

**Undergraduate Medicine (MD) Enrolment  
Expansion:**

**Proposal to create a new Academy based at  
The University of Toronto at Mississauga (UTM)  
in partnership with the Mississauga  
community-affiliated hospitals**

**Prepared for**

**Faculty Council, Faculty of Medicine, UT  
December 2005**

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*In response to the increased numbers of medical students allocated to UT by the provincial government (going from 198 in 2004-2005 entering class to 224 in 2007-2008 entering class), the University of Toronto Faculty of Medicine proposes to establish a fourth Academy based at The University of Toronto at Mississauga(UTM) campus in partnership with the Mississauga community-affiliated hospitals.*

**Background**

In the spring of 2005, the Government of Ontario, in response to the shortage of primary care and generalist physicians in Ontario, followed through on its commitment to expand MD student enrolment by 104 positions per annum. Following several rounds of negotiations, it has been decided that the University of Toronto (UT) Medical School will expand by a total of 26 students creating an intake of 224 per year by September 2007. Six of these additional students entered the program in September 2005 and have been integrated into the Peters-Boyd Academy at Sunnybrook and Women's College Health Sciences Centre, networked to an urban health program affiliated with the Scarborough Hospital.

For the larger expansion, we propose an innovative partnership with our existing and newly affiliated community hospitals in the GTA and Mississauga. It is the social responsibility of UT to train more physicians in primary care and generalist specialties, who will be the health leaders in their communities in the next generation. The three existing Academies based at our major acute care fully affiliated teaching hospitals will now be networked with community teaching hospitals to deliver a more community-based, patient-centered curriculum.

<b>Current Faculty of Medicine Academies</b>	
<i>Number of 1<sup>st</sup> year students 2005</i>	
<b>Fitzgerald Academy</b>	
St. Michael's Hospital	54 students
<b>Peter's Boyd Academy</b>	
Sunnybrook and Women's College Health Sciences Centre	60 students
<b>Wightman Berris Academy</b>	
University Health Network and Mount Sinai Hospital	90 students

Given the large student numbers allocated to the three Academies currently, increased enrolment would be accommodated through the creation of a fourth Academy. A new Academy on the UTM campus will accommodate students (year 1) commencing September 2007.

The fourth Academy in Mississauga will provide an excellent interprofessional educational milieu that will encourage medical students to choose generalist postgraduate training programs including family and community medicine, general internal medicine, general surgery, general paediatrics and general psychiatry.

**University of Toronto Medical School:**



The new Academy will incorporate the UTM campus and the community affiliated hospitals - Credit Valley Hospital and Trillium Health Centre (both in Mississauga).

The UTM Academy would be designed to initially accommodate 30 to 36 students, but have the capacity for further expansion in the long-term to 54 students. There are preliminary plans for UTM site to create new facility space for classrooms, laboratories, small group teaching space and student residences. An Academy building, with appropriate infrastructure would be built as a module at UTM, linked to their current science facilities.

UTM is a vibrant campus of the University of Toronto, located on 224 acres 33 kilometers west of the St. George campus. It is in the process of expanding both its undergraduate student body (from 9,500 today to 11,500 by the 2007/08 academic year) and its graduate programs. It has tremendous strength in the bench-based sciences, with robust departments of Biology, Chemical and Physical Sciences, and Psychology.

Mississauga and its surrounding community provide a large and diverse patient base, with engaged and capable community partners including UTM, the hospitals, physician offices, and agencies. The community hospitals in Mississauga offer an excellent case-mix of ambulatory and inpatient, primary care and specialty level services, and extensive community linkages – all of which are highly suited to undergraduate medical education.

Credit Valley Hospital is currently engaged in medical education through the Department of Family and Community Medicine, providing emergency medicine training. There are plans to implement a full teaching unit for postgraduate residents in Family and Community Medicine beginning in July 2006.

### **Curriculum Delivery and Student Support Services**

The undergraduate medicine curriculum at all four Academies will be equivalent and will be determined centrally by the Faculty of Medicine. The faculty of UTM and community affiliated hospitals will work in partnership with current course directors, to deliver the Preclerkship curriculum, including laboratory instruction and bidirectional web-casts of learning sessions between the downtown and UTM campuses. Faculty from relevant UTM departments such as bioethics and health economics will be hired to complement existing instructors and clinical teachers.

Using advanced information technology, all students will be linked by tele-educational media via NorthNet connectivity to enable distributed learning across all campus and

Academy sites. The Faculty has explored in detail the distributed campus model in British Columbia<sup>1</sup> and the Northern Ontario School of Medicine.

Students will be in placed at UTM for a minimum of one to two years, to ensure full integration within the Mississauga community. Opportunities will be provided for experience at other Academies over the course of the 4-year program, similar to our existing rotation pattern with the existing academies

Preliminary planning calls for Preclerkship lectures and block course work including seminars, and problem-based learning to be sited both at the UTM campus and the hospital affiliates. Clinical skills instruction such as the Art and Science of Clinical Medicine (ASCM) course would take place primarily at the community affiliated hospitals and community sites such as family health teams. The extensive and well integrated network of community and public health agencies and schools in Mississauga would allow students to gain an enhanced understanding of population health for their Determinants of Community Health (DOCH) course. Initial instruction in gross anatomy would take place for all students at the St George campus MSB. Clerkship rotations will occur at the community affiliated hospitals along with other fully affiliated and community affiliated hospitals in Toronto and GTA.

Student support services including financial and career counselling, psychological support, and learning specialists will be available to students at the UTM Academy, both on site at UTM, and at the St George campus. Housing services, along with student residence space will be provided at UTM.

### **Planning for Establishment of Academy at Mississauga**

We propose a phased-in enrolment expansion of 26 extra students by 2007. This will be accomplished by expansion of our existing numbers on the St. George Campus and in our 9 fully affiliated<sup>2</sup> and 11 existing and 4 new community affiliated<sup>3</sup> teaching hospitals and sites, through enhanced networking of our Academy system, and by creating the new Academy at UTM.

Productive and very positive planning discussions over the past year have occurred among our medical school Deans, the senior academic administration at the UTM, and the senior management team (including medical staff) of the relevant community-affiliated hospitals. All parties have demonstrated a strong commitment to providing a

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<sup>1</sup> Expanding undergraduate medical education in British Columbia: a distributed campus model; CMAJ, 173(6), Sept 13, 2005.

<sup>2</sup> Baycrest Centre for Geriatric Care, Bloorview MacMillan Children's Centre, Centre for Addiction and Mental Health, Hospital for Sick Children, Mt. Sinai Hospital, St. Michael's Hospital, Sunnybrook and Women's College Health Sciences Centre, Toronto Rehabilitation Institute, University Health Network

<sup>3</sup> Bridgepoint Health, Rouge Valley Health Systems, Credit Valley Hospital, Trillium Health Centre, North York General Hospital, George Hull Centre for Children & Families, Hincks Dellcrest Centre, Providence Healthcare, Scarborough Hospital, St Johns Rehabilitation Hospital, St Joseph's Health Centre, Surrey Place Centre, Toronto East General & Orthopaedic Hospital, West Park Healthcare Centre, Humber River Regional Hospital

learning environment that will expose students to primary care (Family and Community Medicine) and generalist consulting care such as that provided by General Surgeons, Paediatricians, Internists, and Psychiatrists, within interprofessional teams, and linked to the community. We plan to create a Steering Committee for the project that will oversee and guide the detailed planning and implementation and will consist of the senior leadership from the Mississauga community hospitals, UTM and our medical school. The following guiding principles will begin to shape the work of the Steering Committee and task forces:

***Guiding Principles re Planning Process***

1. The UTM Academy is inclusive of the undergraduate medical education program that is delivered at both the UTM campus and the Mississauga hospitals (Credit Valley and Trillium Health Centre)
2. All partners (Faculty of Medicine, UTM, Credit Valley Hospital and Trillium Health Centre) are engaged in the planning and implementation of the UTM Academy.
3. Regular communications and updates on the planning and implementation are provided / made available to all stakeholders.
4. Information technology and electronic communications (e.g., videoconferencing, webcasting) are fundamental requirements for linking the new Academy, the main St. George campus and other Academies.
5. The planning of the curriculum delivery will ensure leveraging of existing and emerging capacity across the full campus (UT – St George and Mississauga) and all academies to capitalize on strengths and avoid unnecessary duplication.
6. The affiliation agreement between the hospital and the University, and Clinical Faculty policy will guide and inform the relationship with respect to clinical teaching.

***Guiding Principles re Program Delivery***

7. The undergraduate medicine curriculum is equivalent at all academies.
8. Participation in the clinical teaching of medical students by physicians at the hospitals is voluntary, i.e., no specified requirement for teaching as part of their hospital appointment.
9. Clinicians participating in teaching will be encouraged to seek appointment with the respective department in the Faculty of Medicine
10. Faculty development will be readily available and provided locally, where possible, for new faculty.
11. The process for assignment of students to academies is equitable and transparent. Academy placement assignments will be for minimum of 1 to 2 years.
12. All students have equal and full access to student supports and services.
13. All University of Toronto, Faculty of Medicine policies will apply to students at the UTM campus, such as those related to ethics, grading policies, appeals etc

### **Implications for New Teaching Faculty**

New teaching faculty will be required to deliver the curriculum for the undergraduate medical education program. UTM will recruit additional faculty to contribute in the core teaching in Years 1 and 2. The specific needs will be identified through a rigorous review and matching process of curriculum requirements to teaching resources.

Clinical teachers will be recruited through the Faculty's Clinical Departments from the clinician pool at the Mississauga hospitals. Participation in clinical teaching is voluntary. New clinical teaching faculty will be appointed through the respective clinical department Chairs, and will report to both the Chair and to the Academy Director for their teaching involvement. Faculty development will be provided to ensure a high level of teaching skills.

### **.Resource Implications**

The required capital investment for the appropriate infrastructure is \$20M to cover building, equipment, information technology, and other one-time start-up costs.

### **Capital One-Time Investment**

A total of \$ 14.5 million provided by the Ontario Government over 20 years, and the remainder from fundraising will assist in addressing the following requirements. It is expected that the partnerships with the community hospitals will complete the resource sharing.

<b>Site</b>	<b>Facility and Equipment</b>
UT Mississauga site	<ul style="list-style-type: none"><li>• planning and construction of a module for classrooms, labs, and learning facilities, residence space</li><li>• library enhancements and other infrastructure support (computers, operational technology)</li></ul>
St. George campus	<ul style="list-style-type: none"><li>• expansion of Anatomy facilities and renovation of lecture theatres in MSB</li></ul>
Hospitals	<ul style="list-style-type: none"><li>• clinical teaching space and administrative support space</li></ul>
Communications Technologies	<ul style="list-style-type: none"><li>• video-conferencing and web-casting infrastructure</li></ul>

### **Annual Operating Costs**

The Government of Ontario has made a funding commitment of approximately \$49 K per student per year for operational costs, in addition to tuition. This represents adequate amounts to support the academic and administrative infrastructure for the academy.



## **Implementation Timeline**

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| 2005-2006 | Clinical Clerks Placed in Community-Affiliated Hospitals<br>Enrolment Expansion of Six Students<br>New Community Model Developed at Peters-Boyd Academy                                |
| 2005-2007 | Construction of Academy at UTM   |
| 2005-2007 | Committee on Accreditation of Canadian Medical Schools and Liaison Committee on Medical Education notified about additional geographically separate campus at UTM, and approval sought |
| 2006-2007 | Increase enrolment by 14 students with widened affiliation in the community linked to existing academies (no accreditation needed)   |
| 2007-2008 | Increase enrolment by 6 additional students. UTM campus opens with 36 students. (ten students will be redistributed from existing academies to UTM)                                    |

## **Governance and Leadership**

The Dean, Faculty of Medicine and the Principal of UTM will jointly have ultimate responsibility, including the financial support, for the undergraduate medical program delivered at UTM.

An Academy Director of the new UTM Academy will provide the leadership for the Academy. This individual will report jointly to the Associate Dean, UME and the Dean, University of Toronto Mississauga. The UTM Academy Director will meet regularly with the Associate Dean, UME and Dean at UTM, and with the other Academy Directors. The Academy Director will be a member of the Associate Dean's Executive Management Committee, the Curriculum Committee and other various UME Committees. Within the Academy, the Academy Director will establish the appropriate committees and infrastructure to support the delivery of undergraduate medical education. UTM site coordinators for courses, who will report to the central course directors, will also ensure consistency of curriculum.