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.

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, 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.
Strategic Plan Implementation Interim Progress Report: 2017-2021

What is Catalyst for Change: 2017–2022?

Catalyst for Change: 2017–2022 is the UBC Faculty of Pharmaceutical Sciences’ Strategic Plan. The plan provides an outline of the direction in which the Faculty is headed, the goals that it is seeking to attain, and the methods by which it plans 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 considers 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 are using Catalyst for Change 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;
- communicate (to faculty, staff, students and partner organizations) the direction that the Faculty is headed over the period 2017-2022;
- highlight the approaches that the Faculty will 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 Progress Report include?

As an interim update on Catalyst for Change, this progress report summarizes the achievements of the Faculty from July 2020 to August 2021.

Additionally, this report considers the ongoing relevance of the goals, and the current status of each of the strategies outlined in the plan. Input for this report came from discussions with key faculty and staff from all portfolios in the Faculty.
How is the Faculty’s Strategic Plan Organised?

Strategies in *Catalyst for Change* are organised around four priority areas: People and Place, Education, Research and Practice. For each priority area several strategic goals are outlined, and within those, a number of actions are described, which define how the faculty seeks to meet its goals by 2022.

Summary of Status to Date

As of August 2021, work has been initiated on all 15 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 couple of actions have been paused or become dormant due to COVID-19 or other changes to priorities over time. The majority of actions are on track for completion by 2022.
In spite of the pandemic, the Faculty has a relatively strong financial position (increasing from $20.5M to $23.9M in the period 2017-2021). High grant productivity, and support from institutional initiatives have bolstered our ability to stay on track in this uncertain climate.

Projects continue to be funded to advance the goals in the strategic plan through the Associate Dean portfolios. Due to the pandemic the Senior Management Team had to put the planned launch of the Strategic Plan Implementation Investment Fund (SPIIF) on hold, but some of that funding will be retained to support projects within the Faculty that would benefit from additional financial resources in the next Strategic Plan.

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. The document has helped our Faculty to stay focused in the most turbulent of times.

As we proceed into the last year of the 2017-22 period, we are excited that the Faculty have completed many of the initiatives in the plan, and is starting to identify the strategic goals of relevance for the future.

### Status of Strategic Actions and Trajectory

<table>
<thead>
<tr>
<th>People and Place</th>
<th>Education</th>
<th>Research</th>
<th>Practice</th>
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<tr>
<td>→ Strengthened culture, governance and operational infrastructure</td>
<td>→ Program development to enable clinical trajectories</td>
<td>→ Focused research themes</td>
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<td>→ Positioning and Sustainability</td>
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The direction of the arrow represents the likely trajectory in the coming year.
People and Place
People and Place

Status: Summer 2021 - Snapshot of initiatives that have launched/are in progress

**Strengthened culture, governance and operational infrastructure** – Status →
- Further consolidation of governance in all portfolios to target strategic goals
- Workload model policy approved.
- A plethora of online events delivered, both formal (Dean’s graduation reception, White Coat Ceremony) and informal (trivia quiz, Escape room).

**Recruitment, mentorship and professional development** – Status →
- Recruitment of new faculty members in both the Research and Educational Leadership streams.
- Completion of various additional strategic faculty and staff hires.

**Integrated approach to underserved communities** – Status →
- Development of Underserved Communities Strategic Plan.
- Implementation of mandatory Indigenous health curriculum for pharmacy students.

**External, alumni and cross-UBC engagement** – Status →
- Ongoing peer partnerships with other institutions.

**Positioning and Sustainability** – Status →
- Ongoing work to attract significant strategic investment.

**Strengthened Culture, Governance and Operational Infrastructure**

Within the Faculty, further refinements have been made in our attempts to **consolidate governance** and **improve transparency** in decision making. The graduate portfolio has continued to develop their governance structure, creating additional trainee-centred advisory groups (AG), such as a Career and Professional Development AG and Trainees Wellbeing AG. The research portfolio has further refined various structures and processes including launching the Faculty Equipment Committee. Within the practice innovation portfolio, organizational structures (including committees and administrative teams) have been put in place to support the Pharmacists in Primary Care Network (PCN) Program.

The Faculty policy workload model devised to support **workload management**, with the goal of providing a more equitable and transparent approach to measure faculty members’ contributions in their work-related activities (i.e. teaching, research, and service), was approved in 2021. The model continued to be applied in 2020-21 to measure more unusual working contributions during COVID-19.
In November 2021, WorkDay software was successfully implemented across UBC to **streamline finance and HR operations**. This transition was ably supported in the Faculty by information sessions for faculty and staff.

**5**

# OF SOCIAL EVENTS CONDUCTED BY SOCIAL COMMITTEE (2020–21)

In spite of the pandemic, various remote activities have been delivered to support **recognition** and **building community**. For example, successful formal (Dean’s graduation reception, White Coat Ceremony) and informal events (trivia quiz, game show and escape room) were held in the 2020-21 year, with fun prizes for winners and honorable guest speakers.

## Recruitment, Mentorship and Professional Development

During the early stages of the COVID-19 pandemic there was a hiring freeze; however, since that was lifted, the Faculty has keenly hired numerous faculty and staff to support strategic initiatives. A total of 15 new **faculty hires** and 1 **faculty promotion** have been made in the last 12 months (to July 2021), including three new Assistant Professorships of Teaching to bolster our Educational Leadership Stream. Several more faculty hires are planned for the next two years, to further strengthen our position as a leader.

Additionally, 26 **staff have been recruited** in all portfolios. Through the Faculty these individuals have settled in remotely, and we are looking forward to giving them a chance to explore the Faculty building and meet us in person, as we work towards the operationalization of many strategic goals.

Demonstrating our commitment to **retaining high quality individuals**, several individuals have been promoted over the past year, including the Assistant Dean, Operations and Strategic Initiatives. The Faculty is currently hiring a member of the HR team who will support strategic projects including further optimizing transition support to support new and promoted individuals, and a focus on key equity, diversity and inclusion (EDI) issues.
Integrated Approach to Underserved Communities

One of the Faculty’s highest priority goals is to enhance our approach to support Underserved Communities. Over the past year, the Dean’s Task Force for Underserved Communities and the Equity, Diversity and Inclusion Committee have made initial steps into educating our Faculty about issues of oppression and discrimination. We have developed a draft Faculty Underserved Communities Strategic Plan, which is currently undergoing a consultation process; we will use this to guide our actions in an intentional manner, and to maximise our chances of success in reducing barriers and minimizing challenges for those from oppressed groups. We have identified what “Underserved” means to our Faculty – those who are geographically underserved, and those who are underserved due to membership of particular population (e.g. groups that historically been oppressed).

We continue to identify and implement recruitment initiatives to increase the interest of students from underserved backgrounds in our offerings, and reduce barriers. These include high school outreach, and funding and policies to maximise their likelihood of success. The Office of Experiential Education has completed a pilot project to enable students to complete their practicums in one rural/remote geographical area of the province, minimizing the need to maintain two residences. We continue to seek ways to improve support for students to participate in all of our programs and associated activities. We will continue to make strides to educate our faculty, staff and students around topics of equity, diversity and inclusion, and will ensure that all hires are inclusive.

In September we launch our first mandatory Indigenous Health Curriculum for pharmacy students, and the Academic portfolio has embarked on an environmental scan of ways in which we can decolonize and Indigenize the curriculum, following the Faculty’s participation in Indigenous Learning Circles in collaboration with other Faculties and Indigenous partners.

**UBC ANTI-RACISM FUND** AWARDED FUNDING OF $8,000 TO SUPPORT DEVELOPMENT OF A SYMPOSIUM AND WORKSHOP IN COLLABORATION WITH UBC HEALTH TO EDUCATE HEALTH PROFESSIONALS ON ANTI-RACIST BEHAVIOURS (2021)

**FACULTY SEED GRANT PROGRAM** AWARDED $4000 FOR A PROJECT PROMOTING 2SLGBTQQIA+ INCLUSION DIVERSITY AND EQUITY IN PHARMACY EDUCATION (PRIDE-RX) AND $4000 FOR A PROJECT TO SUPPORT ELDER ENGAGEMENT TO GUIDE DECOLONIZATION AND INDIGENIZATION WITHIN THE ACADEMIC PORTFOLIO (2021)

**TEACHING LEARNING AND ENHANCEMENT FUND (TLEF)** RENEWAL FUNDING AWARDED $100,000 FOR AN EXTENSION OF THE PROJECT TO SUPPORT DECOLONIZATION AND INDIGENIZATION OF THE PHARMACY CURRICULUM (2020-21)
Faculty and staff members in all parts of the Faculty have been interested and proactive in submitting proposals for grants for projects related to underserved communities. We plan to continue this activity and further develop our communications around these topics to share this work more widely.

The Faculty is excited to launch an endowment award – the “Diane Hales Award in Pharmaceutical Sciences for Indigenous Students”. The award was established for undergraduate First Nations, Inuit or Métis students in the Faculty of Pharmaceutical Sciences with outstanding academic achievement, and will be awarded for the first time in 2021.

Additionally, in the Bachelor of Pharmaceutical Science (BPSc) program an annual entrance award has been developed of up to $10,000. If possible, two recipients will be First Nations, Inuit or Métis and/or from a rural community.

External, Alumni and cross-UBC Engagement

In addition to collaborations with Indigenous groups and health authorities, some progress has been made in the area of external collaborations. The Office of Development and Alumni Engagement (DAE) has been working with industry partners and foundations to develop potential opportunities. Additionally, the Office is supporting the Dean to establish appropriate external advisory relationships for individual projects.

As part of the Bachelor of Pharmaceutical Sciences (BPSc) program the Faculty has continued to attract industry partners for potential experiential education opportunities starting from 2023. Graduate students continue to benefit from collaborative relationships: the Faculty recently established a new Graduate Training Program in Epidemiology and Health Outcomes with confirmation from two sponsors (Pfizer and Merck) to fund Future Leaders In Epidemiology and Health Outcomes (FLIGHT). We have continued to capitalize on Mitacs funding opportunities with two positions for CORE students in collaboration with non-profit partners.

Within UBC, the Faculty has worked in progressing the development of UBC Health from a new entity to a substantial consortium; our work has resulted in the input and support for the UBC Health Strategic Plan which was launched earlier this summer.

Positioning and Sustainability

In recent years, the Faculty has sought funding from non-governmental donors. A number of Foundations are being approached with the goal of continuing to support our pursuit of strategic goals.
Over the past year the Faculty Communications and Marketing team has developed a number of new marketing initiatives, including a brand new website for the Pharmacists in Primary Care Network (PCN) program, a podcast from the Pharmacists Clinic, annual reports and websites for research themes, as well as ongoing work on the website and other communications. The website has had a consistent number of visitors, and we have seen a steady increase in social media interest. A large number of our expert faculty members have continued to provide mainstream media with information about the COVID-19 crisis and other high impact research.

Although the Faculty developed an Industrial charter in recent years to support relationships with our in-building partners, there has been little development in this area over the past year due to changing needs. During the first 18 months of the COVID-19 pandemic, the building had occupancy limits, limiting our capacity to share our space. In addition, the Faculty’s significant hiring and expansion of educational offerings in recent years has impacted the space available. Over the past year significant renovations have been implemented to create academic and laboratory training space. Hiring has resulted in a substantial reorganisation of office space. Together these initiatives will see the Faculty better able to meet its current and upcoming needs.
Education
Education

Status: Summer 2021 - Snapshot of initiatives that have launched/are in progress

Program development to enable clinical career trajectories – Status
• Entry-to-Practice (E2P) PharmD program delivered fully online through pandemic.
• Initial Flexible PharmD course development completed.
• Master in Pharmacy Leadership program undergoing approval process.
• Continuing Pharmacy Professional Development (CPPD) program has supported delivery of new offerings.

Program development in foundational sciences – Status
• Bachelor of Pharmaceutical Sciences launched in 2020, and successfully completed first year.
• Six new Graduate courses approved for launch in 2020-22 period.

Strengthened student communities – Status
• Student wellness projects implemented into E2P PharmD and graduate programs
• Student recruitment work (UG and PG) is underway, in particular relating to Underserved Communities.
• Career events pivoted to virtual formats during the pandemic.

Program evaluation and continuous improvement – Status
• Implementation of an E2P PharmD post-COVID-19 curriculum and assessment evaluation planned.
• Development of program evaluation strategic priorities is underway.

Enabling Clinical Trajectories

ALL NON-REMOTE EDUCATIONAL PROGRAMS ARE PREPARING FOR A RETURN TO IN-PERSON TEACHING IN FALL 2021.

In the past year, significant efforts have gone into supporting the online delivery of the Entry-to-Practice (E2P) PharmD program during the COVID-19 pandemic. In spite of these challenges, individuals have forged ahead to make improvements – from the development of a mandatory Indigenous curriculum, which will be launched in September 2021, to refinement of student wellness and mentorship supports, and improvements to the experiential education program. With the return to in person teaching, further improvements are planned for the next year.

All courses in the Flex PharmD program have now been launched, and the first students are expected to graduate in May 2022, which is a huge milestone. Significant efforts in recruitment have resulted in a good size cohort for admission in January 2021, demonstrating the interest in remote offerings for career pharmacists.
Significant progress has been made in the development of the **Master of Pharmacy Leadership program**. The Faculty recently approved the program, and it is now undergoing University Senate and Board approvals, prior to submission to the Ministry of Advanced Education and Skills Training. We anticipate approval will be communicated in time to enable program entry in 2022. A website was recently published to support the eventual launch of this exciting offering to strengthen leadership in the pharmacy profession.

**Continuing Pharmacy Professional Development (CPPD)** is undergoing regular new program development, with improved technologies to better meet the needs of its clients. The team has recently released a number of ventures with portfolios across the Faculty, such as the new Pharmacists Aligned in Shared Care Teams (PACT) course, a non-accredited, multi-part learning program presented in collaboration with the Pharmacists in Primary Care Network (PCN) Program.

In 2021, a new academic electronic health record (aEHR) system was delivered to over 350 students to support the online deployment of the **interprofessional** case-based learning activities in collaboration with Dentistry and Physical Therapy.

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**Program Evaluation and Continuous Improvement**

**Program development to Enable Clinical Trajectories**

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

Alongside the significant work to maintain operations during the pandemic, **program improvement and evaluation** activities have been ongoing to continue to improve and refine processes, policies and procedures in the Faculty. Examples include changes to minimize student survey burden and town halls to gather student feedback.
Following the return to the ‘new normal’, we plan to implement a post-COVID-19 curriculum and assessment evaluation of the E2P PharmD program to determine the long-term future of hybrid and remote technologies in the program. We will be seeking to maintain the most pedagogically sound teaching while advancing our approach to retain the best aspects of teaching from the past year.

In 2020, the Dean submitted a response to UBC leadership, demonstrating our Faculty’s significant progress in research, practice and education fields since the 2017 comprehensive external review. In follow up to our successful accreditation award from the Canadian Council on Accreditation of Pharmacy Programs (CCAPP) in 2020, the Faculty will also be submitting a mid-term report in early 2022 to demonstrate our continued improvement of the E2P PharmD program, specifically.

Further efforts to develop strategic program evaluation priorities for the Faculty and development of a curriculum map for the E2P PharmD program are ongoing.

**Development in Foundational Sciences**

**Program development in Foundational Sciences**

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<tbody>
<tr>
<td><strong>BPSc</strong> - Exploration and design phase</td>
<td><strong>BPSc</strong> - January: Faculty approval, March: Senate approval, May: Submission to BC Ministry of Advanced Education, Skills and Training (AEST)</td>
<td><strong>BPSc</strong> - Nov: Approval of program by MoAEST, Spring: Offers and Acceptance of students to program</td>
<td><strong>BPSc</strong> - September: Launch, Students primarily in Faculty of Science</td>
<td><strong>BPSc</strong> - More BPSc courses run on site</td>
</tr>
<tr>
<td><strong>Graduate Programs</strong> - Renewal Initiated</td>
<td><strong>Graduate Programs</strong> - Renewed Courses Approved and Initiated</td>
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In September 2020, the **Bachelor of Pharmaceutical Sciences program** was launched, the first English-speaking program of its kind in Canada to train direct entry students for careers in the pharmaceutical sciences. The program underwent a somewhat unusual fully remote first year, and the Faculty is looking forward to welcoming students in person in 2021-22. Students will have opportunities to make up the required in person laboratory courses over time. As the program progresses, more courses will be taken within the Faculty, and we plan to develop experiential placements with a variety of external partners to be delivered in year four of the program.
Graduate program curriculum renewal is underway. In 2020-21, a total of six new graduate courses were approved by UBC Senate, some of which have been launched already. This refinement of content will support the Faculty’s program goals in meeting contemporary needs.

One of the strategic priorities listed in the plan focuses on the Vancouver Summer Program (VSP), an opportunity for international students to participate in courses and experience university culture. Due to COVID-19 the program was cancelled in 2020 and 2021. The Faculty is considering the status of this action ‘paused’, and will reassess its priorities relating to the program in the future.

Strengthened Student Communities

The Office of the Associate Dean, Graduate and Postdoctoral Studies (ADGPS) has recently developed a recruitment plan to support efforts into enhanced recruitment of excellent graduate students. There are two main approaches: direct entry, and building a pipeline. Working with the Associate Dean Research (ADR) portfolio, the group has been working to develop how research themes can further support graduate students, and to develop additional training opportunities sponsored by industry partners. Improved marketing and promotion of the programs through both remote and in person networking activities (e.g. conferences, university visits, etc.) are planned. We continue to be hopeful that the BPSc program will provide a robust pipeline of graduate students, and we hope to expand our work around recruitment and support of students from Underserved backgrounds.

Throughout the Faculty, the main focus of program-based student career support in 2020-21 was the transition to online offerings to support students during the COVID-19 pandemic. Going forward primary development focus of the career supports will be in the newer programs – the Master of Pharmacy Leadership and the BPSc. It is hoped that these programs will enable students to forge new and exciting pathways in their careers.

In addition to programs outlined in the Faculty Strategic Plan, both undergraduate and graduate programs have put significant efforts into developing student wellness and mentorship programs to try and address mental health challenges. Further, the Faculty is pursuing additional financial awards to support students (see the section on Underserved Communities for further examples).
Research

Status: Summer 2021 - Snapshot of initiatives that have launched/are in progress

Focused research themes – Status →
- Ongoing work on developing themes (e.g. branding, retreats, website)

Core research facilities & systems – Status →
- Launch of Faculty Equipment Strategic Plan
- Hiring of Grants Facilitator

Knowledge mobilization – Status →
- Launch of the Indigenous Undergraduate Summer Student Research Program (IU-SSRP) and the Enhanced Opportunities Undergraduate Student Research Program (EOU-SSRP).

Focused research themes

The Faculty has continued work on expanding and consolidating its four key research themes, around which all research activities are organized. Each theme has undergone significant work over this year to further ensure sustainability through high quality student recruits, to further develop governance structures, and to update communications (branding, marketing, reporting, etc.) to improve their effectiveness. Multiple hires have taken place and are planned for each theme. The total research income in 20-21 was $10.5M.

- Collaboration for Outcomes Research and Evaluation (CORE), the most established theme, is poised to launch an industry-sponsored specialized health outcomes graduate training program in fall 2021.
- Pharmacy Education (PERL) will be graduating its first student in 2021, and is currently developing its strategic plan, and a website to be launched in the next year.
- Nanomedicines and Chemical Biology (NCB) and Molecular and Systems Pharmacology (MSP) have launched theme-specific web pages, and NCB has launched its annual report. Both themes have provided content-relevant training to update graduate courses.
- All groups are also looking into innovative ways to increase their grant success rate.

A review of grant data in recent times indicates that the total dollar value of externally-funded grants awarded has been increasing over time, particularly in the CORE and MSP themes.
Funding in the PERL research area is largely obtained from internal UBC grants – due to the pandemic, only renewals were eligible for the Teaching and Learning Enhancement Funding (TLEF) awards for the 2021-22 academic year, which netted the Faculty $100,000. However, the fund opened for additional TLEFs later in 2021/22. Additionally, other funds such as the Anti-Racism grant and internal Faculty Seed Funding has resulting in additional awards in this theme.

To further expand our success, the Faculty has launched an Internal Seed Grant program to support the initiation of projects that may later be eligible for external funding or small scale projects.

Core Research Facilities and Systems

The implementation of the **Grant Facilitation System** and hiring of a Grant Facilitator to provide faculty members with support on their grant applications has improved our funding success five-fold, from 2.6% in 2019/2020 to 11.8% in 2020/2021.

In order to continue to refine and improve our understanding of **equipment usage and needs** the Faculty Equipment Committee (FEC) developed an Equipment Strategic Plan which was launched in May 2021. This will support the Associate Dean, Research, in decision making around equipment purchases, maintenance and renewals. Following a pause for the COVID-19 pandemic, equipment training for graduate students is once again underway. In the 2021-22 academic year, students from the BPSc program will experience equipment training as they embark on their first laboratory courses in the Faculty.

Knowledge Mobilization

To further reinforce the research portfolio, collaborations are being sought through the Office of Development and Alumni Engagement. Currently they are seeking to **build industry partnerships** with Foundations and other companies to support research efforts, in particular through sponsored-programs, endowments for graduate students and other approaches.

The Office of the ADR continues to review opportunities for faculty and staff **training in translational opportunities** and seeks to provide relevant information through scheduled seminar sessions in collaboration with the ADGPS Office and theme-specific meetings.
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. This year, we were particularly excited to launch the Indigenous Undergraduate Summer Student Research Program (IU-SSRP), (which had been postponed from 2020 due to COVID-19 restrictions) 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. Funding was awarded to 2 IU-SSRP and 1 EOU-SSRP students, and we are excited to continue and expand these programs in the future.
Practice

Status: Summer 2021 - Snapshot of initiatives that have launched/are in progress

Optimization of the pharmacist role – Status →

Integrated models of care – Status →

- Recruited Primary Care Clinical Pharmacists (PCCPs) in more than 13 Primary Care Networks (PCN) as part of the government’s primary health care strategy. The Faculty has put extensive infrastructure in place to support those.

- The Pharmacists Clinic became the first pharmacy to gain access to CareConnect for better patient drug therapy monitoring.

Strategic practice partnerships – Status →

- Clinical Partner Appointments are now located in all health authorities across the province.

- Extension of work with FNHA to improve pharmacist care in Indigenous communities.

Optimization of the pharmacist role

The Faculty has focused on expanding the scope of the pharmacist role within primary care in BC, working with the BC Ministry of Health (MoH) to implement the Pharmacists in Primary Care Network (PCN) Program, effective October 15, 2020. The MoH approved new funding for this three-year Program which will integrate 50 Primary Care Clinical Pharmacists (PCCPs); 20 in Year 1, 30 in Year 2, into PCNs across the province. The PCN program team at UBC has been established within the Office of the Associate Dean, Practice Innovation (ADPI). All the enabling functions to support the program within the Faculty including the team and infrastructure at the Pharmacists Clinic are also in place. From November 2020 to March 2021, several committees were formed to facilitate information sharing, proactive communication, and collaboration between UBC, MoH, PCNs, and health authorities. Internal program teams were also established to provide operational leadership and oversee the integration of PCCPs into PCNs. The first PCCP started in the Kootenay Boundary PCN on January 25, 2021. As of June 2021, there are 13 PCNs with a PCCP actively working in the community. An interactive map illustrating PCN locations where PCCPs have been hired can be found online. The Program cared for its first patient in February 2021. In May 2021, PCN communities were selected to receive PCCPs for Year 2 of the Program. The Pharmacists in PCN Program website also launched in May (https://pharmacistsinpcn.ubc.ca/). The Program team continues to engage PCNs, local health authorities, and stakeholders throughout the province to integrate PCCPs into PCNs.
The Pharmacists Clinic is recognised as a gold standard innovative living laboratory to trial new pharmacy approaches and initiatives. The Clinic has conducted nearly 20,000 patient encounters since its inception, most of which encompassed the Clinic’s primary focus of comprehensive medication management (CMM). The Clinic has trialled novel approaches to patient treatment with high levels of satisfaction and improved health outcomes.

To support future generations, student learners have participated in numerous Clinic initiatives since the launch of the strategic plan, giving them exposure to clinical pharmacy, community outreach, and primary care. Examples include annual flu clinics, and health promotion activities across campus. The Clinic regularly trials innovative tools and technology to optimize training and provide feedback to students.

Integrated models of care

In addition to the work outlined above, the Pharmacists Clinic has engaged in several projects to enhance care models. One such example is a collaboration with the Provincial Health Services Authority (PHSA) to support electronic access for non-health authority users, such as pharmacists, to relevant medical records. In January 2021, the Pharmacists Clinic became the first pharmacy to gain access to CareConnect for better patient drug therapy monitoring.

Through collaborations with UBC Health and practicing pharmacists, numerous educational activities have been developed to support the intra-/inter-professional education (IPE) of students, preparing them to work as collaborative members in interdisciplinary team environments.

Strategic practice partnerships

100% PERCENT OF STUDENTS PARTICIPATING IN MANDATORY INTER-/INTRA-PROFESSIONAL EDUCATION ACTIVITIES (JUL 17-JUL 21)

In the practice realm, great strides have been made toward fostering strategic practice partnerships with the goal of improving patient care in innovative ways. One key part of this is the Ministry of Health’s approval of the Primary Health Care Initiative (described above).
The Faculty has also worked to build province-wide connections. Existing agreements with the First Nations Health Authority through the Community Driven Clinical Pharmacist Services (CCPS) initiative were extended in March 2021 with additional funding to support the health and wellbeing of First Nations people and improve pharmacist access in remote indigenous communities.

**Partner Appointments** have been recognised as a real asset to the Faculty in recent years, providing current experience, educational offerings, and a geographical expertise. Appointees remain employees of the Health Authority and are also UBC faculty members that contribute to the Faculty’s educational and research enterprises. In January 2021, the Faculty appointed the fifth partner appointment through the recruitment at Vancouver Island Health Authority. In total, the Faculty has one partner appointment each in collaboration with Northern Health Authority, Interior Health Authority, and Vancouver Island Health Authority, and two partner appointments in collaboration with Lower Mainland Pharmacy Services. Within the last year, the Faculty has taken the opportunity to formalize policies around partner appointments to ensure that there is a clear career pathway for these individuals to continue providing their expert guidance to the Faculty.

The Faculty continues to focus on **exceptional hires** in all areas, and in summer 2020 appointed the Greg Moore Professorship in Clinical and Community Cardiovascular Pharmacy, to provide combined clinical and academic leadership to advance research, education and practice in relevant practice areas.

One of the most important partners in practice innovation is the **patient**. The Clinic has continually undertaken outreach activities in UBC and neighbouring communities since the launch of the strategic plan. To provide further input and engagement, the Faculty recently launched a Patient Advisory Group to guide the patient voice and input into clinic programs and communications.
Challenges, Risks and Opportunities

COVID-19 and the Faculty (2020-2021)

Over the past 18 months, the Faculty has been subject to the challenges introduced by the COVID-19 pandemic. In spite of that the Faculty has had a huge number of successes and managed to maintain a high level of productivity throughout. Some examples of the efforts that have been made include the following:

• Resumption of research in the building: While research activities were initially moved remotely, a partial return in June 2020 resulted in graduate students and faculty members alike being able to successfully continue their projects, albeit in a more scheduled way than previously, to ensure that the number of individuals in the Pharmaceutical Sciences Building did not exceed allowed capacity. At this point, the Faculty is excited to welcome researchers in the building for more hours.
• Educational program delivery: All educational programs were successfully delivered online in the 2020-21 academic year, and student experiential education was able to happen in person. Many more activities will be delivered in person for the 2021-22 academic year, with student access to labs and face-to-face teaching and assessment (subject to changes in provincial health and safety restrictions).
• Patient care: The Pharmacists Clinic operated with entirely remote care over the past year, enabling access to patients who may not previously have been able to attend in person.

Challenges to date (2020-2021)

Overall, the Faculty has made excellent progress towards its goals. Other than the positive achievements of the Strategic Plan outlined above, some challenges have also impacted the work completed to date. While unanticipated, it is always expected that there may be factors outside of our control impacting our work. Some examples include:

• External organizations have been impacted by the COVID-19 pandemic and economy, impacting funding available.
• A lack of international travel has modified our ability to recruit internationally, to attend conferences and meet with partners/potential hires and students, etc. in other countries. This has changed the dynamics of relationship development.
Strategic plan progress (2021-22)

As might be expected, it is likely that priorities may continue to shift as a result of COVID-19. However, we hope that for the next year, and beyond, the Faculty will continue to focus on how to best meet our Strategic goals, and to position Faculty strongly for when the pandemic is over. We continue to review how we can incorporate the principals of equity, diversity and inclusion (EDI) into all facets of our work, to prioritise projects that are innovative and financially sustainable. We are confident that our hiring approach will result in the continued production of high quality research and educational programs. On a provincial level, we will strive to advocate for improved patient care through the PCN program and other ways, and to continue to provide diverse and high quality pharmaceutical sciences and pharmacy education.
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 2020-21 period.

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