

A stylized human figure in green and yellow, with a blue globe as its torso, positioned behind the letter 'O' in the main title.

# MOBILITY FOR ALL

UBC DEPARTMENT OF ORTHOPAEDICS  
STRATEGIC PLAN: 2023-2028



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With gratitude, we acknowledge that the University of British Columbia Faculty of Medicine and its distributed programs, which include four university academic campuses, are located on traditional, ancestral and unceded territories of Indigenous peoples around the province.

We respectfully acknowledge that the UBC Vancouver-Point Grey academic campus is located on the traditional, ancestral, unceded territory of the x<sup>w</sup>məθk<sup>w</sup>əy<sup>ə</sup>m (Musqueam), and UBC operations in Vancouver more generally are also on the territories of the Skwxwú7mesh (Squamish) and sə'ílwətaʔt (Tsleil-Waututh).

We respectfully acknowledge that the UBC Okanagan academic campus is situated on the traditional, ancestral, unceded territory of the Syilx Okanagan Nation.

We respectfully acknowledge that the University of Northern BC Prince George campus is located on the traditional territory of the Lheidli T'enneh, who are part of the Dakelh (Carrier) First Nations.

We acknowledge and respect the lək<sup>w</sup>əŋən peoples on whose traditional territories the University of Victoria is located and the Songhees, Esquimalt and W̱SÁNEĆ peoples whose historical relationships with the land continue to this day.

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**A united,  
empowered,  
dynamic  
UBC Department  
of Orthopaedics  
can lead the way  
in transformative  
orthopaedic  
healthcare solutions,  
for BC and the world.**



## **MOBILITY FOR ALL!**

This is our message and the focus of our unified effort.

Our quest is to serve the needs of orthopaedic patients within our province. We are committed to continuously improving patient experiences and outcomes in British Columbia and beyond.

In the 70 years since our establishment, we've accomplished a lot. Among 17 medical schools in Canada, UBC Ortho is the only orthopaedic organization to achieve Departmental status within a Faculty of Medicine. Our size and reputation have grown steadily as we continue to make local to global impacts, but there is still much to be done and many improvements to be made.

Our goal is to be a global gold standard in providing an exceptional orthopaedic educational experience for learners at all levels, that redefines the boundaries of knowledge through innovative research and discovery, and that consistently delivers exemplary clinical practice.

We face many challenges. We also have many opportunities to change things for the better.

We strive to create an inspiring, productive and efficient environment within a diversified, supportive culture. As UBC Ortho department members, we enjoy our work. We have fun. We improve lives. We keep people moving and we keep moving forward.

Strategy is not a document; it is a journey. It is a series of difficult choices, some difficult, to set and achieve worthy goals in a constantly changing landscape, guided by an inspiring vision.

Our strategy has been developed through a collaborative province-wide process that has involved each of our eight divisions and touched every corner of the department. Thank you to everyone who has helped shape this living strategy. I am excited and privileged to travel this journey with you.

**We are truly stronger together.**

### **KISHORE MULPURI**

*Head, UBC Department of Orthopaedics MBBS, MS,  
MHSc, FRCS(C), Professor*



**Orthopaedics is the world of bones and musculoskeletal health.  
The gift that UBC Department of Orthopaedics gives to the world is mobility.**

**MOBILITY LIBERATES.**



An aerial photograph of a circular plaza. In the center is a green lawn. A flagpole stands on the lawn, flying a red and white flag. The plaza is paved with grey tiles in a grid pattern. The background is a dark blue gradient with a faint grid pattern.

Too often, pain-free movement is taken for granted. But millions of people suffer from a loss of mobility or painful movement through accident, disease, or ageing.

Our dream is a world of pain-free mobility for all. We strive to get people moving and keep them moving, so they can do the things they need and love to do. So they can live their best lives.

## UBC ORTHO DOES THIS IN THREE WAYS

1

by educating the next generation of orthopaedic professionals,

2

by advancing orthopaedic care through innovative research, and

3

by modelling exemplary clinical practices.

**In everything we do and say, our actions are informed by three cross-cutting themes, that we:**

- ... are **patient-centered** and ultimately oriented toward achieving better patient outcomes,
- ... seek to work in **collaborative partnerships** both within and outside the department, and
- ... adopt a '**local to global**' mindset in our approach.

# OUR DNA

●  
**WE ARE...**

Mobility transformers.

●  
**WE BELIEVE...**

In improving the freedom of movement for everyone. Mobility liberates.

●  
**WE PROMISE...**

To give our all to get you moving and keep you moving.

●  
**IN ORDER TO...**

Help you do what you need and love to do...to live your best life, pain free and free to move.

●  
**BY BEING...**

A recognized Centre of Excellence in musculoskeletal health, made up of curious innovators, passionate educators and professional practitioners...

...who are Stronger Together through being diverse, inclusive, collaborative, accessible and supportive... ...making us caring, patient-centric advocates...

...engaged in evidence-based surgical and professional practices...

...while adopting a mindset of local to global.



**VISION:**

**PAIN-FREE  
MOBILITY FOR ALL**

**MISSION:**

**TO MAXIMIZE  
YOUR MOBILITY  
AND FUNCTION**

# RICH VALUES

## WHAT IS SPECIAL ABOUT UBC ORTHO THOUGH, IS HOW MUCH WE:

### • CHERISH OUR INDEPENDENCE

UBC Department of Orthopaedics (UBC Ortho) is the only independent orthopaedic department in Canada. It has the largest faculty membership of any orthopaedic unit in the country. While ensuring we work within the Faculty of Medicine's governance structure and policies, UBC Ortho is self-governing and enjoys a high level of self-determination. This brings greater responsibility and accountability to use our position and resources wisely. We represent our patient community, our membership, the hospitals and the Health Authorities we serve. We seek to build strong partnerships to achieve our vision. We have the courage to speak up and to bring about innovation and change in a constructive, collaborative way. We are empowered to impact change.

### • WORK WITH EACH OTHER, TO BE STRONGER TOGETHER

We work hard for each other to be stronger together. We harness the strength and power of our diversity. We celebrate the diversity of division specialities within our department and the differences between them. We operate as teams within a larger team, recognizing the power of collective wisdom and one, powerful collective voice to be heard. Research, education and clinical practice are integrated disciplines. We have a supportive culture. We enjoy partnerships with interest groups beyond boundaries of jurisdiction or geography. Our members are engaged and proactive in supporting the department.

### • PUT OUR PATIENTS AT THE CENTRE OF EVERYTHING WE DO

The best interest of our patients is at the centre of everything we do. From the impact of our research insights to the next generation of orthopaedic professionals we help educate, to improvements in clinical practices, we are driven by the impact it has on patient welfare and outcome. We are constantly looking to improve efficiencies in our systems and structures. We break down barriers to improve patient experience and outcomes. We are a bridge between the patient community and the authorities that govern them. We are active listeners and communicators in a dialogue. We aim to lead the way in lifetime patient pathway planning. This involves taking the patient's perspective over the long term and planning their orthopaedic healthcare needs to optimize their personal outcomes, whether that includes prevention, seamless integration of specialized services, etc.

### • ACTIVELY ENGAGE IN EDUCATION

We are passionate believers in the value of education. We seek continuous improvement and personal growth and development for the professional members of our community at all stages of their careers. We have the largest undergraduate orthopaedic program in Canada and are among the most admired Resident and Fellowship programs anywhere in the world. Our members are hands-on, actively engaged educators, who help us deliver exceptional experiential-based learning.

### • ENCOURAGE CURIOUS INNOVATION

We push boundaries to advance understanding and practices through insight. We are proud to have world-leading researchers call UBC Ortho their home. We encourage courageous, curious innovators. UBC Ortho is a place where entrepreneurship can flourish and where the boundaries in technology and applied science are constantly tested in the interest of better orthopaedic patient outcomes.

### • ENJOY OUR WORK, EMBRACE A CAN-DO SPIRIT AND STRIVE TO BE EXEMPLARY

We enjoy our work – we have fun! (We spend a lot of our life working, so we'd better enjoy doing it). We have a can-do culture in the department that helps us. We lead by example. Our case studies make powerful stories to tell. We aim to produce results that speak for us.

### • OPERATE PROVINCE-WIDE AND WORLDWIDE

We operate locally, nationally, and globally. We represent the whole of the Province of British Columbia and our goal is to provide service to all patients within the province equitably and evenly. We embrace a global perspective in an increasingly interdependent world. We are leaders in establishing global partnerships with orthopaedic healthcare communities, patients, and students around the world that advance understanding and outcomes in BC and beyond.

OUR CORE PHILOSOPHY IS

**"STRONGER TOGETHER"**





# CULTURE & COMMUNICATION

We make a concerted and consistent effort to foster the culture we aspire to, combined with a dedicated internal communications strategy.

## OUR DESIRED CULTURAL TRAITS:



CENTRE OF EXCELLENCE



ORGANIZED



DYNAMIC



DIVERSE



EFFICIENT



COLLABORATIVE



OPEN



TRANSPARENT



SOCIAL



APPROACHABLE



COMMUNICATIVE



SUPPORTIVE



INNOVATIVE



GLOBAL MINDED



HIGHER PROFILE

# TRENDS IN ORTHOPAEDICS

We continuously monitor the emerging trends in orthopaedics so we can stay up to date and take a leading role in the advancement of our field. These trends include:

## AI / TECHNOLOGY

- Robotics / technology-guided surgery / augmented surgery
- Virtual training / digital learning / simulation-based training
- Telemedicine and Virtual Care

## BIG DATA

- Large data sets to inform research, clinical decision-making, outcomes and impacts
- Potential use of office EMRs (Electronic Medical Records) and institutional EHR (Electronic Health Records)

## PERSONALIZATION

- Personalized medical information and treatment, such as personalized implants
- Biologics / gene therapy / Precision Health
- Lifetime patient pathways...predicted pathways

## DEMOCRATIZATION

- Health information through technology
- Patient access to knowledge about surgical processes

## SUSTAINABILITY

- Climate change, impact of our actions on the environment

## CHANGING ROLE / JOB OF SURGEONS

- Job sharing / technicians assistants in a team-based approach

## WELLNESS

- Overall increased focus on wellness / Surgeon wellness

## ADMINISTRATION

- Better integration of systems
- Agility, Responsiveness

## GLOBAL

- Approach and access to information and care
- Greater global collaboration between Ortho departments
- Focused research on large scale issues

## HEALTH SYSTEMS POLICY / DECISION-MAKING

- Role of Department in identifying priorities and informing policy
- Recognize increase in auditing / control / performance measures
- Increased focus on value-based healthcare

## THE CHALLENGE WE FACE

Global healthcare systems are being challenged as never before on whether they are suitably equipped and designed to fulfill their purpose. The global pandemic has highlighted our interdependence on healthcare solutions and has exacerbated problems with patient access to care.

Adding to the challenge are the transformational effects of technology, AI and the information age, which we must harness to our patients' benefit: whether in informing policy or in directly assisting point-of-care decision-making.

Similar forces are at work in the education sector where dramatic change is being driven by online education and the use of technology and simulation for teaching. There is increasing competition from other educational institutions, including the commercial sector. There is increased pressure on the University to maintain the perceived value of the educational experience provided.

**UBC Ortho has the unique opportunity to play a leading role in how these changes unfold.**

We can start by facing some harsh realities within our own department. For example, patient-centrism is preached more than it's practiced. But we can change that.

The Orthopaedic world and UBC Ortho are not alone in, or immune to, the challenges of working within a large, bureaucratic and politicized healthcare system. It's understandable that dysfunctionality is a result, especially since central control of budgets, policies and procedures not only impacts resources but also the ability to change. Prioritization in the setting of limited resources has disadvantaged orthopaedic patients for decades. As difficult as it is to change systemic culture, we must believe we can.

Simultaneously, we are working in a world where our patients now have universal access to knowledge and seek freedom of choice. The trend is powerful and growing. As patients take greater personal responsibility for, and empowerment over their own healthcare choices, we will need to adjust and adapt so we can continue to meet our patients where they are at. We can also help these informed patients voice their expectations as we advocate with them.

**The core truth is this:**

**A united, empowered, dynamic UBC Department of Orthopaedics can lead the way in transformative orthopaedic healthcare solutions, for BC and the world.**



# ACHIEVEMENTS

Positioned in North America's most international University, UBC Ortho is the only orthopaedic organisation in Canada with University Department status.

**We have the largest Faculty and geographical footprint in the country.**

**We have world-renowned programs and facilities**

including:

**TWO**  
CFI-funded research centres

**TOP 30**  
ortho trauma care worldwide

**CUTTING-EDGE**  
spinal cord injury research

**GLOBAL**  
hip dysplasia registry

**LEADING**  
foot & ankle clinical research

# OUR COMMITMENTS

We hold commitments to three distinct yet integrated groups:



## COMMITMENT TO OURSELVES

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We are committed to creating a culture of collaboration, respect, excellence, diversity, innovation and togetherness.

## COMMITMENT TO LOCAL COMMUNITY

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We are:

- **PATIENT-CENTRIC**, so we put our patients at the centre of everything we do. That is priority No.1
- **PARTNERS**, that means we partner collaboratively with local hospitals, regional health authorities, BCOA, other orthopaedic care-givers medical and allied health, and commercial benefactors
- **WHOLE OF BC**, because we are a community of orthopaedic caregivers, acting at both a local hospital and a provincial level.

We strive for:

- **EQUITABLE ACCESS TO RESOURCES**
- **EFFICIENT USE OF RESOURCES**
- **ACCOUNTABILITY**
- **ADVOCACY FOR PATIENTS**
- **CONTINUOUS IMPROVEMENT**

## COMMITMENT TO GLOBAL COMMUNITY

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- **CENTRE OF EXCELLENCE:** we aim to be, and be seen as, a Global Centre of Excellence for orthopaedics
- **OUTREACH:** we adopt a global perspective and lead by example in sharing and receiving insight
- **DIVERSITY:** we seek to embrace all forms of diversity and lived experiences or cultures, including how best practice and treatments are implemented
- **PARTNERSHIPS:** we actively seek and develop partnerships with our counterparts locally and in the global orthopaedic healthcare community
- **GLOBAL COMMUNITIES:** our dream is to positively impact in some way every community on earth with which we interact

# OUR GOALS

Our overarching goal is to be a global centre of excellence in orthopaedic healthcare that inspires our profession and advances patient outcomes by delivering our rallying cry of mobility for all.

## The goals for the three disciplines are as follows:

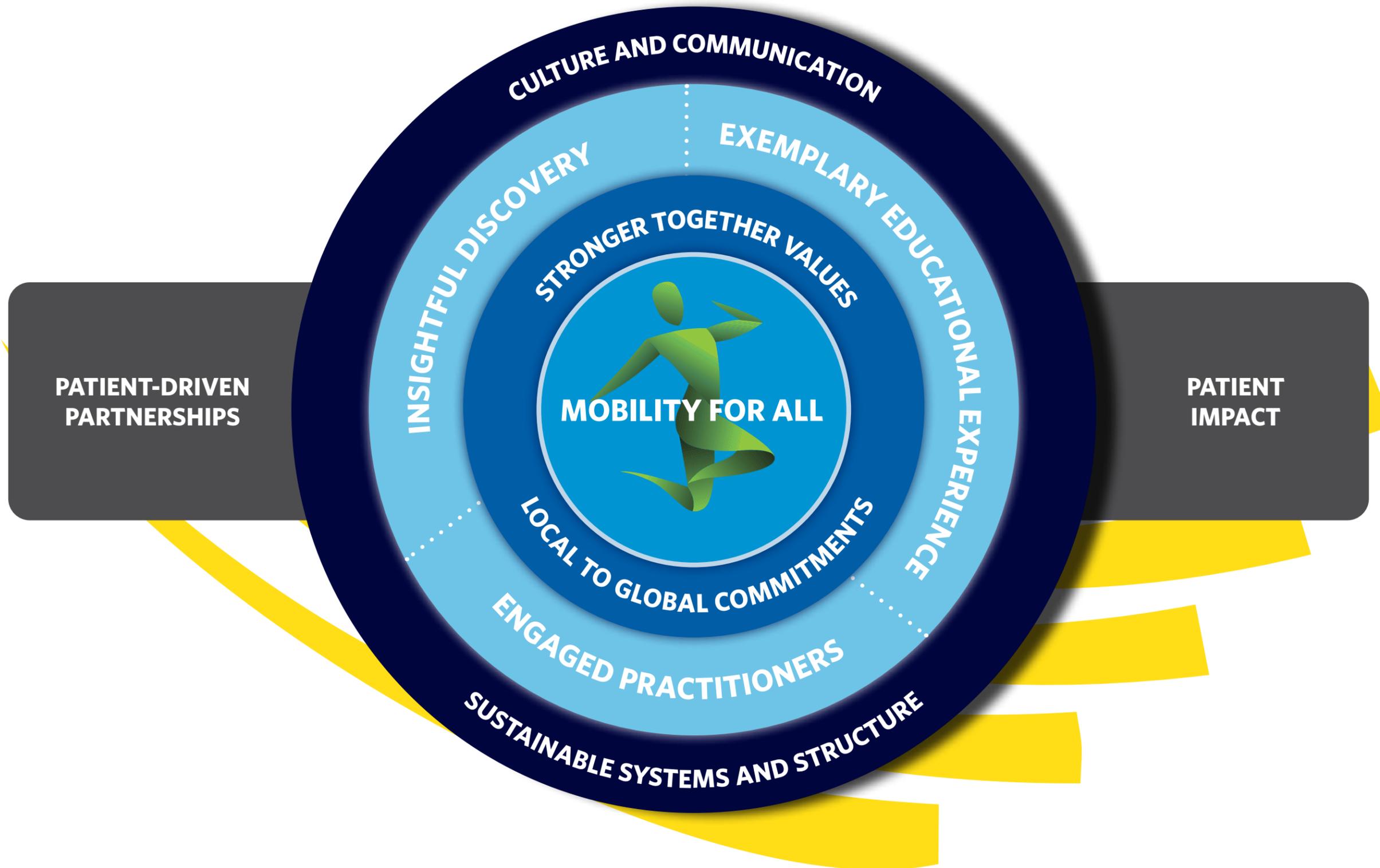
- 1 To establish an exemplary orthopaedic teaching and learning experience, recognized as a global gold standard, from undergraduate to Continued Medical Education
- 2 To make insightful discovery through ground-breaking research in orthopaedic healthcare that pushes boundaries of understanding and positively impacts practices and patient outcomes
- 3 To provide a fully engaged and integrated clinical practice in a department that works collaboratively and effectively in partnerships to deliver outstanding orthopaedic healthcare outcomes

## The goals for the two internal programs are:

- 1 To develop the culture we aspire to and to establish effective internal and external communication to raise awareness, share our story, engage stakeholders and help achieve our goals
- 2 To provide our members with the 'tools to do the job', including financial and personnel resources, efficient systems and effective policies and procedures

# STRATEGIC FRAMEWORK

The simple graphic below represents the major components of our strategic framework to achieve our vision of pain free mobility for all.



At the core, is our patient who seeks mobility. Supporting this are the twin forces of our 'stronger together' values and our 'local to global' commitments.

The former recognizes that within the specialized functions of the eight divisions and three disciplines, our patients benefit most from the combined resource of all of us.

Similarly, while our commitments to ourselves are essential to delivering the service expected of us, we are primarily committed to improving the outcomes for orthopaedic patients in BC. To do that, we need to apply and scale learnings with the global community.

Our actions are executed through the three core pillars or disciplines of **education, research and clinical practice**.

There are two internal programs; developing **sustainable systems and structures** to enable us to deliver our goals effectively, and **Culture and Communication** – essential elements for a complex organization like ours to function well.

Throughout all our actions are the cross-cutting themes of **Patient-Driven Partnerships** and **Patient Impact**. Everything we do is ultimately measured by successful patient outcomes. Being patient-centric must be embodied in every decision and every action we take. We also recognize that we don't work alone, but in partnership with others with shared values.

# STRATEGIC PRIORITIES

The Strategic Priorities and outline tactics for each of the three core disciplines are illustrated in this section.



## EXEMPLARY EDUCATIONAL EXPERIENCE

We aim to be a global gold standard orthopaedic teaching and learning experience from Undergraduate to Continued Medical Education later in life.

We will do this through:

- A supportive and safe learning environment
- A unique orthopaedic learning program with innovative curriculum
- Personal career plans and development pathways
- Faculty growth and development



### A SUPPORTIVE AND SAFE LEARNING ENVIRONMENT

We will create a culture of psychological safety and wellness within a respectful, diverse work environment. We aim to deliver an exemplary and memorable learning experience for all students and educators. We will expand our mentorship process into a formal program.



### A UNIQUE ORTHOPAEDIC LEARNING PROGRAM WITH INNOVATIVE CURRICULUM

We look to make the learning experience truly unique, one that is genuinely innovative with new teaching and learning methods. We will explore novel strategies and approaches to best meet the changing needs of our students. We will continue to develop segmented offerings to our different learning populations: undergraduates, residents, fellows, and continued medical education for surgeons and MSK practitioners such as Family Physicians, Nurse Practitioners and Nurses. Efficient rotation systems and a whole-province perspective will be a focus for Residents.



### PERSONAL CAREER PLANS AND DEVELOPMENT PATHWAYS

We will adopt a one-learner-at-a-time approach. Each experience will be personalized and treated within each person's lifetime career plans. Personal wellness programs will be a feature of the new experience. We will provide greater opportunities for connection with cohorts, shared-interest communities and the whole UBC Ortho family.



### FACULTY GROWTH AND DEVELOPMENT

We are committed to the growth and development of our faculty through cross-discipline mentorship and 'train the trainer' programs in both basic and advanced teaching skills. We will review our reward and recognition program to motivate and encourage the development of best practices to deliver our goals. To this end, we will develop our educator-centred assessment process.

## INSIGHTFUL DISCOVERY

We are committed to ground-breaking research that pushes boundaries of understanding and positively impacts orthopaedic practice and outcomes.

The four ways in which we will do this are:

- Build infrastructure and capacity
- Increase research visibility and impact
- Patient/Clinician-informed impactful research
- Build local and global research partnerships



### BUILD INFRASTRUCTURE AND CAPACITY

Our ability to deliver our ambitious research goal requires us to build our infrastructure and capacity. We will do this by recruiting clinician scientists and supporting researchers' tools and skills. Developing new and alternative commercial funding models to help fund innovative research will be required. We will implement Faculty member training in areas such as research methods, publication grant applications and pitch presentations will be implemented.



### INCREASE RESEARCH VISIBILITY AND IMPACT

We have tremendous research stories that deserve a wider audience. Collaboration with the department's communication team will raise the profile and awareness of the top research projects and attract attention and investment. We intend to develop and report novel 'global impact' measures on key topics. We will seek platforms to communicate with our audiences and provide communication training. We will create our own research fair event to raise our profile and engagement.



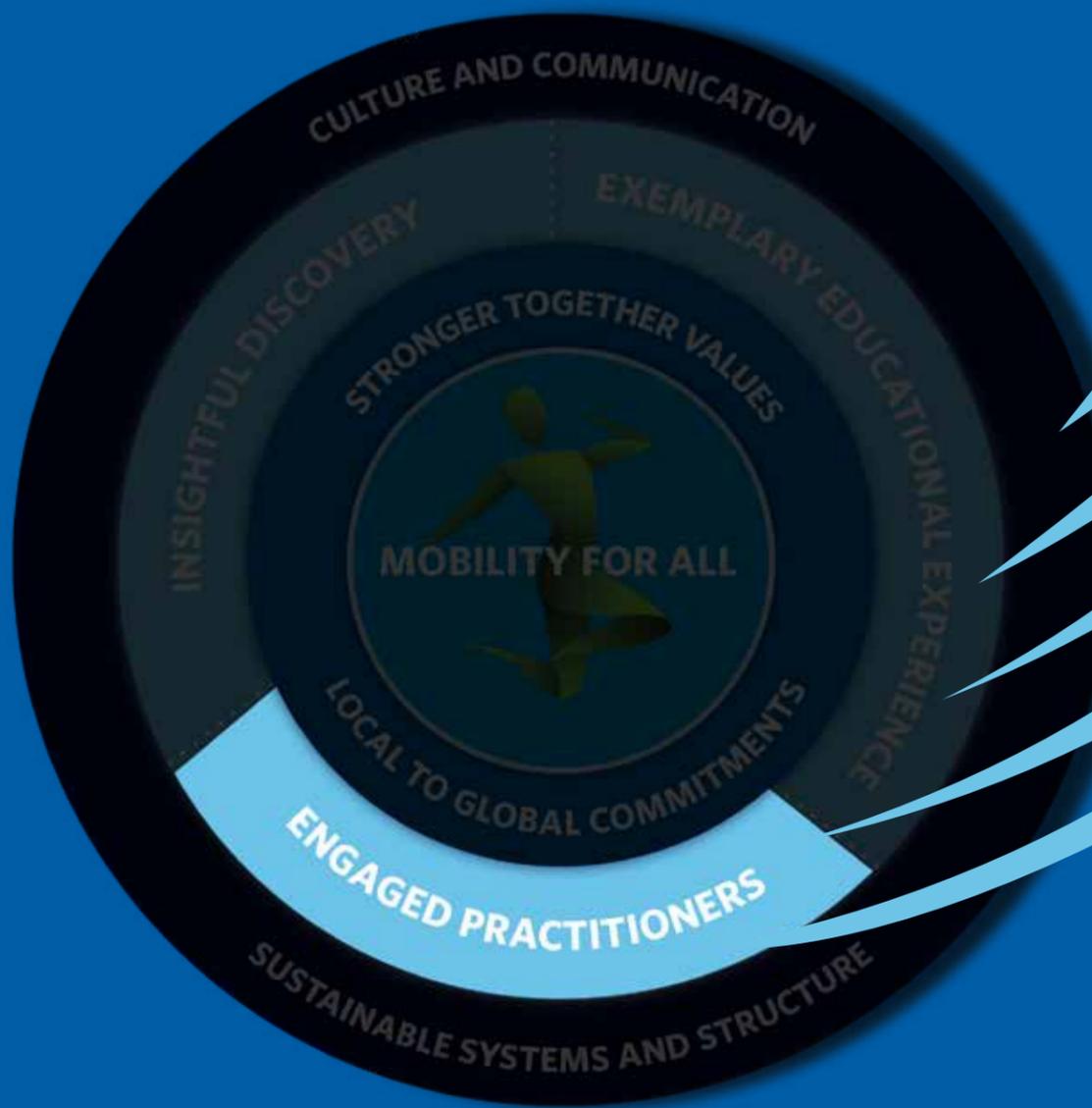
### IMPACTFUL PROJECTS RESPONSIVE TO CLINICAL NEEDS

We will build channels to facilitate patient-oriented research projects with measurable and scalable results. We will have early engagement with students to raise awareness of programs and encourage engagement. We will focus effort on patient and clinician-identified needs and emerging global trends in orthopaedic healthcare.



### BUILD LOCAL AND GLOBAL RESEARCH PARTNERSHIPS

We will engage patients and clinicians outside of BC in knowledge sharing and identifying opportunities for collaboration. We will establish partnerships in new growth areas such as biomedical engineering. We actively seek global partnerships. assessment process.



## ENGAGED PRACTITIONERS

We will develop the most highly engaged and integrated partnerships both within and outside the department, committed to transforming orthopaedic patient outcomes.

- Develop and execute an engagement strategy
- Develop best orthopaedic care partnerships
- Implement and monitor key quality and performance measures
- Active integration with research and education



### DEVELOP AND EXECUTE AN ENGAGEMENT STRATEGY

We will engage clinicians associated with the department by identifying incentives that motivate them. While our first focus will be surgeons, we will seek opportunities to align with other MSK care providers (Family Physicians, Emergency Physicians, Nurse Practitioners, Nurses and Physiotherapists), through education. We will explore ways to increase engagement through social and professional events and through effective communication programs.



### DEVELOP BEST ORTHOPAEDIC CARE PARTNERSHIPS

We will also work with the orthopaedic healthcare community in the province and beyond to develop best practice pathways. We will explore developing orthopaedic health pathways for specific conditions and site of care. We will work with BCOA and the COA and other MSK organizations to identify and realize shared mandates.



### IMPLEMENT AND MONITOR KEY QUALITY AND PERFORMANCE MEASURES

We will establish consistent and actionable quality improvement and performance measures across the department, not just within divisions. We will identify and pilot projects with significant patient impact and relevance to the whole department.



### ACTIVE INTEGRATION WITH RESEARCH AND EDUCATION

We will actively seek input from patients and clinicians to define research and education needs. We will encourage students and clinicians to play active roles in research and education in a mutually-supportive way. We will create and capture effective 'bench to bedside' case studies and behaviour.

**STRATEGY IS NOT A DOCUMENT  
IT'S A JOURNEY.**

It's about making tough choices along the way in that journey. It's about knowing when to course-correct in a constantly changing, unpredictable landscape and when to stand firm in sticking to your path.

It's also about whom you bring with you on that journey, who helps share the responsibility of leadership, and how you move forward together.

**A COLLABORATIVE AND ONGOING PROCESS**

Embracing our culture of stronger together to deliver mobility for all from local to global, we embraced a collaborative strategic planning process to develop this strategic plan. The Strategic Planning team was guided by a Strategic Leadership Taskforce with representatives from every division and region.

**220**  
MEMBERS

**112**  
SURVEY RESPONSES

**37**  
DISCOVERY  
INTERVIEWEES

**8**  
DIVISIONS

**4**  
HEALTH AUTHORITIES

**28**  
HOSPITALS

**5**  
GRAND ROUNDS  
TALKS

**62**  
STRATEGY TEAM  
MEETINGS

**6**  
STRATEGIC  
LEADERSHIP TEAM  
WORKSHOPS

**148**  
ATTENDANCES

**2**  
DNA DEVELOPMENT  
WORKSHOPS

**17**  
DRAFTS

**1 DNA**



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