Strategic Plan
2013 to 2018

Creating knowledge, caring for minds

Department of Psychiatry
Faculty of Medicine
The University of British Columbia
Introduction

The Department of Psychiatry is a world leader in mental illness research and teaching. In the next five years, we commit to improving student learning across all of our sites. We will strive to promote mental health and help members of the public to better understand mental illness. Educational opportunities will be provided to Aboriginal students. Meaningful opportunities for engagement will be provided to our alumni.

We want to ensure that we benefit from our strength in diversity. Internationally, we have many partners through our research projects and students and we will continue to build these partnerships. By providing professional development opportunities we continue to be an outstanding place to work for faculty and staff. Financially, we will remain sustainable now and in the years to come by aligning our resources with this Strategic Plan.
Head’s Message

The Department of Psychiatry’s Strategic Plan lays out our vision for the next five years. By using Place and Promise: The UBC Plan as a guide to develop our plan we ensure that all we do helps achieve goals that are fundamental to the University and the Faculty of Medicine. Our plan is specific to our mission and responsibilities as a Department of Psychiatry.

The rest of the plan lays out our Vision, Values and Commitments. We will report on our progress on achieving the goals in this Strategic Plan by publishing annual reports on our website. We will also review the Strategic Plan annually to ensure that it remains relevant to our Department members and the UBC community. The plan was developed through a comprehensive process of consultation. I genuinely appreciate the support provided in crafting our plan and look forward to working together.

Dr. William G. Honer, MD, FRCPC, FCAHS
Jack Bell Chair in Schizophrenia
Professor and Head, Department of Psychiatry
Director, Institute of Mental Health
Tagline and Vision

Tagline

*Creating knowledge, caring for minds*

Vision

As part of one of the world’s leading universities, the Department of Psychiatry at The University of British Columbia supports outstanding research and engages local, national and global communities. We create an exceptional learning environment, advance mental health and promote sustainable care for mental illness and addictions.
Values

**Academic Freedom**

The Department of Psychiatry cherishes and defends free inquiry and scholarly responsibility.

**Advancing and Sharing knowledge**

The Department of Psychiatry supports scholarly pursuits that contribute to knowledge and understanding within and across disciplines, and seeks every opportunity to share them broadly.

**Excellence**

The Department of Psychiatry, through its students, faculty, staff and alumni, strives for excellence and educates students to the highest standards.

**Integrity**

The Department of Psychiatry acts with integrity, fulfilling promises and ensuring open, respectful relationships.

**Mutual Respect and Equity**

The Department of Psychiatry values and respects all members of its communities, each of whom individually and collaboratively makes a contribution to create, strengthen and enrich our learning environment.

**Public Interest**

The Department of Psychiatry embodies the highest standards of service and stewardship of resources and works within the wider community to enhance societal good.
Our Ten Commitments

Student Learning

Research Excellence

Distributed Sites for Learning and Research

Community Engagement

Aboriginal Engagement

Alumni Engagement

Intercultural Understanding

International Engagement

Outstanding Work Environment

Sustainability

On the following pages, we outline our goals and actions to achieve these commitments.
Commitments

Student Learning

The Department of Psychiatry provides quality medical education in psychiatry for undergraduate students, residents and fellows. Education will be enhanced through the use of technology.

Through annually updating our curricula and providing faculty with continuing professional development opportunities, we ensure better learning for our students.

After hearing students’ needs, we will work with the University and professional organizations to enhance students' well-being and plan to communicate better with students.
<table>
<thead>
<tr>
<th>Goal</th>
<th>Action</th>
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<tbody>
<tr>
<td>1. Enhance the quality and impact of teaching for all students</td>
<td><strong>Goal Action</strong>&lt;br&gt;Annually update the undergraduate and postgraduate curricula to ensure students and residents are well prepared for careers in medicine and psychiatry.&lt;br&gt;Improve access to lectures and educational content through the use of technology, including online materials and webinars.</td>
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<tr>
<td>2. Enrich students' educational experience</td>
<td><strong>Goal Action</strong>&lt;br&gt;Develop and enhance research opportunities for all students, particularly residents and fellows.&lt;br&gt;Support student led initiatives in education, research and clinical care.&lt;br&gt;Ensure regular assessment of undergraduate and postgraduate experiences and solicit feedback.&lt;br&gt;Provide faculty with professional development opportunities to ensure better education for students.</td>
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<tr>
<td>3. Support student well-being, personal development and positive affiliation with the Department</td>
<td><strong>Goal Action</strong>&lt;br&gt;Partner with the University and professional organizations to support and enhance students’ well-being.&lt;br&gt;Review communications to students, residents and fellows and address needs in the Department communications strategy.</td>
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Commitments

Research Excellence

The Department is home to world class research in psychiatry. We are committed to established areas of excellence, as well as developing areas.

To further our research excellence, we will increase funding, improve infrastructure, recruit top ranked students and increase impact through communications.

We will work to make our knowledge applicable to clinical practice, build partnerships to enhance the role of research in clinical care, and bridge the gaps between basic and clinical research, and between research and application.
<table>
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| 1 Increase the quality and impact of the Department’s research and scholarship | **Focus efforts on existing and developing areas of excellence.**  
**Increase Department research and graduate support funding in both absolute and relative terms, including support from non-traditional sources.**  
**Improve infrastructure to support leading edge research, including areas of greatest need.**  
**Expand recruitment of top ranked undergraduate and postgraduate students and fellows.**  
**Increase impact of research by addressing research communications in the Department communications strategy.** |
| 2 Be a world leader in psychiatric knowledge exchange and mobilization | **Translate the excellent research being conducted in the Department to broad application in clinical practice.**  
**Foster partnership appointments with Health Authorities in British Columbia to enhance the role of research in excellent clinical care.**  
**Bridge the gaps between basic and clinical research, and between research and application to the needs of patients, families and society through professional development and public education.** |
Commitments

**Distributed Sites for Learning and Research**

The distributed model is unique to the Department and the Faculty of Medicine. Distributed sites for learning and research will remain a focus of the Department.

We want to ensure high quality of teaching and increase commitment to research at distributed sites. We will improve infrastructure and increase the impact of education and research on clinical care.

We aim to promote our expertise in distributed and distance learning and research on the global stage.

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<tr>
<td>1 Ensure high quality of teaching at distributed sites</td>
<td>Increase commitment to distributed undergraduate and postgraduate programs.</td>
</tr>
<tr>
<td>2 Increase commitment to research at distributed sites</td>
<td>Improve infrastructure to support leading edge research at distributed sites.</td>
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<td></td>
<td>Increase the impact of education and research on clinical care at distributed sites.</td>
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<tr>
<td>3 Leverage Department’s expertise in the distributed model</td>
<td>Promote distributed and distance learning and research excellence on the global stage.</td>
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## Commitments

### Community Engagement

The Department is dedicated to helping the public understand mental illness and promoting mental health. We strive to be a leader that engages the wider community.

Engaging patients and families through partnerships in research will be a key focus of our efforts. We will also facilitate dialogue on mental health and work to eliminate stigma. We will work towards achieving sustainable mental health locally and globally.

### Goal

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<tr>
<td>Develop and strengthen partnerships for research and for developing evidence-based policy to address mental health and addictions.</td>
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<tr>
<td>Facilitate public dialogue on issues of mental health and actively invite community participation.</td>
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<tr>
<td>Maintain awareness and work to eliminate the pervasive effects of stigma as a barrier to care for mental illness.</td>
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### Dedicate Department resources to public understanding of mental illness and promotion of mental health

1. Be a leader in fostering student, faculty, staff and alumni engagement within the wider community

   - Actively promote partnerships with patients and families at all stages of the education curricula and research.
   - Ensure community engagement is recognized in faculty training and assessment.
   - Work with community based organizations to create a deeper understanding of how sustainable mental health can be achieved locally and globally.

   Dr. Erin Michalak with CREST.BD researchers Victoria Maxwell and Dr. Sagar Parikh at a performance of the play “That’s Just Crazy Talk.”
Aboriginal Engagement

The Department is committed to providing educational opportunities for Aboriginal people and provide our students with education on Aboriginal perspectives and practices. We will expand our curricula and engage Aboriginal medical undergraduates in Psychiatry.

Mental health dialogue will be initiated with Aboriginal communities and the broader public to help build supportive and productive relationships.

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<tr>
<td>1 Expand educational opportunities for Aboriginal people and widen opportunities for all students to learn about Aboriginal perspectives and practices related to mental health</td>
<td>Strengthen programs of academic and social support for Aboriginal students. Expand curricula offerings to include understanding Aboriginal perspectives and practices related to mental health. Increase Aboriginal medical undergraduate students’ interest in psychiatry as a career.</td>
</tr>
<tr>
<td>2 Increase engagement with Aboriginal communities in mutually supportive and productive relationships</td>
<td>Create venues for mental health dialogue with Aboriginal communities and the broader public.</td>
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Commitsments

Alumni Engagement

The Department teaches many undergraduate students, residents and fellows. We hope to create a deeper, ongoing connection with alumni and will start by calling upon them to become mentors for our current students when they reach key stages in their development.

We will increase awareness and use continuing professional development opportunities to engage alumni in Canada and beyond.

Goal Action

1. Enrich the lives of graduates through a deeper connection to the Department
   - Engage graduates as mentors for current students at stages of educational and career transition.
   - Address alumni engagement needs as part of a Department communications strategy.

2. Foster lifelong alumni engagement through expansion of continuing professional development
   - Expand Department wide efforts to engage alumni in Canada and internationally.
As we work in a diverse Department, we realize that it is important to promote further intercultural understanding, remove barriers to greater cultural and intellectual diversity and increase diversity. By achieving these goals, our faculty, students and staff will function even more effectively and gain new learning opportunities.

### Committments

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<tr>
<td>1. Promote intercultural understanding</td>
<td>Promote effective intercultural professional development for faculty and staff.</td>
</tr>
<tr>
<td>2. Remove barriers to greater cultural and intellectual diversity within the Department</td>
<td>Enhance and respect diversity among students, faculty and staff.</td>
</tr>
<tr>
<td>3. Increase diversity</td>
<td>Increase diversity of trainees in our programs and maintain diversity of clinical training opportunities.</td>
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### International Engagement

The Department has numerous international connections through our students and faculty research collaborations. Our distributed and distance learning expertise can be leveraged on the global stage.

To increase our international engagement, we will continue to focus on UBC's international priorities. We will increase substantial international strategic partnerships and discuss global issues that are related to psychiatry and mental health.

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**Goal**

1. **Broaden the opportunities for Department students, faculty, staff and alumni to engage internationally**
2. **Strengthen the Department’s global influence**

**Action**

1. *Improve access and participation of international students in the Department.*
   - *Increase support for international collaborations by faculty, staff and alumni.*
2. *Increase the number of substantial strategic partnerships in regions of priority.*
   - *Enhance scholarly communications on global issues in relation to psychiatry and mental health.*
## Outstanding Work Environment

The Department is one of the largest in the Faculty of Medicine and is home to over 700 faculty and staff. We want to ensure that faculty and staff have professional development opportunities so that they may help fulfil the Department's Strategic Plan. We also strive to be a healthy and respectful workplace.

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### Goal

<table>
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<tr>
<th>1</th>
<th>Be the workplace of choice for outstanding faculty and staff</th>
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<tr>
<td>2</td>
<td>Be a healthy, inspiring workplace that cultivates well-being, resilience and commitment, and be responsive to the family needs of faculty and staff</td>
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### Action

| 1 | Ensure processes and supports are in place to recruit first choice applicants. Provide faculty and staff with the means and professional development opportunities to fulfil the Department’s vision, values and commitments. |
| 2 | Create a respectful, inclusive and collegial work environment. Increase support for healthy workplace initiatives. Ensure that academic and administrative heads and directors have the training, time and support they require to be effective. |
To ensure that the Department will be able to continue fulfilling our Strategic Plan, we must ensure that we are financially sustainable now and in the years to come. To do so, resources will be aligned with the Department’s Strategic Plan and we will provide a balanced budget annually.

1 Ensure Department’s economic sustainability

Align resources with the Department’s vision and Strategic Plan.

Implement a budgeting framework that allocates resources based on strategic goals, including enrolment.

Deliver a balanced budget annually.

Provide a solid financial foundation for long-term success through asset management.
Engage with the *Strategic Plan*

The Department would like to invite all Department members to share stories.

- Has your recent work linked to items in the *Strategic Plan*?
- Do your current or future work plans relate to the *Strategic Plan*?
- Do you know of a Department member that has a story?

Your stories will help **build a greater sense of community** in the Department and help **raise the Department’s profile**.

Your stories may be featured in Department communications, including in annual reports and future communications vehicles. They may also be directed through communications channels (at UBC and beyond).

A story is defined as:

- Work projects or plans related to the *Strategic Plan*.
- Upcoming research publications (let us know once a manuscript is accepted for publication).
- Awards, honours and grants.
- Media interviews and mentions.
- Achievements you would like to share.

Submit your story:

- Describe your story. (two sentences or more)
- How does it relate to the plan? (optional)

*Not sure if your story relates to the Strategic Plan? Submit it anyway!*

Send your story and any questions to:

Howard Tsang
Communications Coordinator
psychiatry.communications@ubc.ca
604-822-7469.