Institute of Mental Health

Putting research to work

Strategic Plan 2013-2018

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

The UBC Institute of Mental Health has the potential to be a world leader in mental illness research and application to clinical care. In the next five years, we commit to improving our research infrastructure and activities, and to creating knowledge with direct application to patient care. We will promote mental health and help members of the public to better understand mental illness and addiction.

With diverse approaches and research strategies, we will maintain a focus on studies directly improving assessment, diagnosis, and treatment of mental illness and addictions. Local, national and international partnerships will be developed, strengthened, and sustained. Institute of Mental Health faculty will demonstrate leadership in health care in British Columbia. Financially, we will remain sustainable now and in the years to come by aligning our resources with this Strategic Plan.
Director’s Message

The Institute of Mental Health Strategic Plan describes our shared objectives for the next five years. By using Place and Promise: The UBC Plan as a guide, 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 the Institute of Mental Health.

The plan lays out our Vision, Values and Commitments. We will report on progress in achieving the goals in this Strategic Plan by publishing annual reports on our website. The Strategic Plan will be reviewed annually to ensure that it remains relevant, aligned with the Departmental goals, and can adapt to changes in the healthcare environment. The plan was developed through consultation, with the guidance of the Institute Board. I genuinely appreciate the support provided, the commitment to the Institute, 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
Vision

As part of one of the world’s leading universities, the Institute of Mental Health at The University of British Columbia engages in outstanding research in partnership with members of local, national and global communities.

The Institute of Mental Health provides leadership in creating, applying and disseminating knowledge to improve assessment, diagnosis and treatment of mental illness, for people at all stages of life.
Values

**Academic Freedom**

The Institute of Mental Health cherishes and defends free inquiry and scholarly responsibility.

**Advancing and Sharing knowledge**

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

**Excellence**

The Institute of Mental Health, through its students, faculty, and staff, strives for excellence and educates students to the highest standards.

**Integrity**

The Institute of Mental Health acts with integrity, fulfilling promises and ensuring open, respectful relationships.

**Mutual Respect and Equity**

The Institute of Mental Health acts with integrity, fulfilling promises and ensuring open, respectful relationships.

**Public Interest**

The Institute of Mental Health embodies the highest standards of service and stewardship of resources and works within the wider community to enhance societal good.
Our Six Commitments

Student Learning

Research Excellence

Distributed Sites for Learning and Research

Community Engagement

International Engagement

Sustainability

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

**Student Learning**

The Institute of Mental Health provides opportunities for research-related training for undergraduate students, residents and fellows. Education will be enhanced through the use of technology.

After hearing students' needs, we will work with the Department of Psychiatry undergraduate, postgraduate and professional training programs to enhance students' access to research-based training.

![UBC Okanagan Health Sciences Centre Lecture Theater](image-url)
<table>
<thead>
<tr>
<th><strong>Goal</strong></th>
<th><strong>Action</strong></th>
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<tbody>
<tr>
<td>1. Enhance the quality and impact of teaching for all students</td>
<td>Annually update the undergraduate and postgraduate curricula to ensure students and residents are well prepared for careers in medicine and psychiatry. Provide opportunities for students to understand the lived experience of the patients and families, and to express learning through creative activities.</td>
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<tr>
<td>2. Enrich students’ educational experience</td>
<td>Develop and enhance research opportunities for all students, particularly residents and fellows. Support student led initiatives in education, research and clinical care. Ensure regular assessment of undergraduate and postgraduate experiences and solicit feedback.</td>
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Dr. Donald Rix Northern Health Sciences Centre
Research Excellence

The Institute is home to world-class research in mental health and addictions. We will build on a foundation of excellence, and support innovation in developing areas.

To further our research excellence, we will increase funding, improve infrastructure, and increase impact through communications and liaison with health care providers.

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.
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<th><strong>Goal</strong></th>
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<tr>
<td>1. Increase the quality and impact of the Institute’s research and scholarship</td>
<td><em>Focus efforts on existing and developing areas of excellence.</em></td>
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<td><em>Improve infrastructure to support leading edge clinical research, including areas of greatest need.</em></td>
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<td>2. Be a world leader in psychiatric knowledge exchange and mobilization</td>
<td><em>Translate the excellent research being conducted in the Institute to broad application in clinical practice.</em></td>
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<td><em>Foster partnership appointments with Health Authorities in British Columbia to enhance the role of research in excellent clinical care.</em></td>
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<td><em>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.</em></td>
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Commitments

Distributed Sites for Learning and Research

The distributed model is a unique feature of the Department of Psychiatry, and the Faculty of Medicine. Distributed sites for learning and research are an opportunity for the Institute.

We want to ensure increased commitment to the integration of research, teaching and clinical care 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.

Goal

1. Increase commitment to research at distributed sites
   - Improve infrastructure to support leading edge research at distributed sites.
   - Increase the impact of education and research on clinical care at distributed sites.

2. The Institute will leverage Departmental expertise in the distributed model
   - Promote distributed and distance learning and research excellence on the global stage.
**Commitments**

## Community Engagement

The Institute 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, families and communities 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.

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### Goal

1. Dedicate Institute resources to public understanding of the role of research in mental illness and promotion of mental health

### Action

*Develop and strengthen partnerships for research and for developing evidence-based policy to address mental health and addictions.*

*Facilitate public dialogue on issues of mental health and actively invite community participation.*

*Maintain awareness and work to eliminate the pervasive effects of stigma as a barrier to care for mental illness.*
The Institute has numerous international connections through our students and faculty research collaborations. Our distributed and distance research and educational expertise can be leveraged on the global stage.

To increase our international engagement, we will strengthen and expand clinical and community-based research opportunities with willing partner institutions.

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<tr>
<td>1 Broaden the opportunities for students, faculty and staff to engage internationally</td>
<td>Improve access and participation of international trainees in the Institute. Increase support for international collaborations by faculty and staff.</td>
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<tr>
<td>2 Strengthen the Institute’s global influence</td>
<td>Increase the number of substantial strategic partnerships in regions of priority. Enhance scholarly communications on global issues in relation to psychiatry, mental health and addictions.</td>
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To ensure that the Institute 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 Institute's Strategic Plan and we will provide a balanced budget annually.

Goal

1  Ensure the Institute’s economic sustainability

Action

Align resources with the Vision and Strategic Plan.

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

Deliver a balanced budget annually,

Provide a solid financial foundation for long-term success through faculty support and asset management.