



UBC WELLBEING

Wellbeing Strategic Framework 5-Year Implementation Summary Report

UBC Wellbeing acknowledges the xʷməθkʷəy̍əm (Musqueam), skwxwú7mesh (Squamish), səilwətaʔ (Tsleil-Waututh), and Syilx Okanagan Nation Peoples, on whose traditional territories UBC campuses are located and where we are privileged to live, work, and learn.

Read the full annual report at wellbeing.ubc.ca/annualreport24-25.



THE UNIVERSITY OF BRITISH COLUMBIA

Reflecting on 2024-2025 and Celebrating 10 Years of the Okanagan Charter

This past year, UBC celebrated significant milestones in its global leadership as a health-promoting university. The Okanagan Charter: An International Charter for Health Promoting University and Colleges marked its ten-year anniversary, highlighted at the 2025 International Health Promoting Campuses Conference hosted by the University of Limerick, Ireland, where UBC representatives delivered a keynote, workshops, and posters, sharing expertise with 400 participants from around the world.

Closer to home, UBC's Wellbeing Strategic Framework reached its five-year anniversary. Following extensive community engagement in 2019, our Framework set out a vision, priorities, and bold targets to embed health, equity, and sustainability into every part of campus life. As the first of its kind in Canada, it has since inspired many other institutions to develop similar approaches, further amplifying UBC's role as a leader in this work. As we reflect on the past five years, progress towards many of our population-level targets has been impacted by global challenges beyond our control, including COVID-19, affordability pressures, and climate change. Despite these circumstances, we are proud of the systems-wide initiatives UBC has advanced in response, with virtually all partner- and committee-led activities and milestones outlined for this period now completed.

This year, in addition to our UBC Wellbeing Year in Review: 2024-2025 Highlights and feature stories, we are sharing a Wellbeing Strategic Framework 5-Year Implementation Summary Report to showcase the progress and successes on these activities across each priority area, set by and made possible through the leadership and commitment of many UBC faculties, units, and supportive partners across the university. These collective efforts highlight how interconnected and foundational issues like anti-racism, decolonization, climate action, and collaborative leadership are to promoting wellbeing across UBC Vancouver, Okanagan, and our other sites across the province.

This report reflects the creativity, dedication, and collective impact of the UBC community working to nurture communities of care where people, places, and the planet can thrive. We invite you to explore highlights and stories from the UBC Wellbeing community in the full annual report at wellbeing.ubc.ca/annualreport24-25.

As we look ahead to renewing our Wellbeing Strategic Framework for the next five years, UBC remains committed to building on existing priorities while addressing emerging priorities for our community—such as digital wellbeing and the evolving needs within our teaching, learning, and workplace environments and deepening our engagement with partners to advance Indigeneity, equity, diversity, and inclusion and sustainability. Together, we will continue shaping campuses where wellbeing is integral to how we live, work, learn, and play, and invite our community to imagine what's next at wellbeing.ubc.ca.

Office of Wellbeing Strategy Team



Wellbeing Strategic Framework 5-Year Implementation Summary Report 2019-2025

This report tracks activities and accomplishments across the UBC Wellbeing Priority Areas led by units and support partners across UBC Vancouver and Okanagan campuses.

Collaborative Leadership	Key Activities ✓ Completed — — Continuing ✗ On hold	Lead Unit(s)
<p>TARGETS UBC is Committed to Wellbeing All Faculties and Units Take Action</p>	<ul style="list-style-type: none"> ✓ Partnered with the Office of Provost to build capacity for units to embed cross institutional plans into their strategic planning and decision-making. ✓ Collaborated with Strategy & Decision Support to integrate wellbeing into department-level strategic planning. ✓ Okanagan Charter mentioned in several Faculty Strategic Plans (e.g., Arts, LFS, Medicine, G&PS). ✓ Developed, launched, and facilitated the Activate Wellbeing Toolkit — a structured, unit- and department-level planning process to advance faculty and staff wellbeing; resulted in 13 units implementing new practices (e.g., conflict navigation, celebrating accomplishments, team relationship building). ✓ Engaged UBC community in UBC Wellbeing 10-year anniversary celebrations, recognizing community impact and wellbeing champions. ✓ Added a wellbeing stream to Sustainability Hub's Campus as a Living Lab Grant to encourage interdisciplinary projects. ✓ Led national and international health promoting campus networks and co-hosted the International Health Promoting Campuses Symposium in May 2022. ✓ Advised the University of Limerick, Ireland and participated in the planning and communications committees of the 2025 International Health Promoting Campuses Conference and Okanagan Charter renewal. 	<p>Office of Wellbeing Strategy; HR Health, Wellbeing and Benefits; UBCO Workplace Wellbeing</p>
	<ul style="list-style-type: none"> ✓ Established Campus Wellness and Education as a unit in 2020 at UBCO which has since supported and led initiatives across AVPS and beyond. ✓ Integrated five departments across UBCO to create a cross-functional model of student-centered care across wellness, counselling, health, accessibility, and spiritual services. ✓ Launched "Picnic" in 2023, a centralized wellbeing and food security hub, in partnership with the Students' Union Okanagan, inspired by Participatory Action Research (VOICE). ✓ Co-facilitated the Academic Wellbeing Taskforce, delivered workshops on mental health, and supported classroom wellbeing programs such as the Golden Apple Awards. ✓ Led wellbeing efforts using participatory methods to elevate student Voice™ and empower students, including credit-based classroom collaborations, Co-op students, practicum and capstone students, and volunteers. ✓ Expanded Spiritual and Multifaith Services with interfaith programming in collaboration with student clubs and local faith leaders. 	<p>UBCO Campus Wellness & Education</p>
	<ul style="list-style-type: none"> ✓ Embedded psychological health and safety leadership practices into three leadership development programs. ✓ Rolled out a new Health Equity Plan to guide Workplace Wellbeing programs, education, and consulting services, supporting strategic leadership in building systemic wellbeing infrastructure. ✓ Achieved Gold Certification in mental health at work from Excellence Canada, highlighting the Okanagan Charter, the Wellbeing Strategic Framework, and Thrive as evidence of UBC's commitment to mental health and resilience. ✓ Created a Wellbeing Award as part of the Principal's Staff Awards of Excellence to formally recognize leadership in wellbeing. ✓ Strengthened partnership with Recreation on both campuses through co-led initiatives like Move UBC and Faculty and Staff Sports Day. 	<p>HR Health, Wellbeing & Benefits</p>
	<ul style="list-style-type: none"> ✓ Developed "Focus on Priority Populations" initiative to reflect SHW's ongoing commitment to equity-driven, collaborative program design involving multiple campus partners. ✓ Collaborated with St. John's College staff to build capacity in supporting international graduate student wellbeing through shared programming and training. ✓ Embedded equity-focused strategic leadership within Counselling Services through new AD Equity role. 	<p>UBCV Student Health and Wellbeing</p>
	<ul style="list-style-type: none"> ✓ Initiated UBC Wellbeing Strategic Initiative Fund to support community-led projects to implement wellbeing activities across both campuses. ✓ Published book involving numerous UBC authors: Squires, V., London, C., & Dolf, M. (Eds.). (2025). Health Promoting Universities: Advancing Wellbeing through a Systems Approach. University of Toronto Press. 	<p>Office of Wellbeing Strategy</p>

TARGETS	Key Activities	Lead Unit(s)
Increase Food Security	<ul style="list-style-type: none"> ✓ Launched community Food Hubs on both campuses to drive collective food security action. 	UBCV & O Food Security Initiative
Healthy Beverage Consumption	<ul style="list-style-type: none"> ✓ Aligned Residence Dining 100% with Healthy Beverage Initiative. — Achieved 75% compliance with 'Healthier Choices in Vending Machines in BC Public Buildings' policy. ✓ Aligned retail 69% with Healthy Beverage Initiative; aligned vending 51% Health Beverage Initiative. ✗ Launch Healthy Beverage Initiative designation program for food and beverage providers and events. ✓ Launched the Nutrition Education Team in 2022 during the start of All Access Dining, running monthly-themed initiatives to promote evidence-based nutrition and wellbeing in student residences. ✓ Partnered with the Food Hub Market to host the Grocery Games — a MasterChef-style cooking competition with taste testing — aimed at educating students on how to prepare affordable meals using simple and accessible ingredients. 	UBCV Student Housing & Community Services
	<ul style="list-style-type: none"> ✓ Conducted research study on implementation of Healthy Beverage Initiatives in student dining resulting in publication: Di Sebastiano, K.M., Kozicky, S., Baker, M., Dolf, M., & Faulkner, G. (2020). The University of British Columbia healthy beverage initiative: changing the beverage landscape on a large post-secondary campus. <i>Public Health Nutr.</i> 24(1):1-11. 	Population Physical Activity Lab; Office of Wellbeing Strategy; UBCV Student Housing & Community Services
	<ul style="list-style-type: none"> ✓ Launched Picnic, a centralized wellbeing and food security hub in 2023, in collaboration with the Students' Union Okanagan. ✓ Established Voice 5 (2019–2021) focused on food security, producing widely referenced recommendations and interventions. 	UBCO Campus Wellness & Education
	<ul style="list-style-type: none"> ✓ Established and convened the Food Security Initiative, a cross-campus collaboration of students, staff, and faculty working to advance food security at UBC. Governance and direction of food security projects have been co-designed through SEEDS and Campus as a Living Lab, reflecting collaborative approaches to systems change. ✓ Developed and launched the Food Hub Market at UBC Vancouver. ✓ Launched the foodhub.ubc.ca website as a hub for food security resources. ✓ Facilitated the Meal Share program on both campuses. ✓ Hosted the Promoting Food Security in Higher Education national conference on campus food security, in partnership with University of Guelph, McMaster University, University of Ottawa, Meal Exchange, and UBC. ✓ Secured university funding to support food security programs including Sprouts' "pay-what-you-can" produce market. ✓ Embedded research and community engagement into food security efforts, including Campus as a Living Lab engagement projects and SEEDS initiatives (e.g., informing governance of the Food Hub Market, Health Equity Impact Assessment for UBC's Meal Share, Resource Navigator for the Acadia Park Food Hub). ✓ Established UBC's Food System Committee as a multi-stakeholder, interdisciplinary hub comprising students, operational staff, community partners, academics, and researchers from UBC's Vancouver and Okanagan campuses. 	Food Security Initiative; Office of Wellbeing Strategy; UBCV Student Health & Wellbeing

TARGETS
 UBC Cares
 Mental Health Literacy

- ✓ Designed, built, and implemented a mandatory mental health literacy training, "Supporting Mental Health in the Workplace for Managers & Supervisors", for employees with managerial or supervisory responsibilities, including those managing student staff.
- ✓ Launched the Workplace Wellbeing Ambassador program in 2020 to promote a culture of health and wellbeing at UBC; engaged 399 staff and faculty over four years, with the number of ambassadors nearly doubling in 2024 compared to launch year.
- ✓ Rolled out a new Health Equity Plan to guide Workplace Wellbeing programs, educational offerings, and consulting services.
- ✓ Piloted and embedded the Resilience@Work program into UBCO's Developing Leaders Program to strengthen emotional resilience in leadership.
- ✓ Administered micro-grants to support workplace wellbeing and mental health literacy initiatives for faculty and staff.
- ✓ Achieved Gold Certification in mental health at work from Excellence Canada, highlighting the Okanagan Charter, the Wellbeing Strategic Framework, and Thrive as evidence of UBC's commitment to mental health and resilience.
- ✓ Embedded considerations of intersectional mental health content into all self-paced courses, monthly workshops, and certified trainings through Opening Minds and the Mental Health Commission of Canada.
- ✓ Developed mental health literacy program learning outcomes and competencies for students, staff, and faculty, and create a shared hub for training resources.
- ✓ Developed learning outcomes for mental health related knowledge, intersectionality and identity, and help-seeking and resources.
- ✓ Developed mental health self-paced courses focused on increasing mental health literacy for students.
- ✓ Developed HaRT, an award-winning harm-reduction approach to substance use, including Canada's first on-campus drug-checking service in partnership with the Interior Health Authority.
- ✓ Expanded Student Counselling Services to include culturally informed and trauma-responsive supports for Indigenous students, international students, and students with lived experience of trauma.
- ✓ Established practicum at Student Counselling Services for training future professionals, strengthening academic-service collaboration.
- ✓ Secured Primary Care Network funding to establish a Nurse Practitioner role, adopted the Longitudinal Family Physician Payment Plan, and piloted BC's inter-professional healthcare model ahead of province-wide rollout.
- ✓ Conducted a needs assessment of international student health and wellbeing, identifying disparities and generating recommendations to guide service reorientation across SHW and campus partners.
- ✓ Developed a new Associate Director, Equity, Counselling Services role to lead strategic equity planning and provide culturally responsive clinical supervision for population-focused counselling teams.
- ✓ Hired counsellors with lived experience aligned with student communities they serve, including 2 Indigenous counsellors for Indigenous Mental Health & Wellbeing program, 1 counsellor for Beyond Tomorrow Scholars, World University Service of Canada, Mastercard Foundation Scholars, and Black students, 1 counsellor for 2SLGBTQI+ students, 2 counsellors in UBC Faculty of Medicine for Indigenous and Black students in the undergraduate medical program.
- ✓ Offered specialized group therapy services tailored for international and graduate students.
- ✓ Launched mental health service decolonization planning as part of broader equity and reconciliation goals.
- ✓ Advanced understanding of intersectionality in mental health through mandatory San'yas training, monthly EDI study groups, and three annual all-staff EDI-related professional development sessions (2023–25 focus: decolonizing counselling practice).
- ✓ Integrated EDI professional development goals into performance reviews for all counselling staff.
- ✓ Maintained an active EDI Committee within Counselling Services to guide continuous improvement.
- ✓ Reinstated Canada's first campus-based drug checking program.
- ✓ Launched "Nurse on Campus," a responsive support program that aids in early identification and system navigation for student health concerns.
- ✓ Supported university-wide response to food insecurity, helping foster dignity, inclusion, and stability for students facing material hardship, core to the social determinants of mental health.

HR Health, Wellbeing & Benefits;
 UBCO Workplace Wellbeing

UBCV Student Health & Wellbeing

UBCO Campus Wellness &
 Education

TARGETS	Key Activities	Lead Unit(s)
Active Transportation Complete Communities	<ul style="list-style-type: none"> ✓ Launched Mobi e-bike share program at UBCV in Fall 2023 with 11 stations on campus by Fall 2024. ✓ Increased the use of shared micro-mobility (e-bikes and e-scooters) to travel to, from, and around the UBCO campus from 31,759 trips in FY23/24 to 37,290 trips in FY 24/25. ✓ Update child care expansion plan to account for growth and deliver additional child care centers at UBCV beyond the current child care expansion plan targets. ✓ Transitioned UBC Okanagan childcare from an independent non-profit society to a university department in June 2023. The new building opened in fall 2024 and added 37 spaces for a total of 93 childcare spaces. ✓ Opened 317 new beds of student housing in August 2023 at Brock Commons North and 152 units of faculty/staff rental housing in November 2023 at Echo. ✓ Used existing campus infrastructure to reimagine campus food initiatives like the Food Hub Market and Sprouts' produce market to improve access, sustainability, and inclusion. ✓ Awarded over 200 UBC Inspiring Community Grants, in partnership with Campus + Community Planning and Vancouver Foundation's Neighbourhood Small Grant program, towards projects that foster community building and connectedness on campus and in the Musqueam community. ✓ Recognized as Canada's Greenest Employers for the 14th consecutive year. ✓ Launched Campus Vision 2050 mid-2021 to provide high-level, long-term development vision for the campus community. 	Campus + Community Planning
	<ul style="list-style-type: none"> ✓ Developed and renovated spaces to support religious and spiritual programming aligned with UBCO's diversity. Advocated for built environments that support wellbeing through Voice 6 data on belonging. ✓ Hosted three annual UBCO Teach-In on Climate & Justice events– a gathering featuring dialogue on climate and justice research and an open space to support climate action within the Okanagan community. ✓ Expanded campus into downtown Kelowna, increasing community ties. 	UBCO Spiritual and Multifaith Services; Campus Wellness & Education`
	<ul style="list-style-type: none"> ✓ Installed Coast Salish Two-Spirit Mosaic mural in 2023, west of the First Nations Long House building on West Mall at UBC's Vancouver campus. This mural, representing Coast Salish Two-Spirit unity, dignity, and respect, was designed by Mack Paul (xwməθkwəyəm) using traditional Coast Salish art style and shapes, incorporating the rainbow Pride symbol already used by the settler LGBTQ+ community. ✓ Established five new residences at tə šxʷhəleləm̓s tə kʷaʷkʷəʔaʔt (The Houses of the Ones Belonging to the Saltwater) on UBC Vancouver campus that were gifted house names by Musqueam. 	Musqueam; Facilities; Campus & Community Planning; Equity & Inclusion Office; Student Housing & Community Services

Physical Activity	Key Activities ✓ Completed — Continuing ✗ On hold	Lead Unit(s)
TARGETS Move More Diverse Community, Diverse Programming	<ul style="list-style-type: none"> ✓ Led monthly Move UBC campaign on both campuses every February to encourage students, faculty, and staff to engage in physical activity, including Research Roundtable events. ✓ Launched the Wellbeing Break Commitment Pilot with three units: the Faculty of Health and Social Development at UBC-Okanagan, the School of Economics at UBC-Vancouver, and the Centre for Heart Lung Innovation located in St. Paul's Hospital. It also partnered with SEEDS and the RES 505: Qualitative Methods in Interdisciplinary Contexts course to explore participants' experiences. ✓ Move U Crew enhances social connection and movement on both campuses. ✓ Developed a plan to implement the Canada 24hr Movement Guidelines for Adults to use evidence-based messages and programming approaches to move more, reduce sedentary time, and sleep well. 	UBCV & O Physical Activity Office; UBC Recreation; Office of Wellbeing Strategy
	<ul style="list-style-type: none"> ✓ Launched Mind in Motion evidence-based exercise referral program aims to support UBC students with clinically significant depressive symptom. 	Population Physical Activity Lab; UBC Counselling Services; BodyWorks
	<ul style="list-style-type: none"> ✓ Participated on national Knowledge Translation Committee for Canada 24hr Movement Guidelines for Adults with numerous publications including: Tomasone et al (2020). Knowledge Translation of the Canadian 24-Hour Movement Guidelines for Adults Aged 18-64 Years and Adults Aged 65 Years or Older: A Collaborative Movement Guideline Knowledge Translation Process. Applied Physiology, Nutrition, and Metabolism. 45(10 (Suppl. 2)). 	Population Physical Activity Lab; Office of Wellbeing Strategy
	<ul style="list-style-type: none"> ✓ Climate & Movement cohort within the Sustainability Ambassador Program developed a series of Wellbeing Breaks aimed to raise awareness and spur action on sustainability and climate change issues. 	UBC Recreation; Sustainability Hub
	<ul style="list-style-type: none"> ✓ Developed Faculty and Staff Sports Day and Movement Break Challenge to encourage active living and reduce sedentary behavior among staff and faculty. ✓ Implemented resources to reduce sedentary behaviour that can result from hybrid work using programmatic and systemic solutions. 	UBCV & O Physical Activity Office; HR Health, Wellbeing and Benefits
	<ul style="list-style-type: none"> ✓ Implemented Physical Activity & Wellbeing Coordinator role at UBCO in 2020. ✓ Launched Intercultural Activity Series to highlight the diverse cultural physical activities that students and community groups lead on campus. ✓ Passed SUO Referendum for a new Gymnasium in spring of 2023 with ongoing conversations with the City of Kelowna to partner on the project. ✓ Expanded off campus recreation programming and deepened relationships with local community through activities like Big White and Silverstar ski and snowboarding, golf lessons, paddleboarding, rock climbing, and cross-country skiing. 	UBCO Physical Activity Office

Social Connection	Key Activities ✓ Completed — — Continuing ✗ On hold	Lead Unit(s)
TARGETS Feel Part of a Community Inclusive Environment	<ul style="list-style-type: none"> ✓ Conducted a sociodemographic data analysis to determine which student, staff, and faculty groups are well connected and which groups are at greater risk of poor social connection. ✓ Broadened Spiritual and Multifaith Services programming through partnerships with faith leaders, created new interfaith initiatives, and developed inclusive spaces to reflect evolving campus diversity. ✓ Created centralized wellbeing and food security hub through Picnic, in partnership with student leaders to foster accessible community resources. ✓ Fostered social and intercultural connection through the Intercultural Activity Series, promoting culturally diverse movement-based activities led by students and community members. ✓ Launched Voice 6 in 2023 and gathered extensive data now being used in change projects across Okanagan campus. 	Office of Wellbeing Strategy UBCO Campus Wellbeing & Education; UBCO Office of Physical Activity
	<ul style="list-style-type: none"> ✓ Administered micro-grants to support socially connected wellbeing efforts across departments. ✓ Fostered peer support and inclusive workplace culture through the Workplace Wellbeing Ambassador Program across both campuses and multiple disciplines. ✓ Provided a Staff and Faculty Welcome Back BBQ, to support both staff and faculty. ✓ Supported learning through the annual Travelling Health Fair. 	HR Health, Wellbeing & Benefits
	<ul style="list-style-type: none"> ✓ Strengthened presence and engagement at St. John's College through a dedicated Health Promotion Specialist building connection with international graduate students which fostered inclusion and belonging for international graduate students. ✓ Reoriented counselling and wellness services to better support historically, persistently, and systemically marginalized students, particularly at the intersections of international and graduate student identities. ✓ Provided group therapy spaces that foster community and shared support among international and graduate students. ✓ Supported social connection through the Activate Wellbeing Toolkit where many departments used the toolkit to build relationships, celebrate accomplishments, and navigate conflicts. 	UBCV Student Health & Wellbeing
	<ul style="list-style-type: none"> ✓ Launched the Centre for Workplace Accessibility in 2022, serving as a central hub for resources, training, and programs to support faculty and staff with disabilities. ✓ BC's Top Employers 2025 award: UBC was named one of BC's Top Employers for the 18th consecutive year, recognized on February 11, 2025. ✓ Launch of awards programs to recognize employees, including the President's Service Awards for Excellence, Presidents Staff Awards, Principal's Staff Awards. ✓ Administered the Healthy Workplace Initiatives Fund Program (HWIP) to Vancouver or Okanagan UBC department/units to support grassroots activities that promote wellbeing in the workplace. ✓ Addition of Indigenous cultural leave provisions to collective agreements. ✓ Addition of family forming benefits to employee benefit plans. ✓ Sustainable Transportation programs. ✓ UBC introduced training called "Building a trauma-informed workplace" for employees in June 2025. ✓ UBC's "Preventing and Responding to Sexual Misconduct" training, launched in January 2025, is mandatory for all employees. ✓ UBC's most recent Workplace Experiences Survey (conducted November 2024) results show that 85% of faculty and staff reported that they are proud to say they work at UBC. 	UBC Human Resources
	<ul style="list-style-type: none"> ✓ Launched Disability at Work 101 in February 2025 as a foundational course co-developed with input from nearly 500 disabled faculty and staff. ✓ Launched the Workplace Accommodation Fund in 2022. The fund is administered through the Centre for Workplace Accessibility. The fund helps to reduce the financial impact on departments and is available support accommodations that address work-related barriers due to a disability or ongoing health condition. 	Centre for Workplace Accessibility