



Obstetrics & Gynaecology  
UNIVERSITY OF TORONTO

# strategic plan 2014–2019

leveraging the full strength  
of our department to  
continue the transformation  
of women's health





Photo credit: iStock

# table of contents

over the next five years, our aspiration is for the Department of Obstetrics & Gynaecology at the University of Toronto to become recognized as among the top five internationally, by focusing on our chosen priorities and our purposeful commitment to advancing global women's health

Dr. John CP Kingdom  
Gordon C Leitch Chair,  
Department of Obstetrics & Gynaecology,  
University of Toronto

- message from the Chair ..... 4
- our foundational strengths and impact ..... 8
- context ..... 10
- overview of 5 strategic priorities ..... 12
- enabling and supporting strategies ..... 14
- overview of sub-specialties and their visions ..... 16
- strategic priorities
  - 1. research ..... 18
  - 2. quality improvement and patient safety ..... 21
  - 3. advocacy ..... 22
  - 4. continuing professional and faculty development ..... 24
  - 5. education ..... 26

## vision

## mission

## guiding forces

## strategic priorities 2014–2019

as a unified Department, develop, fully leverage and integrate ground-breaking research, knowledge and practice in obstetrics and gynaecology from across our extensive network to transform women's health locally, nationally, and around the world

to generate game-changing research, improve standards of care, advance public policy, and prepare the physicians and leaders of tomorrow in ways that transform the health of women locally, nationally, and around the world

unity  
equity  
advocacy  
collaboration  
leadership  
excellence

1. collaborate on research that changes practice and knowledge
2. improve quality and standards of care through network collaboration
3. advance advocacy and public awareness to support women's health
4. strengthen lifelong learning community among faculty and alumni
5. prepare the leaders of tomorrow by creating integrated education programs that fully draw on diversity and opportunities across the department



## message from the Chair



This Strategic Plan summarizes an exciting new phase for us, growing as a unified Department across this richly diverse city, with many ambitious, collaborative initiatives.

We start from the enviable position of being Canada's largest Department, producing North America's leading graduates in Obstetrics and Gynaecology. We have already achieved considerable global impact on high-quality practice through research, development of guidelines, and teaching excellence. We are recognized as world leaders in improving care and outcomes for high-risk mothers and babies, especially for the sickest and smallest babies and multiple births. We are also known for our advances in minimally invasive surgery, fertility, gynaecological oncology, paediatric and adolescent gynaecology, care for LGBTQ patients, and global women's health initiatives.

Our strategic planning process gave us the opportunity to celebrate this foundation and explore how to make an even greater impact through a more focused collaboration. Over the next 5 years, our focus will be to further transform women's health by

advancing collaboration across our multiple sites and sub-specialties, becoming an increasingly **unified Department of Obstetrics & Gynaecology**, to take full advantage of the profound opportunities that our unique reach and diverse pool of patients and families provide.

We developed our Strategic Plan through a highly participative, collaborative process, with 15 planning sessions and about 260 participants from across all of the hospitals in the Toronto Academic Health Sciences Network (TAHSN) and community-affiliated hospitals across the GTA. The plan represents the voices and aspirations of current and emerging leaders, undergraduate students, residents, Fellows, faculty, administrators, clinicians, and scientists, with the needs of patients and families at the centre. The plan is aligned with the 2011–2016 Faculty of Medicine Strategic Plan that focuses on innovation and integration to deliver impact, and draws and builds on our unique strengths.

the Greater Toronto Area provides a singular opportunity to draw on and learn from a diverse population of more than 3 million women, more than 65,000 pregnancies annually, gynaecologic services provided in 10 hospitals, access to province-wide databases such as the Ontario BORN registry and a single integrated health care system to advance knowledge on profound questions about healthy pregnancies, births and gynaecologic care

In the year since we began discussing our strategy, we have already moved forward on several collaborative initiatives across the GTA. These initiatives are:

- ▲ The launch of the new GTA–OBS Network and resourcing for an inaugural leader in partnership with Sunnybrook Health Sciences Centre;
- ▲ Renaming of the foundational role of Generalists in Obstetrics and Gynaecology to “Core Specialists,” which more fully expresses the scope and influence of their work;
- ▲ New appointments of Vice–Chair of Clinical Obstetrics & Gynaecology, the Director of Clinical Research, and the Vice–Chair of QIPS, partnering with the Centre for Patient Safety at the University of Toronto;
- ▲ The first city-wide Continuing Professional Development event for minimal access surgery, influencing and innovating as surgical practices rapidly change in our specialty;
- ▲ A novel formal partnership with the Institute of Health Policy, Management and Evaluation (IHPE), an initiative led by our Vice–Chair of Education;

- ▲ The redesign of our annual Graduation Event to celebrate our graduates' passage to independent practice, sharing their achievements with extended families of our graduating trainees.

Our strategy process reaffirmed our commitment to continue extending our influence onto the global stage. Our hallmark Global Health initiative is the development of a Department of Obstetrics & Gynaecology in Moi University in Western Kenya, a long-term commitment with the AMPATH consortium. This initiative was founded with passion by our former Chair Alan Bocking in 2006, and since its inception, maternal deaths in the region have reduced by about one-third. We have also established bi-directional exchanges of Students, Residents, Fellows, and Faculty, and established the first Gynaecologic Oncology Fellowship Program in this country of 23 million people. We recently graduated the first two Kenyan sub-specialists. In reaffirming our commitment to meaningful and long-term improvements in the health care of women in Kenya, we have appointed the Vice–Chair for Global Women's Health.

The six driving themes for our strategy are Unity, Equity, Advocacy, Collaboration, Leadership, and Excellence. Our strategy process demonstrated what is possible for our Department in all of these areas. I would like to thank all members of our Strategic Planning team and the various specialty group leaders for their efforts. All of us thank Cate Creede and Danny Nashman, of The Potential Group, for their expertise in guiding us. Finally, a special thanks to Colleen Fox, and Khrystyna Levytska, for their excellent administrative skills during the process.

I hope between these pages you will sense, and be part of, the excitement that defines this 5-year period of growth for Obstetrics & Gynaecology at the University of Toronto. It is my pleasure, having worked my way up the

ranks for the previous 16 years, to emerge as your next leader. This is a privilege that I will always strive to deserve as we grow together to be a really fine Department of Obstetrics & Gynaecology — in anyone's book.

Sincerely,



**Dr. John CP Kingdom**  
*Gordon C Leitch Chair,  
Department of Obstetrics & Gynaecology,  
University of Toronto*

in 2014, our Department made a move to new, state-of-the-art facilities, with large meeting rooms and resources for tele- and video-conferencing

we are committed to enabling our members to come together in one location, unifying all of our affiliated hospitals and faculty

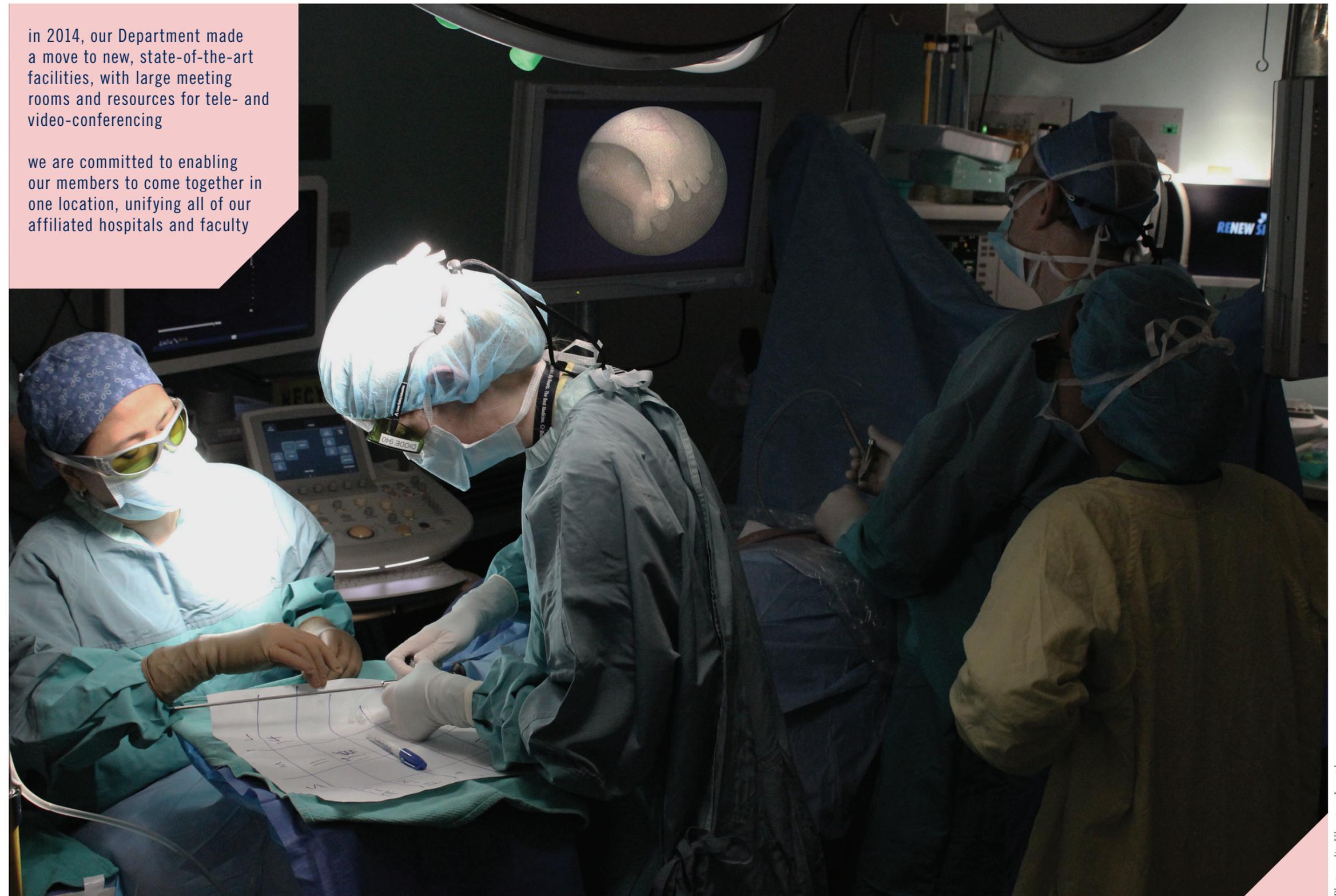


Photo credit: Khrystyna Levytska

## our foundational strengths and impact

As Department members collaborated on our Strategic Plan for the next 5 years, we explored and articulated our foundational strengths and the impact we are already having. This analysis highlighted our unique position to continue to transform women's health through knowledge development and spread, innovative teaching, and the highest quality clinical care. Some of the key themes from across the eight sub-specialties included:

- ▲ We provide excellent, holistic care for women and babies, particularly those in high-risk pregnancies, and our individual leaders, educators, clinicians, and researchers have extremely high credibility and strong reputations.
- ▲ We are recognized for countless clinical innovations and research breakthroughs that enable better outcomes for all women and for even the sickest and smallest babies.
- ▲ We develop and disseminate guidelines that improve the quality of care across the country and beyond.
- ▲ We are recognized leaders in research, care, and education in multiple sub-population needs, including paediatric and adolescent gynaecology, gynaecological oncology and fertility.

- ▲ We facilitate integrated care between community and tertiary care hospitals.
- ▲ We have a reputation for high integrity and innovative programs, including our Global Women's Health program, which has a direct impact on the health for women in under-resourced countries.
- ▲ Our Residents are exposed to multiple, diverse issues, within and beyond the borders of Toronto, attracting keen learners who gain an enriched ability to practice.
- ▲ We have a highly successful, internationally-diverse range of Fellowship Programs — our Fellows go on to make a difference in practice, education, and research, thereby enhancing their specialties around the world.

Through our relentless focus on ever stronger quality, knowledge, and inspired teaching, we have had a profound impact on the health of women and babies in the Toronto area and beyond. We are recognized for developing national guidelines and for transformative research. Our students go on to have the same kind of transformative impact in the communities in which they practice, within Canada and around the world. The priorities in this Strategy are about working

to increasingly maximize the collaboration of our diverse sub-specialties and practice sites to create high-impact research, improve quality of care, and establish a higher excellence of teaching. Our goal is to transform the practice of Obstetrics and Gynaecology around the world, drawing on our incredible experience, to continually improve the quality of care for women and babies.

the Department of Obstetrics and Gynaecology was founded more than a century ago as separate Departments of Gynaecology and Obstetrics focusing on surgical skills

since our founding, we have achieved many significant firsts in education, research and clinical practice

## firsts and milestones

- 1912 First combined Department of Obstetrics and Gynaecology in Canada  
*Benjamin Watson*
- 1920 Establishment of prenatal care to prevent maternal death from eclampsia  
*John Gallie*
- 1939 First use of surgery and radiotherapy for cervical Cancer in Canada  
*Waring Cosbie and John McArthur*
- 1941 Discovery of oxytocin surge during labour  
*James Ferguson*
- 1950 Establishment of integrated postgraduate training in Obstetrics & Gynaecology in Canada  
*Douglas Cannell*
- 1971 First use of diagnostic amniocentesis in Canada  
*James Goodwin*
- 1972 First use of surfactant treatment of respiratory distress syndrome  
*Goran Enhorning*
- 1983 First Annual Obstetrics & Gynaecology Research Day in Canada  
*Walter Hannah*
- 1984 First Gynaecologic Oncology Tumour Board in Canada  
*Barry Rosen and Denny De Petrillo*
- 1991 First fetal intra-vascular blood transfusion in Canada  
*Robert Morrow and JW Knox Ritchie*
- 1999 First Placenta Clinic in North America  
*Rory Windrim and John Kingdom*

The Department of Obstetrics and Gynaecology at the University of Toronto is one of the most robust and diverse in the world, spanning a network of fully-affiliated and community-affiliated hospitals that serves more than 3 million women and accounts for more than 65,000 annual births. Members of the Department have achieved world prominence in research and high-quality care in maternal and fetal medicine, reproductive endocrinology and infertility, global women's health, specialized gynaecologic care for children, adolescents and mature women, minimally invasive surgery, and gynaecologic oncology. Core obstetric and gynaecologic care is recognized to be leading edge.

With this research and practice landscape, the Department is recognized as one of the leading educators in Obstetrics & Gynaecology, ranging from the innovative approaches to core learning for undergraduates to the collaborative work of Clinical Fellows who go on to influence practice and knowledge development in many countries. The size and diversity of the population we serve, and the quality of practice and research,

uniquely position the Department to provide a robust learning experience that fosters the development of a generation of specialists who will continue to advance the field.

Using this landscape of exceptional practice, care, and knowledge development as the starting point, in late 2013, the Department recognized the need to create a collective strategy for the next 5 years. The goal was to create a more collaborative, unified approach to the work underway across all sites associated with the University, all in order to determine how to continue to transform Women's Health while leveraging the full strength of the Department in a unified plan.

Throughout the Fall of 2013 and early 2014, 14 planning sessions were held with the Department's eight sub-specialties, research and education leaders, the Department Executive, and a nascent network of obstetricians across the region. Each area developed its own focused vision and priorities; these priorities were consolidated into a comprehensive strategy for the Department as a whole in a planning session with leaders from across all areas in mid-January, 2014.

This Department's Strategy is a result of a high-engagement process where participants identified opportunities for:

- ▲ Collaborative research and more meaningful sharing of data;
- ▲ Continued advancement of quality of care through uniform guidelines;
- ▲ Improved connectivity for learners and fellowship programs;
- ▲ A stronger sense of identity for sub-groups within the Department; and
- ▲ A stronger reciprocal connection between community-affiliated and fully-affiliated hospitals.

Overall, participants recognized that the Department has many impressive strengths and historical achievements, but an even greater capacity to impact Women's Health through a more collective effort. Sub-specialties and people at different sites are already producing practice-changing research, providing the highest quality of care and championing excellent education. Through greater collaboration, the Department has the opportunity to be recognized as the most innovative force on a global scale, to influence the highest quality of care for obstetrics and gynaecology.

the Collaboration Corner, where investigators from various specialties come to share ideas and network, is a novel initiative implemented for the first time during our 2014 Research Day

The desired vision for the Department is to be a unified Department that develops, fully leverages, and integrates ground-breaking research, knowledge, and practice in obstetrics and gynaecology from across our extensive network to transform women's health locally, nationally, and around the world.

Reaching the vision requires members of the Department to work together in new ways, including setting a collaborative research agenda, infusing education at all levels with a shared vision, sharing data across all sites, gathering the best, evidence-based practices currently in use into coherent guidelines, and fostering a stronger framework for lifelong learning among faculty and alumni. These intentions are captured in five strategic priorities detailed in this document.



Photo credit: Joseph George

it aims to promote the development of collaborative grant applications which span disciplines and institutions, creating a common platform for data collection and sharing

# overview of 5 strategic priorities

competency-based medical education (CBME) is rapidly becoming a widely-accepted and preferable form of evaluation

we have rolled out the first pilot CBME program for Maternal-Fetal Medicine and Reproductive Endocrinology & Infertility/Paediatric & Adolescent Gynaecology residents, and are working on introducing CBME in the division of Urogynaecology

our Department remains committed to advancing maternal, newborn, and child health on a global scale

our partnership with the Department of Reproductive Health at Moi University (Eldoret, Kenya) through the AMPATH Consortium is helping bring primary health care to areas of Western Kenya

## 1. research

### goal

Grow and enable collaborative research and knowledge translation.

### objective

Collaborate on research that changes knowledge and practice.

## 3. advocacy

### goal

Improve public understanding and advocacy for issues related to obstetrics and gynaecology.

### objective

Advance advocacy and public awareness to support women's health.

## 5. education

### goal

Provide a focal point for learners at all levels, and create innovative, integrated education programs that drive lifelong transformation of women's health.

### objective

Prepare the physicians and leaders of tomorrow by creating integrated education programs that fully draw on diversity and opportunities across the Department.

## 2. quality improvement and patient safety

### goal

Collaborate across our network to develop quality cost-effective innovative models that allow for an exceptional patient experience.

### objective

Improve quality and standards of care through network collaboration.

## 4. continuing professional and faculty development

### goal

Create a motivated, engaged faculty as a community of lifelong learners and leaders.

### objective

Strengthen lifelong learning community among faculty and alumni.

in 2014, our fellowship training program in the Division of Gynaecologic Oncology graduated its first two fellows trained in East Africa — a great milestone for our team of oncologists here in Canada, as well as in Kenya

we will continue working with our Faculty to introduce new, and expand existing, fellowship programs abroad



Photo credit: Astrid Christoffersen-Deb



# enabling and supporting strategies

we will undertake the following steps to advance each of our five strategic priorities

## 1. budget reform

Move to a more transparent and equitable financial model, partnering with hospital practice plans to finance protected academic time for physicians, aligned to re-designed academic job descriptions.

## 2. communication

Development of a modern effective Communications program, comprising a re-designed website platform, newsletter, and social media channels to effectively engage with our distributed faculty, trainees and key stakeholders, as well as to include the public.

## 3. administration

Expansion of the Administration team, moving to modern office facilities to provide enhanced support for the strategic priority leaders.

## 4. leadership development

Partnership with Hospital Chiefs to identify and support junior and mid-career physicians to undertake leadership training opportunities.

## 5. advancement

Renewed partnership with hospital foundations to increase success in creation of endowed and fixed-term Chairs aligned with our Strategic Priorities.

## 6. career mentorship

Development of a reputation that actively supports residency graduates in their transition to independent clinical and academic practice.

2014 was the first year we introduced personalized OBGYN jackets for our Department

the pilot program for all residents was very successful with much positive feedback — we now aim to extend the initiative to all Clinical Fellows and Faculty

## 7. research training

Development of a cohesive structure to engage trainees at all levels to undertake research training aligned to their intended careers.

## 8. promoting networks

Foster the formation of clinical research networks, such as the GTA-OBS Network to improve clinical outcomes.



Photo credit: Joseph George

the jackets create a collective culture across trainees who are often spread across hospitals around the city

we are proud to have these aspiring professionals represent our Department everywhere they go!

## firsts and milestones

- 2000 First Preterm Birth Prevention Clinic in Canada  
*Rory Windrim*
- 2000 First fetal cord occlusion for acardiac monochorionic twin pregnancy in Canada  
*Greg Ryan*
- 2002 First total laparoscopic radical hysterectomy in Canada  
*Al Covens and Rachel Kupets*
- 2003 Popularization of fertility-sparing surgery (trachelectomy) for early stage cervical cancer in Canada  
*Al Covens*
- 2006 First use of middle cerebral artery Doppler to replace amniocentesis for surveillance in Fetal Hemolytic Anemia  
*Gareth Seaward and Greg Ryan*
- 2008 First ultrasound-guided fetal cardiac interventions in Canada  
*Greg Ryan and Edgar Jaeggi*
- 2008 First robotic myomectomy in Canada  
*Guylaine Lefebvre and Sari Kives*
- 2010 First fetoscopic endotracheal occlusion in diaphragmatic hernia in Canada  
*Greg Ryan and Han Keunen*
- 2014 First worldwide screening program for anal dysplasia in heterosexual women  
*Danielle Vicus*

# overview of sub-specialties and their visions

there are eight sub-specialties within the Department of Obstetrics and Gynaecology

each of these has also identified a 5-year vision and priorities, which are in tandem with the Department-wide strategy

## 1. global women's health

vision

Establish ourselves a key driver in a robust, holistic integrated program in global women's and child health that is a magnet for the best students and leading global voices.

education, professional development, and CME, creating a unified voice on advocacy and health promotion.

## 2. core specialists

vision

Delineate ourselves as a recognized group within our Department; rebrand, acknowledge, and elevate our existing contribution, affirm the importance of the role of a clinician-teacher in the Department, and support, promote and enable Core Specialist research.

## 4. maternal-fetal medicine

vision

Be recognized as a unified, global voice for transformative maternal and fetal medicine through the integration of exceptional care, collaborative, high-impact research, and ongoing learning.

## 3. reproductive endocrinology and infertility

vision

Solidify our international leadership around fertility by harnessing full capacity for research through collective initiatives, a better integrated interdisciplinary

## 5. paediatric and adolescent gynaecology

vision

Create multidisciplinary clinics offering holistic collaborative care, patient education and empowerment tools in community-based clinics and amongst marginalized minorities and subspecialized groups; generate innovations in professional education and collaborative research; establish ourselves as a strong voice for the validity and the importance of gynaecologic care for young women in Canada and worldwide.

## 6. minimally invasive surgery

vision

Establish ourselves as the standard nationally and internationally in collaborative education at the postgraduate level and as leaders in MIS research.

## 7. urogynaecology

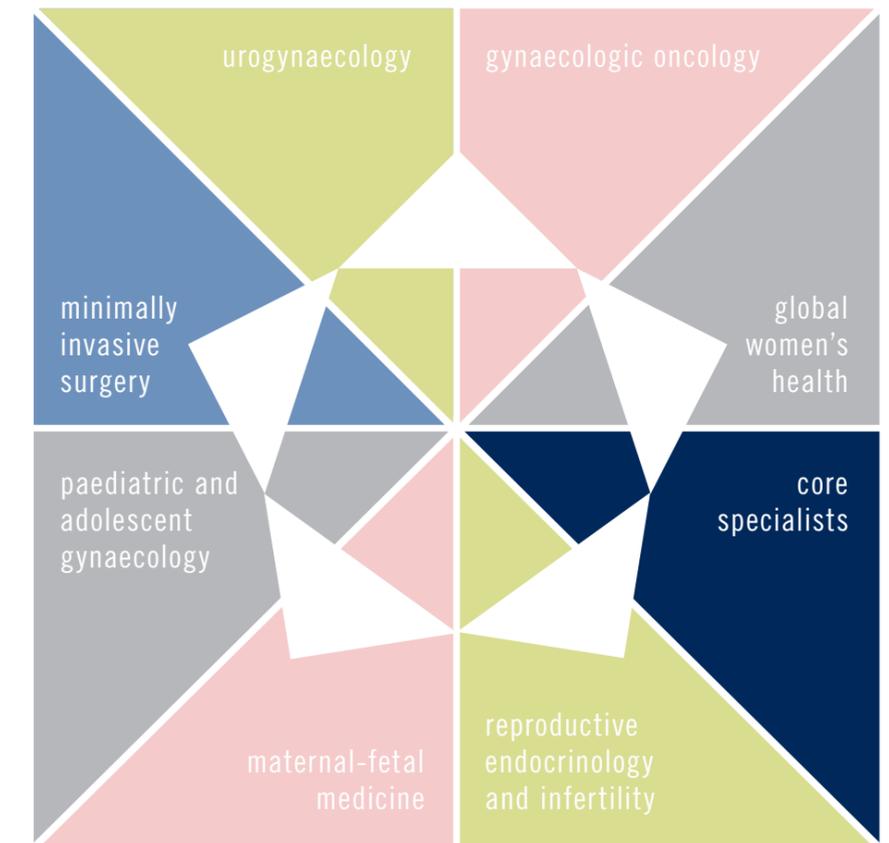
vision

Become one of the foremost training and collaborative research centres for Urogynaecology with the ability to support and advocate for the growing needs of mature women in Canada and around the world.

## 8. gynaecologic oncology

vision

Create a robust prospective database of outcomes accompanied by increased initiative for collaborative, and patient-oriented research, and foster ongoing continuing education across our Division.



## strategic priority

there are five Departmental priorities, drawing on the resources of participants across the GTA, which will **move us toward our vision and impact us over the next 5 years**

### 1. research

#### goal

Generate knowledge- and practice-changing studies of pressing questions in our field that draw upon and galvanize all resources across the Department.

#### objective

Nurture collaborative research that expands knowledge and impacts practice.

#### projects

- ▲ Implementing and enhancing opportunities to promote trans-disciplinary research
- ▲ Establishing harmonized database platforms to facilitate cross-institutional studies
- ▲ Developing and promoting young clinical investigators in our Department
- ▲ Creating collaborative research around the Ontario Birth Study and Ontario Family Health Study

#### short-term goals

- ▲ Promote collaboration through enhancing faculty interactions centered around Research Day's Collaboration Corner

- ▲ Establish a committee to provide pre-submission feedback for grant proposals and assign mentorship teams to new clinical investigators
- ▲ Establish a subcommittee, led by the Director of Clinical Research and consisting of the clinical research heads across sites to address avenues for collaboration, with input from the Research Ethics Board
- ▲ Develop a "Women's Health Scholar Program" to provide protected time for promising young clinical investigators
- ▲ Develop a research training course for Department Fellows and Residents

#### long-term goals

- ▲ Host workshops to brainstorm collaborative research questions to generate knowledge- and practice-changing studies that draw on and galvanize all resources across the Department
- ▲ Foster Departmental research priorities that address "big questions" in our field
- ▲ Establish resources for harmonized sharing of data in order to take full advantage of our volume and complexity, funding support from institutions, and the infrastructure that supports large clinical trials

- ▲ Create flexible knowledge translation processes that enable us to fully leverage and embed knowledge arising from our research across our Department and beyond
- ▲ Establish structures in place that enable on-going collaboration by creating GTA-wide networks modeled after the GTA-OBS Network

over the next several years, our newly appointed Director of Clinical Research will work closely with the Research Committee to implement systems and frameworks of support to our clinical trainees and junior faculty, to improve the number of successful funding applications submitted

the Research Committee aims to introduce internal grant review boards, encourage collaborative research, and increase trainee participation in projects which prepare them for independent practice, and academic and research careers



Photo credit: Joseph George



the GTA-wide Obstetric (GTA-OBS) Network, orchestrated by Dr. Jon Barrett from the Sunnybrook Health Sciences Centre, is working to improve the use of evidence-based medicine to drive advances in patient care, implement guidelines, and improve management of high-risk pregnancies

the Network, coupled with the Quality Improvement and Patient Safety Committee, is working on introducing a seamless online patient transfer system as well as a new website to serve as a go-to resource for our practitioners

Photo credit: Joseph George

## strategic priority

## 2. quality improvement and patient safety

### goal

Collaborate across our network to develop quality cost-effective innovative models that allow for an exceptional patient experience.

### objective

Improve quality and standards of care through network collaboration.

### projects

- ▲ Establishing Departmental QIPS Resources by creating a dedicated QIPS Website, supporting training of MD's in the field, and collating a GTA list of MD's with QIPS certification
- ▲ Creating a functioning network throughout the GTA in Obstetrics and Gynaecology that improves communication, practice, and patient safety, and includes sharing of medical records through a seamless referral system
- ▲ Encouraging the creation of standardised University of Toronto clinical care guidelines by refining existing international and national guidelines to reflect local populations and resources and developing new guidelines in areas of practice where none exist

- ▲ Providing increased opportunities for simulation and hands-on training by linking with simulation centres across TAHSN and creating standardised emergency drills

### short-term goals

- ▲ Compile a comprehensive list of QIPS experts in Obstetrics and Gynaecology at each participating hospital site
- ▲ Develop and implement two University guidelines
- ▲ Create the infrastructure necessary to enhance the use of simulation in the field of Women's Health
- ▲ Develop and launch a fully-operational QIPS website

### long-term goals

- ▲ Establish a working referral network for obstetrical and gynaecological cases within the GTA
- ▲ Consolidate the use of simulation models in obstetrics and gynaecology utilizing existing, and creating new, resources
- ▲ Solidify the structure of seminar series in QIPS for trainees and faculty
- ▲ Develop a bi-annual CME Course in QIPS in obstetrics and gynaecology

### 3. advocacy

#### goal

Improve public understanding and advocacy for issues related to obstetrics and gynaecology.

#### objective

Advance advocacy and public awareness to support Women's Health.

#### projects

- ▲ Creating a group of trained spokespeople who will influence public policy and enhance public understanding
- ▲ Developing improved social media presence through constant and timely use of popular media channels
- ▲ Improving (social) media training for faculty and trainees
- ▲ Working closely with partners at Moi University in Kenya to advance the AMPATH Program

#### short-term goals

- ▲ Designate expert spokespersons and establish a political action network
- ▲ Improve social media presence through blogging, tweeting, and website use

- ▲ Initiate joint rounds between Eldoret and Toronto
- ▲ Improve funding and partnerships for international health work at the University of Toronto and beyond
- ▲ Establish a Maternal-Fetal Medicine Fellowship in Eldoret

#### long-term goals

- ▲ Continue working with the global health community in Kenya and beyond
- ▲ Introduce a Fellowship in Global Women's Health and Equity at the University of Toronto
- ▲ Strengthen alumni relationships and cultivate them as champions and representatives of our program
- ▲ Develop an improved social media presence that enables crowd-sourcing ideas for policy, research, and fund-raising
- ▲ Develop solutions to population health care problems
- ▲ Create a political action network for the Department
- ▲ Introduce a fellowship in Global Women's Health and Equity at the University of Toronto for North American Obstetrics & Gynaecology graduates

the Department's commitment to advocacy and public awareness in the area of Women's Health includes both faculty and trainees

in 2014, Residents Mathew Leonardi and Rebecca Rich took on a great initiative to organize an art night — inSpeculum — a fundraising event for Cervical Cancer Awareness

the event was a great success, attracting over 70 attendees who participated in arts and crafts, utilizing common instruments used in practice to make interesting creations

we will continue to welcome and support our trainees as they undertake such initiatives, advocating for health care of women at home and abroad

Photo credit: Mathew Leonardi



## 4. continuing professional and faculty development

### goal

Create a motivated, engaged faculty as a community of lifelong learners and leaders.

### objective

Strengthen lifelong learning community among faculty and alumni.

### projects

- ▲ Promoting education scholarship and research, and promotion based on excellence in teaching and creative professional activity
- ▲ Organizing faculty development events for educational change projects
- ▲ Creating a collaborative environment regarding planning of CPD/FD Programs in the GTA and beyond
- ▲ Promoting faculty mentoring, wellness, and advocacy
- ▲ Promoting a culture change towards education innovation in learners, faculty members and other health professionals in the Department
- ▲ Introducing pilot competency-based medical education (CBME) programs in several sub-specialties

### short-term goals

- ▲ Host workshops on promotion based on sustained excellence in teaching and education throughout the year
- ▲ Encourage and promote excellence in teaching at the annual Faculty Professional Development Day through a selection of workshops and lectures
- ▲ Complete and assess program planning for CBME in specific areas
- ▲ Increase participation of community-affiliated and non-affiliated hospitals in the GTA in FD and CPD
- ▲ Roll out a pilot web-based educational tool
- ▲ Support the application of trainees for the Clinician Graduate Degree Scholarship Program, in order to support the development of careers in education research at the Wilson Centre and Institute of Medical Sciences

we are committed to engaging community-affiliated and non-affiliated hospital personnel participation in faculty and professional development activities organized by our Department

we have recently extended the invitation to participate in the Faculty Professional Development Day to community partners across Southern-Central Ontario and aim to further increase their participation over the next 5 years

### long-term goals

- ▲ Create an education fellowship in Obstetrics & Gynaecology with the Wilson Centre to increase education research
- ▲ Hold a faculty retreat on CBME and support ongoing CBME pilot program development and implementation
- ▲ Create a collaborative process amongst GTA sites when planning CPD activities
- ▲ Create a mentoring and wellness program for faculty in our Department
- ▲ Provide consistent support and resources to faculty members for career development, particularly promotion based on sustained excellence in teaching and education

several Departmental initiatives are on their way in the areas of professional and faculty development

Dr. Filomena Meffe, Director of Faculty Development, is working on introducing a Faculty Mentorship Program to aid junior faculty as they advance through their academic tracks



Photo credit: Joseph George

Dr. Rory Windrim, Director of Continuing Professional Development and Knowledge Translation, is working on implementing paper-less learning through the MOODLE platform to promote continuing professional activities among our faculty

## 5. education

### goal

Provide a focal point for learners at all levels, and create innovative, integrated education programs that drive lifelong transformation of women's health.

### objective

Prepare the physicians and leaders of tomorrow by creating integrated education programs that fully draw on diversity and opportunities across the department

### projects

- ▲ Implementing and advancing a curriculum in CBME
- ▲ Equalizing access to learning and teaching responsibilities at all levels of medical education
- ▲ Enhancing current simulation programs for knowledge and skill acquisition
- ▲ Maximizing community-affiliate relations

### short-term goals

- ▲ Create an easily accessible reference document of teaching commitment by site
- ▲ Establish stability in undergraduate teaching sites and student numbers

- ▲ Put forth a proposal for e-learning opportunities across the spectrum of specialties and education levels
- ▲ Refine CBME program development and implementation

### long-term goals

- ▲ Create a new education working group to continue building the community of teachers, integrate CBME and create innovative approaches to undergraduate education
- ▲ Establish a transparent policy on assignment of learners and teaching sites
- ▲ Develop meaningful, formative evaluation and assessment tools
- ▲ Optimize the training experience for Clinical Fellows through greater integration across sites and opportunities for collaborative research
- ▲ Create a system of objective measurement of minimally invasive surgical skills on in-training evaluation reports
- ▲ Develop simulation programs for knowledge and skill acquisition for students and trainees
- ▲ Implement a universal CBME curriculum



in October 2014, the Fitzgerald Academy (University of Toronto) became the first site in the GTA to introduce a Longitudinal Integrated Clerkship program at the University of Toronto Medical School

the program will change the clerks' experience by exposing them to a longitudinal approach to medical education, mentorship, and patient care

the students will follow their patients and one preceptor over the course of a year, forming meaningful and long-lasting relationships as caregivers and learners

as a unified Department, we will develop, fully leverage and integrate ground-breaking research, knowledge and practice in obstetrics and gynaecology from across our extensive network to transform women's health locally, nationally, and around the world

Photo credit: iStock





**Dr. John CP Kingdom**  
*Gordon C Leitch Chair,  
Department of Obstetrics & Gynaecology,  
University of Toronto*

123 Edward St. Suite 1200  
Toronto, ON M5G 1E2  
Canada  
Tel: 416-978-2216  
Fax: 416-978-8350

obgyn.deptadmin@utoronto.ca  
obgyn.utoronto.ca  
**f**/uoftobgyn  
**@**uoftobgyn  
#uoftobgyn

*Cover photo credit: iStock*

