



**FOR INFORMATION**

**PUBLIC**

**OPEN SESSION**

**TO:** Committee on Academic Policy and Programs

**SPONSOR:** Sioban Nelson, Vice-Provost, Academic Programs

**CONTACT INFO:** (416) 978-2122, [vp.academicprograms@utoronto.ca](mailto:vp.academicprograms@utoronto.ca)

**PRESENTER:** Sioban Nelson, Vice-Provost, Academic Programs

**CONTACT INFO:** (416) 978-2122, [vp.academicprograms@utoronto.ca](mailto:vp.academicprograms@utoronto.ca)

**DATE:** May 3, 2016 for May 10, 2016

**AGENDA ITEM:** 4

**ITEM IDENTIFICATION:**

Report on the Review of Clinical Departments 2015-16 – Department of Paediatrics and Department of Surgery

**JURISDICTIONAL INFORMATION:**

“The Committee...has general responsibility...for monitoring the quality of education and the research activities of the University....The Committee receives annual reports or such more frequent regular reports as it may determine, on matters within its purview, including reports on the ...[r]eviews of academic units and programs.”<sup>1</sup>

**GOVERNANCE PATH:**

1. **Committee on Academic Policy and Programs** [For Information] (May 10, 2016)

**PREVIOUS ACTION TAKEN:**

The Governing Council approved the *Policy for Approval and Review of Academic Programs and Units* in 2010. The *Policy* outlines University-wide principles for the approval of proposed new academic programs and review of existing programs and units.<sup>2</sup> Its goal is to align the University’s quality assurance processes with the Province’s Quality Assurance Framework through establishing the authority of the *University of Toronto Quality Assurance Process* (UTQAP), which outlines the process for reviewing academic programs and the units that offer them.

The Dean of the Faculty of Medicine commissions reviews of the Faculty’s clinical departments, modeled on but outside of the scope of the UTQAP review process, and prepares an annual report on their outcomes and implementation plans. Because of the unique contribution clinical

departments make to the Faculty’s education programs, this report is brought forward for information to the Committee on Academic Policy and Programs (AP&P). These reviews are intended to help assess and improve quality. The *Policy for Approval and Review of Academic Programs and Units* states that “...the quality of the scholarship of the faculty, and the degree to which that scholarship is brought to bear in teaching are the foundations of academic excellence. More generally, all of the factors that contribute to collegial and scholarly life —academic and administrative complement, research and scholarly activity, infrastructure, governance, etc.— bear on the quality of academic programs and the broad educational experience of students.”<sup>3</sup>

The annual Report on the Review of Clinical Departments was previously submitted to the AP&P on May 12, 2015.

### **HIGHLIGHTS:**

Two external reviews of clinical departments, the Department of Surgery and the Department of Paediatrics, were commissioned by the Dean of the Faculty of Medicine in 2015-16. A table that summarizes the review outcomes and decanal response/implementation plans is provided.

The overall assessment of the quality of the Department of Surgery and the Department of Paediatrics is excellent. The decanal administrative response/implementation plan addresses the reviewers’ recommendations, including those related to undergraduate and postgraduate medical education and relationships with cognate units and affiliated hospitals and community partners.

### **FINANCIAL IMPLICATIONS:**

There are none.

### **RECOMMENDATION:**

For Information.

<sup>1</sup> Committee on Academic Policy and Programs Terms of Reference, sections 3 and 4.9.  
<http://www.governingcouncil.utoronto.ca/Assets/Governing+Council+Digital+Assets/Boards+and+Committees/Committee+on+Academic+Policy+and+Programs/apptor.pdf>

<sup>2</sup> [http://www.governingcouncil.utoronto.ca/policies/AcaProgs\\_Units\\_pdf.htm](http://www.governingcouncil.utoronto.ca/policies/AcaProgs_Units_pdf.htm)

<sup>3</sup> *ibid.*

---

### **DOCUMENTATION PROVIDED:**

- Summary of 2015-16 External Reviews - Department of Surgery and Department of Paediatrics

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) of Academic Board; the full report and the responses are submitted to the Executive Committee of Faculty Council and distributed in the Clinical Department.

## 2015-16 EXTERNAL REVIEWS

CLINICAL DEPARTMENT	Department of Paediatrics – <i>Reviewed Jointly with The Hospital for Sick Children (SickKids); Combined Chair-Chief Position</i>
EXTERNAL REVIEWERS	<p>Prof. Allison Eddy Head, Department of Pediatrics, University of British Columbia Chief, Pediatric Medicine, BC Children's Hospital and Women's Hospital &amp; Health Centre</p> <p>Prof. Gary Fleisher Egan Family Foundation Professor, Department of Pediatrics, Harvard Medical School Physician-in-Chief, Pediatrician-in-Chief, and Chair, Department of Medicine, Boston Children's Hospital</p>
DATES OF REVIEW	September 28-30, 2015
STRENGTHS	<p>LEADERSHIP</p> <ul style="list-style-type: none"> <li>▫ Prof. Denis Daneman: <i>"Exceptional" Chair-Chief—“accolades were universal”</i></li> <li>▫ Model of combined Chair-Chief</li> </ul> <p>RESEARCH</p> <ul style="list-style-type: none"> <li>▫ #1 in Canada</li> <li>▫ Among the top 5 in North America</li> <li>▫ Among the top 10 internationally</li> <li>▫ Research Institute: <i>"Spectacular" space; reorganization into centres could enable greater “cohesion/collaboration/...cultural realignment”</i> between hospital-based academic clinicians and Research Institute investigators</li> <li>▫ Learning Institute: Could become <i>“a hub for scholars of medical education;”</i> well-positioned to define this emerging academic field</li> </ul> <p>EDUCATION</p> <ul style="list-style-type: none"> <li>▫ Prof. Rayfel Schneider: <i>"Exceptional" Associate Chair of Education</i></li> <li>▫ Undergraduate medical education: <i>"Excellent" (expansion of clinical training opportunities beyond SickKids is a strength)</i></li> <li>▫ Postgraduate training programs: <i>"Outstanding"—international stature draws clinical fellows from around the world</i></li> <li>▫ MD/PhD pathway: <i>"Excellent" plan to preserve (particularly with the end of student funding by the Canadian Institutes of Health Research)</i></li> <li>▫ Continuing medical education: <i>"Long-standing record of excellence and leadership"</i></li> <li>▫ Physician leadership development</li> <li>▫ Integration of undergraduate and postgraduate education between University, SickKids, and affiliated sites; evidence of <i>“mutual collaboration, respect...effectiveness”</i></li> <li>▫ Educational symposia: long history of <i>“high-caliber”</i></li> <li>▫ <i>“Well-positioned to become the Canadian Quality Improvement leader for child health”</i></li> </ul> <p>CLINICAL</p> <ul style="list-style-type: none"> <li>▫ Breadth and depth of portfolio</li> <li>▫ Thought leadership and innovation</li> <li>▫ Quality of services</li> <li>▫ Effective use of resources</li> </ul>

<p>RECOMMENDATIONS</p>	<p>LEADERSHIP</p> <ul style="list-style-type: none"> <li>▫ To develop a distributed leadership model of an evolving pediatric health system: <i>“Far and away the most significant opportunity, and challenge, for both the Department...and the institution...is to move from a top 10 children’s hospital to a top 10 pediatrics health system.”</i></li> <li>▫ For the incumbent Chair-Chief to <i>“continue to think big audacious goals”</i>—to maintain Department’s status as an academic and research leader</li> <li>▫ To mature the leadership partnership with the Research Institute and the pediatric educational portfolio at the University</li> <li>▫ To establish a more formal organizational relationship between the Chair-Chief and the Chief of Research</li> <li>▫ For the incumbent Chair-Chief to increase support of, and have more direct and regular contact with Holland Bloorview Kids Rehabilitation Hospital, Mount Sinai Hospital, Sunnybrook Health Sciences Centre, St. Michael’s Hospital (sites outside SickKids)</li> <li>▫ For the incumbent Chair-Chief <i>“to advocate and negotiate”</i> with the Ministry of Health regarding the Alternative Funding Plan and <i>“the need to sustain and grow the strong academic and research mandate of SickKids”</i></li> <li>▫ To develop of a division of clinical informatics; investment in technology that touches all pillars—clinical, research, teaching, administration</li> </ul> <p>RESEARCH</p> <ul style="list-style-type: none"> <li>▫ To further integrate clinical and research; to create more opportunities for <i>“face-to-face”</i> brainstorming about new collaborations</li> <li>▫ To maintain a stronger link between the Research Institute’s basic scientists and Department researchers</li> <li>▫ To enhance the infrastructure for clinical research</li> <li>▫ In support of fellow-to-faculty transition funding programs, which would set a new standard in Canada</li> </ul> <p>EDUCATION</p> <ul style="list-style-type: none"> <li>▫ To consider expanding the MD/PhD residency track</li> <li>▫ New models of clinical care and population-based research studies could build upon framework created at the University by expanding distributed model of education</li> </ul>
<p>DECANAL RESPONSE</p>	<p>LEADERSHIP</p> <ul style="list-style-type: none"> <li>▫ Prof. Denis Daneman: exemplary and unparalleled leadership as Chair-Chief</li> </ul> <p>RESEARCH</p> <ul style="list-style-type: none"> <li>▫ Phenomenal publication output of faculty (in 2014, based on the reviewers’ metrics)</li> <li>▫ Celebrated history of research leadership—with SickKids and increasingly with other sites (e.g., St. Michael’s Hospital)</li> <li>▫ Limited academic positions for clinician-scientist trainees is similar in other Clinical Departments; plan for fellow-to-faculty funding is supported</li> <li>▫ Alignment of scientist reviews between the Department and the Research Institute might be enhanced</li> <li>▫ A focus on mentorship—particularly of mid-career faculty—is recommended</li> </ul> <p>EDUCATION</p> <ul style="list-style-type: none"> <li>▫ With the addition of new teaching sites, reviewers’ recognition of outstanding undergraduate medical teaching is significant</li> <li>▫ Interest in community and social pediatrics at the moment</li> </ul> <p>CLINICAL PARTNERSHIPS</p> <ul style="list-style-type: none"> <li>▫ Inclusion of representatives from other hospitals on the Department Executive could be helpful</li> <li>▫ Increase number of students and new faculty at community affiliates</li> <li>▫ With the second-largest concentration of faculty, attention to Holland Bloorview Kids Rehabilitation Institute is especially critical; Sinai Health System leads the division of neonatology and could benefit from an enhanced focus within the Departmental leadership</li> <li>▫ Incumbent Chair-Chief’s focus on healthcare changes—hospitals and partners increasingly becoming population health systems</li> </ul> <p>ORGANIZATION, FINANCES + LONG-RANGE PLANNING</p> <ul style="list-style-type: none"> <li>▫ With resources for core activities shared/intermingled and approximately 80% of faculty at SickKids, unique Chair-Chief role should continue—strength of both SickKids and the University are enhanced by the combined position</li> <li>▫ Increased attention to faculty at other sites will be critical to the success of the next Chair-Chief</li> <li>▫ Advancement efforts that benefit the University and hospital partners (e.g., Medical Psychiatry Alliance, Ted Rogers Centre for Heart Research, SickKids) will help realize the bold aspirations of this impressive Department</li> <li>▫ Department members continue to hold key positions across the Faculty’s education and research programs</li> <li>▫ Continued growth of the Alternative Payment Plan will be key to increasing the reach and depth of the Department</li> </ul>

CLINICAL DEPARTMENT	Department of Surgery
EXTERNAL REVIEWERS	Prof. John Kortbeek    Head, Department of Surgery, University of Calgary and Alberta Health Services Prof. Carlos Pellegrini    The Henry N Harkins Professor and Chair, Department of Surgery, University of Washington
DATES OF REVIEW	October 21-22, 2015
STRENGTHS	<p>LEADERSHIP</p> <ul style="list-style-type: none"> <li>▫ Prof. James Rutka: universally supported and admired as Chair; clear vision for the future; <i>“the appreciation, admiration and fondness that his faculty shows him is enviable;”</i> his enthusiasm and pride for the Department is <i>“second to none”</i></li> <li>▫ High morale in the Department</li> </ul> <p>RESEARCH</p> <ul style="list-style-type: none"> <li>▫ National leader</li> <li>▫ Among the top 10 in North America (with over \$40 million annually in funding and over 7,000 peer-reviewed publications in the last 5 years)</li> <li>▫ Among the top-ranked globally in terms of funding, publications, and endowed chairs</li> <li>▫ Faculty recognized as <i>“world leaders in their specialty”</i>—<i>“prime targets for recruitment”</i></li> <li>▫ Research enterprise of a <i>“very broad scope”</i> and <i>“superior quality”</i></li> <li>▫ Surgeon Scientist Training Program (SSTP) continues to train the best and brightest residents towards successful academic careers in surgery</li> </ul> <p>EDUCATION</p> <ul style="list-style-type: none"> <li>▫ A <i>“high priority”</i> and under the <i>“tremendous”</i> leadership of Dr. George Christakis, the undergraduate program has strengthened considerably—responded <i>“beautifully”</i> to challenges that threatened accreditation</li> <li>▫ Resident and fellowship programs: <i>“robust”</i> and <i>“world-famous”</i></li> <li>▫ Postgraduate educational programs enjoy strong leadership; residency training programs benefit from well-defined roles and committee structures, strong evaluation and feedback tools, and a culture of commitment to educational mission</li> <li>▫ Faculty and research institutes offer <i>“unlimited possibilities”</i> to residents and fellows</li> <li>▫ Surgeon Scientist Training Program: <i>“regarded the world over as the best”</i> and the <i>“reason [residents] ranked Toronto first”</i> in their applications</li> <li>▫ With the largest number of fellows in Canada, the fellows <i>“contribute significantly to the service, education and research missions and productivity of the Department”</i></li> <li>▫ Surgical skills simulation (The Department <i>“was a pioneer”</i> in developing/trialing competency-based residency education in Orthopedics in the University.)</li> <li>▫ Exit interviews and longitudinal surveys confirm <i>“a high degree of satisfaction with fellowship training in surgery”</i> at the University of Toronto</li> <li>▫ Office of Continuing Professional Development provides <i>“effective support”</i> through accrediting eligible programs</li> <li>▫ Career-counselling for residents and faculty to address phases of professional life and for end-of-career transition</li> </ul> <p>CLINICAL</p> <ul style="list-style-type: none"> <li>▫ Clinical programs: <i>“cutting edge”</i></li> <li>▫ Social impact of local outreach: <i>“Cannot be overestimated....The ‘surgical enterprise’ of the University...provides state of the art care to the population of Ontario...and is a source of creativity and new knowledge which is a jewel of Toronto. People the world over come here for training...then return to their countries where they reflect positively on Toronto, Ontario and Canada...there is nothing the reviewers can provide in this area other than respect and admiration for the role this Department plays around the world.”</i></li> <li>▫ With support from the Chair, the clinical programs <i>“work together across all hospitals”</i>—<i>“hospital-wide sharing of clinical programs should improve educational [and] quality improvement activities and care delivery and result in decreasing costs”</i></li> </ul> <p>ORGANIZATION, FINANCES + LONG-RANGE PLANNING</p> <ul style="list-style-type: none"> <li>▫ Establishment and evolution of practice plans (e.g., to support the academic mission)</li> <li>▫ Uniqueness in providing standardized financial support for full-time faculty (in addition to the clinical practice plans)</li> </ul>

RECOMMENDATIONS	<p>RESEARCH</p> <ul style="list-style-type: none"> <li>▫ To enhance the collaborative nature of research and develop “<i>as many collaborative programs across hospitals</i>” as possible</li> <li>▫ To continue to raise “<i>philanthropic funds to create endowments that provide ongoing and predictable support to research programs</i>”</li> <li>▫ To improve the organization/process of recruitment and inter-institutional collaboration</li> </ul> <p>EDUCATION</p> <ul style="list-style-type: none"> <li>▫ Well-positioned “<i>to adopt and lead</i>” Competency By Design as surgical training responds to direction from Royal College of Physicians and Surgeons of Canada</li> <li>▫ To continue to support and develop resident alternative service providers (“<i>an ongoing challenge</i>”)</li> <li>▫ To dedicate time to addressing employment challenges for graduating residents (“<i>a universal Canadian issue</i>”)</li> <li>▫ To strike a Continuing Professional Development/Continuing Medical Education Committee</li> </ul> <p>ORGANIZATION, FINANCES + LONG-RANGE PLANNING</p> <ul style="list-style-type: none"> <li>▫ To increase revenue toward a sustainable budget</li> <li>▫ To examine entry criteria into the Surgeon Scientist Training Program—length of funding commitment—and to enhance revenue generation through hospital fundraising</li> <li>▫ Multisite programs have “<i>supported collaborative fundraising amongst hospital foundations,</i>” identify areas that could benefit from collaborative program approach</li> </ul>
DECANAL RESPONSE	<p>LEADERSHIP</p> <ul style="list-style-type: none"> <li>▫ Prof. James Rutka: world-class scholar and among the most prolific on campus; a distinct pleasure to reappoint for a second term; Fellow of Royal Society of Canada</li> <li>▫ Superior external review and strong support of the Chair</li> <li>▫ Model clinical department</li> <li>▫ Excellent morale</li> </ul> <p>RESEARCH</p> <ul style="list-style-type: none"> <li>▫ Research program is broad and impressive, with world leaders in many fields and wide engagement</li> <li>▫ Collaborations across hospitals and the network and philanthropy will help research flourish</li> <li>▫ SSTP is among the best in the world, but currently under financial threat; this remains a top priority for the Chair and a robust plan to help it thrive is underway</li> <li>▫ Clear process for supporting new faculty—with alignment across hospitals and University and mentorship program—will guide development of future leaders</li> </ul> <p>EDUCATION</p> <ul style="list-style-type: none"> <li>▫ Marked improvement in undergraduate teaching—the result of diligence and the appointment of a highly effective Director</li> <li>▫ Highly regarded new Surgery Exploration and Discovery course offers the opportunity to make it available to more students</li> <li>▫ Increasing opportunities for clerkships at communities hospitals and supporting residents to teach undergraduate students are recommended</li> <li>▫ Postgraduate residency and fellowship programs: robust, well-supported, highly-regarded</li> <li>▫ Continue/grow physician extenders to protect the educational experience</li> <li>▫ Continuing Professional Development/Continuing Medical Education: great importance; development of a formal CPD/CME Committee will be a valuable opportunity</li> </ul> <p>CLINICAL</p> <ul style="list-style-type: none"> <li>▫ Deep engagement in the clinical enterprise</li> <li>▫ Social impact of the Department is hard to overestimate</li> </ul> <p>RELATIONSHIPS</p> <ul style="list-style-type: none"> <li>▫ Department is squarely engaged with other cognate Departments</li> <li>▫ Faculty members hold leadership positions across the Faculty and its educational programs</li> <li>▫ Continued critical appraisal of appointments in affiliated sites will be important (not unlike other Clinical Departments that have expanded numbers in community sites)</li> </ul> <p>ORGANIZATION, FINANCES + LONG-RANGE PLANNING</p> <ul style="list-style-type: none"> <li>▫ Chair and Executive are commended for outstanding governance and oversight of a large and active Department</li> <li>▫ Department is undertaking a bold process to implement a new allocation model based on key priorities for the Department</li> <li>▫ Chair is rightly focused on philanthropy</li> <li>▫ Department has a brilliant strategic plan and monitors and works toward specific targets which it consistently overachieves</li> <li>▫ Dean is committed to supporting the Chair to fulfill his strategic vision and the recommendations of the extremely positive external review</li> <li>▫ Move towards multi-hospital networks in more clinical areas is strongly supported and encouraged</li> <li>▫ Budget is expertly managed despite across-the-board decreases and transfers of contingency reserves; great interest in preserving or enhancing the base budget; strong desire to review portion of funds from international visa residents and fellows; this dialogue is underway and will occur together with other Clinical Departments</li> </ul>