



Obstetrics & Gynaecology UNIVERSITY OF TORONTO

strategic plan
2014-2019

transforming women's health in the 21st century:
progress towards a unified Department

2015 update





we have made substantial progress
towards unity across each of our five
chosen directions

message from
the chair

Ambitious initiatives like the Greater Toronto Area-Obstetrics (GTA-OBS) Network have taken off, enabling unprecedented collaboration on grant applications, database development and quality initiatives. We are working towards a common, exceptional learner experience across all sites for our students at all levels, and are moving toward integrating meaningful evaluation models for all learners. We have elevated health equity issues internationally and at home; and we have begun to create the shared quality and safety protocols that will ensure women and babies across the GTA receive the best possible care.

I would like to thank all of our Faculty, especially our Strategic Priority Leads, together with our Trainees and our Administration Team, for their active participation in the implementation and continuous refinement of our plan. Many of you express a feeling that Obstetrics & Gynaecology has begun to rediscover its true potential in the 21st century. We have a vibrant new website, projecting the evidence of our great endeavors together. At this mid-point of my 5 year term as your Chair, I am proud to state that we are making great progress in working together with a common purpose.

Our Executive and Strategic Planning Group meets annually on the morning of Remembrance Day, November 11th, to review our successes and goals. Here, we summarize what has been accomplished at the close of 2015, and our goals for 2016 and beyond.

Dr. John CP Kingdom
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our **vision** is to achieve a **unified Department**
transforming **women's health**

five priorities developed
to advance the Department's vision are

- 1. collaborative research
- 2. advancing quality and standards of care
- 3. advocacy and public awareness
- 4. creating a lifelong learning community
among faculty and alumni
- 5. preparing the leaders of tomorrow
through education

guiding forces to drive these priorities are



in 2013, we commenced a Strategic Planning process that
culminated in the launch of our 2014-2019 Plan for the
Department of Obstetrics & Gynaecology,
<http://www.obgyn.utoronto.ca/strategic-plan>

here, we present the 2015 Update

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strategic priority

enhanced collaboration is making a **difference**

we are now in a strong position to take advantage of major **grant opportunities** and build **research capacity** across the Department

1. research

Actions and Progress:

Implement and enhance opportunities to promote trans-disciplinary research

- Implemented changes to Research Day to promote research collaborations;
- Promoted several collaborative Canadian Institutes of Health Research (CIHR) team grant applications in Maternal-Fetal Medicine and Obstetrics;
- Two successful Faculty in the first CIHR Foundation Scheme;
- Success in the first National Institutes of Health Human Placenta Project;
- Made further developments around the Ontario Birth Study and Ontario Family Health Study.

Creating collaborative research around the GTA-OBS Network

- Formed and initiated regular meetings of the GTA-OBS group, which has now been extended to include 14 organizations supporting various initiatives.

Establish harmonized database platforms to facilitate cross-institutional studies

- Appointed the Director of Clinical Research to enhance clinical research supervision of trainees and junior Faculty.

Develop and promote young clinical investigators in our Department

- Launched the 3-year Junior Faculty Award program;
- Protected academic time for all new faculty in Clinician-Investigator, Clinician-Educator, and Clinician-Quality Improvement and Patient Safety (QIPS) job descriptions;
- Dedicated funds for the support of an annual Summer Student Program and the support of Faculty supervising CREMS scholars and CREMS summer students;
- Introduced sessions on grant-writing and publishing strategies at the Faculty Professional Development Day;
- Introduced interactive sessions where Resident research proposals are vetted by Faculty;
- Launched the Department Clinician Investigator Program branded as the "Women's Health Scholar Program";
- Launched a comprehensive 3-day research-training course for Residents and sub-specialty Fellows.

over the past two years, the Department has experienced an unprecedented **sense of unification**, driving many examples of real **city-wide collaboration** between fully-affiliated and community-affiliated hospitals

Our focus for 2016:

- Launch of the 2-year (renewable) Merit Award program;
- Position the Department to take advantage of branding opportunities and build trans-disciplinary research capacity;
- Host 2 workshops annually on specific topics to promote new research collaborations across the University of Toronto;
- Create a working group to address harmonization of database platforms;
- Establish a committee to provide pre-submission feedback for grant applications;
- Establish a GTA-wide Reproductive Endocrinology & Infertility group as a platform for research collaboration, coordination of educational needs and activities and advocacy;
- Continue to expand the activities of the GTA-OBS network;
- Increase associate and full professor School of Graduate Studies appointments among faculty to enhance understanding of the appointment process and participation in graduate training;
- Enhance our partnership with the Institute of Health Policy Management and Evaluation, including cross-appointments and participation in Master's programs.



strategic priority

creative approaches to matched funding between the Department and Hospitals are driving **shared quality improvement goals** and practices across the GTA.

the creation of the **GTA-OBS Network** illustrates the clear **momentum** achieved within this strategic priority

2. quality improvement and patient safety

Actions and Progress:

Quality Improvement & Patient Safety (QIPS) Committee is now established with regular meetings

- Leads for Obstetrics and Gynaecology have been identified;
- A comprehensive list of OBGYN QIPS experts and interested participants is soon to be completed.

Utilize the GTA-OBS Network to promote patient safety and quality care, through evidence-based care, shared records, and seamless referral

- Currently developing evidence-based guidelines, including the unified screening and diagnosis of Gestational Diabetes Mellitus, diagnosis and treatment of invasive placenta, and management of a short cervix, applicable to the local environment;
- Creating improved simulation and Continuing Medical Education (CME) opportunities for trainees and practising physicians to improve technical skills, safety and quality;
- Improving communication by creating a network of physicians completing certificate programs and other training initiatives in patient safety;
- Creating the QIPS section of the new Department website;

- Advocating to influence Ministry of Health and Long-Term Care (MOHLTC) in providing MORE^{OB} in every hospital.

Capacity building across the Department

- Introducing QIPS education initiatives at various levels (Residents, Fellows and GTA Hospitals);
- Increasing focus and opportunity for simulation throughout the GTA with increased number of models and team-based forced monitoring and research efforts.

Focus for 2016:

- Continue to build shared protocols and guidelines for obstetrics across the GTA;
- Create the same kind of momentum witnessed in GTA-OBS Network in various sections of Gynaecologic Surgery;
- Develop the concept of GTA-GYN Networks to drive quality, patient safety and surgical innovation in the various sub-specialties across Toronto and surrounding areas.

our commitment means that a steady stream of Medical Students, Residents, Fellows and Faculty are able to make **bi-directional exchanges** to foster concepts of improved care and equity into their **global and local work**

our goal is to improve **public understanding** and **advocacy** for issues related to obstetrics and gynaecology

3. advocacy

Actions and Progress:

Strong infrastructure to support advocacy across the Department

- Renewed a substantial gift from the Purperville Foundation;
- Organized regular Advocacy committee meetings which focus on strengthening relationships with the Office of Strategic Communications and External Relations (OSCE) at the University of Toronto;
- Created an improved and updated website with blogging capabilities;
- Currently planning a CME opportunity in Toronto on "glocal" and global women's health focusing on equity issues that affect women locally as well as globally.

Residents are leading award-winning advocacy projects to highlight awareness for cervical cancer and educating refugee women in women's health topics

Enhancing and strengthening the AMPATH-Reproductive Health Program in Eldoret, Kenya

- Initiated monthly videoconference rounds between University of Toronto Residents and Registrants in Eldoret;
- Continuing recruitment of trainees to the Gynecologic Oncology Fellowship;
- Planning the launch of the Maternal-Fetal Medicine Fellowship in fall of 2016.

Focus for 2016:

- Enhance sustainability and funding of AMPATH-RH Program, including strengthening of relationships with Advancement and Alumni offices at the University of Toronto;
- Begin developing a Division of Global Health and Equity, including exploring avenues of how to ensure that new hires have a focus on global women's health;
- Develop a Global Health Fellowship for North American trainees;
- Increase involvement of alumni for mentorship, as well as financial and other contributions;
- Enhance the profile of the impact of our global work;
- Expand the understanding of advocacy to include local vulnerable populations, including indigenous health, sex workers, etc.

strategic priority

our **Global Initiative in Women's Health and Advocacy** is having a profound impact on the **quality of care for women in Kenya**



strategic priority

common leadership language and practices are emerging, as faculty are departmentally supported for professional development through the New and Emerging Academic Leaders Program, the Education Scholars Program and Leading Strategic Change and Innovation

4. continuing professional and faculty development

Actions and Progress:

Enhance Continuing Professional and Faculty Development in our Department

- Established the CPD/FD Committee with clear terms of reference;
- Completed the development of Longitudinal Integrated Clerkship (LInC) Faculty at all sites in partnership with Undergraduate Medical Education at the University of Toronto;
- In 2015, provided 13 courses that attracted a total of 3,128 attendees, making 2015 the most active year in the history of our Department;
- Created a draft framework for Faculty mentorship and wellness;

- Developed a shared Moodle platform for online learning for our trainees;
- Held the first Competency-Based Medical Education (CBME) Faculty Retreat in June, 2015, as well as obtained data on Faculty's needs assessment.

Focus for 2016:

- Focus Faculty Professional Development Day 2016 on Mentorship and Wellness;
- Increase participation of community-affiliated and non-affiliated hospital physicians;
- Commence a pilot web-based educational tool using the Moodle platform;
- Enhance OBGYN education through collaboration with the Wilson Centre, University of Toronto;
- Continue to support CBME activities and its eventual implementation;
- Create a collaborative process amongst GTA sites when planning Continuing Professional Development activities;
- Create a fully-functioning Mentoring and Wellness Program for our Faculty;
- Provide consistent support and resources to Faculty for career development;
- Increase number of faculty members being nominated for internal and external awards.



our Department continues to provide **high quality** educational programs to **learners at all stages**, across the full spectrum of Obstetrics and Gynaecology

5. education

Actions and Progress:

Offer equal access to learning opportunities at all levels

- Increased community-affiliated hospital staff participation;
- Preparing for the launch of the LInC Program at the Fitzgerald Academy;
- Enhanced simulation and e-learning programs for knowledge and skill acquisition across several levels of training.

Ensure equity in teaching responsibilities at all sites and all levels

- Encouraging educators to take the Leadership Education and Development (LEAD) course.

Support the University of Toronto mission of developing Mississauga Academy of Medicine and new community affiliates

Implement CBME and further develop curriculum and evaluation

- Rolling out pilot CBME projects in Reproductive Endocrinology & Infertility, Maternal-Fetal Medicine, and Urogynaecology (development in progress);
- Developing robust outcome-based formative evaluation tools with the goal of objective testing for all rotations.

Focus for 2016:

- Expand the dissemination and shared understanding of CBME, focusing on enhancing Faculty capacity to conduct evaluation through narrative, timely, effective feedback and direct observation;
- Create an electronic version of the CBME assessment tool with IT presence and support;
- In undergraduate education: create a clear plan of educational responsibilities by site, establish centralized e-learning, continue to integrate more community partners, and expand and refine faculty terms of appointment;
- Continue to adapt to Faculty shifts regarding LInC and Surgical Foundations;
- Continue to bridge differences between education approaches at different sites to ensure a universal experience.

strategic priority

our goal is to create **equitable, high quality, consistent education** across all levels of teaching and sites that ensures our programs continues to **lead, innovate** and **draw the best learners** from around the world





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