

Systematic reviews of Clinical Departments are a critical process of quality assurance accountability at the Faculty of Medicine. The external reviews are commissioned by the Office of the Dean and normally coincide with the end of the terms of Chairs; by extension, they inform the international search for, and reappointment of, Chairs. The review protocols include the terms of reference that identify key issues to be addressed, a self-study report by a wide range of contributors, a visit by a team of approved external reviewers that meets with a broad range of constituencies, the reviewers' report of findings, and the Chair's and Dean's response. A summary is presented to Governing Council's Committee on Academic Policy and Programs (AP&P) and to Faculty Council, for information.

2012-13 EXTERNAL REVIEWS OF CLINICAL DEPARTMENTS

CLINICAL DEPARTMENT	Dept. of Family and Community Medicine
EXTERNAL REVIEW TEAM	1. Prof. Jeffrey Borkan – Chair, Dept. of Family Medicine, Brown University 2. Prof. James Rourke – Dean, Faculty of Medicine, Memorial University of Newfoundland
DATE OF EXTERNAL REVIEW VISIT	September 13-14, 2012
STRENGTHS	<ul style="list-style-type: none"> ▫ one of the leading departments of family medicine in the world—remarkable, innovative, cutting-edge ▫ the Chair is uniformly admired as visionary and nurturing; collaborative leadership aligned with the Faculty's vision relative to social accountability and the importance of family medicine primary care locally, nationally, and internationally ▫ successful increase in size, scope, strength, quality, and priority of the postgraduate education program ▫ rigorous and exemplary Professional Development Program; strong reputation of Academic Fellowship Program; excellent Clinical Teachers' Certificate Program ▫ remarkably positive morale ▫ excellent academic administrative and clinical space for central and teaching units ▫ strong global relationship
RECOMMENDATIONS	<ul style="list-style-type: none"> ▫ to further develop research over the next 5-10 years ▫ to increase protected time of faculty (for academic work and professional development) ▫ (following exciting and rapid successful growth) opportunity to consolidate and stabilize—while continuing innovation, the development of funding sources, and growth of research and global health <p><u>Undergraduate Medical Education</u></p> <ul style="list-style-type: none"> ▫ to increase the variety and range of clinical practice, research, and educational aspects; to widen the scope of topics and courses <p><u>Continuing Education</u></p> <ul style="list-style-type: none"> ▫ to re-examine the role of the Department vis-à-vis continuing medical education ▫ to enhance programs with e-learning ▫ to evaluate the impact of the program on faculty members over time ▫ to consider having the host structure for the graduate studies and academic fellowship programs within the Faculty of Medicine
DECANAL RESPONSE	<ul style="list-style-type: none"> ▫ lauds the Chair for a remarkable environment and culture for positive growth and development in the context of effective practice ▫ concurs with the assessment that research should be a strategic focus over the next 5-10 years ▫ will take under advisement the recommendations for Undergraduate Medical Education; their feasibility and future applicability to be explored by the Program Director and the Vice-Dean, UME ▫ the relatively minor recommendations for Postgraduate Medical Education are reasonable; appropriate changes to be implemented following the advice of the Program Director and the Vice-Dean, PGME ▫ acknowledges the tremendous opportunities in professional development and continuing education, which should be explored by the Department; the potential for leadership in the maintenance of competence and professional development in Canada and abroad is great ▫ agrees that the Department plays a key role in integrating and leading strategic alliances across the Clinical Departments; the renewal of the public health agenda in Ontario and the new leadership of the Dalla Lana School of Public Health offer opportunities for the Department to co-create approaches to challenges facing society and to align with the Faculty's mission, values, and commitment to social responsibility ▫ the recommendations are in line with the Faculty's strategic direction in global health education, research, and capacity-building; the Department already plays a major role in global health that is expected to increase in the next 5 years

CLINICAL DEPARTMENT	Dept. of Obstetrics and Gynaecology
EXTERNAL REVIEW TEAM	1. Dr. Wylam Faught – Medical Head, The Ottawa Hospital Cancer Program; Former Chair, Dept. of Obstetrics and Gynecology, University of Ottawa 2. Dr. David Keefe – Chair, Dept. of Obstetrics and Gynaecology, New York University

DATE OF EXTERNAL REVIEW VISIT	October 4-5, 2012
STRENGTHS	<ul style="list-style-type: none"> ▫ the premier and largest department in Canada ▫ the Department is among the elite academic departments shaping the direction in reproductive, maternal, and gynecologic medicine; it is in the same league as Harvard, Yale, UCLA, Mayo Clinic, UCSF, and Stanford ▫ unparalleled contribution (in a Canadian context) to global health ▫ a very collegial and positive relationship with cognate units and affiliated hospitals ▫ overall exceptional morale ▫ winning culture emphasizing excellence, collaboration, integrity, and accomplishment <p><u>Undergraduate Medical Education</u></p> <ul style="list-style-type: none"> ▫ likely the benchmark against which other Canadian programs should be measured <p><u>Postgraduate Medical Education</u></p> <ul style="list-style-type: none"> ▫ breadth and complexity of clinical volume in general obstetrics and gynecology and the subspecialties that is available for clinical training ▫ the Resident Wellness Program is a model which other obstetrics-gynecology programs should emulate <p><u>Continuing Education and Other Educational Activities</u></p> <ul style="list-style-type: none"> ▫ excellence in teaching and education is recognized by several awards ▫ participation in global health programs <p><u>Research</u></p> <ul style="list-style-type: none"> ▫ one of the most comprehensive and integrated programs in North America ▫ in levels of research funding and peer-reviewed publications, the Department leads all other Canadian programs and is among the top internationally ▫ robust clinical and research collaborations and the development of innovative models of care ▫ the University now is positioned to become a leader in translational studies on human development, reproductive and cancer biology at a time when such research in many leading North American programs is struggling ▫ the large number of foreign-trained fellows provides a synergistic research environment
RECOMMENDATIONS	<ul style="list-style-type: none"> ▫ a Vice-Chair, Quality, Innovation & Patient Safety could facilitate academic development in this emerging scholarly area and increase integration with hospital-based programs ▫ to secure funding for the Clinical Investigator Program, with a plan for similar support at the junior faculty level for young clinician investigators ▫ to further explore and develop philanthropic opportunities ▫ to engage the subspecialty divisions in education, research, and faculty development programs ▫ to align the Department global health programs with the “boundless” campaign and the vision of the Faculty and the University ▫ to enhance and build upon the Faculty Development Program and the Mentorship Advisory Committee to include formal leadership development ▫ to standardize the undergraduate and residency training experience and education at the affiliated sites ▫ to explore opportunities to fully integrate obstetrical and surgical simulation in the education curriculum ▫ to increase administrative support for the core education programs ▫ to ensure that fellows and residents understand and have access to research support
DECANAL RESPONSE	<ul style="list-style-type: none"> ▫ extends the Faculty’s gratitude for the Chair’s many years of remarkable service; the outstanding leadership cannot be overstated ▫ the Faculty is extremely proud of the Department’s international reputation for making very significant and positive change in improving the health of women and infants across the globe, and strongly endorses its continuing engagement in leading the development of training and new models of care in developing countries ▫ the success of the recent accreditation of Undergraduate Medical Education was, in part, a result of the Department’s excellent teaching and service to students; the Faculty adds its gratitude to the leadership of the Department’s Undergraduate Medical Education Program Director ▫ encourages the Department to undertake an important new direction in the innovation in quality improvement and patient safety ▫ extending and enhancing simulation teaching and learning at all levels is a must ▫ agrees that career development and support for teaching activities must be addressed; leadership development in continuing education and professional development should be part of the Department’s strategic directions ▫ greater attention must be given to supporting residents’ and fellows’ research needs; improved research opportunities for postgraduate trainees during clinical training should be established to improve eligibility and competitiveness in clinical-scientist training ▫ increasing the role of midwifery and family practice services in teaching normal obstetrics may address the issue of medical students not feeling part of the obstetrics team ▫ agrees that the challenge of the Department and its leadership is to facilitate the integration of research across the Toronto Academic Health Science Network ▫ increased attention to engagement in human subject research, population health and health system research should be considered in the next strategic plan ▫ agrees that administrative support for education programs, including postgraduate medical education, must be enhanced