The Faculty of Pharmaceutical Sciences building is located on the traditional, ancestral, unceded territory of the hən̓q̓əmin̓əm̓ speaking xʷməθkʷəy̓əm (Musqueam people). We also acknowledge the many lands and territories in which our pharmacists practice across the land now known as British Columbia.

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Strategic Plan Implementation Final Report: 2017-2022

What is Catalyst for Change: 2017–2022?

*Catalyst for Change: 2017–2022* is the UBC Faculty of Pharmaceutical Sciences’ Strategic Plan. The plan provided an outline of the Faculty's direction, the goals that it was seeking to attain, and the methods by which it planned to succeed. The strategic priorities outlined in the plan were developed through a significant consultative approach in 2017, focused on a 5 year period from 2017-2022; the plan considered both the internal environment of the Faculty, and the broader societal context.

How is the Faculty using its Strategic Plan, Catalyst for Change: 2017–2022?

The Dean and Senior Management Team (SMT) within the Faculty used *Catalyst for Change* to:

- guide decision making, prioritization and allocation of resources, with the goal of maintaining and developing the Faculty’s position as a leading Faculty of Pharmaceutical Science;
- communicate (to faculty, staff, students, alumni, and partner organizations) the direction that the Faculty is headed over the period 2017-2022;
- highlight the approaches that the Faculty intended to use to reach its goals, mission and vision;
- support the Faculty's application when seeking accreditation through the Canadian Council for Accreditation of Pharmacy Programs (CCAPP) for the Faculty’s Entry-to-Practice PharmD (E2P Pharm D) program.

What does this Final Report include?

As a final update on *Catalyst for Change*, this progress report summarizes the achievements of the Faculty from July 2017 to Summer 2022.

Additionally, this report considers the ongoing relevance of the goals. Input for this report came from discussions with key faculty and staff.
How is the Faculty’s Strategic Plan Organised?

Strategies in *Catalyst for Change* were organised around four priority areas: People and Place, Education, Research and Practice, and these areas will be maintained for the future report. For each priority area several strategic goals were outlined, and within those, a number of actions were described, which defined how the Faculty sought to meet its goals up to 2022.

Summary of Final Status

Throughout the five-year period, the Faculty initiated work on all of the strategies outlined in Catalyst for Change. Significant progress has been made on nearly all of the 57 underlying actions in the plan, with demonstrated success and completion of activities in all four priority areas: People and Place, Education, Research and Practice. A small number of actions were paused or became dormant due to COVID-19 or other reasons, such as external organisational changes, economic issues or changing needs over time.
The Faculty had a relatively strong financial position throughout the pandemic (budget increasing from $20.5M to $23.9M in the period 2017-2022) with good support from institutional initiatives (e.g. UBC Provost funding throughout the pandemic to support COVID-related initiatives), and high grant productivity, as well as government support from the Pharmacists in Primary Care Network (PPCN) program. Going forward, we are cognisant of a strong need to maintain fiscal sustainability in a more unpredictable and expensive economic climate as we move into our next planning period.

As we plan for the future, we are taking the opportunity to consider the funding of strategic projects, and to identify ways to maintain and enhance the Faculty’s income to support our progress however we can. This will require creative thinking to maximise our returns.

Overall, the Faculty has made good progress towards realising its strategies, and all four of the priority areas in Catalyst for Change remain highly relevant at this time. Many areas have progressed to the level that we anticipated during the time frame, and others have progressed beyond our expectations. The continued relevance of many of the goals mean that we have further plans in these areas and so we cannot yet consider them as ‘completed’ in the traditional sense.

The Plan has helped our Faculty to stay focused and has driven multiple meaningful projects over the most unpredictable period in recent years. We look forward to seeing what we can accomplish next and consolidating our newer projects and programs.
People and Place

Status: Summer 2022

<table>
<thead>
<tr>
<th>Snapshot of initiatives that have launched since 2017</th>
</tr>
</thead>
</table>
| Strengthened culture, governance and operational infrastructure | - Consolidated governance in all portfolios to target strategic goals.  
- Approved and implemented workload model policy.  
- Delivered a plethora of online events, both formal (Dean’s graduation reception, White Coat Ceremony) and informal (trivia quiz, Escape room), online and in person. |
| Recruitment, mentorship and professional development | - Recruited multiple new faculty members in both the Research and Educational Leadership streams.  
- Completed various additional strategic staff hires, and faculty and staff promotions. |
| Integrated approach to underserved communities | - Launched the Dean’s Task Force for Underserved Communities, Indigenous Strategic Plan Working Group, and Equity, Diversity and Inclusion Committee.  
- Implemented numerous actions in all portfolios to support individuals from equity deserving or typically oppressed groups. |
| External, alumni and cross-UBC engagement | - Maintained peer partnerships with other institutions.  
- Implemented industry partnerships. |
| Positioning and Sustainability | - Maintained work to attract significant strategic investment. |

Overall

The last five years (2017-22) have been a period of substantive strategic growth for the Faculty. Probably the most important foundational piece has been the huge investment in high quality hires in both the faculty and staff complement, helping to drive significant progress in all areas of the Faculty and positioning us to be better able to meet our strategic goals. Additionally, one of our biggest drivers has been the momentum that the Faculty has placed on our work relating to equity, diversity, and inclusion, with a particular focus on the needs of Indigenous people.

Strengthened Culture, Governance and Operational Infrastructure

Significant refinements have been made in the Faculty’s attempts to consolidate governance and improve transparency in decision-making over the past five years. In each of the four Associate Dean portfolios, governance structures have been implemented (where they did not exist) and renewed (to meet updated needs) to support the expansion of the Faculty. This approach has resulted in fair, transparent
approaches and clearly emphasises robust, democratic, committee-based decision-making processes. This has enabled nearly every member of the Faculty to play a part in decision-making, but taken the onus off individuals. There is still work to do in terms of the governance of cross-portfolio activities to ensure that it is clear where the ultimate accountability lies (among other things), and this must be a focus for the future.

In the interests of better supporting workload management and equitable workload, the Faculty approved its innovative workload model in 2021, which is serving as a model for other Faculties to develop their own goals of providing an equitable and transparent approach to measure faculty members’ contributions in their work-related activities (i.e. teaching, research, and service).

Within the Faculty, redesigned processes and staffing structures have enabled better streamlining of finance and HR operations, although further work is required to ensure that HR operations can support ever demanding requirements of professional development support, recruitment and more. In spite of the pandemic, the Faculty has made strides to deliver formal and informal activities both remotely and in person to support recognition and building community. We were relieved to welcome back in person social activities, portfolio retreats, White Coat Ceremony and graduation receptions in 2022.

Recruitment, Mentorship and Professional Development

We have met our goal of attracting and recruiting a significant number of high quality faculty and staff hires to support Strategic initiatives during the period of this Strategic Plan, in spite of the brief hiring freeze during the COVID-19 pandemic. A total of 8 new faculty hires and 3 faculty promotions have been made in the last year at all levels, consolidating each of our four research themes as well as our Educational Leadership stream. Many have already demonstrated their quality through their ability to obtain salary awards (such as Canada Research Chair, Michael Smith Foundation and the Arthritis Foundation). This current recruitment phase is expected to complete in the next year.

A number of new staff positions created over the past 5 years (27 in the last year) have provided the Faculty with more capacity to innovate, adapt and deliver, ensuring that role descriptions cater to our strategic goals as well as our immediate operational need. Examples include the Assistant Dean Operations & Strategic Initiatives, Full Stack Web Developer, Special Project Manager positions in several portfolios, Grant Facilitator in the Research Portfolio and various positions in the Pharmacists in Primary Care Network (PPCN) program.

Demonstrating our commitment to retaining high quality individuals, a number of members of faculty
and staff have received promotions in recent years (3 and 7 in the last year, respectively). Wellness, personal and professional growth and transition support through roles are areas of continued growth and will be important as we move into our next Strategic Plan.

Integrated Approach to Underserved Communities

One of the Faculty’s highest priority goals in recent years has been building an approach to support Underserved Communities. “Underserved” has been defined in our Faculty to include those who are geographically underserved, and those who are underserved due to membership of particular population (e.g. groups that historically been oppressed/marginalized), with an initial focus on Indigenous people.

In 2019, the Dean’s Task Force for Underserved Communities was formed, and a grassroots Equity, Diversity and Inclusion initiative was formalised into the Faculty governance structure as a Committee in 2022. These groups have developed a draft Faculty Underserved Communities Strategic Plan and worked through UBC’s Inclusion Action Plan. In late 2021, the Faculty formed an Indigenous Strategic Plan (ISP) Working Group to work through the process for implementing UBC’s ISP. These processes have provided a clear picture of the work that is already underway concerning Indigenous populations, justice, equity, diversity and inclusion within the Faculty, and the extensive work that remains to be done. As a Faculty we see this work as an essential component of our mandate and are committed to ensuring it continues to be a focus in our next Strategic Plan. Numerous Faculty members, either independently, or with the support of the groups outlined above, have made initial progress into specific priorities. Some examples are outlined below:

- Educating our Faculty about issues of oppression and discrimination, anti-racism, Indigenous ways of knowing and doing and other related topics.
- Identifying and initiating work on specific goals in all portfolios of the Faculty to address these issues.
- Implementing significant revisions to our student recruitment initiatives (i.e. policies and processes) to better meet the needs of equity-deserving groups, with a primary focus on Indigenous individuals. This has included the development of an online interactive map to better understand where Indigenous populations are located in the province, and how we as a Faculty can interact with them in supportive ways (e.g. student outreach, supportive recruitment policies, providing experiential education to Indigenous populations through pharmacy access). Additionally, reviewing peer mentorship opportunities.
• A TLEF-funded review of ways in which to decolonize our pharmacy programs.
• Launch of mandatory and optional curricula for all of our programs focused on Indigenous topics, and the initiation of content on further topics relating to areas in which people have traditionally been oppressed (e.g. anti-racism, Sexual Orientation and Gender Identity (SOGI)), all of which have received funding through UBCs various streams of support.
• Development (by the Office of Experiential Education) of various strategies to support students completing their practicums in rural/remote geographical area of the province, and evaluation of possibilities to enable students to remain in one geographical area for all of their final year practicums.
• Expansion of research projects focused on the health and outcomes of Indigenous people.
• Continuation of Clinic initiatives in partnership with the First Nations Health Authority (FNHA) and Indigenous communities to improve access to care.
• Exploring the opportunities for drone-provided access to health care in rural/remote areas.
• Launch of three new endowed awards to support Indigenous and underserved students (Diane Hales Award in Pharmaceutical Sciences for Indigenous Students, Shoppers Drug Mart Award in Pharmaceutical Sciences for Black Students and BPSc Entrance awards).
• Implementation of a cross-Faculty Anti-racism symposium and workshop funded by UBC’s Anti-Racism fund.
• Achieved funding through UBC’s Indigenous Strategic Initiatives (ISI) fund for an Indigenous Student Collegium for the Entry-to-Practice PharmD Program.

External, Alumni and cross-UBC Engagement

The Dean, the Offices of the ADR and ADGPS, and the Office of Development and Alumni Engagement (DAE) have been working with industry partners and foundations to develop potential opportunities to collaborate externally for funding, partnerships and more. This remains an essential goal as we continue to move forward.

Academically, both the Graduate program and (from 2023) the Bachelor of Pharmaceutical Sciences (BPSc) program are seeking opportunities to attract industry partners, and create symbiotic and collaborative relationships. In 2022, the Faculty launched its new Graduate Training Program with Pfizer and Merck, to fund Future Leaders In Epidemiology and Health Outcomes, (FLIGHT). Mitacs continues to provide funding opportunities with non-profit partners. Our students exhibit significant interest in these opportunities as an important part of their career pathway.

Within UBC, the Faculty continues to work closely with UBC Health, which is continuing to evolve under new leadership.
Positioning and Sustainability

Over time, our need as a Faculty has shifted to include a requirement for **funding from non-governmental donors**. The Faculty continues to identify lucrative opportunities available. Unfortunately timed with the start of the pandemic, UBC’s latest fundraising campaign has raised $5M in funding for the Faculty since 2020. The most successful gifts include those from Foundations, which will continue to be a priority target as we move forward.

Over the past year the Faculty **Communications and Marketing** team has worked with various portfolios (including the various research teams) to overhaul our Faculty website. The Faculty is keen to have communications drive more of our work externally. A significant future goal that will be essential to our success is identifying how to better market and communicate our successes in research, innovation and education beyond the Faculty to potential students, investors and peers.

Although the Faculty **developed an Industrial charter** early during the Strategic Plan to support relationships with our in-building partners, our space needs have changed significantly due to the substantial growth in human resources and academic programs in our Faculty during this time, making the charter less relevant. The Faculty has invested in renovations of both academic and laboratory training space, and the implementation of a remote working policy following the pandemic provide further opportunities for enhancement of the physical working environment.
## Education

### Status: Summer 2022

<table>
<thead>
<tr>
<th>Highlights 2017-22</th>
<th>Upcoming initiatives</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Program development to enable clinical career trajectories</strong></td>
<td><strong>Working toward the implementation of a Master of Pharmacy Leadership (MPL) program.</strong></td>
</tr>
<tr>
<td>• Entry-to-Practice (E2P) PharmD program was awarded full accreditation for 6 years.</td>
<td></td>
</tr>
<tr>
<td>• Flexible PharmD program was developed, launched and has accepted its final admissions.</td>
<td></td>
</tr>
<tr>
<td>• Continuing Pharmacy Professional Development (CPPD) program has significantly evolved its online delivery options.</td>
<td></td>
</tr>
<tr>
<td>• Interprofessional Education (IPE) program has evolved within the E2P PharmD.</td>
<td></td>
</tr>
<tr>
<td><strong>Program development in foundational sciences</strong></td>
<td></td>
</tr>
<tr>
<td>• Bachelor of Pharmaceutical Sciences (BPSc) program launched in 2020.</td>
<td>• BPSc program due to enter practicum stages to give students opportunities in experiential education.</td>
</tr>
<tr>
<td>• Six new Graduate courses approved and launched from 2020-22. Significantly revamped seminar series and professional development activities for MSc/PhD students.</td>
<td>• Development of New Graduate Training Programs.</td>
</tr>
<tr>
<td><strong>Strengthened student communities</strong></td>
<td>• Work to develop and diversify student recruitment (UG and PG) is underway.</td>
</tr>
<tr>
<td>• Implemented student wellness projects into all programs (undergraduate E2P PharmD, BPSc and graduate programs)</td>
<td></td>
</tr>
<tr>
<td><strong>Program evaluation and continuous improvement</strong></td>
<td>• Implementation of E2P PharmD Curriculum Renewal</td>
</tr>
<tr>
<td>• Conducted E2P PharmD post-COVID-19 curriculum delivery evaluation.</td>
<td></td>
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<tr>
<td>• Increased options available for students in all programs to provide feedback.</td>
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<tr>
<td>• Developed graduate student feedback mechanisms on exit from the program.</td>
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</table>
## Overall

In both education-related Associate Deans portfolios (Academic (ADA) or Graduate and Postdoctoral Studies (ADGPS)), the Faculty has significantly expanded and enhanced its education offerings during the past 5 years with the addition of the Bachelor of Pharmaceutical Sciences and the development of the Master of Pharmacy Leadership, as well as the launch of the Flex PharmD program and consolidation of the Entry-to-Practice PharmD program. These changes could not have been possible without the significant investment in faculty and staff that has taken place in recent years. This has included both the continued dedication of existing individuals in the Faculty, as well as hires in new positions, all of whom have been committed to the development and delivery of excellence in all areas – content and operational.

## Enabling Clinical Trajectories

### Program development to Enable Clinical Trajectories

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<tbody>
<tr>
<td><strong>Entry-to-Practice (E2P) PharmD</strong> - New Executive Director Hired</td>
<td><strong>Flex PharmD</strong> - September: Program launched</td>
<td><strong>E2P PharmD</strong> - September: Submit self-study to CCAPP, November: CCAPP Site Visit</td>
<td><strong>E2P PharmD</strong> - June: Full Accreditation Status for six year term awarded by CCAPP</td>
<td><strong>Flex PharmD</strong> - May: First three graduates</td>
</tr>
<tr>
<td><strong>Flex PharmD</strong> - September: Program launched</td>
<td><strong>E2P PharmD</strong> - May: First Graduates</td>
<td><strong>Professional Masters</strong> - Program development including Certificate program, Submission for Faculty and Senate approval</td>
<td><strong>Master of Pharmacy Leadership</strong> - Submission for Faculty and Senate approval</td>
<td><strong>Master of Pharmacy Leadership</strong> - Submitted for approval by Ministry of AEST</td>
</tr>
<tr>
<td><strong>CPPD</strong> - New Director Appointed</td>
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</table>

Over the past five years, the Faculty has made significant strides with regard to its programming. The **Entry-to-Practice (E2P) PharmD program** has gone from a new offering, graduating its first set of pharmacists, to a fully accredited (6 years) program delivered in new and innovative ways, with plans to undergo a curriculum review in upcoming years. Improvements, including the launch of a mandatory Indigenous curriculum in September 2021, a full restructure of the Office of Student Services, and expansions of the experiential education program have been the heart of this program’s progress.

The **Flex PharmD program** went from its first entrants in 2018 to its first graduates in 2022, and admitted its final entrants in January 2022, providing a valuable option for individuals seeking to upgrade their credentials.
As a newly developed program, the Faculty is working on the development of its planned Master of Pharmacy Leadership program. This offering intends to strengthen leadership abilities in the pharmacy profession and will be one of the first of its kind in Canada.

Continuing Pharmacy Professional Development (CPPD) has undergone significant evolution to provide all of its offerings remotely, both in response to the COVID-19 pandemic, as well as to meet the needs of its target audience (professional pharmacists). The team continues to seek out new and innovative partnerships with Faculty members to provide a variety of offerings.

Work continues to be done in the interprofessional space, and we look forward to more opportunities for student pharmacists to work in team-based experiential environments as the discipline continues to progress.

Program Evaluation and Continuous Improvement

Over the past 5 years, the Faculty has made significant efforts to better develop its program improvement and evaluation through feedback, quality improvement and monitoring approaches across its academic programs. The Faculty has increased opportunities for students to provide feedback across all programs (graduate and undergraduate, including increased number of town hall opportunities, online feedback forms, increased positions on committees in the Faculty), as well as increasing opportunities for practice educators to learn and grow in their roles, and share their insights for how to improve the program.

In the E2P PharmD program a significant evaluation of program delivery methods was conducted in 2021-22 to understand student, staff and faculty members experiences’ of remote and in person teaching methods during the COVID-19 pandemic; the findings will be used to help guide a long term approach to delivery of the program (online versus in person). Additionally, in all programs, activities have been ongoing to continue to improve and refine processes, policies, procedures and student wellness in the Faculty.

Following the E2P PharmD’s successful report from the Canadian Council on Accreditation of Pharmacy Programs (CCAPP) in 2020, granting the program six years of accreditation, the Faculty submitted a mid-term report in 2022 focused on the changes made in various areas that had been rated as needing improvement. The report was met positively, with acknowledgement of the additional demands put on Faculties during the pandemic. We look forward to further showcasing our progress to CCAPP at the next site visit in 2025.

Further efforts to develop strategic program evaluation priorities for the Faculty and development of a curriculum review/map for the E2P PharmD program are ongoing.
Program development in Foundational Sciences

One of our flagship achievements was the creation of the Bachelor of Pharmaceutical Sciences program, the first English-language program of its kind in Canada to train direct entry students for careers in the pharmaceutical sciences. Due to COVID-19 the program was launched in a remote manner, but moved to in person teaching in 2021-22. The Faculty is excited to offer more in-house courses in 2022-23 and implement the experiential component of the program in 2023-24.

The Graduate program has made significant strides in curriculum renewal, launching six new courses and revamping its seminar series. The programs are continuing to evaluate student needs and identifying how to better meet contemporary needs such as careers preparation, understanding of Indigenous issues, and more.

Due to the difficulties introduced by the COVID-19 pandemic, the Faculty has not recently participated in the Vancouver Summer Program (VSP). Going forward the Faculty will need to reassess how best the goals of the program can align with those of the Faculty’s new Strategic plan – most likely as a tool for marketing and expanding the graduate program.
Strengthened Student Communities

The Office of the Associate Dean, Graduate and Postdoctoral Studies (ADGPS) has developed and initiated an enhanced recruitment plan to improve the diversity and quality of graduate recruits, for example from Underserved and international communities. We are looking forward to measuring our success in future years.

In collaboration with the Associate Dean Research (ADR) portfolio, the FLiGHT graduate program funded by industry sponsors (Pfizer and Merck) was launched in September 2021; these funded opportunities are well equipped to support students and the Faculty is hoping to encourage further programs of the kind. The group has been further working to improve the student experience, from bolstering the support provided by research theme groups to the students positioned in those groups, to increased student career support to prepare students for careers beyond the Faculty upon graduation – this is a focus for the graduate program as we head into the next Strategic Plan.

Both undergraduate and graduate portfolios have (re)developed student wellness programs and governance approaches to help in providing support for students with mental health challenges, stress and burnout. For example, the Office of Student Services doubled its student advisor capacity (from 1 to 2), added a part-time in-house counsellor position, various peer mentorship and faculty mentorship programs have been developed, and the Student Support Steering Committee (partnering students and faculty members) was developed to minimise silos and reduce duplication in efforts to ensure that approaches to student support are as effective as possible.

As always, there are numerous other quality improvement actions underway within the Faculty, either directly related to the Strategic Plan or indirectly related to the Faculty’s Strategic goals and commitments.
Research
Research

Status: Summer 2022

<table>
<thead>
<tr>
<th>Highlights 2017-22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Focused research themes</td>
</tr>
<tr>
<td>• Appointed theme leaders.</td>
</tr>
<tr>
<td>• Significant theme developments have resulted in clear theme communities (hiring, websites, annual reports, new innovative courses, new collaborations).</td>
</tr>
<tr>
<td>Core research facilities &amp; systems</td>
</tr>
<tr>
<td>• Creation of Grant facilitator position and internal peer review process.</td>
</tr>
<tr>
<td>• Development of Faculty Equipment Committee and related Equipment Strategic Plan.</td>
</tr>
<tr>
<td>• Significant expansion of research equipment base</td>
</tr>
<tr>
<td>Knowledge mobilization</td>
</tr>
<tr>
<td>• Opportunities for students to participate in events</td>
</tr>
<tr>
<td>• Creation of ‘Entrepreneur in Residence’ position</td>
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<tr>
<td>• Establishment of ‘industrial charter’</td>
</tr>
</tbody>
</table>

Focused research themes

In the past five years, the Faculty has considerably expanded and consolidated its four research themes, around which all research activities are organized. Significant work was completed to encourage theme sustainability and excellence through a variety of means, including recruitment of high quality students and faculty, formalization of governance structures, and enhanced communications (annual reports, websites, newsletters, etc.). These changes have resulted in clear theme identities and feelings of collegiality and community for members.

- **Collaboration for Outcomes Research and Evaluation (CORE),** our most established theme, has gone from strength to strength, consistently receiving funding and plaudits. In 2021 the FLiGHT graduate training program was launched alongside industry sponsors (Pfizer and Merck). A number of students have received external salary awards.

- **Pharmacy Education Research and Leadership (PERL)** was formalized as a theme, graduating its first student in 2021, and will have its first Strategic Planning retreat in 2022. We are seeking to expand this theme with more faculty members and graduate students in the future.

- **Nanomedicines and Chemical Biology (NCB)** and **Molecular and Systems Pharmacology (MSP)** have expanded their curricular offerings and enhanced their support to students.

- All groups are working on innovative ways to enhance collaboration, conduct ground breaking research, and further increase grant successes and research funding.

- Looking ahead, the research group is hoping to identify ways to work effectively across themes (e.g. disease-focused team-based work), and further opportunities to work collaboratively with industry.
A review of grant data in recent times indicates that the total dollar value of externally-funded grants awarded has increased over time. Our Tri-Agency Funding in recent years is up on earlier years. Additionally we have had 100% Canada Research Chair (CRC) renewal success rate.

Funding in the PERL research area is largely obtained from internal UBC grants and the newly available developed Faculty Seed Funding, which is designed to provide bridging support. In recent years a number of Faculty projects have benefited from UBC’s Teaching and Learning Enhancement Funding (TLEF) (notwithstanding the drop in the pandemic year), with more and more faculty, staff and student members participating in applications and project teams. Two excellent examples of our Faculty’s research and academic success can combine to meet our priority focus on Equity, Diversity, Inclusion and Indigeneity are the UPROOT project (A Community-Based Approach to Decolonizing and Indigenizing the Pharmacy Curriculum; awarded 250,000 over 3 years), and PRIDE-Rx (Promoting 2SLGBTQQIA+ Inclusion, Diversity, and Equity in Pharmacy Education; awarded $105,000 in year 1 of 3).

Core Research Facilities and Systems

In recent years, the Faculty has launched the Faculty Equipment Committee (FEC) (2020), and developed an Equipment Strategic Plan (2021) as part of its review of equipment usage and needs. This work, including strategic discussion at the 2022 annual Research portfolio retreat, have clarified the requirements and needs around when/how to renew or replace end-of-life technology, when to invest in new technology and how to manage equipment costs effectively. For example, the Faculty has formalized the structure of its core facilities (e.g. mass spectrometer, confocal microscopy) maintenance/management. This will continue to be essential in an environment where the Faculty is seeking fiscal sustainability and excellence in research, which often requires updated technology. In the 2021-22 academic year, students from the BPSc program experienced...
their first laboratory and equipment training within the Faculty, which was an exciting milestone. It remains important to train all of our students (undergraduate and graduate) in appropriate equipment usage as they move forward in their programs, and this requirement will prepare them for a future in academia, or in transitions to industry and beyond the Faculty.

Since 2020, the creation of the Grant Facilitator role and the internal peer review system has provided various avenues of support for faculty members, including meaningful advice regarding grant applications, timelines, and processes. The role has been invaluable in providing education and support for applicants.

Knowledge Mobilization

As noted earlier in the report the Office of Development and Alumni Engagement has been working alongside the research portfolio to build partnerships with industry, foundations and others to support research efforts, through sponsored-programs, endowments for students and other approaches. This continues to be an area of importance as we move into a more economically challenging future.

The Office of the ADR identified an important need for additional training opportunities for students, faculty and staff in translational opportunities, in particular for graduate students who are seeking roles beyond the Faculty. The Faculty will benefit from its Entrepreneur in Residence, Dr Linh Le, who is available to support individuals and teams who are seeking future possibilities to monetize or extend their work beyond the traditional academic world.

We continue to provide student exposure to research activity across the Faculty, and we continue to seek additional funding to expand these programs in future years. The Indigenous Undergraduate Summer Student Research Program (IU-SSRP) and the Enhanced Opportunities Undergraduate Student Research Program (EOU-SSRP), for eligible undergraduate students from populations that have been historically, persistently or systemically excluded from higher education have continued to prove popular in 2022, with 1 IU-SSRP and 2 EOU-SSRP grants awarded in 2022. The overall numbers of SSRP students in 2022 look lower than prior years, but this may be due to different commitments for faculty members (e.g. working with BPSc students rather than pharmacy students). Our Faculty-based (as opposed to clinically-based) Directed Studies opportunities are being utilized by a wide range of faculty and staff to empower students to participate in educational scholarship or research roles - over the last 2 years 119 students have participated in 75 DS projects.
Practice

Status: Summer 2022

<table>
<thead>
<tr>
<th>Optimization of the pharmacist role</th>
<th>Snapshot of initiatives that have launched/are in progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>Integrated models of care</td>
<td>• Integrated Primary Care Clinical Pharmacists (PCCPs) in Primary Care Networks (PCN) as part of the government’s primary health care strategy. Installed extensive infrastructure in place to support those.</td>
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<td></td>
<td>• Gained access to CareConnect for better patient drug therapy monitoring (the Pharmacists Clinic was the first pharmacy to achieve this).</td>
</tr>
<tr>
<td>Strategic practice partnerships</td>
<td>• Recruited Clinical Partner Appointments in all health authorities across the province.</td>
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<td></td>
<td>• Extended work with FNHA to improve pharmacist care in Indigenous communities.</td>
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</tbody>
</table>

**Optimization of the pharmacist role**

After many years of work to develop the partnerships and approach, the Faculty has played a key role in the launch and implementation of the three-year *Pharmacists in Primary Care Network (PCN) Program*, with the goal of expanding the scope of the pharmacist role within primary care in BC. Through partnerships with the BC Ministry of Health (MoH) and health authorities, this has enabled progression of pharmacist integration into the primary care environment. Through education of practicing pharmacists on this initiative, as of April 2022, 52 PCN communities had been identified (see interactive map online) and supported by Faculty infrastructure and enabling functions. Throughout the first two years the Program has worked with all stakeholders to identify and offer solutions to challenges in team-based primary care with the goal to improve the care of
patients from a team that has a pharmacists as an integral team member. A robust evaluation of the Program is being conducted which will provide a comprehensive understanding of both implementation and quality of care outcomes.

**Integrated models of care**

The Pharmacists Clinic is recognised as a leading innovative living laboratory to trial new pharmacy approaches and initiatives, and has been responsible for advancing pharmacists’ access to electronic health records to enchance care and improve patient outcomes with regard to drug therapy. The Clinic has seen more than 20,000 patients in recent years and continues to evolve its abilities and has expanded its patient engagement mechanisms to enable dialogue around the patient experience. As the Clinic further evolves it continues to incorporate student educational offerings and seeks to expand the research opportunities.

**Strategic practice partnerships**

In addition to the Pharmacists in PCN Program, the Faculty has successfully pursued partnerships with the goal of improving patient care in innovative ways. Most recently, the Greg Moore Professorship in Clinical and Community Cardiovascular Pharmacy was established to provide combined clinical and academic leadership to advance research, education, and practice in clinical and community cardiovascular pharmacy. The Faculty has maintained and built upon relationships with First Nations communities and the First Nations Health Authority over the past 6 years through the Community Driven Clinical Pharmacist Services (CCPS) initiative to support the health of First Nations people in remote Indigenous communities and others. While this project initially focused on specific communities it has more recently transitioned from community-specific care to providing access to all communities who refer to the Pharmacists Clinic. The Bridging First Nations Primary Care with Clinical Pharmacy Services (BRIDGE) Project was developed in collaboration with FNHA and BC First Nations Communities to support this change. In late 2021, the First Nations Cultural Training Group was established to discuss pharmacy-specific needs relating to the development of cultural safety and humility education.

**Partner Appointments** continue to be recognised as a real asset to the Faculty and the Partner Institution in recent years, to invest in and support pharmacists in advancing knowledge through research, training, and translation of knowledge into practice. Appointees remain employees of the Health Authority and are UBC faculty members that contribute to the Faculty’s educational and research enterprises. In addition to establishing partner appointments in each health authority/region (Vancouver Island, Northern Health, Interior Health and Lower Mainland Pharmacy Services), two of the earliest appointments have recently been promoted to the Clinical Associate Professor (Partner) level, demonstrating an ongoing level of work in education, research, clinical practice and service. One of the most important partners in practice innovation is the patient. The Faculty Clinic’s Patient Advisory Group has been used effectively since its inception to guide the patient voice and input into clinic programs and communications. Recent group programs have focused on support for patients in specific therapy areas.
Challenges, Risks and Opportunities

COVID-19 and the Faculty (2020-2022)

From spring 2020 until the time of writing in 2022, the Faculty continuously adapted to the public health challenges introduced by the COVID-19 pandemic. In spite of the unforeseen issues this report is evidence that the Faculty has had a number of successes and productivity. This is largely due to the spirit and support of an excellent complement of faculty, staff, students, and alumni. People pivoted regularly to new ways of working, and some found it helpful to balance their life commitments. In spite of this, we should be careful not to forget the human element hidden behind this progress – many individuals had personal issues with family, mental health, etc. which amplified during the pandemic, requiring more support and empathy.

Progression of our Strategic Priorities (2023-26)

As a Faculty, we have conducted an extensive consultation to determine what happens next, and develop our new Strategic Plan to take us into the next era. Having experienced a pandemic, being cognisant of upcoming senior leadership changes across UBC and the Faculty, and remaining aware of external economic pressures, we plan to continue on our mission to strive for excellence and innovation across all of our strategic areas. We need to balance this with an understanding of our Faculty capacity and resources, and will prioritise our commitment to equity, diversity and inclusion, as well as our Indigenous commitment. We are aware that new projects will require more money and so there needs to be a clear path to achieving those goals.

Some of our challenges including outdated infrastructure, changing times and pressing space requirements will need to remain top of mind as we proceed.

As ever we will focus our work both internally within our Faculty and externally across the Institution (UBC) and where relevant, on a provincial level. The new Strategic Plan will be launched in fall 2022 for implementation from 2023-2026.
Additional Information

In order to gather more information of the activities being conducted as part 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 2021-22 period.

Michael Coughtrie - Dean
Sandra Jarvis-Selinger - Associate Dean, Academic
Thomas Chang - Associate Dean, Graduate and Postdoctoral Studies
Peter Zed - Associate Dean, Practice Innovation
Larry Lynd - Associate Dean, Research
Clara Ng - Assistant Dean, Operations and Strategic Initiatives
Kerry Wilbur - Executive Director, Entry-to-Practice Education
Patricia Gerber - Director, Degree Programs for Pharmacists
Abby Collier - Director, Bachelor of Pharmaceutical Sciences
Marion Pearson - Director, Bachelor of Science in Pharmacy
Michael Guimond - Director, Finance
Janet Ferraro - Director, Human Resources
Jim Galvão - Director, Communications and Marketing
Oliver Zihlmann - Senior Director, Development and Alumni Engagement
Jamal Kurtu - Director, Operations and Facilities Management
Janice Yeung - Director, Office of Experiential Education
Jon-Paul Marchand - Director, Office of Educational Technology and Learning Design
George Pachev - Director, Office of Educational Assessment
Ginette Vallee - Senior Manager, Academic Portfolio
Carolyn Rogers - Executive Coordinator to the Dean
Barbara Gobis - Director, Pharmacists Clinic
Leonie Harper - Special Projects Manager, ADA and Dean’s Office
Litsa Blanis - Special Projects Manager, Research
Evett Uy - Manager, Office of the ADPI

This report was prepared by Leonie Harper, Special Projects Manager, in consultation with Dean Michael Coughtrie, and many other members of the Faculty. If you have questions or need more information, please contact Leonie at leonie.harper@ubc.ca. Design by Jim Galvão. Photos by Justin Lee Ohata.