



Strategic Plan 2024-2029

Department of
Obstetrics &
Gynaecology

Leading through innovative care.

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Message from the Chair

It is with great enthusiasm that I introduce our 2024–2029 Strategic Plan — a bold and forward-looking roadmap that reflects a shared vision of our department's future based on our collective commitment to excellence in clinical care, education and research.

During several dedicated planning sessions, our executive committee assessed our current landscape and imagined what lies ahead. We explored opportunities to elevate our academic mission, broaden our research impact and refine how we function as a department. I extend my heartfelt thanks to each member for their insight, energy and unwavering dedication.

The result is a strategic framework organized into six key initiatives, each supported by clear strategies and actionable items. These are not just ideas — they are commitments. The executive committee will continue to provide oversight and guidance to the initiative leads as they move to implementation, and I will



Kellie Murphy, MD
Gordon C. Leitch Chair

regularly update our faculty to keep our community informed and engaged.

Importantly, this plan is not a static document. It marks the beginning of an ongoing process. Each year, through regular reviews and open communication, we will track our progress and adjust our course thoughtfully to align our efforts with our long-term vision — as always, driven by data, dialogue and shared purpose.

A handwritten signature in black ink, appearing to read "Kellie Murphy".

Kellie Murphy

Quick Facts

Largest ob-gyn department in Canada...

2025

By number of trainees:



By number of faculty:

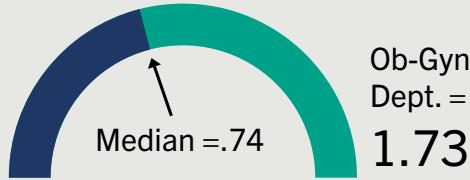
**300+ members in
16 teaching hospitals**

31,000+
citations

Research 2020-2024

1 in 3
of published papers in top journals

Field-weighted
citation impact



40%

of published papers involve
international collaboration

Engagement Process

In 2024, our department undertook a comprehensive revision of our strategic plan to refresh and reaffirm our departmental vision, mission, and values, and to clearly articulate our identity and purpose moving forward.

Fundamental questions

The strategic review began with a period of reflection and visioning. We asked ourselves fundamental questions: where do we want to be in the future, and how will we get there? With these guiding questions, we re-examined our existing vision, mission, and values, and evaluated their alignment with our current and future goals.

Analysis

A key component of this process was a thorough assessment of our internal and external environments through a SWOT (strengths, weaknesses, opportunities and threats) analysis, which provided valuable insights into our current state and informed our strategic direction and anticipated future state.

Roadmap

Based on these insights, we identified a set of core strategic initiatives that will guide our department over the next five years. We then developed a detailed roadmap outlining specific objectives, timelines, deliverables, and measurable outcomes associated with each initiative.

This roadmap is intended to be a living document. We are committed to revisiting and reassessing it annually to ensure continued progress toward our goals and alignment with our evolving departmental priorities and aspirations.

Vision, Mission & Values

Our vision

To be a global leader advancing excellence in obstetrics and gynaecology through education, research and innovation.

Our mission

Our mission is to provide outstanding and compassionate obstetrics and gynaecology care, to excel in education and to perform ground-breaking research that advances reproductive health across the life span. We are committed to professionalism, equity and respect for all. We strive to train the next generation of physicians to embody these principles.

Our values

Excellence

Inspires continuous improvement, accountability and pride in delivering outstanding results.

Collaboration

Enables shared success through open communication, mutual respect and collective problem-solving.

Innovation

Encourages fresh ideas, embraces change and keeps individuals ambitious in evolving environments.

Advocacy

Amplifies voices, supports communities and aligns actions with professional values and purpose.

Leadership

Empowers teams, drives research and provides vision, motivation and direction.

Wellbeing

Enhances morale, engagement and productivity, creating a sustainable and positive work environment.

Strategic Initiatives

1 Increase faculty engagement, development and collaboration



Lead

Melissa Tai · Assistant Professor, Director, Faculty Professional Development

Support

Lisa Allen · Professor, Division Head, Paediatric & Adolescent Gynaecology; Chair, Promotions Committee

Noor Ladhani · Associate Professor, Vice Chair, EDIIA

Ob-Gyn Staff

 **An engaged faculty takes pride in their University of Toronto affiliation and actively channels their expertise and passion into strengthening our academic community."**

Melissa Tai

Goals

- To increase the number of actively participating faculty members
- To deepen the commitment of faculty to the department and the U of T community

Strategies

- Increase the number of citywide divisional activities to facilitate participation
- Champion cross-site collaboration by initiating and participating in interdisciplinary research and quality-improvement projects
- Create a faculty mentorship program to build professional relationships and informal networks
- Foster leadership in faculty members through programs such as NEAL, Stepping Stones, Education Scholars
- Advocate for equity and diversity in faculty recruitment

Priorities

- Drive faculty engagement by creating relevant departmental activities
- Identify promising candidates in faculty members for leadership development opportunities

Strategic Initiatives (continued)

2

Enhance educational activities

"Education is not the filling of a pail, but the lighting of a fire."

— William B. Yeats



Lead

Richard Pittini · Professor, Vice Chair, Education

Support

Julia Kfouri · Assistant Professor, Director, Residency Program

Dini Hui · Assistant Professor, Director, Undergraduate Medical Education

Cici Zhu · Associate Director, Undergraduate Medical Education

Andrea Page · Lecturer, Associate Director, Residency Program

Andrea Simpson · Associate Professor, Director, Residency Research

Carmen McCaffrey · Assistant Professor, Head of PGME Wellness

Alisha Olsthoorn · Assistant Professor

Ob-Gyn Staff

Goals

- To embed and support diversity in our recruitment and training of learners
- To encourage and support academic productivity of learners
- To attract applicants worldwide to our various existing and new fellowship programs
- To prioritize innovation in education, embracing technologies such as artificial intelligence and augmented reality

Strategies

- Develop new curriculum in simulation
- Create annual introduction to surgeon scientist program
- Create new fellowship program in complex family planning
- Obtain American board accreditation of fellowship programs

Priorities

- Appoint faculty lead for post-graduate wellness
- Increase enrollment in the surgeon-scientist program
- Initiate discussion with the American Board of Obstetrics and Gynecology and the Royal College

Strategic Initiatives (continued)

3

Promote research productivity

Enhancing patient care through research



Lead

Sarah Ferguson · Professor, Vice Chair, Research and Innovation

Support

Sascha Drewlo · Professor

Kelsey McLaughlin · Assistant Professor

Nir Melamed · Professor

Theodore Brown · Professor

Julia Kfouri · Assistant Professor, Director, Residency Program

Ob-Gyn Staff

Goals

- To facilitate development of future clinician researchers in ob-gyn
- To increase external grant funding
- To increase number of department-affiliated publications and national and international presentations
- To grow social media engagement on faculty research

Strategies

- Encourage and support external grant submissions
- Promote surgeon-scientist program
- Support and enhance medical student research programs
- Promote recruitment and encourage collaboration with translational scientists
- Increase faculty engagement and cross appointments with School of Graduate Studies (SGS)
- Enhance trainee research infrastructure
- Create Research Manager's Group
- Create a departmental communications research hub

Priorities

- Hire a departmental IC/ES Scientist
- Create a departmental IC/ES steering committee

Strategic Initiatives (continued)

4

Promote faculty advancement

"We make a living by what we get. We make a life by what we give."
— Winston Churchill



Lead

Lisa Allen · Professor, Division Head, Paediatrics & Adolescent Gynaecology; Chair, Promotions Committee

Support

Janet Bodley · Professor, Head of Department Appointment Committee

Melissa Tai · Assistant Professor, Director, Faculty Professional Development

Sarah Ferguson · Professor, Vice Chair, Research and Innovation

Richard Pittini · Professor, Vice Chair, Education

Ob-Gyn Staff

Goals

- Recognize excellence in our faculty through promotions and awards
- Communicate the successes of our faculty to our community, to Temerty Medicine and to the general public

Strategies

- Actively increase of number of junior and senior promotions across all TAHSN hospitals
- Create awards committee to celebrate successes among the faculty
- Double the number of citywide grand rounds
- Organize more divisional activities
- Increase recognition of all departmental achievements, i.e., research, educational, administrative and institutional

Priorities

- Enhance social media presence and engagement about our faculty
- Create monthly departmental newsletter

Strategic Initiatives (continued)

5

Increase strategic initiative support

"The best time to plant a tree is twenty years ago. The second best is now."
— Chinese proverb



Lead

Kellie Murphy · Professor, Chair of the Department of Obstetrics & Gynaecology

Support

Rachel Spitzer · Professor, Vice Chair, Global Women's Health and Advocacy

Heather Millar · Assistant Professor

Michèle Farrugia · Associate Professor

Julie Thorne · Assistant Professor

Lacey Harding · Lecturer

Ob-Gyn Staff

Goals

- To secure funds to expand new research, educational grants and opportunities

Strategies

- Actively engage with Temerty advancement team
- Create a campaign to support our global health program
- Explore potential donors and industry opportunities

Priorities

- To secure financial support for global health program in Kenya (AMPATH-U of T partnership)
- To create and fund a new Complex Family Planning Fellowship

Strategic Initiatives (continued)

6 Expand global and community outreach

"When it comes to global health, there is no 'them'...only 'us.'"
— Global Health Council



Lead

Rachel Spitzer · Professor, Vice Chair,
Global Women's Health and Advocacy

Support

Noor Ladhani · Associate Professor, Vice
Chair, EDIIA

Heather Millar · Assistant Professor

Nanette Okun · Professor

Barry Rosen · Professor

Allan Covens · Professor

Marie Buitendyk · Assistant Professor

Ob-Gyn Staff

Goals

- To expand our local and global health footprint

Strategies

- Increase engagement with under-represented high school and undergraduate communities
- Expand our involvement with AMPATH by initiating new specializations and participating in additional collaborations (Nepal, Ghana, Mexico)

Priorities

- Create an adolescent gynaecology program in the AMPATH program
- Solicit additional faculty and trainee participation in our global and community health outreach

Roadmap Overview

