

# DEPARTMENT OF **PEDIATRICS**

## 2015 - 2020 STRATEGIC PLAN



**STRATEGY +  
INNOVATION  
OFFICE**

**PREFACE**

The Department of Pediatrics is an integrated academic health science entity; it is both the University of British Columbia’s Department of Pediatrics, within the Faculty of Medicine, *and* the Department of Pediatrics within British Columbia Children’s Hospital, an agency of the Provincial Health Services Authority.

The Department consists of nineteen Divisions: Adolescent Health, Allergy & Immunology, Biochemical Diseases, Cardiology, Critical Care, Dermatology, Developmental Pediatrics, Emergency, Endocrinology, Gastroenterology, General Pediatrics, Haematology/Oncology, Infectious Diseases, Neonatology, Nephrology, Neurology, Pharmacy & Therapeutics, Respiratory Medicine, and Rheumatology.

Our Strategic Plan was developed in collaboration with Faculty and Staff across all divisions, and representative of all our core service areas; research, education clinical care, advocacy and health administration. Our plan serves to guide our advancement, and align our strategic priorities over the next five years. Foundationally, this plan is supported by a renewed strategic platform, comprised of our Vision, Mission and Values. This platform guided the development of our Strategic Priorities, encompassing three *enabling* and three *core* areas of focus. This structure forms the essential framework for our plan, which we have expanded upon to determine our strategic objectives, and the key actions and opportunities to realize these goals.

**STRATEGIC PLATFORM**

**VISION**

To be a world-leading Pediatric Academic Health Science Department; Fostering Discovery, Advancing Knowledge, and Transforming Pediatric Health.

**MISSION**

In partnership with our community, we are committed to improving the health of British Columbia’s children and youth through excellence in research, education, and clinical care; our focus is provincial, our impact is international.

**VALUES**

Leadership – Integrity – Accountability – Excellence – Compassion  
Quality – Teamwork – Collaboration – Discovery – Innovation

**PRIORITIES**

**ENABLING**

- 1. Our People
- 2. Our System
- 3. Integration

**CORE**

- 4. Discovery + Innovation
- 5. Teaching + Learning
- 6. Clinical Care + Advocacy



The Department of Pediatrics of the University of British Columbia, British Columbia Children's Hospital, and Sunny Hill Health Centre is one of the largest Pediatric Departments in Canada. Our collaborative team of physicians, scientists, allied professionals, and administrative staff are dedicated to providing leadership and excellence across the spectrum of Pediatric Academic Health Science, including Clinical Care, Education, Research, and Child Health Advocacy.

The Department of Pediatrics strives to be a cohesive academic and professional body committed to the advancement of child health through the delivery of exemplary care, teaching and research. We recognize that the enhancement of our Department requires active collaboration and integration with the UBC Faculty of Medicine, associated hospitals, research organizations, and our various stakeholders. We are equally motivated to actively engage with our provincial and national partners, as well as to connect with the international community to achieve collective goals.

Aligning with our ambitions for continuous improvement, the Department has launched our revised 2015-2020 Strategic Plan. Our strategic priorities embed the academic mandate of UBC Faculty of Medicine, as well as the broader vision of the Provincial Health Services Authority; to promote and deliver accessible, quality, health services for all British Columbians through an integrated health system. Our refined strategic platform provides a glimpse into our fresh perspective, and goals for the next phase in our development.

Thank you for your continued support, and partnership in achieving our vision.

Regards,

A handwritten signature in black ink that reads "Allison Eddy". The signature is written in a cursive, flowing style.

Allison A. Eddy, MD, FRCP(C)

Professor and Head, Department of Pediatrics, University of British Columbia  
Chief, Pediatric Medicine, BC Children's Hospital and BC Women's Hospital

PRIORITY 1.

**OUR PEOPLE**

Our Faculty and Staff are the most important asset within our Department. We recognize the many contributions that each person makes towards our vision, and consistently strive to take care of all our people, improve our working environment, and support personal and professional development.

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STRATEGIC OBJECTIVES

- 1.1. **UNIFY OUR DEPARTMENT** by improving communications, teamwork and collaboration across the Province, and modeling an organizational culture of excellence and accountability that aligns with our core values.
- 1.2. **INVEST IN OUR PEOPLE** by enabling professional development, facilitating mentorship, and recognizing meritorious achievement at all stages of career progression.
- 1.3. **STRENGTHEN OUR RESOURCES** by improving organizational planning, and enhancing our ability to recruit, retain, and develop outstanding people to grow and sustain our evolving health system.
- 1.4. **IMPROVE OUR WORK ENVIRONMENT** by maintaining a safe, healthy, and supportive workplace, and enabling a strong sense of community.

KEY ACTIONS + OPPORTUNITIES

- a. To develop a renewed Communications and Engagement Plan, with an emphasis on informational value and inclusivity of all Faculty and Staff.
- b. To establish processes for monitoring organizational culture and soliciting feedback that leads to actionable recommendations.
- c. To commit to professional growth through clear developmental opportunities, informal coaching, and formal mentorship programs.
- d. To recognize individual and collaborative achievements by establishing a formal Department of Pediatrics Awards and Recognition Program.
- e. To improve long-term sustainability by developing Department-wide Succession and Contingency Plans for core services and administration.
- f. To develop a Strategic Recruitment Plan that articulates our current areas of burden, comparing our resources to those of our national and international partners, and projecting our future areas of need based on valid and reliable data.

PRIORITY 2.

## OUR SYSTEM

To build a sustainable future that enables us to effectively maintain and improve our core services, we must continuously identify opportunities for organizational development and ongoing performance improvement.

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### STRATEGIC OBJECTIVES

- 2.1. **ENHANCE OUR VALUE AND PERFORMANCE** by adopting evidence-based standards, evolving our evaluation and accountability framework, and leveraging valid and reliable data to support our decision-making.
- 2.2. **BUILD ECONOMIC SUSTAINABILITY** by ensuring responsible financial management, reducing non-value-adding costs, advocating for efficient funding systems, and exploring opportunities for new revenue streams.
- 2.3. **IMPROVE OPERATIONAL EFFICIENCY** by enabling continuous quality improvement, dedicating resources to identify inefficiencies, and solving challenges that hinder our organizational growth and advancement.
- 2.4. **DEVELOP AND PROMOTE OUR IDENTITY** by engaging stakeholders, increasing national and international recognition, and advancing our brand as an integrated Pediatric Academic Health Science Department.

### KEY ACTIONS + OPPORTUNITIES

- a. To develop strategies for progressive changes to health systems' policies, programs, and practices, including the critical objective of establishing a sustainable funding model that meets our communities' needs, and reflects our true Provincial and cross-functional mandate.
- b. To identify opportunities to partner with industry to develop sustainable, ethical, and mutually beneficial funding models to sustain core services.
- c. To design and implement a Departmental and Division performance measurement and accountability framework spanning all core services.
- d. To engage in formal and informal continuous quality and performance improvement initiatives that achieve operational efficiencies.
- e. To identify opportunities and develop actionable plans for generating new revenue for the Department through innovative business ventures.
- f. To create and promote a distinct identity as an integrated Department of Pediatrics through formal branding and communication renewal.

PRIORITY 3.

## INTEGRATION

Positioned at the intersection of research, education and clinical care, we are committed to promoting and facilitating integration with our partners to drive best practices and ultimately improve the lives of children and families.

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### STRATEGIC OBJECTIVES

- 3.1 **ADVANCE OUR SHARED VISION** by strategically aligning with our partners and contributing to the ultimate goal of developing an integrated Pediatric Academic Health Sciences Network.
- 3.2 **DRIVE COLLABORATIVE ACHIEVEMENT** by identifying opportunities to expand institutional partnerships, develop shared services, and define common measures of performance with intersecting outcomes.
- 3.3 **DEVELOP OUR PROFESSIONAL NETWORK** by strengthening provincial, national, and international alliances, and improving our inter-institutional relationships across the Academic Health Science Network.

### KEY ACTIONS + OPPORTUNITIES

- a. To lead in defining and developing a clear vision for an integrated Pediatric Academic Health Sciences Network in British Columbia.
- b. To create an infrastructure that facilitates inter-divisional partnership, including the sharing of best practices, resources or programs, and the engagement in projects that extend beyond institutional boundaries.
- c. To improve integrations with the Child and Family Research Institute, BC Women's Hospital, Child Health BC, and external clinical partners.
- d. To strengthen the partnership with local health authorities, particularly the Provincial Health Services Authority, and the BC Ministry of Health.
- e. To strengthen the partnership with the University of BC, particularly the Faculty of Medicine, and affiliated teaching hospitals/unit and centres.
- f. To lead the development of an integrated performance measurement framework that aligns the interest of our key stakeholders and partners.

PRIORITY 4.

**DISCOVERY +  
INNOVATION**

As a partner in our Provincial Pediatric Academic Health Science Network, it is essential that we identify, adopt, and spread innovation to lead best practice, and advance our enabling infrastructure for world-leading research.

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STRATEGIC  
OBJECTIVES

- 4.1 **TRANSLATE DISCOVERIES INTO SOLUTIONS** by advocating for, and contributing to, the generation of new knowledge, strengthening our research alliances, and developing supportive resources.
- 4.2 **EMBRACE AND LEAD INNOVATION** by fostering ingenuity, pursuing new ventures, and establishing capable infrastructure to incubate ideas, mature concepts to realization, and mobilize knowledge to our services.
- 4.3 **ENABLE AND PROMOTE DISCOVERY** by improving access to funding, developing knowledge and skills in investigative science, and identifying opportunities for research and collaboration across our global network.

KEY ACTIONS +  
OPPORTUNITIES

- a. To collaborate with the Child and Family Research Institute in setting a pediatric research mandate that bridges all levels of research and aligns with the vision for the Pediatric Academic Health Science Network.
- b. To design and develop efficient processes for leveraging clinical outcomes data to create an integrated approach to research.
- c. To establish the Pediatrics' Strategy + Innovation Office with a cross-functional mandate to lead and support our organization in strategy and corporate planning, performance management, digital health innovation and technology, and knowledge mobilization.
- d. To develop an integrated Child Health Innovation Lab that incubates new and non-traditional ideas, manages and accelerates the innovation process, and aids in the translation and mobilization of new discoveries into realized solutions across the academic health science spectrum.
- e. To identify new sources of funding and develop revenue streams to sustain and grow our research endeavors, and increase dedicated time for all Faculty and Staff to engage in research, discovery, and innovation.

PRIORITY 5.

## **TEACHING + LEARNING**

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We have a strong commitment to preparing the leaders of tomorrow across all research, education, clinical care and leadership. We strive to continuously improve the teaching and learning experience, and the quality of our programs.

### STRATEGIC OBJECTIVES

- 5.1 **PREPARE TOMORROW'S LEADERS** by delivering excellent and innovative programs, creating opportunities for lifelong learning, mentoring emerging leaders, and remaining responsive to the dynamic need of our community and evolving health system.
- 5.2 **ENHANCE OUR EDUCATIONAL VALUE** by leading best practices in medical education, embracing innovative learning methodologies and technologies, and improving our ability to collect, translate, and respond to academic data and key feedback from our educators and trainees.
- 5.3 **IMPROVE STUDENT OUTCOMES AND EXPERIENCES** by evolving our academic framework, engaging our learners, and enhancing communication between students, faculty, and administration.
- 5.4 **EMPOWER AND SUPPORT OUR EDUCATORS** by establishing structured mechanisms for performance improvement, and facilitating opportunities for personal and professional development in this arena.

### KEY ACTIONS + OPPORTUNITIES

- a. To formally review our Pediatric Residency and Fellowship Programs for tangible opportunities to improve student outcomes and experience.
- b. To identify best practice and adopt modern learning technologies within our programs, including eLearning options for distance-based delivery.
- c. To explore new models for funding post-doctoral training to expand interdivisional and interdepartmental teaching and research activities.
- d. To create defined mentorship opportunities for our medical student trainees, pediatric residents, sub-specialty fellows and junior faculty.
- e. To establish formal training and internship programs that extend beyond traditional clinical and academic boundaries, including health administration, business, finance, leadership, and health technology.
- f. To create a performance measurement framework for Teaching and Learning, and establish processes to review and respond to these findings.

PRIORITY 6.

## **CLINICAL CARE + ADVOCACY**

In collaboration with our partners, we are focused on improving the health and wellbeing of children and families, remaining committed to enhancing quality, increasing efficiency, and adding value across our health system.

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### STRATEGIC OBJECTIVES

- 6.1 **ADVANCE PEDIATRIC HEALTH** by enabling clinical excellence and the delivery of optimal care, patient and health advocacy, and the collaborative advancement of best practices, policies, and outcomes.
- 6.2 **IMPROVE ACCESS AND QUALITY** by consistently identifying opportunities for improvement, and maintaining a proactive approach to the growing needs of our geographically and demographically diverse community, ensuring equitable and timely access to quality care.
- 6.3 **INCREASE CLINICAL EFFICIENCY** by continuously monitoring and optimizing our health systems and processes, improving our clinical-support infrastructure, and developing innovative models of care to sustainably improve access, quality, safety, and capacity of services.
- 6.4 **PROMOTE GLOBAL HEALTH** by improving alliances with national and international organizations, and supporting opportunities for the international advancement of child health.

### KEY ACTIONS + OPPORTUNITIES

- a. To develop cross-functional Divisional Service Plans that appropriately represent the integrated nature of an Academic Health Science Centre, and define processes to continuously review and improve of these plans.
- b. To aggregate Divisional Service Plans into a Departmental Operating and Service Plan with clearly defined deliverables and measures of service; ultimately striving towards the development an outcome-based framework.
- c. To establish integrated models of care with community providers to provide efficient and effective health care delivery across the Province.
- d. To lead in researching, planning, developing, evaluating, and advocating for progressive changes to health services policies and innovative models of pediatric care across British Columbia.
- e. To support Child Health BC in establishing and promoting the Tiers of Service initiative across our Province, and partnering with communities to improve and maintaining defined standards of care for the appropriate tier.