UBC DEPARTMENT OF MEDICINE
STRATEGIC PLANNING

Site Visits
September / October 2022

STRATEGY + DECISION SUPPORT
AGENDA

1. Introductions & Welcoming Remarks  10 min
2. Strategic Planning Project Overview & Approach  10 min
3. Situation Assessment insights  15 min
4. Draft Vision, Mission and Values  10 min
5. Group Discussion #1  25 min
6. Draft Success Statements & Operating Principles  15 min
7. Group Discussion #2  30 min
8. Next Steps  5 min
OUR COMMITMENT

“We are committed to ensuring the success of our learner and faculty and contributing to the health in the Province of British Columbia”

Anita Palepu
Professor and Eric W. Hamber Chair
Head, Department of Medicine
University of British Columbia
# PLANNING PROCESS, TIMELINE AND PROPOSED ENGAGEMENT

## PHASE 0
**Project Planning**
Feb - Apr
- Stakeholder engagement plan & tools (e.g. survey, website)
- Project Plan
- Working group membership

## PHASE 1
**Situation Assessment**
Apr – Jun 15
- Peer scan results
- Insights from relevant department artifacts and research
- SWOT

## PHASE 2
**Strategy Development**
Jun 15 – Oct 1
- Draft strategic framework (mission, vision, values, goals and metrics) integrated with Division’s and University’s priorities

## PHASE 3
**Activation**
Oct 1 – Dec 20
- Finalized strategic framework
- Prioritization of goals
- Actions supporting goals
- Plan narrative, communication and implementation tools

## PHASE 4
**Implementation & Sustainment**
- Year 1 action plan with clear deliverables and accountabilities
- Measurement plan
- Launch of plan and messaging
- Annual reprioritization

## Plan Outputs

<table>
<thead>
<tr>
<th>Phase</th>
<th>Outputs</th>
</tr>
</thead>
</table>
| PHASE 0 | - Stakeholder engagement plan & tools (e.g. survey, website)  
- Project Plan  
- Working group membership |
| PHASE 1 | - Peer scan results  
- Insights from relevant department artifacts and research  
- SWOT |
| PHASE 2 | - Draft strategic framework (mission, vision, values, goals and metrics) integrated with Division’s and University’s priorities |
| PHASE 3 | - Finalized strategic framework  
- Prioritization of goals  
- Actions supporting goals  
- Plan narrative, communication and implementation tools |
| PHASE 4 | - Year 1 action plan with clear deliverables and accountabilities  
- Measurement plan  
- Launch of plan and messaging  
- Annual reprioritization |

## Engagement Tools

<table>
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<th>Phase</th>
<th>Tools</th>
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| PHASE 0 | - Website page - updated planning process, timeline, upcoming events  
- Surveys - launched through email and website  
- Town hall sessions at Distributed Sites |
| PHASE 1 | - Targeted interviews with FOM leadership and key external partners  
- Learners Town Hall |
| PHASE 2 | - Faculty, staff and learner town halls soliciting input on draft strategic framework  
- Website page - updated to solicit broad feedback on draft strategic framework  
- In-person validation with Advisory Committee, FOM leadership and other key stakeholders |
| PHASE 3 | - Faculty, staff and learner town halls/retreat to validate components of strategic framework  
- Road shows for validation and information sharing  
- In-person validation with Advisory Committee |
| PHASE 4 | - Website page - updated with strategic plan and launch communication  
- Broad communication/validation of strategic plan (e.g. Road shows, email, Faculty meetings, etc.) |
“Engagement with a broad range of stakeholders throughout the process is a key success factor”
ENGAGEMENT RECAP

- **Surveys** distributed to 1,948 faculty, staff and learners
- **Eight (8)** Interviews with selected external partners
- **Six (6)** Spring Site Visits— to Prince George, Kelowna, Vancouver, Victoria, Royal Columbian Hospital, Surrey Memorial Hospital
- **Two (2)** Town Halls – Virtual Learner Town Hall and Virtual Town Hall open to all sites (VFMP, NMP, SMP, IMP)
- **Four (4)** Working Group Meetings
- Engagement with ~35 Advisory Committee Members
SITUATION ASSESSMENT INSIGHTS

system transformation
increased capacity
collaboration
sustainable organization
patients
advocacy role
strategic partnership
sense of connection
clinical care
wellness & wellbeing
increased engagement
mentors
research support
alignment of priority
data science
indigenous health
planetary health
strategic faculty renewal
strategic integration
For: A transformative and inclusive learning health system for everyone
STRATEGIC PLAN FRAMEWORK AND COMPONENTS

1. Situation Assessment
2. Stakeholder needs
3. Strategic Framework
4. Validation
5. Plan Communication

Vision
Where we want to go, our north star

Mission
Who we are + value we provide

Core Areas + Goals
What we want to do to get there

Actions
How we are going to do it

Values
Operating Principles
Metrics
DRAFT FRAMEWORK FOR DISCUSSION

Draft Vision Statement

A transformative and inclusive learning health system for everyone

Draft Mission Statement

We serve our community through partnership and advocacy to advance research and education that enables the highest quality clinical care throughout BC
<table>
<thead>
<tr>
<th>Values</th>
<th>Statement</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Collaboration</strong></td>
<td>We recognize that we are stronger together and are committed to working across sites and regions and with our partners to provide the best possible education, research, and clinical care.</td>
</tr>
<tr>
<td><strong>Compassion</strong></td>
<td>We show kindness and empathy toward each other and ourselves and are genuinely concerned with the wellbeing of our members. We approach our work with humility, ultimately respecting the dignity, individuality and needs of our learners and our patients.</td>
</tr>
<tr>
<td><strong>Excellence</strong></td>
<td>We strive to be outstanding at all that we do by continuously discovering, learning, innovating, adapting and valuing the contributions from our members.</td>
</tr>
<tr>
<td><strong>Inclusivity</strong></td>
<td>We are committed to promoting a welcoming and equal opportunity environment where individuals of all identities, ancestries and ranks feel heard, valued and empowered.</td>
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<tr>
<td><strong>Integrity</strong></td>
<td>We are accountable to ourselves and each other for upholding the highest standards in our work and our relationships; decisions and actions are grounded in transparency and honesty.</td>
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GROUP DISCUSSION

1) What resonates the most with you?

2) How do you see your role and the role of your group reflected through the vision, mission and values?
Core areas delineate our major streams of activity. Each core area has a corresponding success statement. These aspirational statements articulate what success will look like for these areas in the future; they are “mini” vision statements for each core area with corresponding strategic goals which will direct the work of the Department of Medicine over the coming years.

**Operating Principles:** The way we put our values into practice to achieve our goals; they influence our culture and values.
CORE AREAS AND OPERATING PRINCIPLES

Organization  Education  Research  Clinical

Working Together For Greater Impact

Being a Responsive and Sustainable Organization
DRAFT SUCCESS STATEMENTS (1/2)

<table>
<thead>
<tr>
<th>Core Area</th>
<th>Success Statement</th>
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<tbody>
<tr>
<td>ORGANIZATION</td>
<td>We promote a safe, respectful and inclusive learning and working environment. Our organizational culture and structure support our members in achieving their fullest potential while focusing on their well-being. Our faculty, staff, and learners are respected and recognized for their meaningful contributions to the ever-changing health needs of the province of BC. We foster innovative solutions that support the accelerated changes in virtual and digital technologies and ensure our policies, processes and methods are in alignment across units and teams. We continuously work with our partners and community to identify and implement opportunities to build capacity across the learning health system and to reduce the negative environmental impacts of our work.</td>
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<tr>
<td>EDUCATION</td>
<td>We prepare current and future health practitioners, educators and researchers to work together to effectively serve the evolving health needs of our community. We work with our health system partners to identify emerging needs, expand and renew our innovative education programs, optimize learning outcomes and foster interdisciplinary and interprofessional learning. Our curriculum is complemented with robust mentorship and professional development opportunities, ensuring our graduates and faculty have the requisite competencies to thrive in a rapidly evolving health care sector within an inclusive and respectful learning environment. Our unique distributed model, strong teaching faculty and renowned educational programs attract a diverse group of applicants and provide a rich learning experience.</td>
</tr>
<tr>
<td>Core Area</td>
<td>Success Statement</td>
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<tr>
<td>RESEARCH</td>
<td>Our innovative environment supports research and knowledge translation across the continuum. We create a culture of connection and collaboration, reduce current barriers to research progress, and strategically allocate resources to expand the breadth and impact of our research outcomes. Collectively, we address big questions in health and healthcare and ultimately improve patient outcomes. Our renowned excellence in academic research is supported by outstanding faculty and staff, and strong partnerships with affiliated research institutes and centers in the lower mainland, and units across UBC.</td>
</tr>
<tr>
<td>CLINICAL</td>
<td>We create formal and informal structures that evolve with the ongoing clinical system transformation. We build strong reciprocal relationships with health authorities and government partners to enhance integration and create synergies between clinical care, research, and education. Our high-quality medical care in the residency program continues to be a critical component of the health system of our province.</td>
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</table>
Integration, alignment, and partnerships are vital to transforming the learning health system and creating inter-organizational communities. By fostering mutually beneficial relationships and collaborations with our patients, health partners and our community, we enhance learning outcomes, advance research excellence, and ignite a collective effort to achieve positive province-wide impact for the health of British Columbians.

We build flexibility and sustainability in our processes and systems so that we can respond effectively to evolving health needs. Our careful alignment of resources with defined areas of strategic priority allows us to focus on the areas that increase our excellence in scholarship, practice and health outcomes. By embedding sustainable practices throughout our organization, we demonstrate our commitment to making a positive impact towards wellbeing and planetary health.
GROUP DISCUSSION

1) What resonates the most with you?

2) Do the success statements set the right strategic direction for each of the core areas for the coming five years?
HOW CAN YOU CONTINUE TO PARTICIPATE?

1. Check out the updates in the website  https://medicine.med.ubc.ca/strategic-plan-2023-2027/

2. Provide your thoughts on the draft strategic framework through the comments section in the website

3. Celebrate the progress made and help us spread the word!

This is a project that will need input from our entire community! Together we can determine how we want the Department of Medicine to be in the next few years.
NEXT STEPS FOR PHASE 3

- Complete next round of site visits and town halls to present initial drafts and collect feedback
- Continue working on goals, actions, metrics and prioritization