FLOURISHING, TOGETHER

Guiding where we're going and what we will focus on together.

University of Victoria
Faculty of Health Strategy
2026–2032

UVIC | Faculty of Health

FACULTY OF HEALTH STRATEGY | 2026-2032

Territory Acknowledgment

Lək̓ʷəŋən and W̱SÁNEĆ Peoples

We acknowledge and respect the Lək̓ʷəŋən (Songhees and Xʷsepsəm/Esquimalt) Peoples on whose territory the university stands, and the Lək̓ʷəŋən and W̱SÁNEĆ Peoples whose historical relationships with the land continue to this day.

ABOUT OUR STRATEGY - FLOURISHING, TOGETHER

Our Starting Place

On May 1, 2025, the University of Victoria launched the Faculty of Health, bringing together the following units:

- School of Nursing
- School of Exercise Science, Physical
- and Health Education
- School of Health Information Science
- School of Public Health and Social
- Policy
- School of Social Work
- School of Medical Sciences
- Clinical Psychology Program
- Counselling Psychology Program

The creation of the Faculty of Health is more than an organizational change. It presents an opportunity to create new connections across disciplines, strengthen relationships with communities, and address increasingly complex health challenges through collaboration, innovation, and collective impact.

We are building on a strong academic foundation of distinct expertise within the Schools and programs, and we are uniting through our shared commitment to improving health and wellbeing for all.

Our approach to developing this strategy and working to achieve our goals is aligned with the University of Victoria's major institutional plans, including *Distinctly UVic ,A Strategy for the University of Victoria (2023), Xʷkʷənəŋistəl | W̱ȻENEṈISTEL (Helping to move each other forward)* UVic's Institutional Indigenous Plan (2023), *Aspiration 2030: UVic's Research and Creative works Strategy*, and the *UVic Equity Action Plan*. We are also guided by the directives from the Indigenous Wellness Engagement Group report, *Honoring Community: Indigenous Input on the University of Victoria's Faculty of Health* (2025).

OUR CONTEXT

Today, in our region and beyond, we face complex and interconnected challenges that affect the health and wellbeing of individuals, families, and communities. Healthcare systems continue to experience growing demand, workforce pressures, fragmentation, and inequitable access to care. At the same time, we recognize that health is influenced by far more than healthcare services alone.

Our community understands that health is shaped by the social, cultural, environmental, economic, spiritual, and systemic conditions that influence wellbeing, belonging, and opportunity. We view health not simply as the absence of illness, but as the presence of the relationships, resources, and conditions that enable all people and communities to thrive on their own terms.

The Indigenous Wellness Engagement Group (2025) has emphasized that Indigenous knowledge systems embrace a holistic understanding of health, recognizing the interconnectedness of physical, mental, emotional, and spiritual wellbeing. This perspective highlights the importance of nurturing balance across all aspects of life while strengthening connections to family, community, culture, and the land.

This context calls on us to think differently about both health and our role as a Faculty. We are not only preparing future health professionals; we are advancing discovery, generating and applying knowledge, fostering innovation, partnering with communities, and helping shape the systems that influence health and wellbeing. We must strengthen connections across professions and disciplines. We must create space for multiple ways of knowing, particularly Indigenous ways of knowing and being. We must prepare learners to navigate complexity, lead change, and contribute to healthier futures. This Strategy provides a shared framework for how we will pursue these opportunities together.

OUR VISION

A world where people, communities, and the planet thrive together – where everyone has the care, connection, and opportunity they need to live healthy and meaningful lives.

Our Vision captures the concepts of holistic wellbeing, interconnectedness, collective flourishing, and ecological awareness. It includes important ideas like accessibility and belonging, while reflecting that people define wellbeing differently and should be able to pursue it on their own terms.

OUR MISSION

Together, through research, scholarship, education, and partnerships, we generate, share, and apply knowledge that supports every person and community to live well, contribute meaningfully, and flourish on their own terms.

Our Vision describes the future we hope to help create. Our Mission explains how we, as a Faculty, contribute to that future through our actions.

OUR VALUES

Curiosity **Connection** **Courage** **Equity** **Flourishing**

Our Values are not simply aspirational; they represent a behavioural logic. In this way, they can guide our behaviour, hiring, teaching, collaboration, strategy implementation, recognition systems, student experience, and more. Viewed as a behavioural flow, we see the interconnectedness of our Values in this way:

If we approach one another and the world with humility and curiosity,

then we can build trust, connection, and collaboration,

which allows us to act courageously and responsibly to reshape systems more equitably,

ultimately creating the conditions for wellbeing and flourishing.

Because we are committed to relational accountability, to taking our values from intention to action, we have also co-created Our Culture in Practice where we have translated our values into cultural priorities and behavioural aspirations. These reflect the shared university-wide cultural values, principles and expetations of the UVic Culture Charter. You can read that on our website.

OUR STRATEGIC PRIORITIES

Advance Integrated Approaches to Health

Create the Conditions for Health and Wellbeing

Prepare People to Lead and Adapt in Complex Systems

Priority 1

Advance Integrated Approaches to Health

Model and enable equitable, integrated, interdisciplinary, and Indigenous approaches to health and community development, and strengthen collaboration in all that we do.

This priority is fundamentally about breaking down silos and strengthening relational, coordinated, and community-connected ways of working. Here's how this priority might take shape:

- Creating opportunities for learners, faculty, Elders, Knowledge Keepers, and communities to collaborate, toward learning from and alongside Indigenous ways of knowing, being, and doing
- Designing programs and educational opportunities that prepare students for collaborative, interdisciplinary practice
- Embedding Indigenous ways of knowing and being alongside other knowledge systems in discovery, scholarship, teaching, research, practice, and partnership
- Creating opportunities for discovery, research, and knowledge co-creation across disciplines, communities, and knowledge systems
- Encouraging collaboration across disciplines in discovery, scholarship, research, teaching, and practice
- Coordinating partnerships with health systems, community organizations, and other partners to advance shared goals

Priority 2

Create the Conditions for Health and Wellbeing

Center, model, and advance the conditions for health, wellbeing, and prevention through all that we do.

This priority centers prevention, upstream determinants, wellbeing, equity, and broadening the understanding of health beyond treatment alone. Here's how this priority might take shape:

- Integrating public health, mental health, and social determinants into curricula across programs
- Supporting research, teaching, practice, policy, and partnerships that focus on upstream solutions and early intervention
- Partnering with communities and organizations working on prevention and wellbeing
- Helping students see their role in creating health, not only responding to illness
- Supporting and incentivizing community-engaged, decolonized, and equity focused work
- Preparing graduates to recognize and address structural inequities in health systems

Priority 3

Prepare People to Lead and Adapt in Complex Systems

Prepare people to shape, innovate, lead, collaborate, adapt, and provide care within complex and evolving systems.

This priority focuses on leadership, discovery, innovation, adaptability, systems thinking, and navigating complexity and change. It recognizes that the future of health will require people who can not only work within existing systems, but also generate new knowledge, challenge assumptions, create solutions, and help shape more equitable and responsive futures. Here's how this priority might take shape:

- Teaching systems-thinking, adaptability, and collaboration across programs
- Supporting learners and partners to navigate within existing systems including how to advocate for change within them
- Integrating emerging challenges (mental health, aging, climate, technology, and societal change) into learning, discovery, scholarship, and research
- Creating opportunities for learners and researchers to engage in discovery, inquiry, and knowledge creation
- Supporting innovation and experimentation in how health and community challenges are understood and addressed
- Supporting leadership development across disciplines, roles, and career stages
- Connecting research, scholarship, discovery, and practice to accelerate learning and impact

HOW OUR STRATEGY WAS DEVELOPED

This Strategy was co-created by more than 200 members of our Faculty of Health Community.

9
Leaders participated in 1:1 interviews

66
Community members participated in
10
group Listening Sessions

56
Community members participated in
6 X 3hr
Co-Design Sessions

77
Community members responded to the Qualitative Insights Questionnaire

At every step in our process, we meaningfully engaged our Faculty community members, which included staff, faculty, students, and postdocs. They helped to inform our collective understanding of the challenges standing in the way of all people experiencing optimal health. They shared candidly about the challenges they face in the pursuit of achieving their full potential here in the Faculty. They worked together to craft our compelling vision. They sat with challenges - strategic and cultural - and offered up values that could transform us for the better, and priorities that could guide us toward transformative collective impact. We are grateful for the time, energy, and care our community members contributed to this process.



UVIC | Faculty of Health