



FOR INFORMATION

PUBLIC

OPEN SESSION

TO: Committee on Academic Policy and Programs

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DATE: May 2, 2016 for May 9, 2017

AGENDA ITEM: 6

ITEM IDENTIFICATION:

Report on the Review of Clinical Departments 2016-17.

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.” (*APP Terms of Reference, S. 3 and 4.9*)

GOVERNANCE PATH:

1. Committee on Academic Policy and Programs [For Information] (May 9, 2017)

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.¹ 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.”²

The annual Report on the Review of Clinical Departments was previously submitted to the AP&P on May 10, 2016.

HIGHLIGHTS:

One external review of a clinical department, the Department of Anesthesia, was completed in 2016-17. A table that summarizes the review outcomes and decanal response/implementation plan is provided.

The overall assessment of the quality of the Department of Anesthesia is very positive. The reviewers noted the ‘visionary’ leadership, excellent research, and innovative teaching. The decanal administrative response/implementation plan addresses the reviewers’ recommendations, including those related to undergraduate and postgraduate medical education as well as the clinical fellowship programs.

FINANCIAL IMPLICATIONS:

There are none.

RECOMMENDATION:

For Information.

¹http://www.governingcouncil.utoronto.ca/policies/AcaProgs_Units_pdf.htm

² *ibid.*

DOCUMENTATION PROVIDED:

- Summary Table of 2016-17 Clinical Department Review

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 term 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 responses. A summary is presented to the 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 circulated in the Department.

2016-17 EXTERNAL REVIEW

CLINICAL DEPARTMENT	Dept. of Anesthesia
EXTERNAL REVIEWERS	1. Dr. Laureen Hill – Professor and Chair, Dept. of Anesthesiology, Emory School of Medicine 2. Dr. Eric Jacobsohn – Professor and Head, Dept. of Anesthesia, University of Manitoba
DATE OF REVIEW	October 27-28, 2016
STRENGTHS	<ul style="list-style-type: none"> ▫ Leadership of the Chair, Prof. Brian Kavanagh—visionary and creative ▫ Research (second only to Harvard in research publications) ▫ Clinician Investigator Program (CIP) ▫ Undergraduate Medical Education (UME)—innovative in e-learning and simulation ▫ Postgraduate Medical Education (PGME)—excellent clinical experience and commitment to teaching ▫ Continuing Medical Education—impressive with an international audience ▫ Fellowship programs—internationally renowned ▫ Faculty development program ▫ Merit award system ▫ Fundraising initiative for the endowment of chairs
RECOMMENDATIONS	<ul style="list-style-type: none"> ▫ Invest in administrative support for undergraduate and postgraduate medical education ▫ Create Associate PGME Director position ▫ Increase standardization of working conditions, salary, benefits, conference time, academic support for fellowship programs ▫ Include Chair and hospital leadership in faculty recruitment ▫ Modify practice plan to enable recruitment of future clinician-scientists from the CIP ▫ Conclude endowed chairs drive ▫ Increase management transparency and academic targeting of fellowship programs revenue ▫ Streamline university- and hospital-based evaluation systems; a single evaluation system for “<i>meaningful feedback</i>” ▫ Appoint Chair who is “<i>visionary, bold, academically successful, fully conversant in the complicated matters of finance and the critical role that practice plans play</i>”
DECANAL RESPONSE	<ul style="list-style-type: none"> ▫ Consider further investments in the context of the Faculty's overall budgetary environment ▫ Increase investment in UME will be an important consideration for the next Chair, in consultation with the Faculty leadership ▫ The Department should consider the creation of an Associate PGME Director position—having just completed a thorough needs assessment to ensure that PGME is adequately resourced in the emergent setting of the new Competency by Design training model ▫ Ensure uniformity in fellowship experience; the Faculty's Fellowship Education Advisory Committee plays an active role in ensuring an outstanding education and work environment for clinical fellows ▫ Draw a transparent balance for fellowship programs to be at once sustainable and contribute to the academic mission ▫ Support the Department's decision to conduct searches and to include the Chair and hospital VPs on recruitment committees ▫ The Chair search requires the successful candidate to engage effectively at University, hospital, foundation, and practice plan levels ▫ A strategic plan for research will be a high priority for the Department and for the next Chair