

**FOR INFORMATION****PUBLIC****OPEN SESSION**

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

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**DATE:** April 26, 2018 for May 10, 2018

**AGENDA ITEM:** 8

**ITEM IDENTIFICATION:**

Report on the Review of Clinical Departments 2017-18.

**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, 2018)

**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 9, 2017.

### **HIGHLIGHTS:**

Four external review of clinical departments were completed in 2017-18: Department of Otolaryngology; Department of Ophthalmology & Vision Sciences; Department of Radiation Sciences; and, Department of Medical Imaging. A table that summarizes the review outcomes and decanal response/implementation plan is provided.

The overall assessment of the quality of all four Departments is very high. Reviewers identified the quality of the Departments and programs as being among the highest ranked in the world. Departmental Chairs and senior leadership were also praised for their efficiency, competency, and commitment. The decanal administrative responses/implementation plans addressed the reviewers’ recommendations.

### **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.*

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### **DOCUMENTATION PROVIDED:**

- Summary Table of 2017-18 Clinical Department Reviews

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 for its information; the full report and the responses are submitted to the Executive Committee of Faculty Council and circulated broadly in the Department.

## 2016-17 EXTERNAL REVIEWS

CLINICAL DEPARTMENT	Dept. of Otolaryngology - Head & Neck Surgery
EXTERNAL REVIEWERS	1. Dr. Marion Couch – Professor and Chair, Dept. of Otolaryngology - Head and Neck Surgery , Indiana University 2. Dr. Paul Kerr – Associate Professor and Head, Dept. of Otolaryngology - Head and Neck Surgery, University of Manitoba
DATE OF REVIEW	February 27-28, 2017
STRENGTHS	<ul style="list-style-type: none"> <li>▫ <i>“World class team of superb surgeons, investigators, and educators; [a] rich clinical environment for education and research”</i></li> <li>▫ The Chair, Dr. Ian Witterick, <i>“masterfully motivates and leads”</i> a <i>“confederacy of the willing”</i></li> <li>▫ Undergraduate Medical Education—remarkable engagement of community physicians</li> <li>▫ Postgraduate Medical Education—comprehensive training with high surgical volumes</li> <li>▫ Continuing Medical Education—enhances international reputation and generates critical revenue</li> <li>▫ Senior leaders who serve as ambassadors for the University in national leadership roles as major professional medical society presidents</li> </ul>
RECOMMENDATIONS	<ul style="list-style-type: none"> <li>▫ Assign the next endowed chairship to the Department Chair</li> <li>▫ Resources for the recruitment of Clinician Scientists</li> <li>▫ Target administrative support according to levels of activity (e.g., continuing medical education)</li> <li>▫ Robust support of education leadership areas</li> <li>▫ Focus on diversity development</li> <li>▫ More aggressive promotional initiatives to optimize international exposure</li> <li>▫ Review efficacy of LINC Clerkship Program model</li> <li>▫ A more formal mentoring program for residents</li> <li>▫ Fill a management structure void in the Province’s health-care system and further develop relationships with hospitals</li> </ul>
DECANAL RESPONSE	<ul style="list-style-type: none"> <li>▫ Advancement and the Department will work together to secure philanthropic investment for an endowed chair</li> <li>▫ The Dean and Chair agreed to allocate additional resources to address high levels of continuing medical education activity</li> <li>▫ The Chair is committed to developing an educational leaders succession plan and increasing leadership development opportunities for women and underrepresented minorities to promote diversity</li> <li>▫ Explore hiring a professional consultant to leverage achievements to increase its international reputation</li> <li>▫ The Department will pursue joint initiatives with cognates to further collaborative opportunities and increase impact on global health</li> <li>▫ The Chair and MD Program leadership will monitor the new LINC Clerkship Program to determine its efficacy as a teaching model</li> <li>▫ The Postgraduate Medical Education Director will consult residents to determine if a more formal mentoring program is desired</li> <li>▫ The Department will take a leadership role in regional strategic planning to affect research, recruitment, and clinical services; to ensure consistency despite practice variations across the province; to ensure the academic mission of the University is a component of the planning; and hire a new faculty member with expertise in this area</li> </ul>

CLINICAL DEPARTMENT	Dept. of Ophthalmology & Vision Sciences
EXTERNAL REVIEWERS	1. Dr. Eduardo Alfonso – Professor and Chairman, Dept. of Ophthalmology, University of Miami 2. Dr. Marcelo Nicoleta – Professor and Head, Dept. of Ophthalmology and Visual Sciences, Dalhousie University
DATE OF REVIEW	March 7-8, 2017
STRENGTHS	<ul style="list-style-type: none"> <li>▫ <i>“Leading department in Canada and in the top tier internationally...[due to its] outstanding clinical care, education, and research”</i></li> <li>▫ Strong collaborative relationships with cognate Departments</li> <li>▫ Chair’s leadership has <i>“unified the clinical operation in a way that improves access to patients, and delivers better quality at a lower cost”</i></li> <li>▫ <i>“Strong and diverse research enterprise”</i></li> <li>▫ <i>“The expansion of services at [Kensington Eye Institute (KEI)], the consolidation of the department’s organization structure at the same site, and the creation of a residency home at KEI, are all...enhancing its mission in delivery of care, education and research”</i></li> <li>▫ Significant improvements in the last 5 years to the residency program, which <i>“has always been regarded as one of the top residency programs in the country”</i></li> <li>▫ TORIC basic science program—<i>“a high quality program currently attended by all residents in Canada and some from the Caribbean”</i></li> <li>▫ Continuing Medical Education Program—<i>“one of the best, if not the best, in Canada”</i></li> <li>▫ <i>“VSRP initiative is unique and very successful, providing an opportunity for researchers to collaborate, as well as funds for graduate students”</i></li> </ul>
RECOMMENDATIONS	<ul style="list-style-type: none"> <li>▫ Continue to address variability in undergraduate teaching quality across sites</li> <li>▫ <i>“Common research administration, institutional review board, and information technology platform”</i></li> <li>▫ Improve communications between the geographically disparate hospital sites; e.g., the development of technology portals will be essential to providing continuing education and quality improvement</li> <li>▫ Centralize administrative support for the fellowship program and facilitate opportunities for fellows to teach residents</li> <li>▫ Continue development of mentoring programs at all levels</li> <li>▫ Encourage further initiatives to bring clinicians and researchers together, such as the common rounds with joint presentations by a clinician and a researcher</li> <li>▫ Increase the number of endowed chairs</li> <li>▫ Recruit and fund Clinician Scientists</li> </ul>
DECANAL RESPONSE	<ul style="list-style-type: none"> <li>▫ The Undergraduate Teaching Committee will meet regularly to establish strategies, review feedback, and standardize instruction toward teaching consistency; faculty will receive feedback with individualized strategies to enhance their teaching</li> <li>▫ The Department will prioritize the addition of a centralized administrator to streamline the processes for reviewing grants, administrating research funds, and managing research activities</li> <li>▫ The Department will continue developing a formal mentorship program at all levels</li> <li>▫ Increasing the number of endowed chairs will continue to be a priority for the Department, as the recently established Dixon Chair at Sunnybrook demonstrates</li> <li>▫ To increase the number of Clinician Scientists, the Department will accept more MD/PhD trainees, encourage practice plans to develop resources supporting these trainees, and pursue philanthropy in this area</li> </ul>

CLINICAL DEPARTMENT	Dept. of Radiation Oncology (DRO)
EXTERNAL REVIEWERS	<ol style="list-style-type: none"> <li>1. Dr. Glenn Bauman – Professor and Chair, Dept. of Oncology, Western University</li> <li>2. Dr. Daphne Haas-Kogan – Professor, Dept. of Radiation Oncology, Harvard University</li> <li>3. Dr. Alexander (Sandy) McEwan – Professor and Chair, Dept. of Oncology, University of Alberta</li> </ol>
DATE OF REVIEW	March 30-31, 2017
STRENGTHS	<ul style="list-style-type: none"> <li>▫ <i>“DRO reaches the prowess and reputation of the top North American Departments of Radiation Oncology, including MD Anderson Cancer Center and Memorial Sloan Kettering Cancer Center...[it] is known worldwide for the impactful research carried out by its faculty”</i></li> <li>▫ Excellent and internationally-recognized Radiation Oncology and Medical Physics residency and fellowship programs</li> <li>▫ Scholars of the <i>“novel and high quality”</i> STARS21 program are <i>“extremely prolific in terms of quantity and quality”</i> of publications, book chapters and patents, as well as recognition through awards and grants</li> <li>▫ Excellent continuing education; <i>“THE premier conference for Radiation Therapy [that] is unique in North America in its academic focus”</i></li> <li>▫ BSc in Medical Radiation Sciences, one of the <i>“jewels in the crown”</i> of the DRO; the first degree program for Medical Radiation Technologists offered in Canada</li> </ul>
RECOMMENDATIONS	<ul style="list-style-type: none"> <li>▫ The reviewers recommended that information regarding education promotion pathways should be included in career development for faculty involved in undergraduate medical education</li> <li>▫ A more systematic approach to mentoring residents</li> <li>▫ Enhanced administrative support for the implementation of the Competency by Design training model</li> <li>▫ Uniform compensation for fellows across the Department</li> <li>▫ Identification of courses by the DRO Chair and the Chair of the Dept. of Medical Biophysics (MBP) that could be accredited to provide a “home grown” source for candidates for the physics residency program</li> <li>▫ Strategic recruitment of new Clinician Scientists</li> <li>▫ Expansion of the Collaborative Research Seed Funding Program</li> <li>▫ Reframing of the Executive Committee to function as an operational strategic committee</li> <li>▫ Redevelopment of DRO’s strategic plan</li> </ul>
DECANAL RESPONSE	<ul style="list-style-type: none"> <li>▫ An academic promotion seminar was offered to all faculty (fall of 2017); the mentorship program for young faculty piloted at Princess Margaret Cancer Centre (UHN) will be implemented for all faculty</li> <li>▫ The Department will introduce a mentorship program for all residents; the Department has appointed a senior faculty member as Wellness Ambassador for all trainees; the Faculty will provide OTO funding to support such mentorship initiatives</li> <li>▫ The Dean has committed to ongoing administrative support funding for educational initiatives such as Competency by Design model</li> <li>▫ The Department reviewed the fellowship program to better define metrics of success and to address the discrepant stipend issue</li> <li>▫ The Chair will meet with the incoming MBP Chair and the Director of the Physics Residency Program to explore the value of creating such a stream for MBP</li> <li>▫ The Dean has committed to ensuring the financial stability of the Department, including financial support for an Executive Chair position to assist carrying out DRO’s academic mission</li> <li>▫ The Dean will provide funding to support strategic planning renewal</li> <li>▫ The Dean conducts regular meetings with the Chair and the leadership at Sunnybrook Health Sciences Centre</li> </ul>

CLINICAL DEPARTMENT	Dept. of Medical Imaging
EXTERNAL REVIEWERS	1. Dr. Marco Essig – Professor and Chair, Dept. of Radiology, University of Manitoba 2. Dr. Steven Seltzer – Distinguished Cook Professor, Harvard Medical School
DATE OF REVIEW	April 6-7, 2017
STRENGTHS	<ul style="list-style-type: none"> <li>▫ <i>“The breadth and depth of its clinical and academic programs make it the largest and most respected imaging department in Canada”</i></li> <li>▫ The <i>“quantity and quality”</i> of its clinical and educational programs are <i>“on a par with the best programs in the world”</i>—excellent undergraduate training, residency, and post-residency fellowship programs; a leader in educating practicing physicians</li> <li>▫ The leadership of the Chair, Prof. Alan Moody—<i>“capable and effective, an excellent strategic thinker, and in possession of outstanding interpersonal skills, sensitivity and emotional intelligence”</i></li> </ul>
RECOMMENDATIONS	<ul style="list-style-type: none"> <li>▫ Increased investment in professional development and academic promotion of faculty</li> <li>▫ Expansion of women’s role in the leadership of the Department</li> <li>▫ Despite <i>“forward-thinking and ambitious”</i> research programs, government funding should better reflect the Department’s clinical and educational stature; industry funding could also be expanded</li> <li>▫ A clear departmental policy on protected academic time, its approval, and review</li> <li>▫ Involvement in graduate programs of Basic Science Departments</li> <li>▫ Alignment of financial incentives for practice plans to support the academic mission</li> <li>▫ Investment in functional and molecular imaging, precision diagnosis, and image-guided therapy; expansion of involvement with data management, AI, and bioengineering</li> <li>▫ More clarity of University and hospital organizational structures, and the roles of academic division chiefs and hospital laboratory leaders</li> <li>▫ Addition of emerging divisions to the departmental structure, such as emergency radiology, cancer imaging, IT, women’s health</li> <li>▫ Some graduate education improvements: physics, <i>“noninterpretive skills,”</i> more teaching faculty, residency and fellowship support</li> </ul>
DECANAL RESPONSE	<ul style="list-style-type: none"> <li>▫ The Faculty has committed to supporting a new 1.0 FTE position to coordinate and support educational activities to address the increased teaching demand in the new undergraduate curriculum</li> <li>▫ The expansion of Department leadership roles for women is a high priority for the Chair, as is the establishment of a mentoring process</li> <li>▫ The Chair will review how government Alternative Funding Plan funds are utilized for potential reallocation to teaching and research</li> <li>▫ The Faculty has committed to funding a 1.0 FTE to help in the educational and data-gathering activities of the Department</li> <li>▫ Collaboration has increased under the leadership of a cross-appointed faculty member from the Faculty of Applied Science and Engineering</li> <li>▫ The Chair and the Dean support more clarity of University and hospital organizational structures, and the roles of academic division chiefs and hospital laboratory leaders</li> <li>▫ As recommended by the reviewers, the Chair will be stepping down as Vice Chair of Research to appoint a strong research leader</li> <li>▫ To enhance physics education for residents, the Chair instituted a new physics course several years ago, which has been well-received</li> <li>▫ CanMeds sessions satisfy what the reviewers noted was the absence of <i>“non-interpretive skills”</i> education of residents and fellows</li> </ul>