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

### Major Field Rankings

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Life Sciences &amp; Medicine</td>
<td>13</td>
<td>1</td>
<td>11</td>
<td>1</td>
</tr>
<tr>
<td>Arts &amp; Humanities</td>
<td>22</td>
<td>1</td>
<td>18</td>
<td>1</td>
</tr>
<tr>
<td>Natural Sciences</td>
<td>23</td>
<td>1</td>
<td>18</td>
<td>1</td>
</tr>
<tr>
<td>Social Sciences &amp; Management</td>
<td>34</td>
<td>1</td>
<td>19</td>
<td>2</td>
</tr>
<tr>
<td>Engineering &amp; Technology</td>
<td>43</td>
<td>1</td>
<td>24</td>
<td>1</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Clinical Medicine</td>
<td>3</td>
<td>1</td>
<td>13</td>
<td>1</td>
</tr>
<tr>
<td>Social Sciences</td>
<td>7</td>
<td>1</td>
<td>19</td>
<td>2</td>
</tr>
<tr>
<td>Life Sciences</td>
<td>10</td>
<td>1</td>
<td>18</td>
<td>1</td>
</tr>
<tr>
<td>Natural Sciences</td>
<td>24</td>
<td>1</td>
<td>25</td>
<td>1</td>
</tr>
<tr>
<td>Agriculture</td>
<td>48</td>
<td>4</td>
<td>26</td>
<td>1</td>
</tr>
<tr>
<td>Engineering</td>
<td>55</td>
<td>1</td>
<td>31</td>
<td>1</td>
</tr>
</tbody>
</table>

NTU = National Taiwan University rankings
Major Awards and Honours

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
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/department-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

Core IM PGY1 n=225

- Dermatology
- Emergency Med
- Neurology
- PM&R
- PGY4
- CMRs
- Cardiology
- Clin Imm & A
- Endo
- GI
- Heme
- ID
- Nephro
- Resp
- Rheum
- Clin Pharm
- GIM
- Geriatrics
- Occ Med
- Palliative Med

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

Cumulative Number of Full-time Faculty

Before 2012

2012

2013

2014

2015

2016

2017

2018

4

14

21

26

33

41

43

54

100% success at 3-year review (n=30) & Senior Promotion (n=14)
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
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)

16% full time faculty 65+ years
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

Medicine
UNIVERSITY OF TORONTO
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
Time to End the Male 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*

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>% female faculty</td>
<td>36%</td>
<td>39%↑</td>
</tr>
<tr>
<td>% female leaders*</td>
<td>26%</td>
<td>50%↑</td>
</tr>
<tr>
<td>% visible minority leaders</td>
<td>11%</td>
<td>36%↑</td>
</tr>
<tr>
<td>% female by job description</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Clinician Teacher</td>
<td>50%</td>
<td>44%↓</td>
</tr>
<tr>
<td>Clinician Investigator</td>
<td>40%</td>
<td>39%</td>
</tr>
<tr>
<td>Clinician Scientist**</td>
<td>29%</td>
<td>34%↑</td>
</tr>
</tbody>
</table>

* 30 senior leadership roles
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 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)

$11.6 million

DoM PPs
Admin Staff
Programming
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
Department of Medicine

ANNUAL DAY

JUNE 11, 2019
Toronto Reference Library

#DoMAannualDay
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

Professional Fulfillment Subscale
2019 Faculty Survey n=401

- 53% I feel happy at work
- 64% I feel worthwhile at work
- 71% My work is satisfying to me
- 37% I feel in control when dealing with difficult problems at work
- 85% My work is meaningful to me
- 71% I’m contributing professionally (i.e., patient care, teaching, research & leadership) in the ways I value most

% reporting "very" or "completely" true

---

6/20/19
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

---

Slide courtesy of Vivek Goel, VP Research, UofT
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 Shojania & 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
Thank you...