

# UBC DEPARTMENT OF SURGERY STRATEGIC PLAN 2022-2025

---



THE UNIVERSITY  
OF BRITISH COLUMBIA

Department of Surgery  
Faculty of Medicine

With gratitude, we acknowledge that the University of British Columbia Department of Surgery is located on traditional, ancestral and unceded territories of Indigenous peoples around the province.

## OUR VISION

Improved health through excellence and innovation in surgical care, education, and research.

## OUR MISSION

To serve the surgical care needs of our local and global communities, and to improve health outcomes through basic and clinical research, education of medical professionals, and innovation in clinical techniques, technology, and health systems.



THE UNIVERSITY  
OF BRITISH COLUMBIA

Department of Surgery  
Faculty of Medicine

# OUR VALUES

## *Social Responsibility*

To act in the best interest of our society and environment including responsible stewardship of resources.

## *Respect*

Regard felt or shown towards different people, ideas and actions.

## *Integrity*

The quality of being honest, ethical and truthful.

## *Excellence*

Striving for high quality in all aspects of our work, including the ways we work together and treat one another.

## *Compassion*

The act of showing kindness and empathy to others.

## *Collaboration*

Working together with an individual or group of people towards achieving a common goal by sharing ideas, skills and actions.

## *Equity*

Presence of fair and just processes that promote access to opportunities by providing support based on individual and group needs.

## OUR STRATEGIC PILLARS

Research & Innovation

Education

*Surgical Care - Techniques,  
Technology, and Health Systems*

Faculty Engagement & Development

Impact & Partnerships -  
*Provincial, National, and Global*

# RESEARCH & INNOVATION

## *Objectives*

- |      |   |
|------|---|
| RO-1 | Build on established research excellence by developing <b>areas of focus</b> and promoting cross-disciplinary and collaborative research themes.                      |
| RO-2 | Enhance success in <b>attracting research support</b> .   |
| RO-3 | Strengthen relationships with Health Authority <b>Research Institutes</b> .   |
| RO-4 | Build a culture of research that empowers and motivates a <b>broad cross-section of surgical division members</b> to engage and excel in research.                    |
| RO-5 | Lead surgical <b>clinical trials</b> provincially, nationally, and internationally.   |
| RO-6 | Include the scholarly and scientific pursuit <b>surgical education research</b> as bona fide and of equal worth alongside other research endeavors in the Department. |



# RESEARCH & INNOVATION

## *Strategies*

RS-1	Appoint an <b>Associate Head, Research</b> and strike a Department of Surgery Research Committee to foster an effective and inclusive research environment.
RS-2	Launch a <b>seed grant program</b> .
RS-3	<b>Connect faculty with support</b> for grant writing, statistical analysis, ethics applications, and research methodology.
RS-4	Facilitate surgical <b>research collaborations</b> across disciplines, sites, and organizations external to the department.
RS-5	Increase <b>opportunities for collaboration</b> between surgeons and basic scientists.
RS-6	Streamline and support the process for clinical faculty to more effectively <b>supervise graduate students</b> .
RS-7	Develop a <b>mentorship program</b> for clinical trial development.
RS-8	Improve <b>visibility of graduate programs</b> within the Department of surgery, and enhance faculty development for surgical faculty to supervise MSc and PhD students.



---

# EDUCATION

---

## *Objectives*

EO-1	Improve departmental processes to enhance, track, and <b>recognize undergraduate and postgraduate surgical teaching</b> and teaching excellence.
EO-2	<b>Fully accredited training</b> in all surgical residency programs, in a safe, inclusive and dynamic educational environment whether in community settings or traditional teaching hospitals.
EO-3	Develop <b>novel teaching methods</b> using simulation, skills labs, and virtual learning platforms.
EO-4	Broaden the scope of <b>high-quality graduate degree opportunities</b> for surgical trainees.
EO-5	Increase the local and global reach of the <b>Masters in Global Surgical Care</b> .
EO-6	Inspire the <b>scholarly pursuit of innovation and efficacy</b> in surgical education.





# EDUCATION

## *Strategies*

ES-1	Make <b>teaching</b> a key focus of <b>standardized onboarding and orientation processes</b> for new faculty.
ES-2	Provide regular updates about teaching tracking, <b>teaching opportunities</b> , and professional development through improved communications and a refreshed section of the Surgery website.
ES-3	Develop a <b>succession planning</b> template that can be used for undergraduate and postgraduate educational leadership roles, including early career identification of potential future leaders, formalized mentorship, and leadership development opportunities.
ES-4	Ensure that all systems and structures in which members of our educational programs interact are conducted in a <b>culture that is safe, inclusive, respectful, and equitable</b> .
ES-5	Promote educational innovation and <b>apply lessons learned across programs</b> .
ES-6	Ensure that <b>research in surgical education</b> is facilitated, encouraged, and enhanced.
ES-7	Pursue sustainable funding to <b>support resident research</b> programs that provide preparation for academic surgical careers.
ES-8	Conduct an environmental scan and needs assessment to guide decision-making for the <b>Masters of Science in Surgery</b> program.
ES-9	Promote the <b>Branch for Global Surgical Care elective and formal course offerings</b> , and integrate into Surgery educational programs.
ES-10	Expand the Branch for Global Surgical Care focus to include <b>surgical care in remote and indigenous communities as well as Low- &amp; Middle-Income Countries</b> .

# Surgical Care - *Techniques, Technology, & Health Systems*

## *Objectives*

SO-1	Improve the quality of patient outcomes and experience through <b>data-driven Quality Assurance projects</b> , and enhanced <b>knowledge translation from research</b> .
SO-2	Integrate Department of Surgery research and clinical initiatives into hospital and Health Authority <b>quality improvement systems</b> .
SO-3	Establish the UBC Department of Surgery as a <b>leader in social responsibility</b> efforts in surgery at local, provincial, and national levels.
SO-4	<b>Innovation in clinical processes</b> and systems of care delivery to make them more streamlined, efficient, and less wasteful.

## *Strategies*

SS-1	Expand opportunities for <b>education in quality improvement</b> .
SS-2	Develop strategies for <b>improved communication and collaboration with clinical teaching sites</b> .
SS-3	Include <b>global health and planetary health</b> as part of the brand of the Department of Surgery.
SS-4	Create an <b>inventory</b> of global health and planetary health initiatives across the Department of Surgery, and promote innovation.



---

## Faculty Engagement & Development

---

### *Objectives*

FO-1	Establish the <b>brand</b> of the Department of Surgery.
FO-2	Create the <b>case for engagement</b> with and support of the Department of Surgery.
FO-3	Develop a <b>culture of fairness, transparency, and equity</b> to ensure that all faculty members have an opportunity to achieve their full potential.
FO-4	Create a <b>mentorship / sponsorship framework</b> that includes support for leadership training and access to leadership opportunities.
FO-5	Create a <b>mentorship program</b> for clinical research and quality assurance program development across Divisions and distributed sites.
FO-6	<b>Optimize the diversity profile</b> of the Department.
FO-7	Advocate for <b>surgeon physical and mental wellness</b> .
FO-8	Systematize the process for faculty members <b>preparing for promotion</b> .

# Faculty Engagement & Development

## Strategies

FS-1	Clear and consistent messaging to faculty, residents, and fellows, to create a sense of belonging so that the <b>whole is greater than the sum of its parts</b> .
FS-2	Create and maintain a <b>surgical alumni database</b> ; include alumni in the department communications strategy, and highlight their activities as lifelong members of the UBC surgical community.
FS-3	Create an <b>academic enrichment fund</b> to support academic stipends for clinical faculty or programmatic strategic initiatives, with a committee to receive applications and award funds on a competitive basis.
FS-4	Develop metrics for evaluating <b>mentorship program effectiveness</b> .
FS-5	Develop a proactive <b>onboarding and orientation process</b> for new faculty.
FS-6	Ensure that all review, search, and selection <b>committees</b> have an inclusivity focus, with <b>EDI training</b> and diversity of membership.
FS-7	Develop a <b>formal structure</b> within the Department of Surgery to develop EDI guidelines, educate our leaders and faculty about <b>EDI</b> , and to support and sponsor events and programs designed to foster equity in the Department.
FS-8	Promote <b>leadership</b> opportunities among <b>faculty outside of the Lower Mainland</b> .
FS-9	Identify and address issues contributing to <b>surgeon stress and burnout</b> .
FS-10	Outline consistent and explicit <b>faculty expectations for promotion</b> .
FS-11	Create case studies or profiles for individuals who are appropriate <b>candidates for promotion</b> .
FS-12	Develop a preparation and <b>assistance process for faculty considering going forward for promotion</b> , including a CV review service and assistance with documentation.



---

## Impact & Partnership – *Provincial, National and Global*

---

### *Objectives*

- |      |   |
|------|---|
| PO-1 | Collaborate with other UBC units and health system partners to enhance integration and <b>synergies between clinical care, research, and education.</b> |
| PO-2 | Better <b>engage with Indigenous and rural populations.</b>   |
| PO-3 | Strategically analyze and capitalize on the <b>Department's capacity for impact.</b>  |
| PO-4 | Increase philanthropic opportunities, to <b>increase endowed Chairs</b> within the Department.  |

# Impact & Partnership – *Provincial, National and Global*

## *Strategies*

PS-1	Promote <b>global leadership</b> and engagement as part of the Department's culture.
PS-2	Working with the Faculty of Medicine, <b>implement response to the Truth and Reconciliation Commission's Call to Action</b> , in partnership with Indigenous peoples, to advance reconciliation and contribute to health equity.
PS -3	Identify and <b>address barriers to collaboration</b> and innovation in clinical sites.
PS -4	Streamline <b>communication with Health Authorities</b> to coordinate searches and recruitment.
PS -5	Develop a <b>menu of fundraising goals</b> and philanthropic opportunities, with reasonable but aggressive targets.
PS-6	Actively participate in, contribute to and lead when possible, <b>national and international initiatives to improve surgical care</b> , research and education.

[surgery.ubc.ca](http://surgery.ubc.ca)