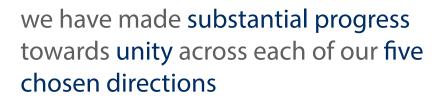
strategic plan 2014-2019

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

2015 update







message from the chair

Ambitious initiatives like the Greater I would like to thank all of our Faculty, Toronto Area-Obstetrics (GTA-OBS) Network especially our Strategic Priority Leads, have taken off, enabling unprecedented together with our Trainees and our collaboration on grant applications, database Administration Team, for their active development and quality initiatives. We are participation in the implementation and working towards a common, exceptional continuous refinement of our plan. Many learner experience across all sites for our of you express a feeling that Obstetrics students at all levels, and are moving toward & Gynaecology has begun to rediscover integrating meaningful evaluation models its true potential in the 21st century. We for all learners. We have elevated health have a vibrant new website, projecting the equity issues internationally and at home; evidence of our great endeavors together. and we have begun to create the shared At this mid-point of my 5 year term as your quality and safety protocols that will ensure Chair, I am proud to state that we are making women and babies across the GTA receive great progress in working together with a the best possible care.

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.

common purpose.

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



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



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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

strategic priorities

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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

strategic priority

our goal is to generate knowledge- and practice-changing studies of pressing questions in our field that draw upon and galvanize all resources across the Department

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.

Our focus for 2016:

 Launch of the 2-year (renewable) Merit Award program;

affiliated hospitals

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-

- 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.



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

strategic priority

our goal is to advance patient safety and quality care through collaboration and shared protocols

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

2. quality improvement

and patient safety

- 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 teambased 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 Purpleville Foundation;
- Organized regular Advocacy committee meetings which focus on strengthening relationships with the Office of Strategic Communications and External Relations (OSCER) 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



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

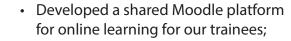
strategic priority

our goal is to support teachers and faculty in a shared culture of innovation and inspired ongoing learning, mentoring, wellness and advocacy

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;



4. continuing professional

and faculty development

 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 communityaffiliated 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
- Continue to adapt to Faculty shifts regarding LInC and Surgical Foundations;

appointment;

 Continue to bridge differences between education approaches at different sites to ensure a universal experience. 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

strategic

priority







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