



Humbled and Proud: 2019 Chair's Report



Disclosure of Relationships

- Nothing to disclose



Objectives

- Celebrate accomplishments of the past five years
- Discuss current and future challenges and opportunities



2014 SWOT



DoM Strengths 1st DoM Exec 2014

- Outstanding faculty & trainees
- Morale high
- Outstanding training programs
- Leadership in QI
- Leadership in Education (Royal College)
- Internationally renown researchers (beginning to build cross-city research networks)



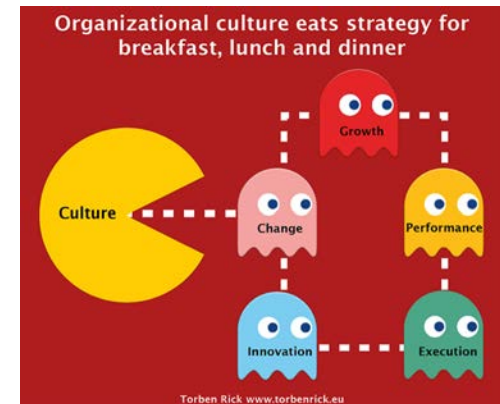
DoM Weaknesses *2014*

- Skin in the game – relevance to front line
- Ineffective communication across a large dispersed department
- Clarity of processes & decision making – sense of lack of fairness and transparency
- Divisions: resources & engagement in city-wide activities (research, QI, recruitment, setting direction)
- Hospital silos



Our Culture **2014**

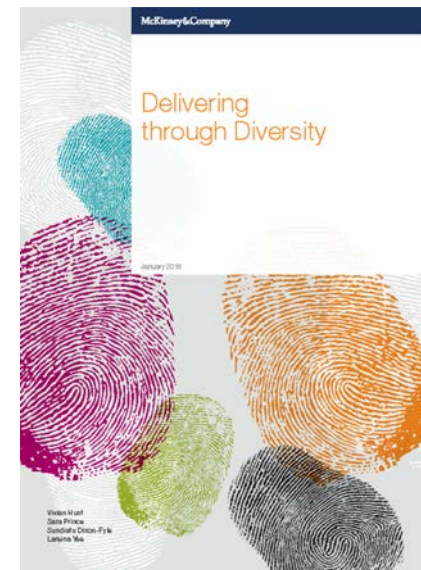
- Our values & behaviors
 - Research > clinical care, teaching, QI
 - Unconscious biases & institutional reproduction
 - Tolerance of unprofessional behaviours by faculty who have gained acclaim for their academic contributions (“untouchables”)



Lack of Diversity *2014*

- Diverse teams offer a *variety of viewpoints* and *wider range of experiences*
- Diversity improves...
 - Decision-making & problem-solving
 - Productivity (\$\$)
 - Worker satisfaction & retention
 - Community engagement
 - Fosters innovation
 - Promotes organizational values
 - Workforces reflect the communities they work in – may reduce health care disparities

McKinsey Report 2018



Opportunities **2014**

- University of Toronto brand
- Toronto Academic Health Sciences Network – better together




100 YEARS
1919-2019
SIR JOHN AND LADY EATON
PROFESSOR AND CHAIR OF MEDICINE



Best Global Universities for Clinical Medicine

#1

Harvard University

 United States Cambridge, MA

 #1 – Best Global Universities

#2

Johns Hopkins University

 United States Baltimore, MD

 #12 – Best Global Universities

#3

University of California--San Francisco

 United States San Francisco, CA

 #15 – Best Global Universities

#4

University of Oxford

 United Kingdom Oxford

 #5 – Best Global Universities

#5

University of Toronto

 Canada Toronto, Ontario

 #20 – Best Global Universities



Major Field Rankings



U of T has affirmed its position as a stellar research institution across a wide range of fields.

W = World Rankings C = Canadian Rankings



QS 2018	W	C
Life Sciences & Medicine	13	1
Arts & Humanities	22	1
Natural Sciences	23	1
Social Sciences & Management	34	1
Engineering & Technology	43	1

NTU 2018	W	C
Clinical Medicine	3	1
Social Sciences	7	1
Life Sciences	10	1
Natural Sciences	24	1
Agriculture	48	4
Engineering	55	1

THE 2019	W	C
Law	11	1
Clinical, Pre-clinical & Health	13	1
Education	13	1
Arts & Humanities	18	1
Computer Science	18	1
Psychology	19	2
Life Sciences	24	1
Social Sciences	25	1
Physical Sciences	26	1
Business & Economics	28	2
Engineering & Technology	31	1

NTU = National Taiwan University rankings

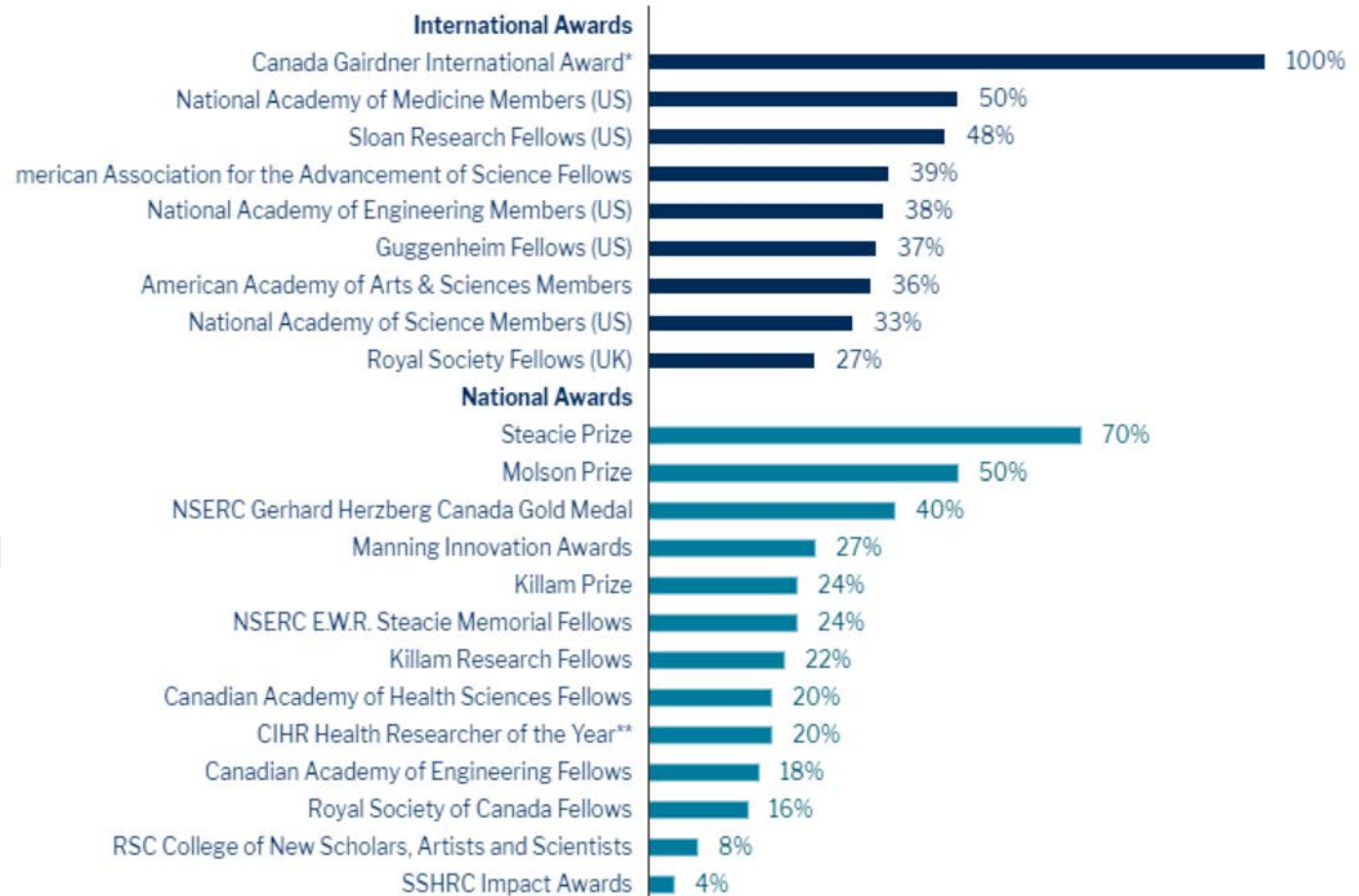


Major Awards and Honours

Major Awards & Honours U of T Market Share Among Canadian Universities (2009-2018)



U of T has 6% of Canada's professorial faculty, yet our researchers amass a dominant share of prestigious Canadian and international honours.



DoM Threats **2014**

- ***Failure to leverage U of T brand***
- Sustainability of CS pipeline (variable engagement of RI in recruitment & support of CS faculty)
- Mounting clinical demands
- Disruption in health care
- Dependence of hospitals on trainees for in-patient clinical service



Enabling you to be your best.



THE PAST FIVE YEARS (2014-2019)



2014-2019 Eight Strategic Priorities & Guiding Principles (values)



- Patients/families experiences & preferences drive our work
- Promote equity, diversity & professionalism
- Stewardship of health care resources
- Train physicians to meet the future needs of the population
- Generate & translate new knowledge to *impact health*
- Value all
- Mentorship across the academic lifespan
- Raise funds to achieve these goals



**Mentorship, Equity
& Diversity**
S. Straus

Education
A. Kumagai

**Education
Scholarship**
S. Ginsburg & R. Brydges

Continuing Education
B. Worthington

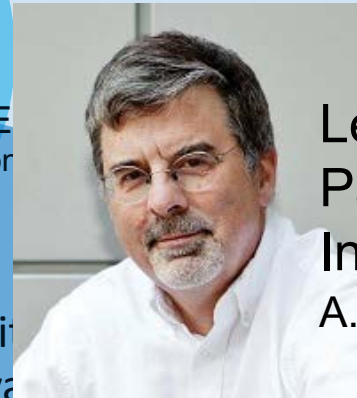
Patient Care

**Lead,
Patient
Involvement**
A. Laupacis

Research
M. Farkouh

**Quality
Innovation**
K. Shojania

**Big Data
& AI**
M. Ghassemi





Mentorship
Equity, Diversity



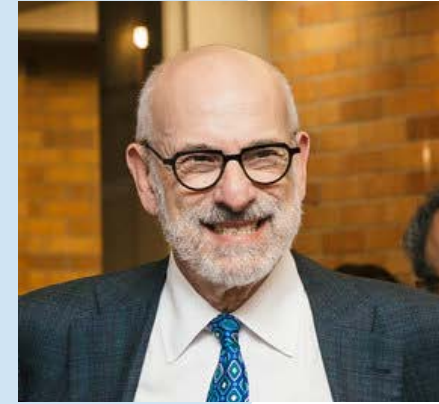
Education



Education
Scholarship

CE/QI

Patient Care



Research

Quality &
Innovation



Big Data & AI





Kevin Imrie

Sibbald Chair & PIC

Department of Medicine

Sunnybrook Health Sciences Centre



Our Five Year Review

- David Naylor to GH on having read through the review....
 - *AMAZING document! I suspect most department members have never even seen them, let alone browsed through them...urge everyone to read it. It's really uplifting.*



<http://deptmedicine.utoronto.ca/departments-medicine-self-study-report>



Katrina Armstrong Jackson Professor & PIC,
Massachusetts General Hospital, Harvard

Graydon Meneilly Professor of Medicine &
Geriatrics, Former Chair, UBC



Much to be proud of...



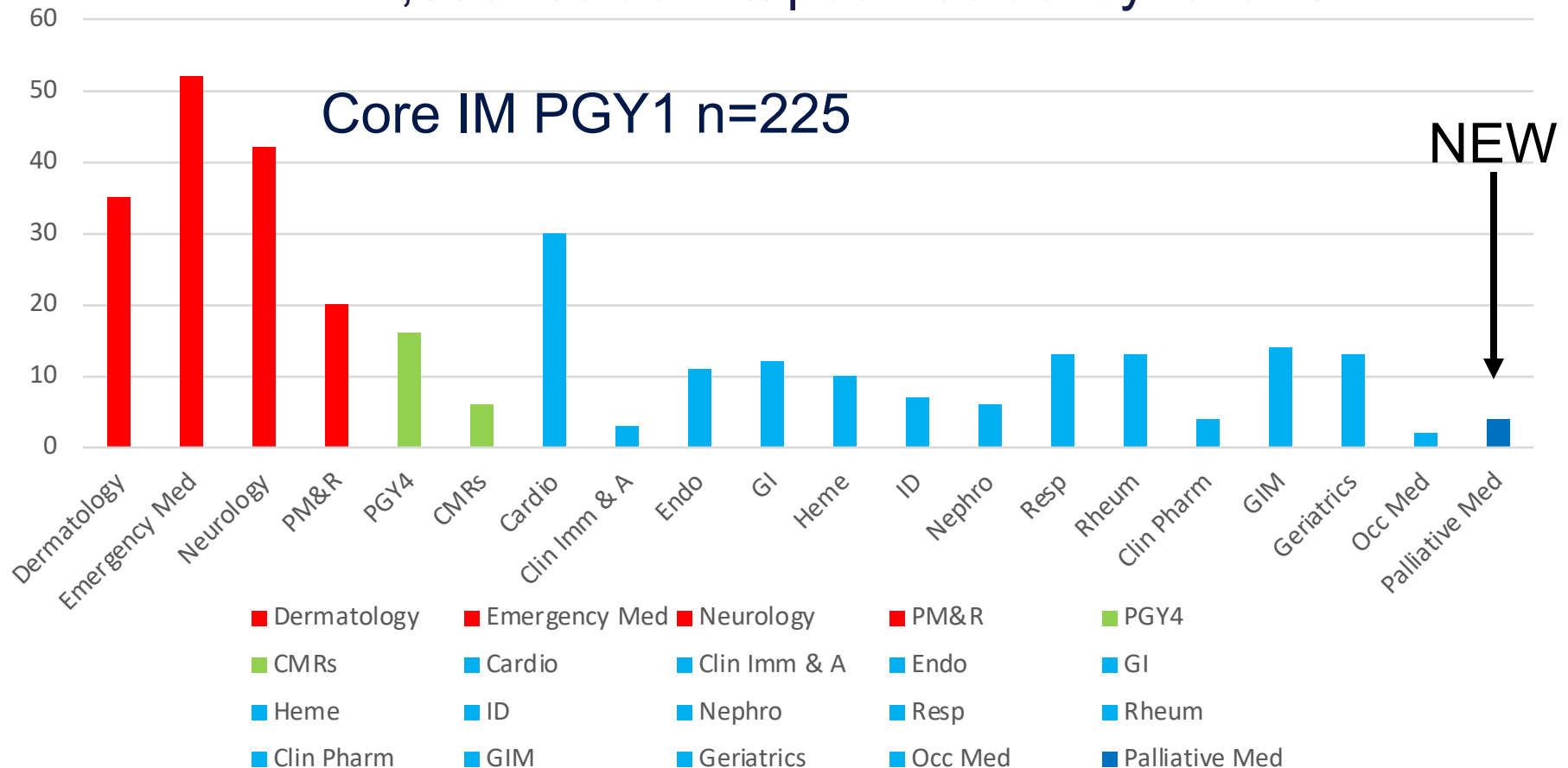


TEACHING & EDUCATION



Education Footprint

~ 1,000 resident & post-residency fellows



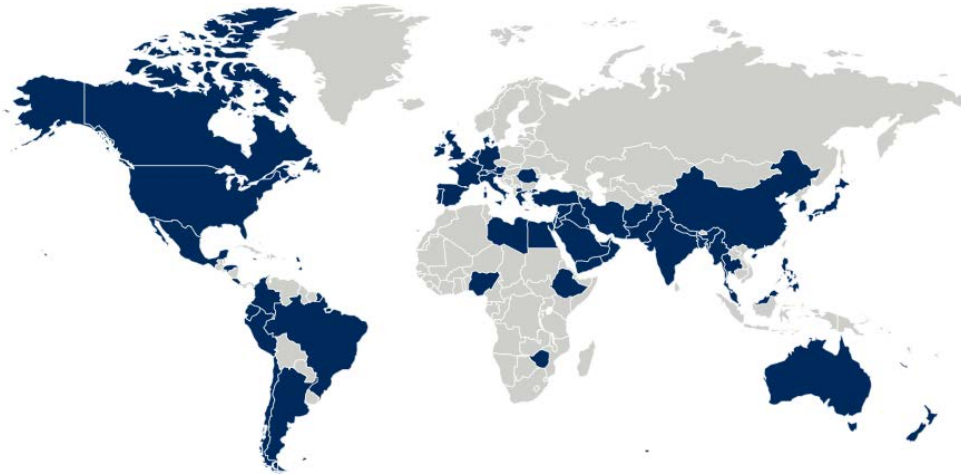
Major Activities

- Valuing the Clinician Teacher
- Curricular Changes:
 - CBME
 - New Clerkship Curriculum
 - Person-Centered Care
 - Others ...
- GIM Redesign
- Faculty feedback & coaching: TES
- Program Director role
- Master Teacher Program (MTP)
- Education scholarship
- Royal College reviews & accreditation
 - Balance of 'education' to 'clinical care'
 - Learner climate & wellness
- Fellowship oversight



Fellowships

- Vital to our core mission (>2,000 hits to our website)
- Feedback from fellows:
 - Insufficient orientation to the Canadian healthcare system
 - Lack of clarity re:
 - Fellowship objectives
 - Expectations re clinical work, on-call, protected time, teaching
 - Funding / remuneration



Dr. Cheryl Jaigobin
Director, Fellowships



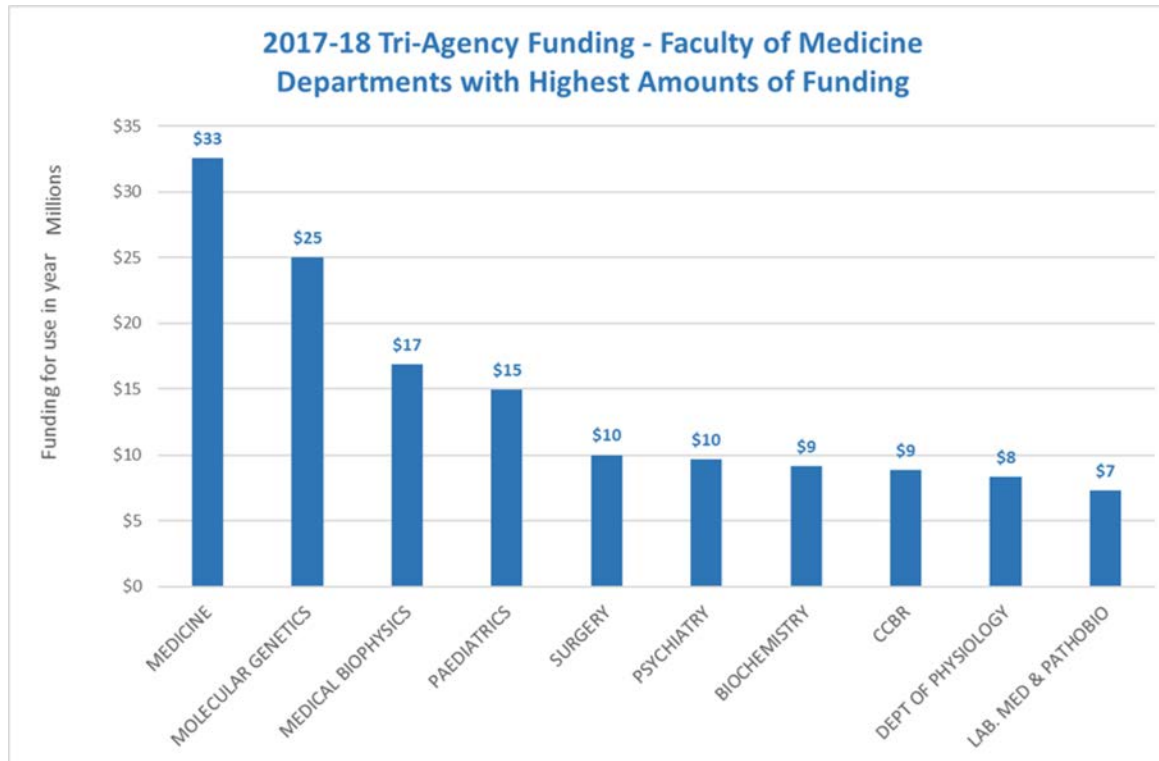


RESEARCH



Research Footprint

- Currently 205 Clinician Scientists & 187 Clinician Investigators (48% full time clinical faculty) + 32 PhD Scientists



2013-14:
\$143,378,876

2017-18:
\$195,149,102

23,607 peer-
reviewed papers
past five years



Name	Web of Science	Times Cited	Documents Cited	Category Normalized Citation Impact
DoM - UofT	23,607	245,770	13,643	2.36
University of Toronto	52,838	502,635	32,080	1.96
Harvard University, Boston, US	106,231	1,234,968	66,915	2.21
Johns Hopkins University, Baltimore, US	47,778	535,251	30,002	2.13
University of California San Francisco, San Francisco, US	36,055	415,084	21,806	2.17
University College London, London, UK	42,175	394,698	25,407	1.85
Karolinska Institutet, Stockholm, Sweden	26,754	285,326	17,755	1.72
University of British Columbia, Vancouver, Canada	19,266	176,263	11,812	1.67



Major Activities

- Full-time administrative support
- Sustaining the physician scientist pipeline
- XYZ Research Networks
- Research Awards Committee
- Industry Relations Committee
- Endowed Research Chair oversight
- Supporting Clinician Investigators
 - Interactions with TAHSN Research Institutes



Sustaining the CS Pipeline

- Trainee demand > funds available
- Clinical researchers > basic scientists
 - ~ 28% CSTP trainees doing wet lab research
- Start-up funding for CS recruits
- Merit competition for senior faculty coming off salary awards
- UofT MD-PhD students
 - CARMS match positions

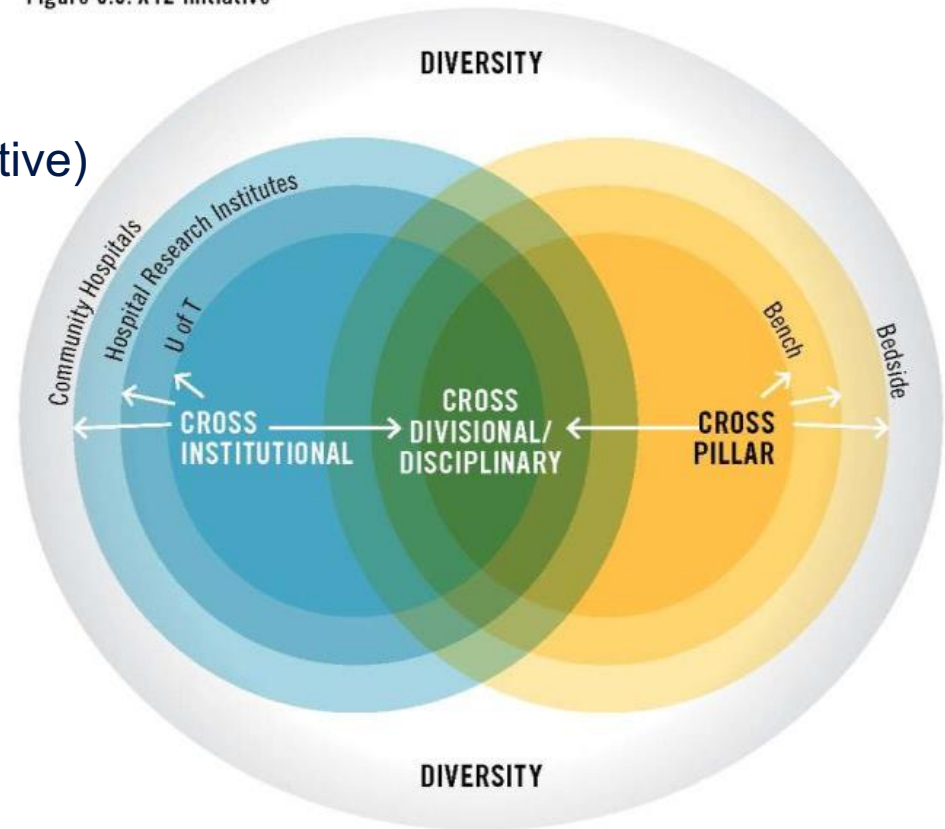


Research Networks

The XYZ Initiative

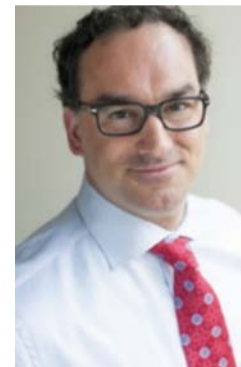
Antimicrobial Resistance
GEMINI (General Medicine Inpt. Initiative)
Critical Care
HIV
Stroke
Educational Research
Infectious Global Health Threats
Med Onc Personalized Medicine
Cardio-Rheumatology

Figure 6.5: XYZ Initiative

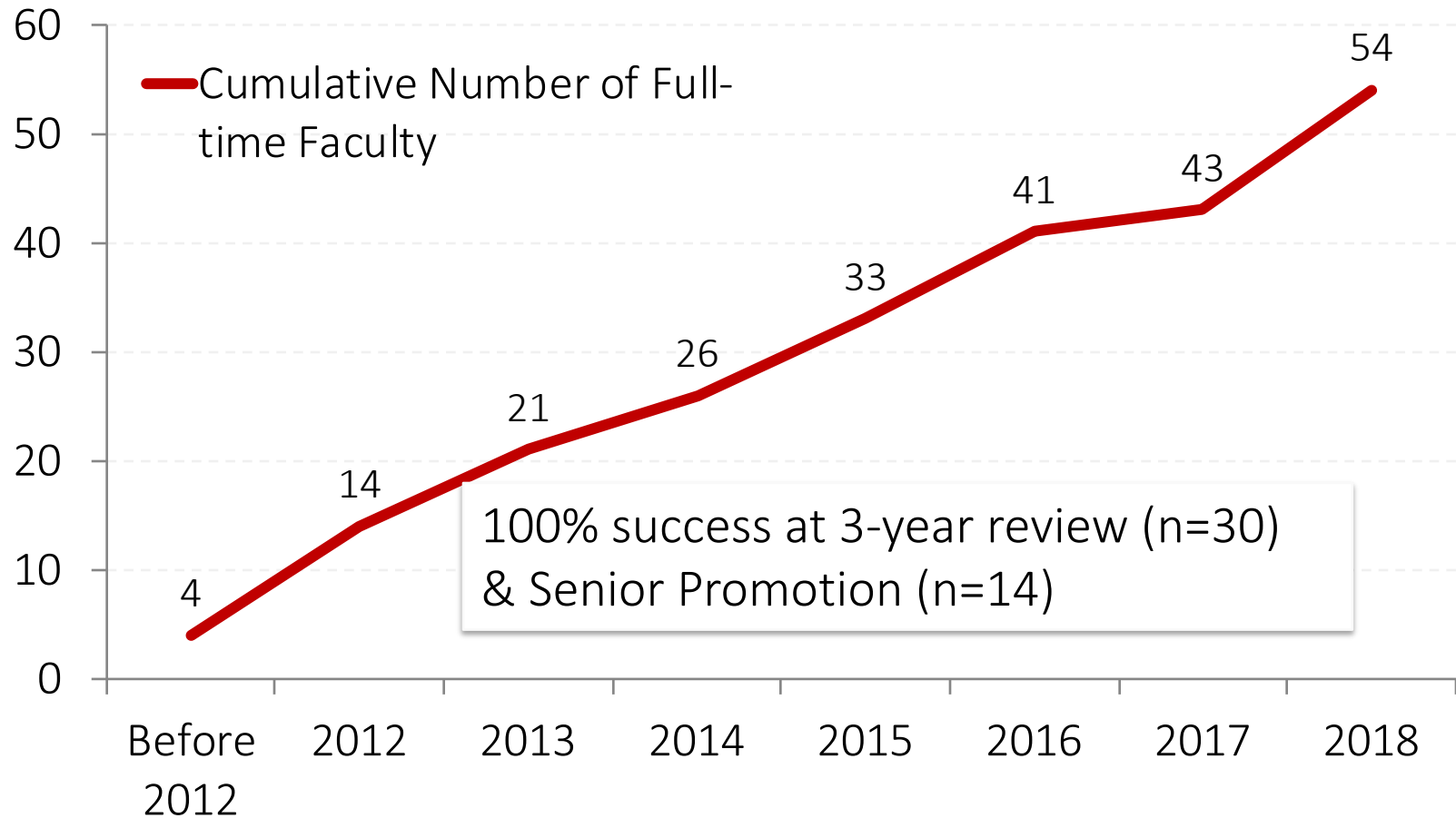




Quality & Innovation



QI Footprint



Major Activities

- Advocacy for QI scholarship at decanal committee
- Choosing Wisely Canada
- WCH's Institute for Health System Solutions and Virtual Care (WIHV)
- General Medicine Inpatient Initiative (GEMINI)
- Centre for Quality Improvement and Patient Safety (CQuIPS) – technically led by Faculty of Medicine but huge presence from DoM
- Co-Learning QI
- Masters in QIPS through IHPME



GEMINI General Medicine Inpatient Initiative

- GIM-led initiative to improve research/quality improvement efforts in GIM
- GEMINI's dataset contains info on ~150,000 patients across 7 TAHSN hospitals; being scaled to 30 Ontario hospitals



Machine Learning for Health (ML4H)





MENTORSHIP



Major Activities

- Created Mentorship, Equity, Diversity VC Portfolio
- Academic Plan
- Divisional mentorship facilitators
- Formal mentor assignment
- Faculty development workshops (telling your story; mentorship; WAM Summits)
- CFAR midway check-in
- Mentorship recognition
- Checklist for Annual Activity Review



2017 Faculty Survey

Mentorship

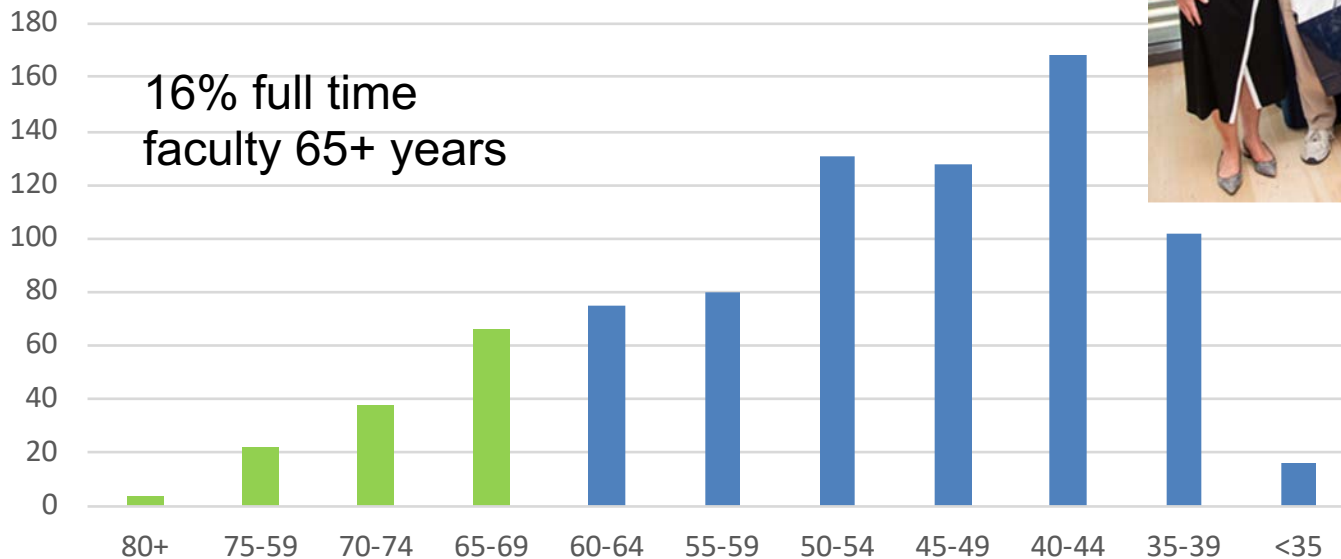
- 47% had a formal mentor & 76% an informal mentor
- 66% satisfied with quality of mentorship vs. 45% in 2015
- 40% *providing* mentorship

Higher quality mentorship ~ < burnout symptoms & > career satisfaction



Late Career Transition

- Retirement Working Group (Liesly Lee)
 - Retirement Toolkit
- Retirement coaches (confidential discussions)



Senior Promotions

- 149 Senior Promotion dossiers reviewed & ~ 90% sent forward
 - **100% successful** at Decanal Committee
- Associate Professors' Day
- Logistics
 - 3rd meeting
 - Simplifying the process



Susan George,
Chair Senior
Promotions



Martin Schreiber & Lori Albert



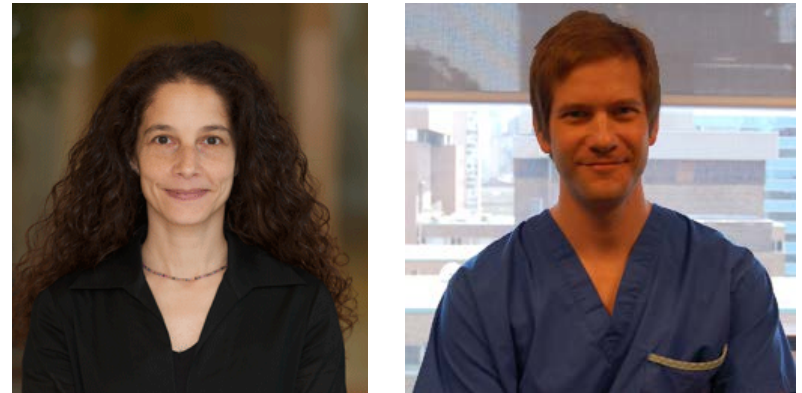
CFAR Reviews

- 250 reviews conducted 2014-2019
 - 99% success at 5 years



Frank Silver & Joan Wither

Shiphra Ginsburg & Mike McDonald





EQUITY, DIVERSITY & INCLUSION



Major Activities

- Research, including faculty surveys
- Process for recruitment
- Resident selection
- WAM Summits
- Unconscious bias training
- Diversity Dashboard (Ayelet Kuper & Larry Robinson)
- Invited presentations to other UofT departments & Universities



June 12, 2019

Time to End the Manel Tradition

The diversity of bright and talented minds engaged in biomedical research has come a long way – and our public engagements need to catch up. Breaking up the subtle (and sometimes not so subtle) bias that is preventing women and other groups underrepresented in science from achieving their rightful place in scientific leadership must begin at the top.

Francis S. Collins, M.D., Ph.D.

Director, National Institutes of Health



DoM Leadership*

	2014	2019
% female faculty	36%	39%↑
% female leaders*	26%	50%↑
% visible minority leaders	11%	36%↑
% female by job description		
Clinician Teacher	50%	44%↓
Clinician Investigator	40%	39%
Clinician Scientist**	29%	34%↑

* 30 senior leadership roles





CULTURE



Major Activities

- Faculty engagement & celebration
 - Graduation (residents & fellows)
 - Faculty Surveys
 - Town Halls
 - Communication (Website, Newsletters, Twitter, Alumni)
 - Associate Professors' Days
 - Emeritus Professors
- Leadership review & renewal
- Professionalism
- Academy of Master Clinicians
 - Promote the value of patient care by honouring faculty who have demonstrated the highest standard of patient care



>400 faculty members sitting on DoM committees
>900 unique comments on 2019 Faculty Survey



Academy of Master Clinicians

Scott Walsh

Dermatology

David Tang-Wai

Neurology

Maureen Trudeau

Medical Oncology

Joel Yaphe

Emergency Medicine

David Wong

Gastroenterology



Annual Day, June 2019



Faculty Surveys

- Take the 'pulse' of DoM every 2 years (response rate 54% 2019)
- Career satisfaction, work-life integration, mentorship, teaching, research, equity & diversity, professionalism & socio-demographics
- Results have been summarized in Chair's Columns & are used to set direction for the DoM



Laurie Morrison
2015 Faculty Survey

Reena Pattani & Karen Burns Co-Leads 2017 & 2019
Faculty Surveys



Career Satisfaction 2017 Faculty Survey

- 86% faculty satisfied with their careers & 87% felt colleagues interact respectfully
- 38% had experienced 'unprofessionalism'
 - ~ 50% attributed it to their sex/gender or race/ethnicity
 - Major barrier to addressing professionalism = fear of reprisal

Professionalism influences morale, productivity, recruitment, and retention

Being treated with respect ~ job satisfaction, < burnout

<https://doi.org/10.1177/0194599818764887>



Professionalism

- Now baked into recruitment, CFAR, promotion, awards nomination/selection, annual review ...

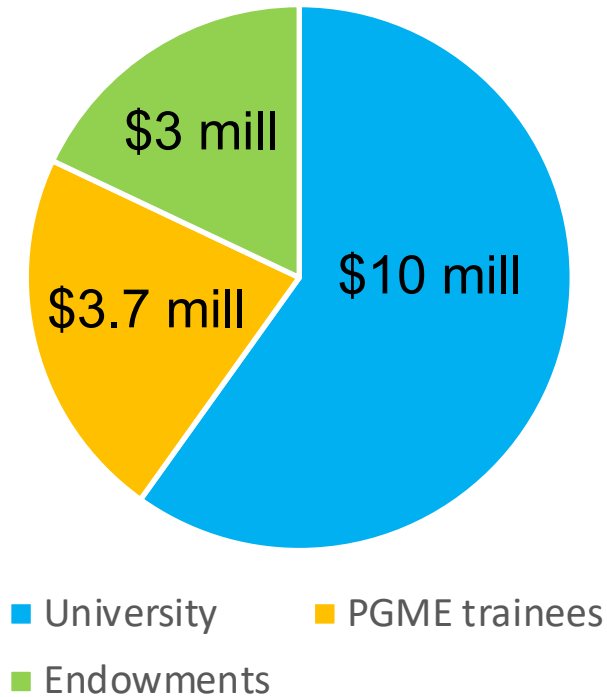




DOM FINANCES & FUND-RAISING



DoM Annual Operating Budget

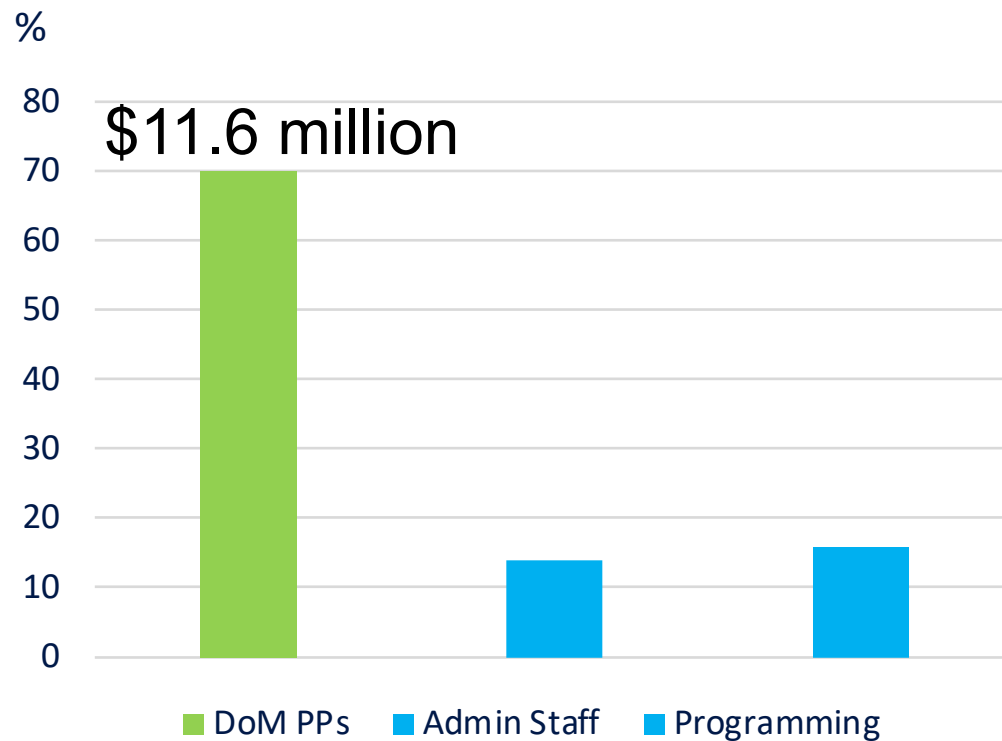


- \$16.7 million in 2018-19
- Changes since 2014:
 - University funding reduced \$1 million
 - University claw-back of ~ \$6.7 million carry forward
 - Saudi trainees ~\$1 million annually from PGME



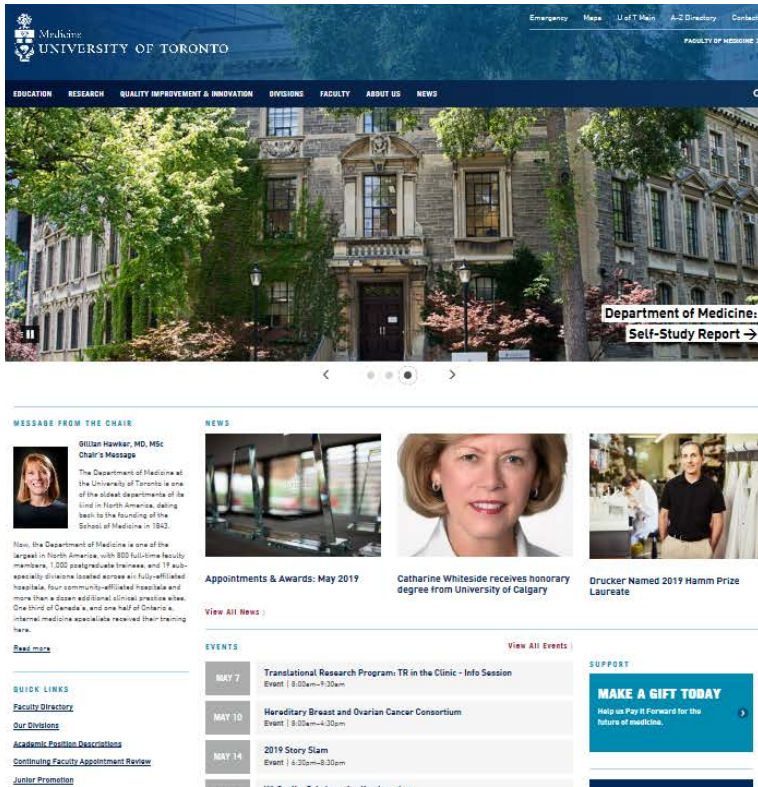
Annual Budget Allocation

(\$16.7 million)



Fund-Raising

\$14 million of new philanthropic gifts + \$6 million in sponsorship support for continuing professional development

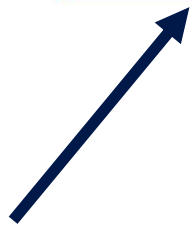


Donate to your division!

SUPPORT

MAKE A GIFT TODAY

Help us Pay it Forward for the future of medicine.



Thanks to **Chris Adamson**
Senior Development Officer



100 YEARS 1919-2019

**SIR JOHN AND LADY EATON
PROFESSOR AND CHAIR OF MEDICINE**





Department of Medicine
ANNUAL DAY

JUNE 11, 2019

Toronto Reference Library

#DoMAnnualDay

UNIVERSITY OF
TORONTO

Department of Medicine

Presents the

ROBERT HYLAND
AWARD FOR EXCELLENCE
IN MENTORSHIP

To



Rob Fowler

Robert Hyland Award for
Excellence in Mentorship

Peter Seidelin

Teacher of the Year

Irfan Dhalla

Award for Quality & Innovation

Margaret Herridge

Eaton Scholar
Researcher of the Year (clinical)

Rob Rottapel

Eaton Scholar
Researcher of the Year (basic science)

Nora Cullen

Humanism in Medicine

William Goldie Awards

Camilla Wong

Quality and Innovation

An-Wen Chan

Research

Luke Devine

Education Scholarship

Andrea Page

Excellence in Teaching



Congratulations!



What's
NEXT



SWOT 2019: *Opportunities*

- First-rate people
- D. Naylor Keynote:
 - Next Gen Genomics, AI/Big Data Analytics, CRISPR, Pharmacogenomics, Microbiomics, In Silico Rx Design, Organoids, Tissue Engineering, Metabolomics ...
- Toronto-Waterloo corridor
- University of Toronto (research playground)
- Diverse population & shift in health needs
 - Opportunity to develop, test, scale novel models of care (ambulatory, digital technologies, transitions in care)
- New hospital leadership
- Eaton 100
- Insulin100



Slide from G.Poste



SWOT 2019: *Threats*

- Decline in physicians seeking academic careers in the basic sciences
- Shrinking resources despite growing demands
 - Patient volume & complexity
 - Therapeutic advances
 - Patient expectations
 - E-technologies
 - EMRs
 - Health care restructuring (Ontario Health; OHTs)
 - Fee for service incentives - outdated
 - CMBE implementation
 - Resident numbers & availability
 - Life responsibilities & desires

Physician wellness well-recognized as essential for achieving high quality, patient-centered care & successful education of the next generation of physicians

Wallace JE, The Lancet 2009 – Physician Wellness: a missing quality indicator?

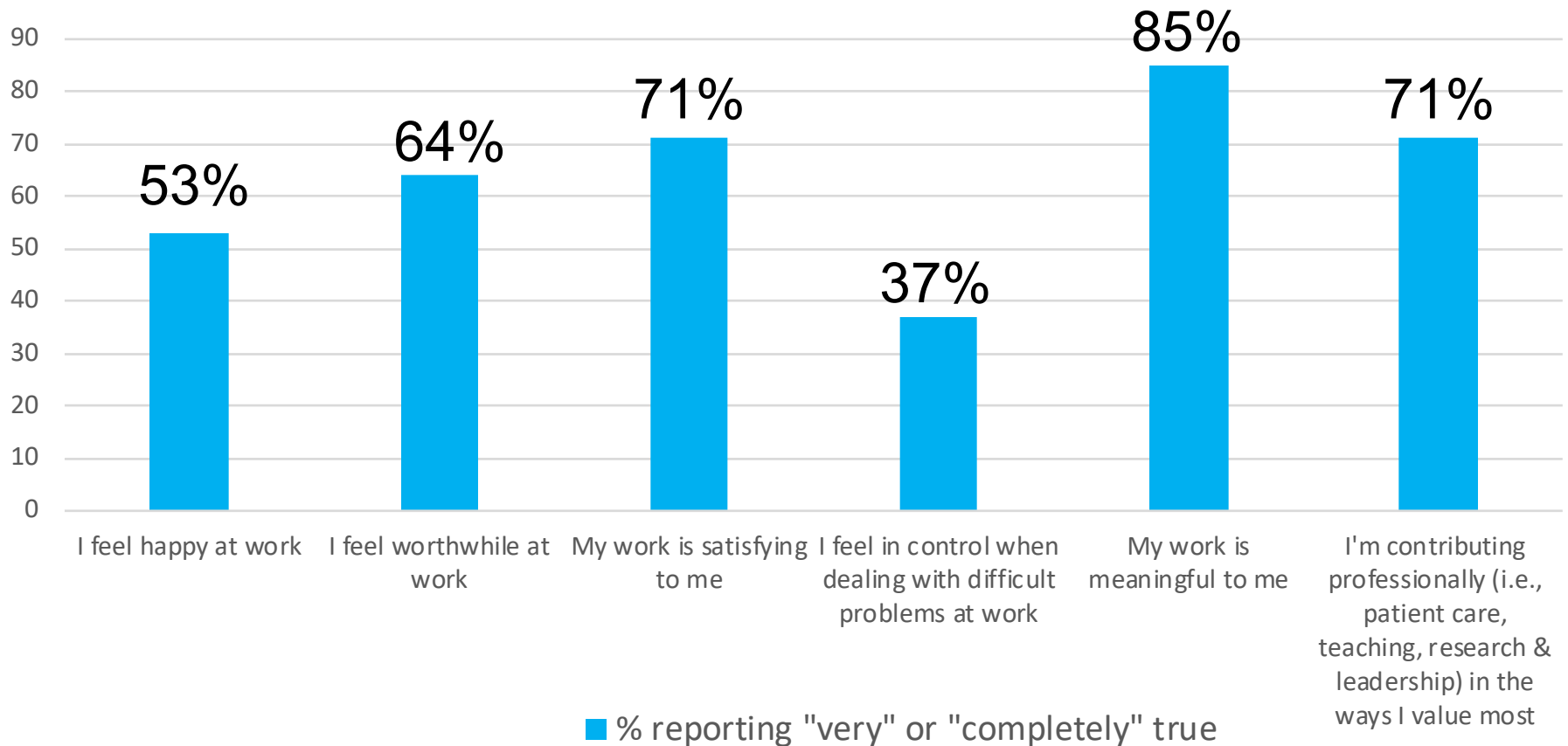


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Professional Fulfillment Subscale

2019 Faculty Survey n=401



Going Forward

- Strategic refresh Sept 2019
 - Continued emphasis on current priorities
 - Increased focus on physician/resident wellness
- Work with hospitals to reduce reliance on residents for in-patient care without jeopardizing faculty wellness & academic mandate
 - Faculty complement (hire more? new position description? clinical track?)
 - PAs, NPs & Hospitalists (who will pay?)



- **Harness the great strengths** of the University of Toronto to bring our disciplinary strengths, breadth and depth together in response to emerging ideas, challenges, opportunities
- **Advance knowledge, develop solutions** for complex problems that benefit from a trans-disciplinary, multi-faculty, and occasionally multi-institutional approach
- **Create innovative research and teaching programs** at the convergence of fields
- **Provide opportunities for integration** of basic and applied research, accelerated translation into public domain, innovation
- **Increase our profile and reputation** and help attract faculty and students



It takes a village...

- **Clare Mitchell** & our amazing staff
- **The PICs**, Charlie Chan, DDDs, **Allison Hardisty/Monica Flak/Kristian Galberg** & Hospital/Divisional administration
- Dr. Michael Farkouh, **Joanna King** & Research Committee
- Drs. Jeannette Goguen, Eric Yu, Luke Devine, Cheryl Jaigobin & **Janine Hubbard** & the Education Executive Committee... and our education staff
- Our Program Directors & Site Directors
- Dr. Scott Berry/Heather McDonald Blumer & our CBD Committee
- Dr. Sharon Straus, **Lilian Belknap** & the Mentorship, Equity & Diversity Committee
- Drs. Kaveh Shojanian & Brian Wong & **Christian Base** the QI Committee
- Drs. Frank Silver & Joan Wither, Lilian Belknap & CFAR Committee
- Dr. Susan George & Senior Promotions Committee
- Dr. Martin Schreiber & Senior Promotions Teaching Effectiveness Committee
- Drs. Kevin Kain & CS Merit Review Committee
- **Tom/Shiva/Jen/Esther** & the Dept Appointments Committee
- **Jocelyn/Brianne** & Communications
- **Chris** & Advancement
- Dr. Eliot Phillipson & Awards Committee
- Our Residents and Fellows
- Our Faculty
- Our Patients & their families



DoM Staff



Thank you...

