

Land Acknowledgement

We acknowledge with gratitude that we live and work on the traditional, ancestral and unceded territories of the xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh (Squamish), and Səlílwətał (Tseil-Waututh) Nations.



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SECTION 01

INTRODUCTION

I wish to thank the steering committee members, lead group members, the internal and external stakeholders and students, and our facilitator, Dr. Jane Cooke-Lauder for their guidance and comments in establishing the department's five-year strategic plan. I look forward to working with the department members on the implementation of the strategic priorities. I am confident that together we can take our department to its next level of accomplishment.



Department Head's Message

The practice of pathology and laboratory medicine has been changing rapidly, and so has our training model and curriculum, research methodology and approach.

On the clinical side, molecular diagnostics are gaining center stage in guiding the management of both neoplastic and nonneoplastic diseases. The COVID-19 pandemic hastened the implementation of digital pathology due to the convenience provided by remote sign out and communication. Completely supervised, partially supervised, and even unsupervised artificial intelligence technology has started to find its way into pathology diagnosis.

On the education side, the introduction of problem-based undergraduate medical education has reduced student exposure to PALM which makes it even more challenging to recruit the best students into our discipline. The Royal College of Physicians and Surgeons of Canada (RCPSC) has implemented successfully the "competency by design" training model, which requires much closer supervision and more frequent feedback to ensure residents can function as competent pathologists on graduation. To prepare our graduate students for a successful career, their curriculum needs constant updates to include new technology and new skills such as single cell sequencing, multi-omics, multiplex imaging, computational modeling, and artificial intelligence.

On the research front, there is more and more focus on large cross-disciplinary team approaches with patients' direct involvement across the entire research process to ensure clinical relevance of research activities. Finally, there is increased emphasis on principles of equity, diversity, and inclusion while we recruit, support, engage, and promote our clinical faculties across different health authorities, our scientists at different research institutes, our teachers in different education programs and our support staff so that everyone can thrive and achieve their full potential. This rapidly evolving new reality presents us with unique challenges and abundant new opportunities. As one



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of the world's largest leading academic departments of pathology and laboratory medicine, it is imperative for us to develop a unified vision and strategy so that we can continue to excel in research and innovation, education, and providing the highest quality of clinical service.

Building upon my first 100 days consultation report, the strategic planning process was led by a broadly representative steering committee, with the support of different lead groups. The process ensured broad consultation across the Department and with key external stakeholders. Together, we have crafted our vision, mission, and strategic priorities in four areas: research, education, collaboration, and funding and organizational effectiveness. These strategic priorities are in alignment with the Faculty of Medicine's strategic plan "Building the Future: 2021-2026" and will function as a blueprint to enable the exceptional talent and creativity within the Department of Pathology and Laboratory Medicine, to achieve greater levels of performance and even more significant societal impact.

"The future is today" and every mountaintop is within reach if we keep climbing, building the momentum that will lead us to success. This document goes beyond strategy to outline the actions for the next five years as well as first year priorities. It is time for us to roll up our sleeves and get down to the critical work of implementing the changes. As we move forward, we will continue this collaborative approach to measuring and celebrating our success, evaluating, and making adjustments to our action plans based on new realities. At the same time, we will hold ourselves, individually and collectively, accountable for achieving our shared goals and fulfilling our mission.



Strategic Planning Steering Committee

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● Craig Ivany

● Helene Cote

● Michelle Wong

● **Zu-hua Gao**

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● David Huntsman

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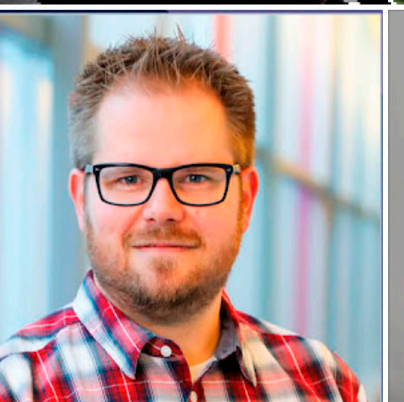
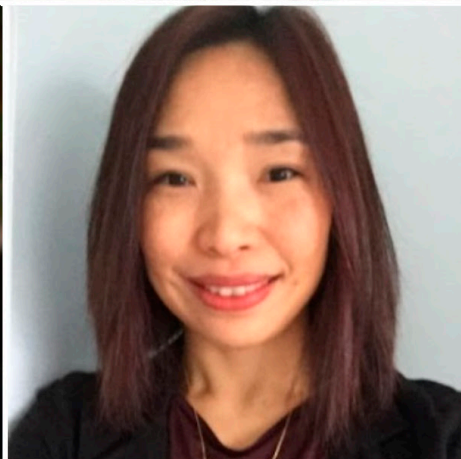
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Executive Summary

Pathology is foundational to the practice of medicine. The aspiration of the Department of Pathology and Laboratory Medicine is to contribute to the transformation of medicine, in alignment with the direction of the Faculty of Medicine, through its continuous search for new knowledge that will enable innovative diagnostics and therapeutics. What will be different moving forward is the commitment to integrating clinical faculty more fully into academic activities, paying attention to the needs of the community, and to incorporating a full range of perspectives into how the Department operates and makes decisions.

At the forefront of this is tapping into the deep well of expertise across the large and geographically dispersed clinical faculty. Renewed efforts will be made to encourage clinical faculty to integrate into academic activities for a true two-way sharing of knowledge, information, and learning. This will require both overcoming systemic barriers as well as changing the Department's culture and building relationships at the departmental and individual levels. Already steps in that direction have been taken with the introduction of associate academic leaders across the province and the efforts of the new Department Head to reach out personally and make connections.

The commitment to engagement and equity as well as to diversity and inclusion is shown across all the strategic pillars with initial priority being given to tackling issues of learner and post-doctoral fellow engagement, economic inequity, and addressing the dearth of women leaders in academic roles. The aspirations of the Department require that the expertise of each and every member is tapped into, opportunities are created for contribution and efforts are valued, recognized, and rewarded. The workplace is to be collegial and intellectually stimulating, attracting the brightest and most curious minds.

Research will be invigorated by building on our deep history of successful cross-disciplinary teams led by outstanding research scientists and academic physicians. These teams create a structure and a space for inclusion, where clinical faculty wanting

to contribute, perhaps initially in some small way, can be made welcome. Similarly, cross-disciplinary teams can serve as a home for new and junior faculty, where mentorship can be found and ideas given a hearing. An innovative and nimble way to generate research ideas is proposed. The Department will act as a facilitator within the provincial eco-system, stimulating an ongoing dialogue about community needs that will then be translated into research questions that inform ongoing and new study designs. Building support capacity and strengthening related capabilities, such as biobanks and biomarker repositories, is planned. The theme of relevance permeates the plan.

Building relationships across a range of stakeholders: within UBC, across the province and internationally, speaks to the importance placed on listening and learning and in working together to achieve greater impact. Visits from internationally renowned teachers and researchers will spark curiosity, promote innovation, and foster collaboration. Gathering stakeholder input and learning what employers want will inform curriculum renewal and the development of new educational programs. By working with health authorities and provincial leaders, the Department will contribute to resolving related health human resources issues. Under consideration are introducing a co-op stream to the BMLSc undergraduate program, finding ways to introduce residents to community practice by distributing residency education, training Pathology Assistants, and introducing more clinical fellowships.

Realizing this ambitious plan will require leadership, resources, and accountability. These are outlined in the plan with particular attention paid to the importance of continuing to review and revise the plan so that it serves the Department well over time. The importance of growing the next generation of research and clinical leaders for the system is acknowledged and addressed through the educational changes planned and the deep consideration given to nurturing the next leaders within the Department. Even as the leadership of the Executive Committee will be instrumental in the success of this plan, key to the future is succession planning.

STRATEGIC FRAMEWORK



Transform laboratory medicine and our understanding of disease for better health

We are an inclusive Department of Pathology and Laboratory Medicine where cutting-edge discoveries are made, future leaders in medicine are trained, and patients receive the highest quality of care

Global relevance, societal commitment, Integrity, collegiality, curiosity and innovation, equity and inclusiveness

