

# VISION 2028

*Inspiring a brighter future  
of pediatric health through  
inclusion and innovation*

**STRATEGIC PLAN**  
2023 – 2028

# Credits

Thank you to all of our department members, BC Children's Hospital Foundation, and affiliates within UBC and BC Children's Hospital that participated in developing *Vision 2028: Inspiring a brighter future of pediatric health through inclusion and innovation*.

## Photo Credits

Front cover: Dr. Rob Humphreys with patient and sibling  
Page 3: Faculty and staff members of the BC Injury Research Prevention Unit  
Page 6: Dr. Lori Tucker with patient  
Page 17: Patients in consultation room  
Page 20: Drs. Daniel Metzger and Linda Casey with patients

## For more information

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## Electronic versions of this document will be available at

<http://pediatrics.med.ubc.ca>

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# Land Acknowledgement

We wish to acknowledge with gratitude that we gather on the traditional, ancestral and unceded territories of the Musqueam (Mus-kwee-um), Squamish (Schwa-mish), and Tsleil-wathuth (Slay-wah- tuth) Nations who have cared for and nurtured this land for all time.

We give thanks to being able to live and work on these lands.



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# Introduction

Building on the formidable departmental legacy spearheaded by Dr. Allison A. Eddy, Department Head (2012 to 2021) is no easy feat! As a community, we accomplished a lot to be proud of under the framework of *Vision 2020: A brighter tomorrow*.

Through your engagement, earlier this year, we refined our Department's priorities across four strategic pillars, outlined in: *Vision 2028: Inspiring a brighter future of pediatric health through inclusion and innovation*. In this plan, we propose to integrate our roles in clinical care, education, research and child-health leadership.

Several key aspirations and values that reflect our community have been distilled in our new strategic plan to reflect: a deep commitment to health justice and health equity; a desire to broaden collaborations with health authorities and strengthen work with Child Health BC (CHBC) to ensure that the highest quality of clinical care is provided across the province; a pledge to continue to strive for scholarly excellence, and above all, a dedication to create a supportive work environment for all that is rooted in compassion and respect.

We intend to build upon the strengths of our department as highlighted in our last external review conducted in 2021:

*The fundamental strengths of the Department of Pediatrics are apparent. These include having a sufficient medical workforce at BCCH and in most locations across the province; breadth and depth of subspecialty services and faculty; and a generally strong sense of collegiality within the department and with other clinical, research and administrative groups. There are great strengths in existing and emerging teaching programs at all levels. There are great strengths in research across the spectrum of basic science and clinical research related to child health. Further, initiatives related to equity, diversity and inclusion (EDI) are underway in the Department of Pediatrics, within UBC and PHSA systems.*

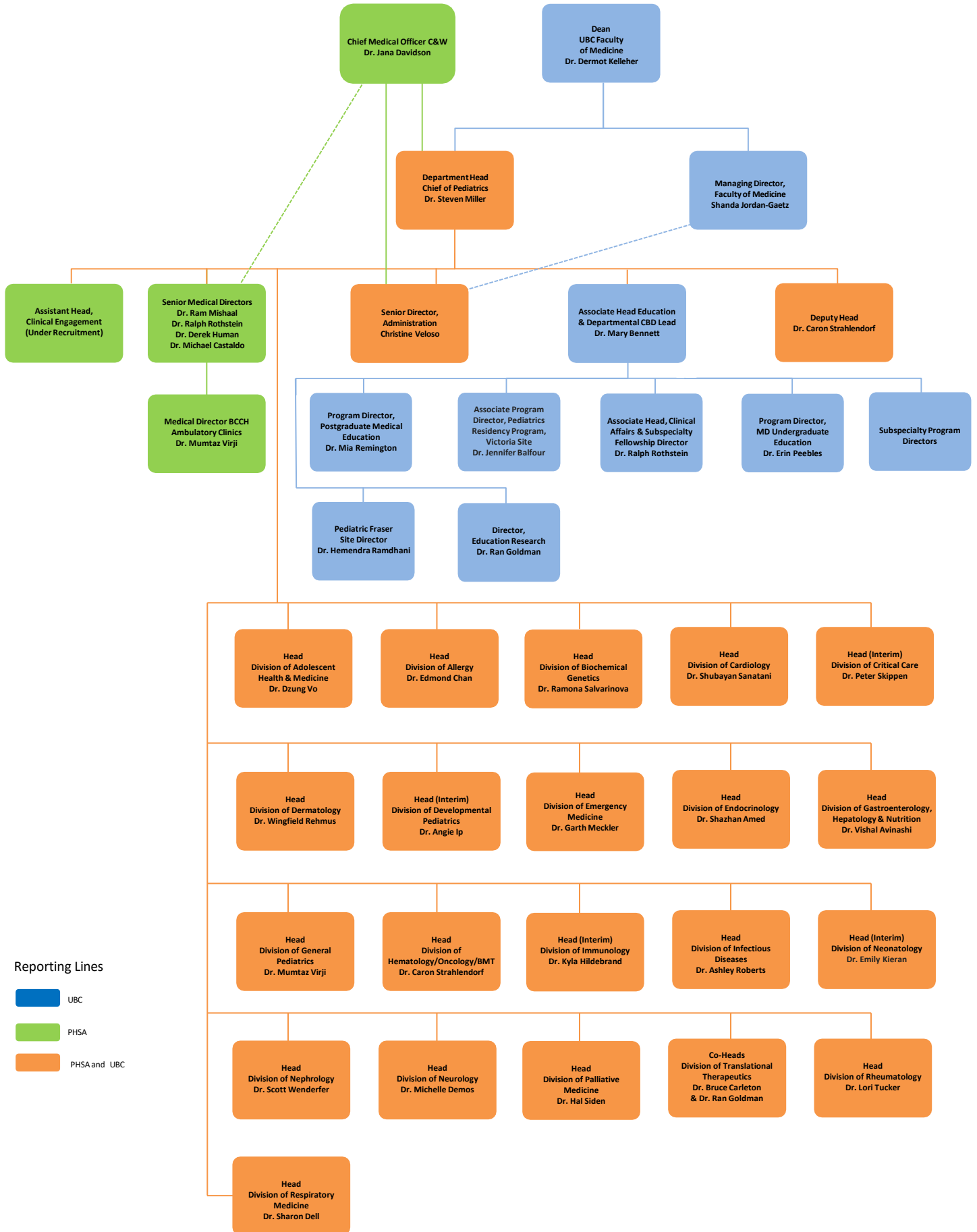
Our four strategic priorities also aim to address our fundamental challenges:

*Despite these many strengths, key fundamental challenges facing the Department of Pediatrics were readily apparent throughout the review. These are reflected in the seven specific recommendations and include: governance of faculty and faculty development (variable sources of faculty funding that lead to inequities and inconsistencies regarding funding, expectations and time provided to individual faculty members for clinical, research, education and administrative/leadership work); and clinical (inconsistencies and lack of clarity over roles and authority between medical and PHSA operational staff and leaders).*

We thank you for your feedback on our refreshed and updated plan and encourage you to share this document with your team and we invite you to help us define the Impact Metrics for our core priorities in our new five-year plan, please send your comments to: [Christine.Veloso@cw.bc.ca](mailto:Christine.Veloso@cw.bc.ca)

# Leadership Organizational Chart

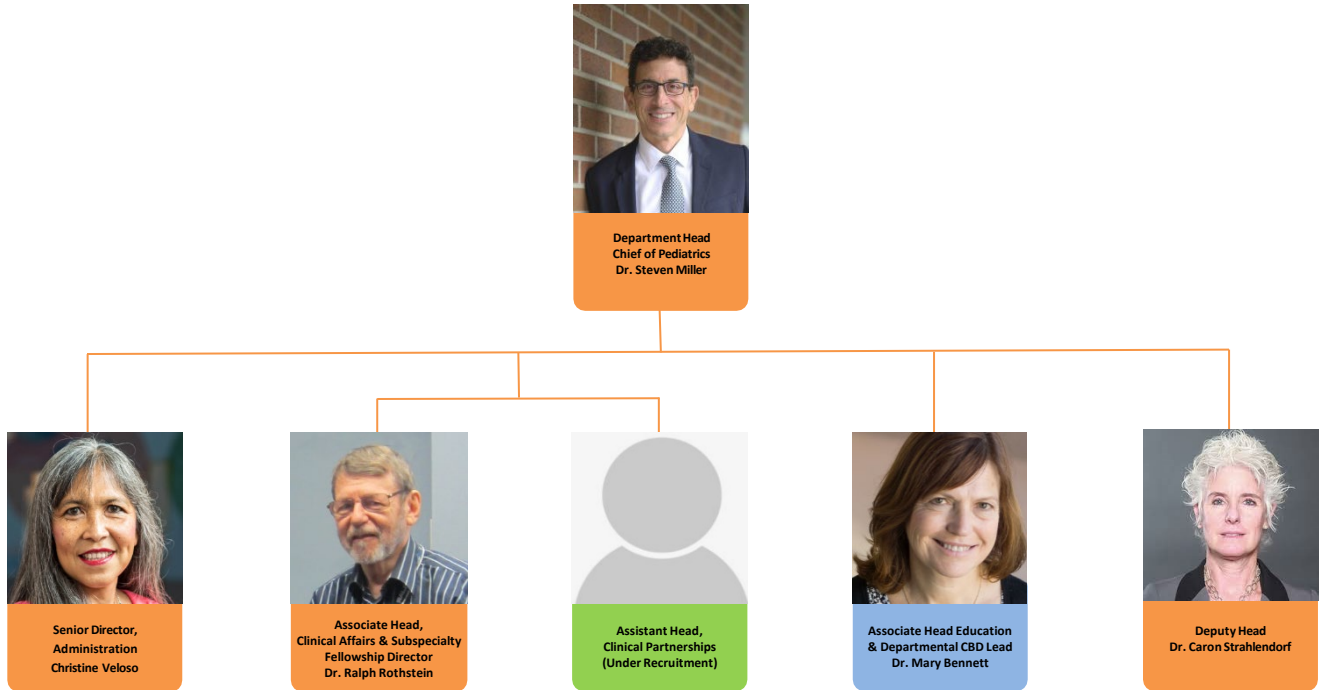
May 30, 2023





# Executive Leadership Organizational Chart

May 30, 2023



## Reporting Lines

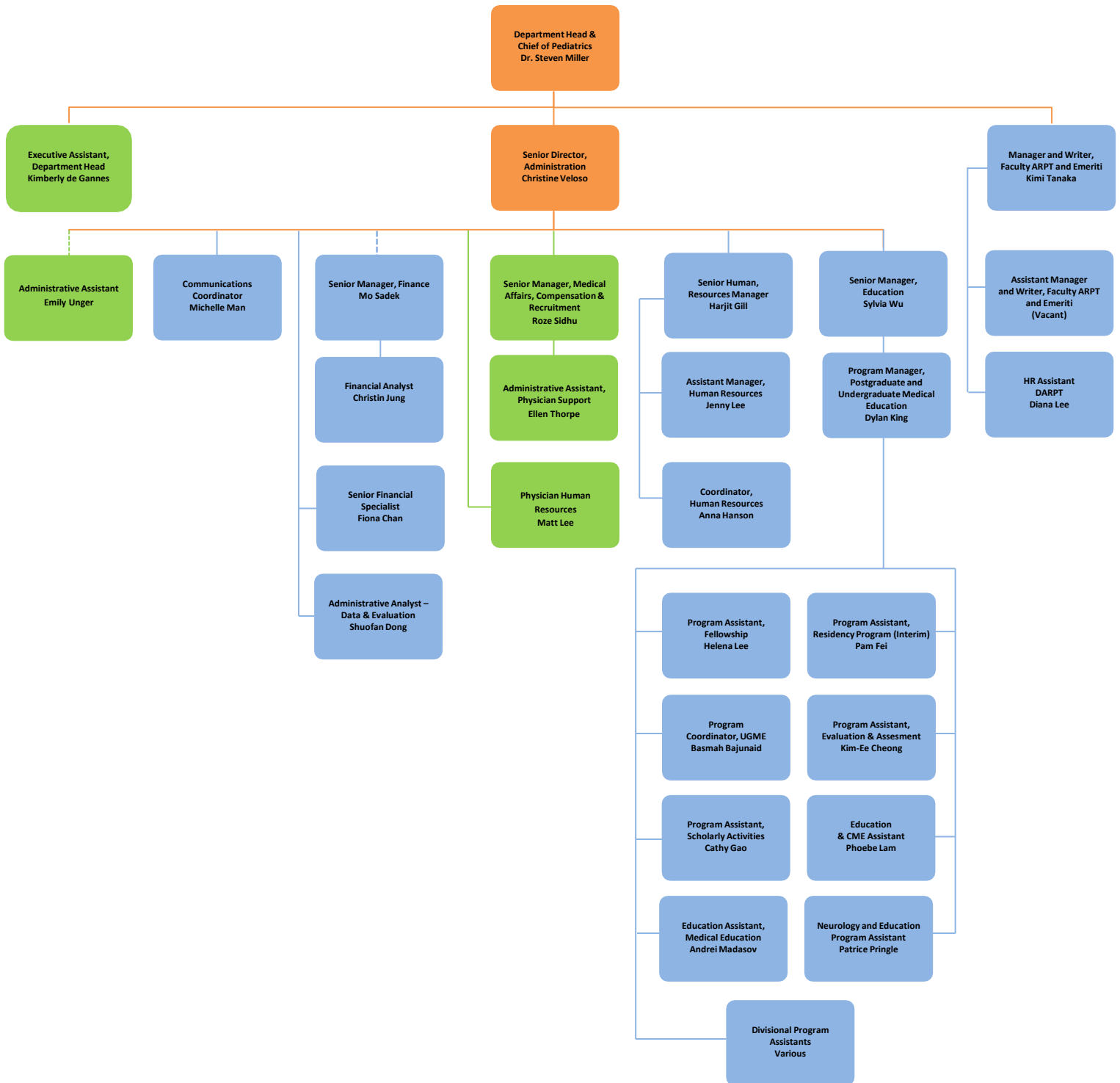
 UBC

 PHSA

 PHSA and UBC

# Administrative Organizational Chart

May 30, 2023



## Reporting Lines

- UBC
- PHSA
- PHSA and UBC





Over

**120**

Faculty and Staff  
participated  
in the Strategy  
Hives

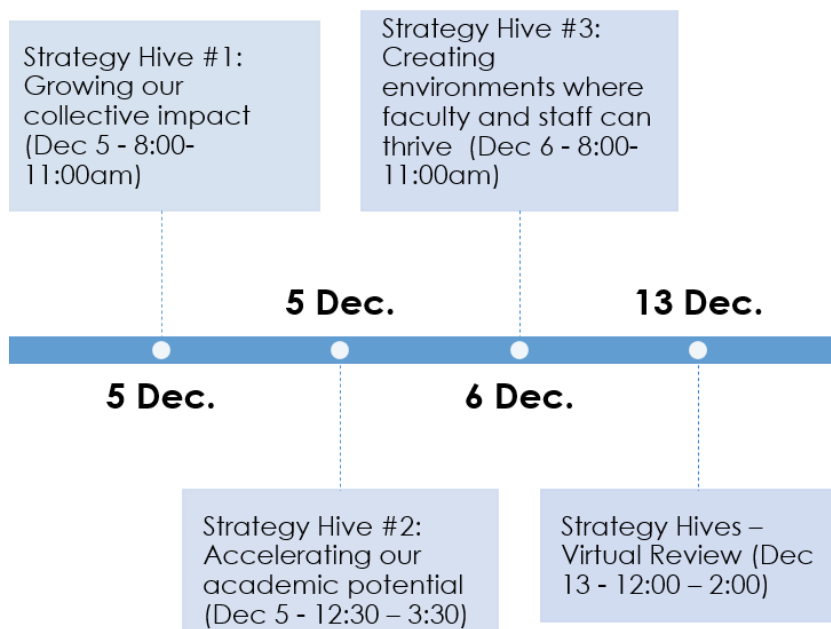


# Process

We are proud to present *Vision 2028: Inspiring excellence in pediatric health through inclusion and innovation*, our new five-year strategic plan, facilitated by the Potential Group.

Our roadmap for the next five years was co-created by leadership, faculty, and staff in three in-person Strategy Hives late last year. To ensure inclusivity, we also held a virtual session via Zoom to round out our partner engagement process for those unable to attend in person.

From September through to November 2022, departmental leadership, Division Heads, together with the Department Head, identified key priority areas to address at our 2023 hive sessions.

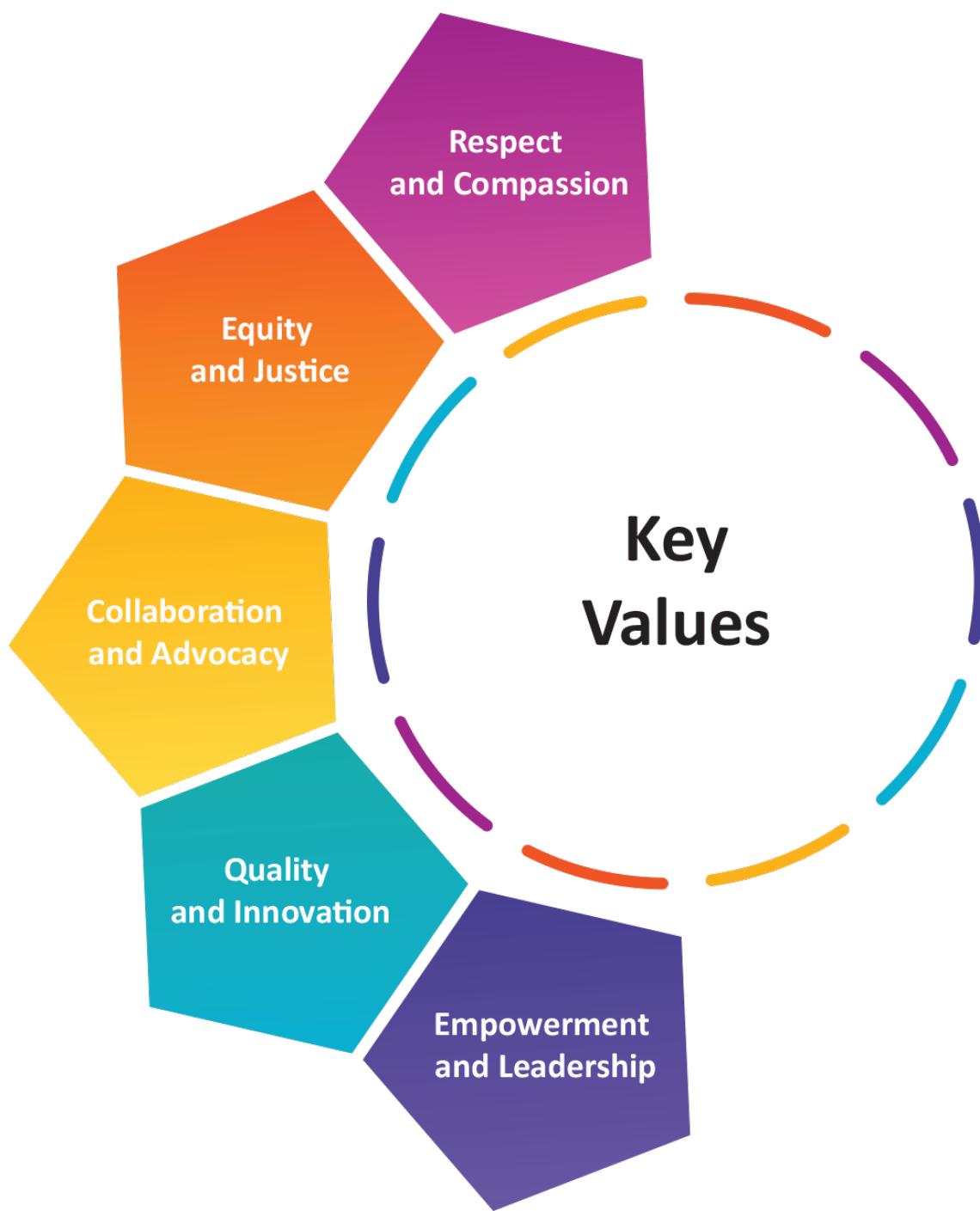


## Three clear areas of focus emerged for development:

- Grow our Collective Impact
- Create an Environment where Faculty and Staff can Thrive, and;
- Accelerate our Academic Potential



# Outcomes from the Strategy Hives



# Outcomes from the Strategy Hives





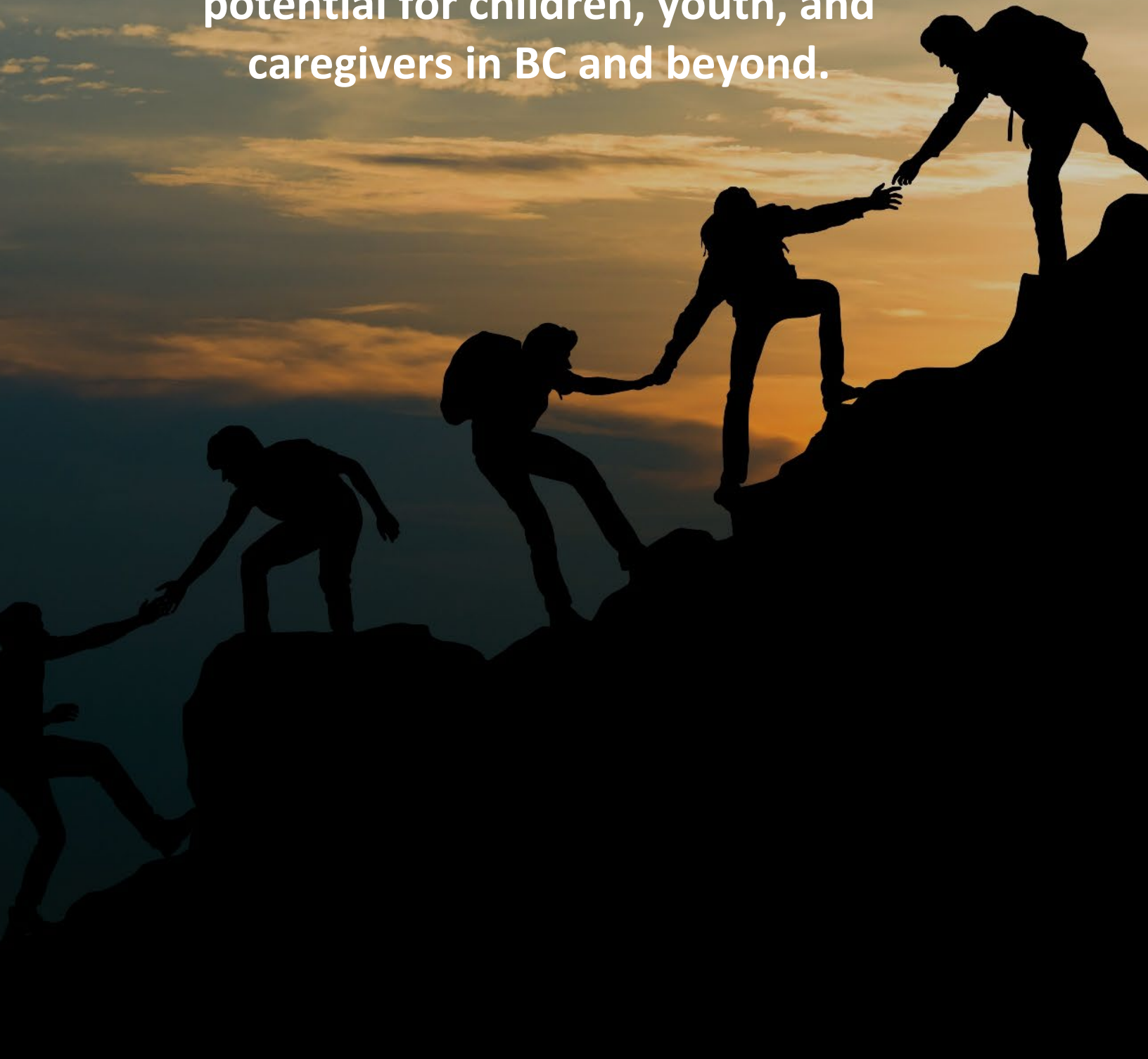
# VISION STATEMENT

Inspiring a brighter future  
of pediatric health through  
inclusion and innovation.



# MISSION STATEMENT

Foster a thriving community driving excellence in equitable pediatric care, research, teaching and enabling the best potential for children, youth, and caregivers in BC and beyond.



# STRATEGIC PRIORITIES

Four strategic priorities emerged from our Strategy Hives, expanding on our initial three main areas of strategic focus.

They are:



Increase our capacity for high quality equitable pediatric care



Support robust education, compelling research, and scholarly activity



Expand our impact for health justice and health equity in the province and beyond.



Nurture a thriving community of faculty, staff, and learners







# PRIORITY 1

Increase our capacity for high quality equitable pediatric care

*Aspiration: Better Child Health, Healthier Children*

## Five Year Plan

- Nurture stronger provincial pediatric networks that drive quality improvement through communities of practice
- Create meaningful connections with diverse community organizations to understand and coordinate how we address complex social needs through outreach, telehealth, and links with primary care
- Strengthen working relationships with health authorities and Child Health BC (CHBC) to align critical issues and ensure pediatric expertise is available where needed
- Integrate research, education, and clinical care to drive improved care and outcomes across our sub-specialties

## Year 1 Action Plan

- ***Bolster provincial pediatric networks that drive quality improvement through communities of practice***
- ***Collaborate with health authorities and CHBC to align around critical issues and ensure pediatric expertise is available where needed***
- ***Define Impact Metrics for Five-Year plan***

## Leadership

- Dr. Ralph Rothstein, Associate Head Clinical Affairs working in tandem with new Assistant Head, Clinical Partnerships (under recruitment)









## PRIORITY 2

Support robust education, compelling research, and scholarly activity

*Aspiration: Tomorrow's Discoveries and Child Health Leaders*

### Five Year Plan

- Grow capacity and support across the full range of scholarly activities that use innovation and unconventional strategies i.e., health education, research, quality improvement, etc.
- Advance UBC, BC Children's Hospital Research Institute, our health authority partners, and our fundraising partners to elevate the investment in research and education as an integral component to a high performing learning health system
- Ensure our research and education is focused on the full diversity of children, youth and families/caregivers in BC
- Recognize and reward a wider range of scholarly activities that are aligned with our desired impact in the province

### Year 1 Action Plan

- *Expand the number of new academic faculty in the department*
- *Support our faculty with clearly defined job activity profiles*
- *Develop fellowship and grant programs that foster the integration of research, education and clinical care*
- *Define Impact Metrics for Five-Year plan*
- *Recognize and reward quality improvement activities*

### Leadership

- Dr. Mary Bennett, Associate Head Education
- Dr. Steven Miller, Department Head (to initially lead research portfolio; transition to Associate Head Research in year 3)





## PRIORITY 3

Expand our impact for health justice and health equity in the province and beyond

*Aspiration: Towards Health Equity and Health Justice*

### Five Year Plan

- Leverage a central knowledge exchange hub to advance our work in health justice/health equity
- Deliver ongoing training for all our faculty, staff and trainees in core health equity, diversity and anti-racism curriculum
- Collect and utilize social needs and race-based data to highlight gaps and address health justice/inequities
- Extend our advocacy role for children, youth and family/caregivers health in BC and beyond

### Year 1 Action Plan

- **Create a central knowledge exchange hub to extend our work around health justice/health equity**
- **Provide learning opportunities to all faculty, staff and trainees in health equity, diversity and anti-racism**
- **Define Impact Metrics for Five-Year plan**

### Leadership

- Dr. Saleem Razack and Dr. Tatiana Sotindjo with Department Executive







# PRIORITY 4

Nurture a thriving community of faculty, staff, and learners

*Aspiration: Supporting our Team*

## Five Year Plan

- Nurture a culture that prioritizes psychological safety, wellness, accountability, kindness, and compassion
- Foster an engaged community across the province through Grand Rounds, social activities, and annual provincial departmental events
- Expand and enhance current on-boarding, and increase personal and professional mentorship and sponsorship from the department
- Nurture and grow leadership across the department
- Authentically engage with children, youth, and families/caregivers to ensure that we focus on what matters most in our patient care and research

## Year 1 Action Plan

- ***Expand and enhance current on-boarding, and increase personal and professional mentorship and sponsorship from the department***
- ***Foster a culture that prioritizes psychological safety, wellness, accountability, kindness, and compassion***
- ***Identify and support leadership development opportunities***
- ***Define Impact Metrics for Five-Year plan***
- ***Elevate Grand Rounds presentations to foster team engagement and make the sessions more engaging, with state-of-the-art content***

## Leadership

- Dr. Caron Strahlendorf, Deputy Head of Department, Faculty Affairs







# CONCLUSION

Dear colleagues,

Since I rejoined the Department of Pediatrics in the Spring of 2022 you have spoken with a collective voice to aspire to grow as a thriving community driving excellence and integration in pediatric care, research, and education that enables the best potential for every child, youth and caregiver in BC and beyond. With Vision 2028 we aspire to:

1. Increase our capacity for high quality equitable pediatric care
2. Support impactful education, compelling research, and scholarly activities
3. Expand our impact for health justice and health equity in the province and beyond
4. Nurture a thriving community of faculty, staff, and learners

Our discussions highlighted to me that we are a talented, compassionate and collaborative team who support one-another to advance research, education, and clinical care that is meaningful to the diverse communities we serve. We strive to support investigators from discovery science to translation into real time solutions and innovative treatments and interventions for the full diversity of our population. I am confident that in the years ahead we will bring even more research advances to the bedside, improve the quality of our care, and contribute to a high performing health-system. As we harness population data, we will also better understand community needs and translate those needs into policy agendas that advance access, preventative care, and complex care.

I am also impressed at the consistent feedback that now is the time for us to accelerate our efforts on health equity and health justice for children and families. In the year ahead, we will create a knowledge exchange hub for health equity & health justice that fosters meaningful connections with diverse communities to address complex health and social issues impacting our children and families/caregivers.

Together, our activities will lead us towards an inclusive learning health system.

We will only achieve our aspirations with your engagement in one of the working groups outlined in this plan. I encourage all of our faculty, staff and trainees to participate in at least one of these groups, to shape the initial activities and develop the impact metrics by which we define our progress.

Please join us in advancing towards Vision 2028!

With gratitude,



Dr. Steven Paul Miller MDCM MAS FRCPC (He, Him, His)  
Hudson Family Hospital Chair in Pediatric Medicine, James & Annabel McCreary Chair in Pediatrics  
Professor and Head, Pediatrics | Faculty of Medicine | University of British Columbia  
Chief, Pediatric Medicine | BC Children's Hospital



# INSPIRE INCLUDE INNOVATE

I just recently joined the department of pediatrics, and I am heartened to see that health equity, anti-racism/anti-oppression, and social justice are foregrounded in strategic plan. Health equity is a pillar of quality care, anti-racism/anti-oppression and social justice must permeate all aspects of our collective mission. This includes the continuum of clinical care as the wellspring upon which world-class research and innovation in service to populations is built. I applaud the courage of this plan to question the knowledge systems, processes, and power structures in child health and within the department of pediatrics for greater health equity. I am excited to contribute to this process.

Dr. Saleem Razack, MD  
Professor, Department of Pediatrics