



STRATEGIC PLAN 2023-2027

Department of Medicine

Transforming Health Together



THE UNIVERSITY OF BRITISH COLUMBIA



Reconciliation Pole at Dawn, Hereditary Chief 7idansuu (James Hart), Haida
Image courtesy of Hover Collective / UBC Brand & Marketing

LAND ACKNOWLEDGMENT

With gratitude, we acknowledge that the Department of Medicine, its divisions, and its sites, which reside on four university academic campuses, are located on traditional, ancestral, and unceded territories of Indigenous peoples around the province of British Columbia.

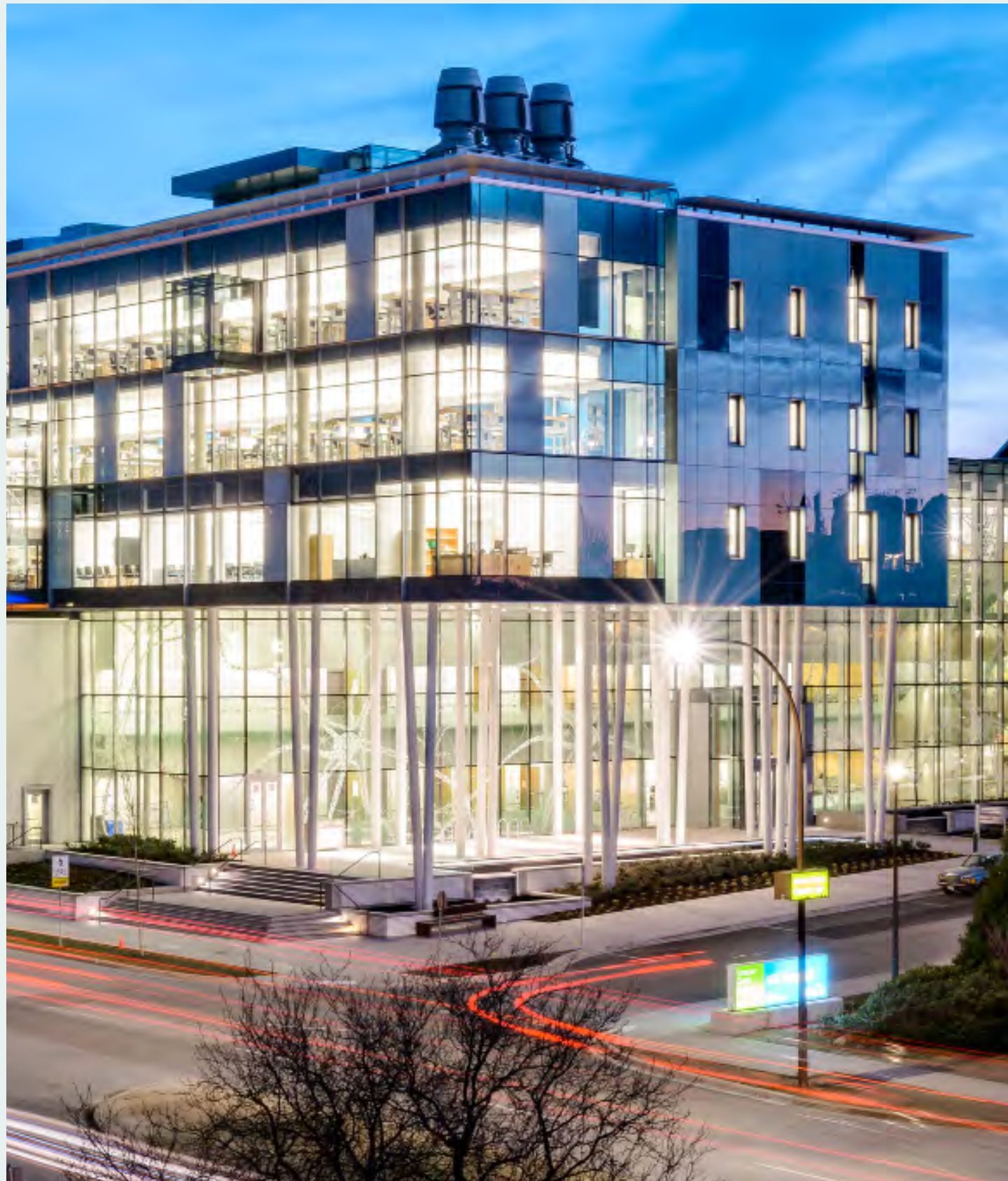
We respectfully acknowledge that the:

- *UBC Vancouver-Point Grey academic campus is located on the traditional, ancestral, unceded territory of the x^wməθk^wəy̓əm (Musqueam), and UBC operations in Vancouver more generally are also on the territories of the Sk̓w̓x̓w̓ú7mesh (Squamish) and Selilwitulh (Tsleil-Waututh);*
- *UBC Okanagan academic campus is situated on the traditional, ancestral, unceded territory of the Syilx (Okanagan) Nation;*
- *University of Northern BC Prince George campus is located on the traditional territory of the Lheidli T'enneh, who are part of the Dakelh (Carrier) First Nations;*
- *lək^wəηən peoples on whose traditional territories the University of Victoria is located and the Songhees, Esquimalt and W̱SÁNEĆ peoples whose historical relationships with the land continue to this day.*

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Introduction

The Department of Medicine's strategy of Transforming Health Together has been created in alignment with the Faculty of Medicine's strategy of Building the Future.

This plan signifies the fulfillment of strategic planning that was desired since 2019 for UBC's Department of Medicine. After having battled the COVID-19 pandemic and under the leadership of our current Department Head, Dr. Anita Palepu, Eric W. Hamber Professor and Chair of Medicine, the Strategic Plan for UBC's Department of Medicine has finally been created and is ready to be implemented.

The COVID-19 pandemic greatly impacted our department members and we wish to thank everyone for their tireless efforts on the front lines of our health care system. The pressures created by this pandemic required us as a department to become nimble and agile, to collaborate together, to re-image the way we operate, to better communicate as a department, and to align our priorities given limitations to resources.

ADMINISTRATION

The [Administration Office](#) within the Department supports the academic administration, human resources, research, educational, and clinical pursuits of our faculty members and trainees. Our staff members assist with program coordination, financial matters, research endeavours and grants, appointment processes, strategizing and communicating the vision of our Department and its Divisions. The Administration Office is responsible for providing support with the implementation of the Department's Strategic Plan.

EDUCATION

The [Education Office](#) within the Department was created in October of 2012 with the vision to create a culture that values education. Driven by ever changing patient-care needs and innovations in medical education, the Department commissioned an Education Task Force in 2011 to identify and prioritize the education issues to be addressed. A key recommendation was the need to dedicate strategic leadership to ensure continuity

of direction and progress to sustain and advance the excellence of our education program.

Today, the Department's Education portfolio is disbursed across +25 sites and to +1200 students and core residents in the province. It is currently engaged in several activities:

- Strategic Alignment across and within programs
- Implementation of the Education Task Force Recommendations (see the final report [here](#))
- [Summative Peer Review of Teaching Policy](#) (SPROT) Update and Rollout
- Department of Medicine [Formal Educational Activities](#) (updated September 2022)
- Celebrating our Educator's Accomplishments
- Designing Faculty Development programming with a focus on Curriculum Renewal & Accreditation

RESEARCH

The Research Office within the Department was established in 2012 to enhance the culture of research, while working closely with support units at UBC, [Vancouver Coastal Health Research Institute](#) (VCHRI) and [Providence Health Centre Research Institute](#) (PHCRI) to ensure our faculty are well-equipped to get their research off the ground smoothly and rapidly. Our team can support with research development, pre- and post-award administration, training, education and collaboration and research metrics.

As the largest department in the Faculty of Medicine, our faculty and their research groups consistently attract approximately 20% of the total research funding in the Faculty of Medicine and 10% of the total at UBC. Working across multiple sites, in over 30 different hospitals, research centres, and institutions across British Columbia, our faculty are focused on excellence and improving patient health.

Going forward, the Department of Medicine strives to support department members by partnering with health authorities and hospitals to influence quality improvement initiatives. We will do this by advocating for the University of British Columbia and the B.C. Ministry of Health for a change in its budgetary model. We will further achieve this by leading within the Faculty of Medicine to be a key department in teaching medical students and residents, and advancing cutting edge research projects.



Through collaborative partnerships and advocacy, we advance education and research to enable the highest quality clinical care for our patients and community throughout British Columbia.



Image courtesy of Martin Dee, UBC Brand & Marketing

Developing the Plan

The Department of Medicine's strategy of Transforming Health Together has been created in alignment with the Faculty of Medicine's strategy of Building the Future.



In January 2022, the Department of Medicine began the strategic planning process, keeping the principles of the [Faculty of Medicine's Strategic Plan: Building the Future](#) in mind. A Working Group comprised of senior leadership and administrative managers from within the Department of Medicine was formed to move the strategic plan forward and the Department of Medicine's Executive Committee took on an Advisory Committee role.

Phase one of the [Department of Medicine's Strategic Plan](#) focused on conducting a situation assessment to understand the current environment and needs of our stakeholder community. Our stakeholders include all faculty, staff, trainees, and learners in the Department of Medicine, as well as our partners in the Faculty of Medicine and the many Health Authorities across the Province of British Columbia. As part of this process, we administered comprehensive surveys of our faculty, staff, trainees, and learners and conducted discussions with our partners to gain feedback on their values and priorities. We also held site visits and town halls throughout the province of British Columbia.

These meetings provided the opportunity to personally connect with our incredible department members and to inquire about what matters to our stakeholders. These conversations brought together diverse voices to address the questions: 'What do you wish for as we move forward?' 'What do you think should be the key priorities for our Department over the next five years?' 'How can we better recognize the contributions you are

making as we work together to build our future?' These discussions included faculty, staff, trainees, and learners at all levels, across all divisions and distributed sites, and encompassed the areas of education, research, administration, and clinical.

Phase two of the project focused on strategy development informed by the consultations held in phase one. Core working groups were formed to start the planning process on how to action the goals identified in each of the core areas: organization, education, research, clinical.

The themes of partnership, reaffirmation of a true and lasting commitment to Indigenous reconciliation and anti-racism in all its form, planetary health and defining what that means, mentorship and communications and engagement were seen across all core areas.

The work of the core working groups was presented to the Department's Advisory Committee for feedback in April 2023. Site visits were held in the spring and fall to share our exciting progress.

The core working groups prioritized actions to be initiated in year one of the plan's implementation in August 2023 and the results were presented to the Department's Advisory Committee in October 2023. This was an opportunity for the Advisory Committee to refocus on the actions that adequately support the Department, divisions and distributed sites.

Dr. Palepu and Dr. Townson traveled to the distributed sites throughout the province, visiting Kelowna in June, Victoria and Prince George in September, and Royal Columbian Hospital in October. They presented an update on the development of the plan and talked about where we are now and what the next steps are. The site visits play an essential role in building stronger personal connections with our many faculty, staff, and trainees at the distributed sites; to listen to their feedback and understand the unique needs, challenges and opportunities at each location.

Phase three of the project focused on activating the strategic plan, with a special focus on the goals and actions formulated and validated by our Working Groups and stakeholders. A dedicated Project Coordinator for Strategic Planning was hired to provide support to activate and implement the Department of Medicine's Strategic Plan.

The core working groups prioritized actions to be initiated in year one of the plan's implementation in August 2023 and the results were presented to the Department's Advisory Committee in October 2023. This was an opportunity for the Advisory Committee to refocus on the actions that adequately support the Department, divisions and distributed sites.

To fill gaps in the metrics available to measure the success of their actions, a Department-wide survey was created by the Project Coordinator and launched in October 2023. The results of this survey will lead to the finalization of metrics, including the development of baselines and targets that the Department's Strategic Plan actions will be measured against.



Framework

VISION

A transformative and inclusive learning health system

MISSION

Through collaborative partnerships and advocacy, we advance education and research to enable the highest quality clinical care for our patients and community through British Columbia

VALUES

COMPASSION ▪ *We show kindness and empathy toward each other and ourselves and are genuinely concerned with the wellbeing of all members. We approach our work with humility, ultimately respecting the dignity, individuality and needs of learners, patients, and community.*

EXCELLENCE ▪ *We strive to be outstanding at all that we do by continuously exploring, learning, innovating, and adapting. We value the contributions from all of our members and support them to be their very best selves.*

INCLUSIVITY ▪ *We are committed to promoting a welcoming and equal opportunity environment where individuals of all life experiences, identities, ancestries and roles feel heard, valued, and empowered*

INTEGRITY ▪ *We are accountable to ourselves and each other for upholding the highest standards in our work and our relationships; decisions are evidence-based and actions are grounded in transparency, honesty, and mutual respect.*

OPERATING PRINCIPLES

Operating Principles define how the Department as a whole will operate to advance its vision, and how values are put into practice to achieve our goals. They influence our culture and values, and enhance impact and interconnections between core areas.

WORKING TOGETHER FOR GREATER IMPACT ▪ *We harmonize efforts across sites, regions, and with partners to transform the learning health system and to create inter-organizational communities. We develop and maintain mutually beneficial relationships and collaborations with patients, health partners and communities and ignite collective efforts to achieve positive province-wide impact for the health of British Columbians and to contribute to the global knowledge in health.*

BEING A RESPONSIVE & SUSTAINABLE ORGANIZATION ▪ *We demonstrate our responsiveness to evolving health needs and our commitment to making a positive impact towards wellbeing and planetary health by embedding flexible and sustainable processes and practices throughout our organization and aligning resources with strategic priorities.*





Rainbow Stairs, UBC Okanagan Campus
Image courtesy of Margo Yacheshyn / University Relations

Core Areas

Core areas delineate the major streams of activity to make our Strategic Plan a success.

Our vision statement is our ultimate goal, where we want to go, and essentially our north star, while our mission defines who we are and the values we provide.

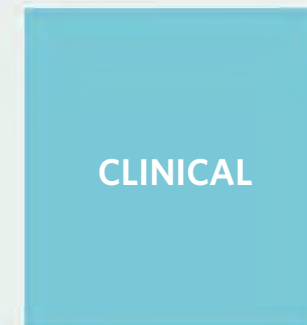
To reach our vision, we lean on our values, core areas and goals. The core areas encompass our collective goals and the actions we will take to reach our north star. They define our path to success.

Each core area has a corresponding success statement which articulates 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. Under Phase 4: Implementation and Sustainment of the Strategic Plan, the Working Groups and Project Coordinator have prioritized a select few actions and goals for the first year of implementation of the Strategic Plan. The actions to be executed in this phase have been expanded under the prioritized goals in the following section.

We work together to realize these success statements and, in doing so, reach our larger goal of a transformative and inclusive learning health system. We have enlisted some of our prioritized goals and key ongoing activities to advance the Strategic Plan in each core area.



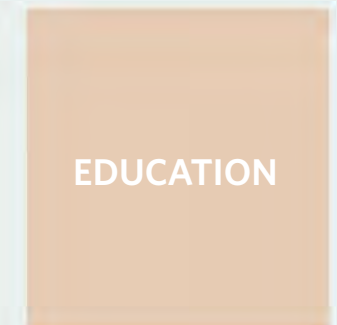
We strive to provide a supportive environment and to promote equity, diversity, and inclusion within the Department of Medicine.



We strive to advocate for patient-informed quality care, well-being, and increased access to underserved communities across British Columbia – to realize a positive transformation of the health system.



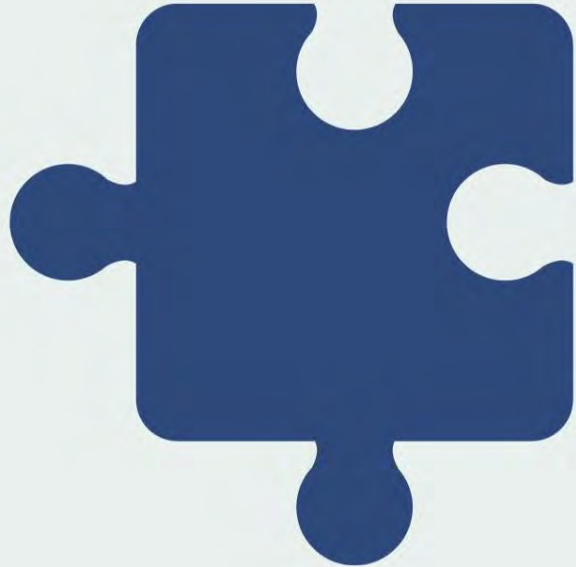
We strive to advance research activity, knowledge transfer and research outcomes for a positive transformation of the health system in British Columbia.



We strive to provide a rich learning experience and enable learners to build capacity to practice in diverse environments, and support learners’ needs for a positive transformation of the health system.

Organization

We strive to provide a supportive environment and to promote equity, diversity, and inclusion within the Department of Medicine.



GOAL 1 | Create and sustain a respectful & supportive organizational culture and inclusive learning and working environment

ACTIONS

- 1.1 Partner with Faculty of Medicine REDI Office to conduct a self-assessment and identify gaps in the areas of well-being, equity, diversity, and inclusion. Work with the Department of Medicine Equity Committee to identify strategies to address gap.
- 1.2 Partner with divisions to explore opportunities to recognize academic contributions made by clinical faculty.
- 1.3 Develop a structure to support Clinical Faculty in promotion through the ranks, including creating mentorship opportunities and leveraging programs offered by the FOM.
- 1.4 Refresh DOM faculty and staff awards program.
- 1.5 Engage with a lead from each of the distributed sites to develop a spotlight program to profile research, faculty, staff and learners from each site. Encourage regular sharing of initiatives and stories across the Department of Medicine.

GOAL 2 | Continuous improvement of processes that promote efficiency, responsiveness, innovation, and a responsible & sustainable use of resources

ACTIONS

- 2.1 Develop an intranet on the DOM website to share DOM, FOM, and UBC best practices in the areas of HR, administration, and operations.

We work together to:

- *promote a safe, respectful and inclusive learning and working environment that supports all learners, faculty and staff to achieve their fullest potential and recognizes their meaningful contributions while focusing on their well-being;*
- *adapt virtual and digital technologies to meet the needs of health populations; ensure policies, processes and methods are in alignment across teams, divisions, and distributed sites and facilitate effective communication;*
- *advocate for increased resources for collectively identified Department-wide priorities;*
- *build capacity across the learning health system with partners and community members; and*
- *reduce negative environmental impacts of our work and promote the restoration of the interdependent health of people, place and planet.*

GOAL 3 | Enhance strategic alignment across the department, health partners and the University to advance the vision of a learning health system.

GOAL 4 | Support systemic transformation that promotes the restoration of the interdependent health of people, place and planet and reduces our negative environmental impact.

GOAL 5 | Advance recommendations from [Truth and Reconciliation Commission of Canada's \(TRC\) Calls to Action, Indigenous Strategic Plan \(ISP\), and the In Plain Sight Report.](#)

ACTIONS

- 5.1 Identify any relevant actions from the TRC and have the Admin Office, each division and each distributed site to complete the ISP implementation tool kit for their unit.
- 5.2 Educate and support researchers in cultural safety training prior to contacting the [First Nations Health Authority](#) for potential research and educational projects and /or training.
- 5.3 Partner with the FOM on educational activities in response to the TRC recommendations.

GOAL 6 | Increase integration and create synergies between clinical care, research, and education

ACTIONS

- 6.1 Promote alignment of division strategic plans with the DOM strategic plan.
- 6.2 Support distributed sites in the implementation of the strategic plan; identify a lead from each site and provide the support needed.

ACTIVITIES

1. **Alignment with the Strategic Plan:** The Project Coordinator is working to find alignment between the Department of Medicine's Strategic Plan and the work that its 18 divisions are delivering. The goal of finding alignment is to recognize overlap between the Department's strategic goals and divisions' priorities; to ensure that divisions dedicated to the same goals as the Department have the opportunity to collaborate and combine resources when deemed pragmatic and feasible.

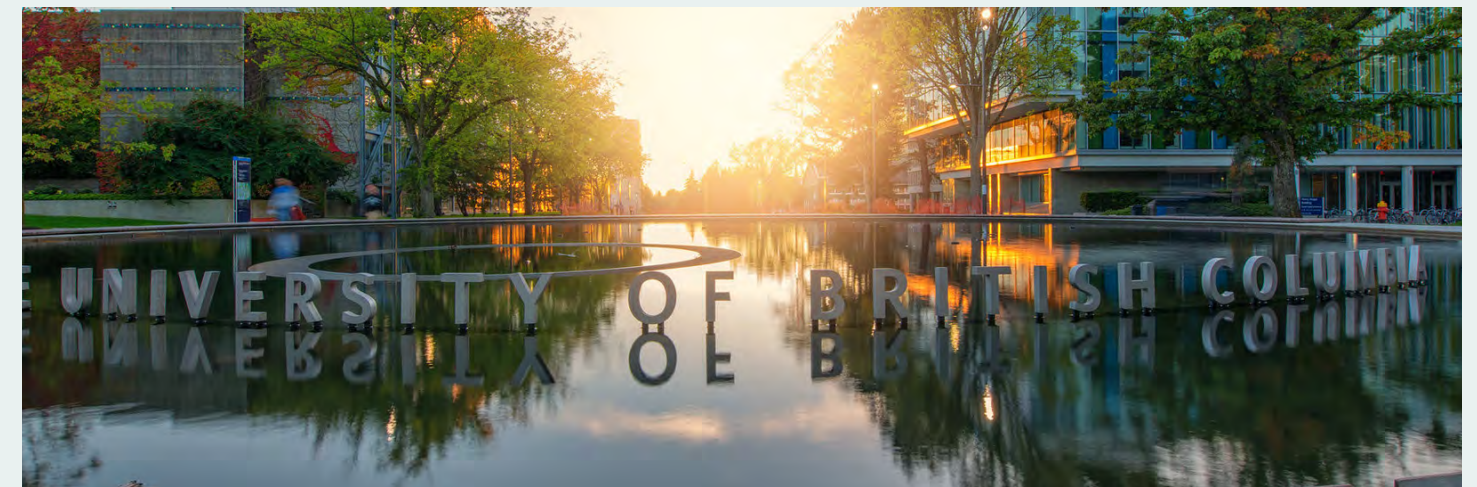


Image courtesy of Don Erhardt / UBC Brand & Marketing

Clinical

We strive to advocate for patient-informed quality care, well-being, and increased access to underserved communities across British Columbia - to realize a positive transformation of the health system.



GOAL 1 | Build stronger relationships with health partners and communities, working towards a positive transformation of the health system

ACTIONS

- 1.1 Establish a stakeholder engagement plan that supports the goal of building stronger and reciprocal relationships with health partners and community.
- 1.2 Engage with partners groups/organizations to offer training modules to physicians on meaningful engagement with Indigenous Health, engagement skills, and on how to become involved with system redesign in health authorities.
- 1.3 Participate in physician compensation modeling work with PHSA.

GOAL 2 | Establish a [Continuous Quality Improvement \(CQI\)](#) culture in the delivery of medical care.

ACTIONS

- 2.1 Incorporate CQI as a metric for faculty promotion.
- 2.2 Encourage faculty to apply and undertake CQI training and support to incorporate this in their practice and teaching with trainees.
- 2.3 Explore strategies to collect, process, and review outcomes of care data while delivering care (CQI).

We work together to:

- *advocate for positive transformation of the health care system to effectively respond to ongoing changes in health, health promotion, and delivery and access to care;*
- *advocate for positive transformation of the health care system to effectively respond to ongoing changes in health, health promotion, and delivery and access to care;*
- *articulate the meaning of patient-informed quality care at every level of the learning health system and take actions to improve it;*
- *promote a culture of wellbeing and continuous improvement; and*
- *advocate for increased access for underserved communities.*

ACTIVITIES

1. **Workshops and Seminars for Faculty Members:**
The Department of Medicine endeavors to foster an environment that is equitable, accepting, inclusive and free of discrimination and harassment for all its members and learners. Led by the Department of Medicine's Equity Committee, the Department is partnering with the Faculty of Medicine Office of Respectful Environments, Equity, Diversity & Inclusion (REDI) and the UBC Equity & Inclusion Office to offer, promote, and support professional development, training opportunities, and online resources for faculty members and trainees. Current workshop offerings have focused on creating a culturally safe environment for Indigenous patients and Indigenous learners in clinical care and teaching settings.
2. **Compensation:** The Head of the Department of Medicine, Dr. Anita Palepu, is currently on a joint [Provincial Health Services Authority \(PHSA\)](#)

committee. This committee is reviewing physician compensation and compensation modeling for physician work.

3. **Continuous Quality Improvement:** The Department of Medicine's Associate Head of Education and the Human Resources Team are meeting to discuss how continuous quality improvement (CQI) activities can be captured and whether these activities can be organized into groupings.

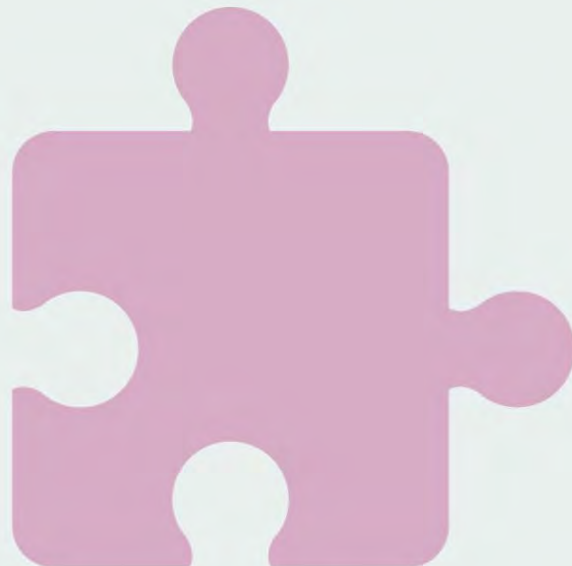
Metrics based on these groupings could then be developed and used as criteria for the purpose of clinical faculty promotions moving forward. This new criteria would recognize clinical focused activities that are being done by clinical faculty members across all sites within the Department of Medicine.



Image courtesy of UBC PGME

Research

We strive to advance research activity, knowledge transfer and research outcomes for a positive transformation of the health system in British Columbia.



GOAL 1 | Advance fundamental, interdisciplinary & collaborative research, and research that addresses important health questions of local and global relevance.

ACTIONS

1.1 Develop and establish a comprehensive partnership plan to foster closer connections with research development units at UBC, Vancouver Coastal Health Research Institute and Providence Health Care Research Institute, patient groups, statistical support groups, and other UBC units, departments, faculties in alignment with our strategic priorities.

1.2 Partner with [UBC Development](#) and [FOM Development](#) to establish more formal and systematic interfaces to strengthen connections with hospital foundations, philanthropic organizations and donors, to advance DOM priorities in alignment with fundraising efforts.

1.3 Establish a communications plan to effectively disseminate information about DOM research activities, research impact, and research support services to DOM faculty, trainees and staff, at both local and distributed sites, as well as other academic audiences and the public.

1.4 Explore feasibility of establishing academic research organization (ARO) to support clinical research, clinician-scientists, smaller clinical trials and local biotech and pharma.

1.5 Maximize reach of existing communication channels and develop new, more effective tools and initiatives to share research information and impact, celebrate trainees and successes, and reach fellow researchers and broader community.

We work together to:

- sustain a dynamic environment with leading-edge technology that advances research activities and knowledge transfer across the continuum from discovery to translational research;
- reduce barriers to research progress, and enable a culture of collaboration and continuous improvement;
- strategically allocate resources to maximize research outcomes for patients and the health system;
- address important questions of local and global relevance in health research & education (from discovery to Knowledge Transfer), healthcare needs, and patient outcomes; and
- achieve global excellence in academic research, supported by outstanding trainees, faculty, staff, and strong partnerships with affiliated research institutes, centres, community partners and units across BC.

1.6 Provide research development support for collaborative funding opportunities.

GOAL 2 | Accelerate knowledge production, translation, and mobilization.

GOAL 3 | Enhance access to and management of clinical and research data to support the development of a learning health system and improve research impact.

ACTIONS

3.1 Develop consolidated data access process in collaboration with the Ministry of Health and Regional Health Authorities for clinical data.

3.2 Provide training and research development support for research using large data sets/health data science.

3.3 Encourage faculty to participate in Quality Improvement (QI) course offerings and leverage available resources to support the learning health system.

GOAL 4: Increase diversity and research outputs towards advancing the health of underrepresented and marginalized groups.

GOAL 5: Promote the training, retention and support of Clinician Scientists.

ACTIONS

5.1 Establish definitions (clinician-scientist, clinician-investigator, clinician-administrator) based on existing models, and expectations and/or output metrics for each stream.

5.2 Define the current state of Clinician Scientists within the Department of Medicine.



Image courtesy of Don Erhardt / UBC Brand & Marketing

ACTIVITIES

1. [Microcredential in Health Data Analytics](#): With funding from the BC Ministry of Post Secondary Education and Future Skills, the Department of Medicine's Research Office has developed a new microcredential in Health Data Analytics. Launching in January 2024, this training program has been created in partnership with the Data Science Institute and supported by the Data Science and Health Research Excellence Cluster (DASH). The UBC Micro-certificate in Health Data Analytics: Opportunities and Applications is a part-time program that provides hands-on training in data analytics blended with BC-specific health data and context. It equips learners to keep pace with an evolving data-intense health sector and develops enhanced data analytics skills and literacy among health professionals over three 100% online microcredential courses.
2. [Genome BC Jurisdictional Health Data Working Group](#): The Department of Medicine and DASH have been invited to participate in Genome B.C.'s efforts to enhance data sharing to accelerate health research in BC, and are contributing to pilot projects linking provincial health data sets to expand research platform capabilities in support of a learning health system. This work aligns with DOM goals to improve access to health data in British Columbia, and optimize the use of data to solve health questions by working collaboratively with health sector stakeholders.
3. [All About Privacy Workshop](#): The Data Science and Health Research Excellence Cluster developed a special workshop featuring the Office of Information and Privacy Commissioner of B.C. and regional health authorities to explore research privacy review processes and how to access health data across multiple jurisdictions. This was a unique forum that brought together privacy review teams from across BC for the first time to engage with the research community. With +200 attendees, including representation from the British Columbia Ministry of

Health, the workshop featured in-depth discussions on the current privacy review system in British Columbia, common misunderstandings, plans for future improvement and an open Q&A session. There was considerable appetite for more training and dialogue on this topic in the research community and DASH will develop further programming in this area in partnership with our regional health authority partners.

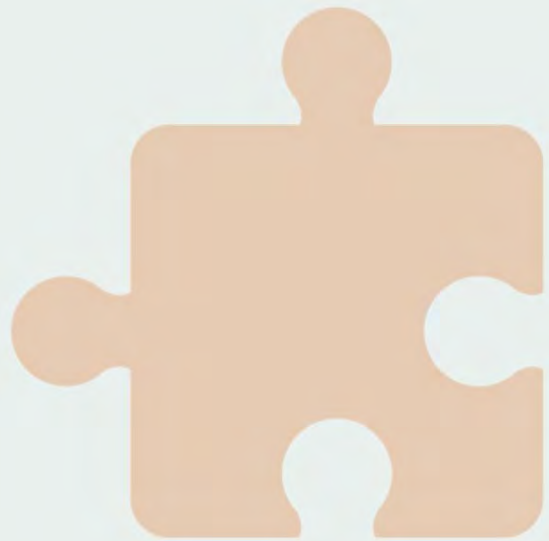
4. [BC Ministry of Health Research Approvals Process Project](#): The provincial Research Approvals Processes Project (RAPP) represents a commitment to change and strengthening a research-positive culture within the health system. This project is one part of the enabling infrastructure to mobilize and conduct high quality research, including clinical trials, for the benefit of British Columbians and the province. Research processes in scope for this project include operational approvals, ethics reviews, contracts and agreements, data access, and privacy reviews. DASH developed research approval process maps for all BC health authorities and has contributed these to the project leads, in addition to participating in ongoing RAPP meetings. This work aligns with goals to improve access to health data in BC, and optimize the use of data to solve health questions by working collaboratively with health sector stakeholders.



Image courtesy of Margo Yacheshyn, University Relations

Education

We strive to provide a rich learning experience and enable learners to build capacity to practice in diverse environments, and support learners' needs for a positive transformation of the health system.



GOAL 1 | Increase opportunities for more active and engaged learning across disciplines, fields and perspectives and support initiatives to enhance learning and build competency.

GOAL 2 | Increase opportunities for educators in the department of Medicine to develop the requisite competencies to deliver an inclusive, effective and "current" learning experience.

ACTIONS

2.1 Develop and implement plan to deliver EDI training for all trainees and faculty in partnership with the FOM and the Association of Faculties of Medicine.

GOAL 3 | Develop and sustain high quality, innovative and dynamic educational programming that supports continuous learning and enables learners to develop capacity to practice in diverse environments and address community-informed health needs; with a focus on the improvement and scholarship of education.

GOAL 4 | Advocate for an effective distributed model that supports the needs of our learners, faculty, community, and health system.

ACTIONS

4.1 Identify barriers to the recruitment of Indigenous students to Department of Medicine programs. Create a

We work together to:

- instill a culture of continuous learning and develop current and future health practitioners, educators and researchers to collectively address the evolving community-informed health needs;
- provide a rich learning experience that enables learners to develop their capacity to practice in diverse environments, optimizes learning outcomes, and enables interdisciplinary and interprofessional learning; and
- ensure our unique distributed model supports the needs of all learners, the health system and the community.

pathway to recruit Indigenous trainees and faculty to the Department of Medicine.

4.2 Build a Fraser Health Internal Medicine Residency Stream.

4.3 Build a community impact Internal Medicine stream involving Northern and Southern distributed campuses.

4.4 Create a province wide Continuous Professional Development (CPD) initiative.

4.5 Build a human resource plan for Department of Medicine disciplines across the province. Identify barriers to training and recruiting at underserved sites.

ACTIVITIES

1. [Residency Program Expansion:](#)

a. **Internal Medicine Core:** The design and launch of a new Internal Medicine Core Canadian Residents Matching Service (CaRMS) entry residency program

located in the Fraser Valley is now underway with the launch date set for July 1, 2024 for an anticipated 5 residents. Dr. Birinder Mangat has been hired as the Assistant Program Director and interviews are underway for a dedicated program administrator. The program hub will be located in Surrey Memorial Hospital with additional training opportunities to be offered at community hospitals and clinics across the Fraser Valley.

b. **Community Impact Stream:** The creation of a Community Impact stream is at the early discussion stages with a goal to increase core Internal Medicine residency training opportunities in the Northern and Southern distributed campuses.

2. **Pathway for Indigenous Learner Recruitment:** A request to the Evaluation Studies Unit is underway to understand current Indigenous admission history for medical students and other sources to identify current biases to admission to residency. Once more information is available, the program may consider the use of the Self Identification Tool offered as part of the [CaRMS](#) application process to identify and possibly prioritize Indigenous applicants.



Image courtesy of Paul H. Joseph / UBC Brand & Marketing

Evaluation

The implementation of the Strategic Plan requires regular evaluation. This evaluation allows the stakeholders of the Department of Medicine to learn from new developments in healthcare and adapt them effectively.



METRICS

The establishment of up-to-date metrics is a key component of activating and implementing the Strategic Plan. This involved the engagement of the Department as a whole through a survey to determine metrics for the Strategic Plan. This feedback has been utilized to develop baselines and targets for the various goals and actions that work towards the Department of Medicine’s vision of a transformative and inclusive learning health system.

Together, we are ready to embrace flexibility and create positive impact and outcomes across our four core areas of organization, clinical work, research and education.

SHARED OUTCOMES

We, at the Department of Medicine, are committed holding ourselves accountable to the completion of the Strategic Plan. Across the Department and its 18 divisions and its 1,600 faculty and staff, there are cross-cutting themes that empower those who are working to implement the plan. We recognize some of these overlapping themes as:

- Partnership
- Mentorship
- Planetary Health
- Respectful Environments, Diversity and Inclusion (REDI)
- Communications and Engagement

We are guided by these themes and our values of compassion, excellence, inclusivity and integrity to achieve greater impact and be a responsive and sustainable organization for our patients and the community.





s̓híl̓m̓tn (Story Poles), Les Louis, Syilx
Image courtesy of Margo Yacheshyn / University Relations

CONCLUSION

The Department of Medicine is on a trajectory to achieve its vision of a transformative and inclusive learning health system. The Strategic Plan is being implemented through the valuable work and efforts of members of the Department in areas of organization, clinical work, research and education. Together, we are on a path to advance education and research to enable the highest quality health care for patients and community throughout British Columbia.

