



THE UNIVERSITY OF BRITISH COLUMBIA

Department of Psychiatry
Faculty of Medicine

A collage of four images arranged in a circular pattern around a central text circle. The top-left image shows a man in a white lab coat and green gloves working in a laboratory. The top-right image shows a group of five people (three men and two women) standing together in front of a modern building. The bottom-left image shows a group of people sitting around a conference table, engaged in a meeting. The bottom-right image shows two women in white lab coats smiling.

Transforming
Mental Health Care
Through Innovation
and Leadership

UBC DEPARTMENT OF PSYCHIATRY

STRATEGIC PLAN

2020 - 2025



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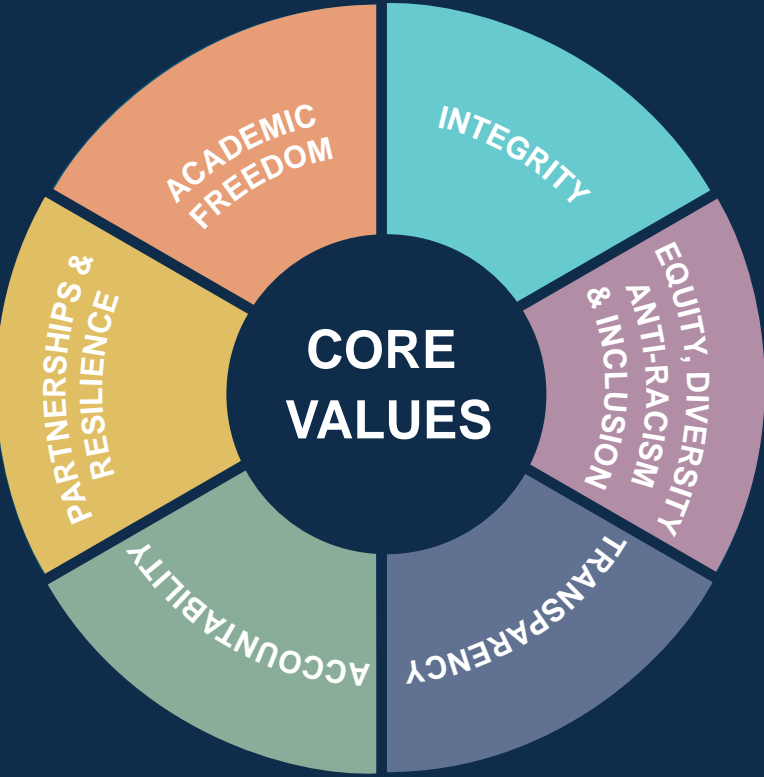
OVERVIEW OF THE STRATEGIC PLAN

OUR VISION

To transform care for people with mental disorders and addictions through innovations in research, education and partnerships

OUR MISSION

The UBC Department of Psychiatry is committed to realizing its Vision by investing in the people and the infrastructure that will drive cutting-edge research programs and knowledge creation, which will translate into life-changing clinical care for our ever-growing populations suffering from mental illnesses and addictions in BC and across Canada.



STRATEGIC PILLAR RESEARCH

STRATEGIC PRIORITY #1

ATTRACT AND RETAIN TOP RESEARCH TALENT TO THE DEPARTMENT

OBJECTIVES

- To facilitate innovative translational research that contributes to improvements in clinical care
- To attract and provide high-quality research training for the next generation of talented researchers including residents, fellows, graduate students and clinical faculty

STRATEGIC PRIORITY #2

EXPAND RESEARCH CAPACITY AND INFRASTRUCTURE

OBJECTIVES

- To bring research capabilities beyond the UBC-Vancouver epicentre and into the distributed sites
- To leverage clinical research potential
- To harness the potential of data science to enhance discoveries

STRATEGIC PRIORITY #3

ENHANCE GLOBAL PRESENCE AND PROFILE OF THE DEPARTMENT

OBJECTIVES

- To increase collaborations with top centres for mental health care delivery and research around the world, and foster global knowledge exchange
- To attract wider attention to our research programs and their impact

STRATEGIC PILLAR EDUCATION

STRATEGIC PRIORITY #1

TO PROVIDE HIGH QUALITY PSYCHIATRY TRAINING AND GRADUATE A SUFFICIENT NUMBER OF PSYCHIATRISTS TO MEET SOCIETAL NEED

OBJECTIVES

- To ensure the Department is prepared for Competence by Design (CBD) from 2020 onwards
- To increase numbers of locally-trained psychiatrists in underserved or rural communities

STRATEGIC PRIORITY #2

ENRICH LEARNING OPPORTUNITIES FOR DEPARTMENT MEMBERS

OBJECTIVES

- Offer formal research training opportunities to residents, clinical faculty and other mental health care professionals
- To enhance accessibility to high quality Continuing Medical Education and Continuing Professional Development

STRATEGIC PILLAR PEOPLE

STRATEGIC PRIORITY #1

PROMOTE GREATER DEPARTMENT MEMBER ENGAGEMENT

OBJECTIVES

- Ensure that our members are well supported and recognized for their contributions

STRATEGIC PRIORITY #2

PROMOTE GREATER EQUITY, DIVERSITY, ANTI-RACISM AND INCLUSION IN THE DEPARTMENT

OBJECTIVES

- To foster and maintain a Department culture that actively promotes equity, diversity, anti-racism and inclusion, and respectful environments free from all forms of discrimination, exclusion, harassment, and bullying

STRATEGIC PRIORITY #3

CONNECT MEMBERS THROUGH ENHANCED COMMUNICATIONS

OBJECTIVES

- Build and maintain clear, open channels of communication to ensure that members at our distributed sites and remote locations remain well connected to one another and to the Department nerve centre

STRATEGIC PILLAR PARTNERSHIPS

STRATEGIC PRIORITY #1

ELEVATE OUR ROLE IN POLICY MAKING THROUGH STRATEGIC PARTNERSHIPS

OBJECTIVES

- Engage the Ministries of Health and Mental Health & Addictions, the Health Authorities, other government and regulatory bodies, and communities in ongoing discourse regarding mental health needs in BC
- Collaborate with our partners to secure resources and funding to support education, research and other ancillary services and activities in the Department

STRATEGIC PRIORITY #2

EXPAND AND LEVERAGE OUR PARTNERSHIPS TO ENHANCE OUR IMPACT

OBJECTIVES

- Increase research capacity in mental health through strategic partnerships

MESSAGE FROM THE DEPARTMENT HEAD



Dear Colleagues,

On behalf of the Department Executive team and myself, I am very pleased to present the UBC Department of Psychiatry Strategic Plan for 2020-2025, titled *Transforming Mental Health Care Through Innovation & Leadership*.

When I assumed the role of Department Head in January 2019, among my top priorities was the development of a revitalized vision and strategic roadmap to set the course for the next five years and beyond. Moreover, it was crucial that this task encompassed the

shared goals, priorities and aspirations of our diverse and geographically-dispersed Department members, who include basic neuroscientists, many hundreds of clinicians and frontline mental healthcare professionals, residents, fellows, research technicians, administrative staff, and students.

Through an integrative strategic planning process, we were successful in drawing our members from near and far into a meaningful Department-wide discussion. To all who took time out of their busy schedules to contribute their ideas, concerns, and suggestions, I sincerely thank you. Without your valuable contributions, this endeavor would not have been successful. I would also like to express my gratitude to expert strategist Mr. Glenn Wong, who was enlisted to provide direction and facilitation for the on-site strategic planning sessions, and went above and beyond to make them both engaging and productive.

Hence, the Strategic Plan for 2020-2025 embodies our collective intent and objectives for the future. It offers a new approach and revised areas of priority, while keeping at its core our long-standing mandate of excellence and leadership in mental health research, education, and clinical practice. The Plan incorporates our refreshed Vision that is simple yet salient, and highlights four

Strategic Pillars that align closely with the strategic priorities of the UBC Faculty of Medicine: To transform care for people with mental disorders and addictions through innovations in research, education and partnerships. The concrete goals and course of action outlined herein will serve as a strong foundation and provide indicators by which we will measure our successes over the next five years.

As we face an uncertain fiscal climate further strained by the unprecedented challenges of the COVID-19 pandemic, it is more important than ever that we are able to respond nimbly to emerging situations and crises while making informed, strategically sound decisions when allocating our finite resources. With its refocused areas of investment and development, the Strategic Plan for 2020-2025 will serve to guide the Department toward enhanced adaptability, resilience, and preparedness for the unexpected, including the myriad impacts of COVID-19 that will surely be felt in the immediate future and for years to come.

The completion of the Strategic Plan for 2020-2025 marks the beginning of the next and more critical phase of implementation. I am eager for the real work to begin, and have full confidence that our outstanding faculty, staff and learners will not only strive to achieve the high goals set forth, but through cooperation and collaboration, will also rise to meet the challenges of an ever-evolving mental health landscape across BC and Canada, alongside the new hurdles posed by the COVID-19 pandemic.

I wish to again express my sincere appreciation to you for your contributions and support thus far, and affirm once more my commitment to providing strategic leadership to the Department during this pivotal and decisive next phase. In turn, I will be relying on all of you for your continued dedication and hard work.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Lakshmi N. Yatham'.

Dr. Lakshmi N. Yatham, MBBS, FRCPC, MRCPsych (UK), MBA (Exec)
Head, Department of Psychiatry
The University of British Columbia

FOREWORD

Titled *Transforming Mental Health Care Through Innovation and Leadership*, the UBC Department of Psychiatry Strategic Plan for 2020-2025 is the outcome of an extensive year-long endeavour launched in January 2019 to identify emerging priorities and plan for key initiatives over the next five years. A renewed Department Executive Committee was assembled to provide broader perspectives and guidance, and four new Associate Heads were appointed to serve in the Executive and provide consultation with respect to the four proposed strategic pillars for the Department Strategic Plan: Research, Education, People, and Partnerships. Aligned closely with the core areas of the UBC Faculty of Medicine, the pillars also represent the areas for which each of the Associate Heads will provide strategic oversight as new initiatives are developed and implemented.

The Strategic Plan for 2020 - 2025 incorporates actionable and attainable goals for the five years ahead, and recognizing the interdependence of the strategic pillars, ensures alignment of these key areas.

In late 2019, once the outline of the Vision for the next five years was conceived, the Department embarked on the next phase of strategic planning. This involved an inclusive process aimed to develop a consensus view and roadmap for the future of the Department. First, an online survey offered a platform where diverse voices from across the Department could provide valuable feedback on what was working and what needed improvement with respect to the core areas.

To advance the dialogue initiated with the survey, the Department then hosted a series of on-site meetings at each of the Department's distributed teaching sites across BC in Victoria, Kelowna, Surrey, Vancouver, and Prince George. These sessions offered a first-ever opportunity for those working at our distributed sites to participate in face-to-face talks with Department leadership on a range of pressing and relevant issues.



The themes of engagement, advocacy, accessibility, and technology shaped the spirit of the discussions, and through this consultation process, many insightful ideas, opinions, concerns, and suggestions were gathered and documented. Collectively, they illuminate a number of key areas in need of action on both a local and international scale, including expansion of research capacity and infrastructure, enhancing our collaborative networks around the world, building a culture of continuous learning, informing and influencing policy, better supporting clinical teaching faculty, and rebuilding a Department-wide sense of community. The advent of the COVID19 pandemic has sharpened our focus on building resilience both at the level of support amongst our community, and at the level of technical infrastructure for clinical, teaching and research activities.

The Strategic Plan for 2020-2025 incorporates actionable and attainable goals for the five years ahead, and recognizing the interdependence of the strategic pillars, ensures alignment of these key areas. It also aims to deliver a cohesive framework for sound decision-making in operational planning and implementation, enabling a sustainable future for the Department as it continues to be a global model for excellence and leadership in *all* areas relevant to mental health.



OUR VISION

TO **TRANSFORM CARE**
FOR PEOPLE WITH MENTAL
DISORDERS AND ADDICTIONS
THROUGH INNOVATIONS IN
RESEARCH, EDUCATION AND
PARTNERSHIPS



OUR MISSION

The UBC Department of Psychiatry is committed to realizing its Vision by **investing** in the people and the infrastructure that will drive cutting-edge **research** programs and knowledge creation, which will translate into **life-changing clinical care** for our ever-growing populations suffering from mental illnesses and addictions in BC and across Canada.

OUR CORE VALUES



ACADEMIC FREEDOM

The Department cherishes and defends free inquiry and scholarly responsibility. It supports academic pursuits that contribute to knowledge and understanding within and across disciplines, and seeks every opportunity to share them broadly.



INTEGRITY

The Department acts with integrity, fulfilling promises and ensuring open, respectful relationships. It strives to embody the highest standards of service and stewardship of resources, and works within the wider community to enhance societal good.



EQUITY, DIVERSITY, ANTI-RACISM & INCLUSION

The Department recognizes these as critical to supporting healthy people and communities, and vital to personal, professional, and organizational growth. It promotes compassion and inclusiveness, and actively works to reduce stigma of mental illness, valuing diversity and the understanding of differences. It provides opportunities for engagement, education, and discourse related to these values.



TRANSPARENCY

The Department makes decisions with openness and honesty, supporting a climate of collaboration and cooperation amongst its members and stakeholders.



ACCOUNTABILITY

The Department upholds individual and collective accountability at all levels to ensure responsibility of action and conduct by and with respect to Department members and stakeholders.



PARTNERSHIPS & RESILIENCE

The Department believes that our sustainability and success are critically dependent on our ability to form strong, supportive and collaborative networks within our community and with our key stakeholders to promote resilience at the personal level and at the level of systems and infrastructures.

AT A GLANCE: UBC PSYCHIATRY TODAY



2nd LARGEST
academic psychiatry
department across
Canadian universities



**MOST
GEOGRAPHICALLY
DIVERSE** psychiatry
department in Canada, with
four distributed learning sites
across BC: Vancouver-Fraser,
Vancouver Island, Interior,
and Northern BC



**OVER 1,000
MEMBERS** comprise
the department, including:

- 701 clinical faculty
- 37 full-time academic faculty
- 43 research associates,
postdoctoral research fellows and
clinical fellows
- 164 student, administrative and
research staff
- 116 clinical residents in general
psychiatry and 17 subspecialty
residents



\$8.7 MILLION
annual operating
budget in 19/20
fiscal year, and
\$14 MILLION
in annual research
funding

OUR STRATEGIC DIRECTION

The UBC Department of Psychiatry aspires to be a **global leader** at forefront of discovery, clinical care, and education in the neurosciences and mental health. **Transforming mental health care** will require the application of multidimensional approaches to not only foster learning, productivity and innovation, but to be able to respond deftly to the novel opportunities and challenges that will arise in the shifting landscape of mental health and addictions, both today and tomorrow.

The new Strategic Plan for 2020-2025 has streamlined its focus to the four strategic pillars of **Research, Education, People** and **Partnerships**, which are interconnected and serve as the focal points for the overarching goals, specific objectives and actions outlined in the pages to follow.

The next five years hold promise of an exciting and dynamic phase of **growth and transformation** for the Department. We will build upon the established groundwork as we seek out and capitalize on potential areas of growth and expansion, while also addressing new challenges such as COVID-19, and tackling systemic obstacles that exist across the Department, UBC and our broader communities.

STRATEGIC PILLAR RESEARCH

OVERARCHING GOAL

Global excellence in translational research and innovation.



STRATEGIC PRIORITY #1

ATTRACT AND RETAIN TOP RESEARCH TALENT TO THE DEPARTMENT

OBJECTIVE

To facilitate innovative translational research that contributes to improvements in clinical care

ACTIONS

- Recruit researchers with the track record/potential for innovation in translational research in priority areas such as early intervention/prevention of major mental disorders, addiction psychiatry, old age psychiatry, precision psychiatry and population mental health
- Implement research infrastructure to support translational research, including seed funding, grant writing support, and data sharing within the framework of open science



STRATEGIC PRIORITY #1

ATTRACT AND RETAIN TOP RESEARCH TALENT TO THE DEPARTMENT

OBJECTIVE

To attract and provide high-quality research training for the next generation of talented researchers including residents, fellows, graduate students and clinical faculty

ACTIONS

- Foster mentorship, implementing a means to match mentors and their research interests with trainees who wish to pursue those areas
- Identify and seek out new funding and revenue streams from all available sources, including private donors, to support research training



STRATEGIC PRIORITY #2

EXPAND RESEARCH CAPACITY AND INFRASTRUCTURE



OBJECTIVE

To bring research capabilities beyond the UBC-Vancouver epicentre and into the distributed sites

ACTIONS

- Actively engage and collaborate with Health Authorities and our partner institutions to identify funding to recruit academic faculty at our distributed sites to initiate and support research
- Enhance access to research mentorship for faculty at distributed sites using online and digital technologies
- Advocate for local infrastructure to support research activities

STRATEGIC PRIORITY #2

EXPAND RESEARCH CAPACITY AND INFRASTRUCTURE

OBJECTIVE

To leverage clinical research potential

ACTIONS

- Advocate to streamline current ethics approvals and other administrative processes which hinder clinical research by our faculty at distributed sites
- Foster initiatives that increase awareness of ongoing research (e.g. monthly academic grand rounds)



OBJECTIVE

To harness the potential of data science to enhance discoveries

ACTIONS

- Recruit researchers with expertise in data science and artificial intelligence applications in mental health to build capacity, training, and infrastructure in this area
- Pursue collaborative opportunities with other UBC units and with national and international centres that are leading in cutting-edge data science in mental health

STRATEGIC PRIORITY #3

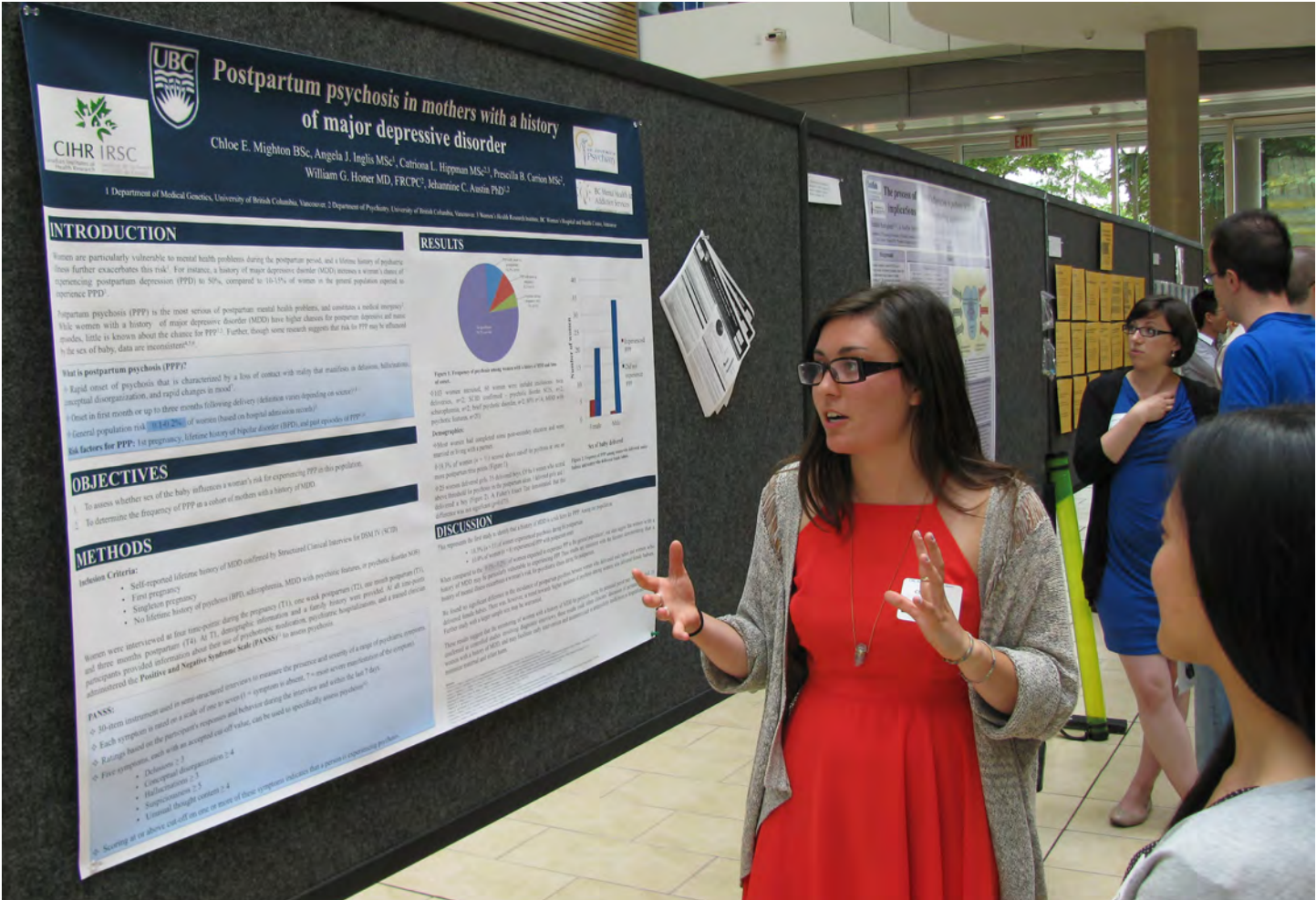
ENHANCE GLOBAL PRESENCE AND PROFILE OF THE DEPARTMENT

OBJECTIVE

To increase collaborations with top centres for mental health care delivery and research around the world, and foster global knowledge exchange

ACTIONS

- Continue to seek and establish agreements for learner exchange programs in Asia-Pacific and other regions
- Invite international students and fellows to train with our faculty members and within our facilities, and in turn, facilitate learning abroad for our Department members
- Continue to develop plans for a program in Global Mental Health
- Support open science as a means to increase transparency and focus on Department research output and impact



OBJECTIVE

To attract wider attention to our research programs and their impact

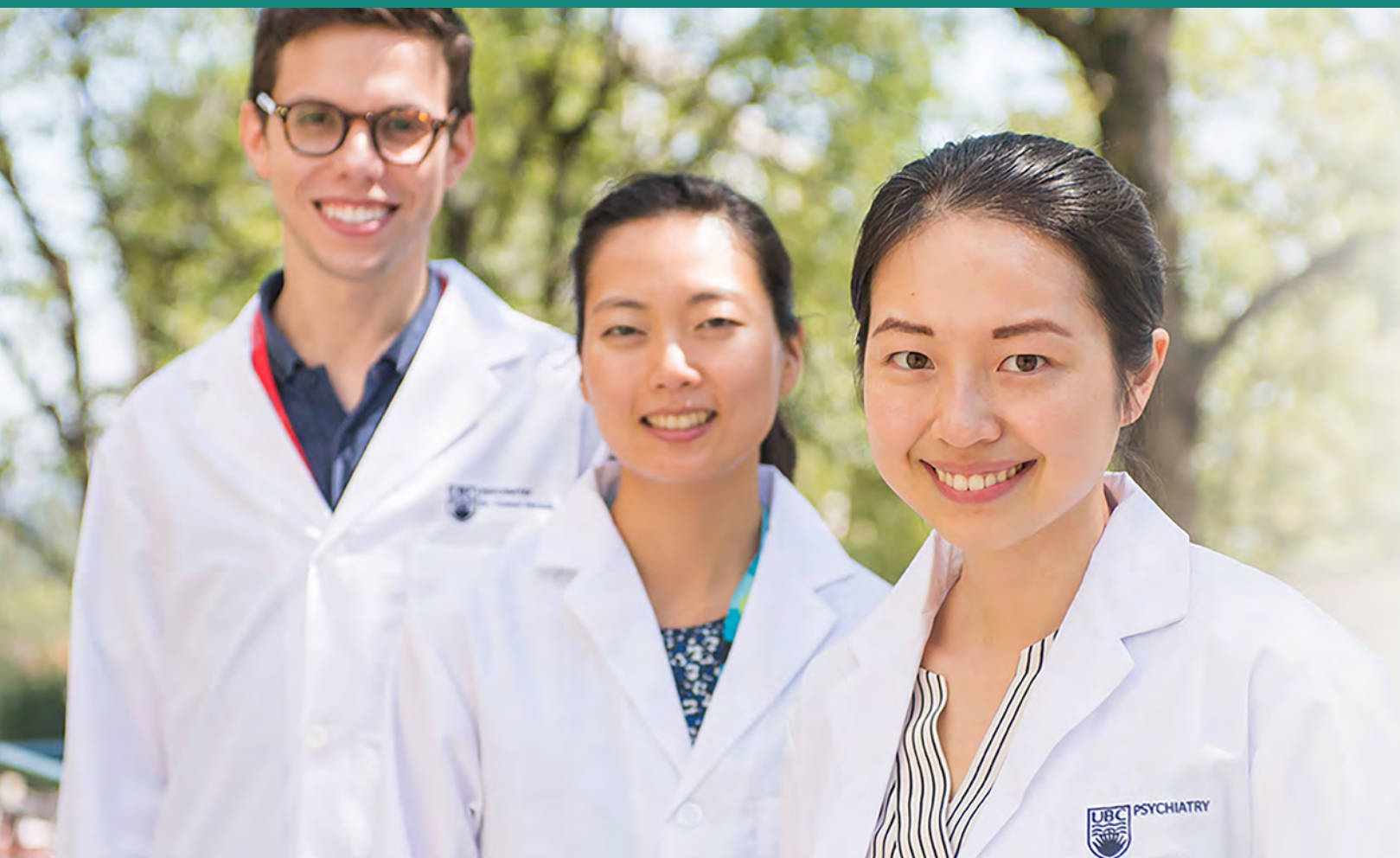
ACTIONS

- Revitalize the Department website to effectively showcase our researchers' profiles and their studies
- Increase presence on social media to highlight exciting Department news and updates
- Engage clinical faculty and other stakeholders to elevate the reach and scope of the research conducted in the Department, including through the annual Department Research Day and other targeted research meetings

STRATEGIC PILLAR EDUCATION

OVERARCHING GOAL

Achieving higher standards of
quality in Psychiatry education



STRATEGIC PRIORITY #1

TO PROVIDE HIGH QUALITY PSYCHIATRY TRAINING
AND GRADUATE A SUFFICIENT NUMBER OF
PSYCHIATRISTS TO MEET SOCIETAL NEED

OBJECTIVE

To ensure the Department is prepared for Competence by
Design (CBD) from 2020 onwards

ACTIONS

- Implement infrastructure, education and training to both faculty and senior residents to ensure the smooth launch and delivery of CBD curriculum and training to our residents to meet Royal College standards
- Streamline the clinical faculty appointment process to enable the appointment of sufficient preceptors to meet our needs



STRATEGIC PRIORITY #1

TO PROVIDE HIGH QUALITY PSYCHIATRY TRAINING AND GRADUATE A SUFFICIENT NUMBER OF PSYCHIATRISTS TO MEET SOCIETAL NEED

OBJECTIVE

To increase numbers of locally-trained psychiatrists in underserved or rural communities

ACTIONS

- Commit to expanding the residency training program to the Southern Medical Program in the Interior Health Authority to train psychiatric residents
- Advocate for increasing the number of residents trained at each of our other distributed sites (i.e. Fraser, VIHA and Northern)
- Conduct regular review of our programs to ensure that the curricula meet the cultural competencies, that they reflect the unique needs and challenges of Indigenous health, and that cultural competency training is made available to faculty and staff



STRATEGIC PRIORITY #2

ENRICH LEARNING OPPORTUNITIES FOR DEPARTMENT MEMBERS

OBJECTIVE

Offer formal research training opportunities to residents, clinical faculty and other mental health care professionals

ACTIONS

- Develop a Master’s Program in translational psychiatry, in partnership with the UBC School of Population and Public Health (UBC SPPH)
- Facilitate research mentorship

OBJECTIVE

To enhance accessibility to high quality Continuing Medical Education and Continuing Professional Development

ACTIONS

- Leverage online and digital technologies to build grand rounds archives, enable remote access to live presentations, and use other media to bring educational resources to faculty members at our distributed sites and those working in remote locations in BC
- Diversify the approach to CME and CPD to include competency based and other novel approaches to education and knowledge translation

STRATEGIC PILLAR PEOPLE

OVERARCHING GOAL

Support Department members in reaching their highest potential



STRATEGIC PRIORITY #1

PROMOTE GREATER DEPARTMENT MEMBER
ENGAGEMENT

OBJECTIVE

Ensure that our members are well supported and recognized for their contributions

ACTIONS

- Actively nominate our Department members for notable awards within the Faculty of Medicine and UBC and other significant external awards
- Streamline the clinical faculty appointment process to increase preceptor numbers to meet our needs, and enable a more manageable distribution of teaching load
- Simplify the clinical faculty promotion process to ensure that deserving members are recognized in a timely manner
- Support our clinical faculty by advocating for wellness of health workers and addressing physician burnout
- Recognize excellence in our staff by generating greater interest and participation in the annual staff awards



STRATEGIC PRIORITY #2

PROMOTE GREATER EQUITY, DIVERSITY, ANTI-RACISM AND INCLUSION IN THE DEPARTMENT

OBJECTIVE

To foster and maintain a Department culture that actively promotes equity, diversity, anti-racism and inclusion, and respectful environments free from all forms of discrimination, exclusion, harassment, and bullying

ACTIONS

- Embed equity, diversity, anti-racism and inclusion training and awareness in recruitment processes, onboarding, assessment and performance reviews, and professional development for staff and faculty
- Review and enhance streamlined mechanisms and related policies to better support people who experience harassment, discrimination, retaliation, and bullying, and to report incidents and policy breaches
- Ensure leadership demonstrates its commitment and accountability for modeling behavior that advances diversity, equity, anti-racism and inclusion



STRATEGIC PRIORITY #3

CONNECT MEMBERS THROUGH ENHANCED COMMUNICATIONS

OBJECTIVE

Build and maintain clear, open channels of communication to ensure that members at our distributed sites and remote locations remain well connected to one another and to the Department nerve centre

ACTIONS

- Develop a comprehensive communications strategy that will include a new Department website, the use of social media, a more in-depth newsletter, webinars and virtual town halls, and other tools to connect ideas and people



STRATEGIC PILLAR PARTNERSHIPS

OVERARCHING GOAL

Build strong cooperative relationships
with strategic partners



STRATEGIC PRIORITY #1

ELEVATE OUR ROLE IN POLICY MAKING THROUGH
STRATEGIC PARTNERSHIPS

OBJECTIVE

Engage the Ministries of Health and Mental Health & Addictions, the Health Authorities, other government and regulatory bodies, and communities in ongoing discourse regarding mental health needs in BC

ACTIONS

- Continue to integrate Health Authority representation into Department Committee meetings to partake in key discussions and decision making
- Actively pursue a larger role for the Department in providing consultation and input in mental health and substance use policy making
- Build capacity for applied mental health services research and work in collaboration with Ministries and PHSA to provide expert advice on mental health policy and evidence based care
- Engage with Indigenous partners and advocates to address the inequities and other challenges associated with Indigenous health, such as lack of access to adequate mental health care, within Indigenous communities across the province



STRATEGIC PRIORITY #1

ELEVATE OUR ROLE IN POLICY MAKING THROUGH STRATEGIC PARTNERSHIPS

OBJECTIVE

Collaborate with our partners to secure resources and funding to support education, research and other ancillary services and activities in the Department

ACTIONS

- Continue to work with health authorities and other partners to align our priorities to support mental health research, care and evaluation
- Partner with the soon-to-be-established FoM Academy of Translational Medicine, and promote the enhancement of clinical trials infrastructure to facilitate translational psychiatry innovation and new treatment studies
- Seek new Partner-track faculty appointments to expand our research capacity, establish formal ties with Health Authority sites, and enhance the role of research in clinical care



STRATEGIC PRIORITY #2

EXPAND AND LEVERAGE OUR PARTNERSHIPS TO ENHANCE OUR IMPACT

OBJECTIVE

Increase research capacity in mental health through strategic partnerships

ACTIONS

- Strengthen research collaborations with schools and centers with an interest in mental health (eg. UBC SPPH, Djavad Mowafaghian Centre for Brain Health)
- Facilitate national and international collaborations with institutions and organizations





THE UNIVERSITY OF BRITISH COLUMBIA

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