educators through adjunct and other appointments and associated teaching models
- Extend patient engagement mechanisms across the practice portfolio to enable dialogue around the patient experience, a critical input to inform our education and research priorities and programs





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