



Postgraduate Medical Education  
UNIVERSITY OF TORONTO

# Postgraduate Medical Education Office Strategic Plan

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Town Hall Meeting  
June 8, 2012

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# Appropriate time for the PGME Office to update its Strategic Plan

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- Current Strategic Plan (2005-2010) has been implemented
- PG Executive committed to continuing the agenda of transformational change in postgraduate medical education
- Faculty of Medicine recently approved its Strategic Plan for 2011-2016
  - The PGME Strategic Plan to take its direction from the Faculty's Strategic Plan and align with its core concepts of integration, innovation and impact

# Postgraduate Medical Education: Strategic Plan 2005-2010

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Goals	Plans
<b>Enhance Excellence</b>	<ul style="list-style-type: none"> <li>• Excellent accreditation profile</li> <li>• Enhance/stabilize/maintain excellence at this or higher level by internal reviews and at next accreditation site survey in 2007</li> <li>• Attract excellent candidates in CaRMS Match/IMG match and Visa Trainees</li> <li>• Develop core curriculum on cross competencies in CanMEDS; Four Principles and MCC II objectives</li> <li>• Create scholarship in PGE education and best practices in residency training</li> <li>• New programs (accelerated)</li> </ul>
<b>Build Capacity</b>	<ul style="list-style-type: none"> <li>• Growth in designated specialties to be targeted</li> <li>• Strategic discussions with MOHLTC and PGM COFM</li> <li>• Enhance relationships with foreign governments</li> <li>• Distribute programs to community settings</li> <li>• Implement the recently established affiliation agreements across community sites</li> <li>• Build on the enthusiastic response from our community partners</li> <li>• Ensure program evaluations of these training sites have added value</li> <li>• HHR plan - quotas allocations</li> </ul>
<b>Maximize Accountability</b>	<ul style="list-style-type: none"> <li>• Data management - POWER and IMG/FMG data</li> <li>• Exit Surveys and Resident satisfaction on exit polls</li> <li>• RCPSC/CFPC Site reviews</li> <li>• Demonstrate measures of accountability through social responsive programming in international and aboriginal programs</li> </ul>
<b>Build Support Services</b>	<ul style="list-style-type: none"> <li>• UGE match and Career Counseling</li> <li>• Resident Affairs/Wellness Services</li> <li>• Linkages for advocacy for Resident Issues - with PAIRO/CAIR</li> </ul>

# Faculty of Medicine: Strategic Academic Plan (2011-2016)

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## Vision

International leadership in improving health through innovation in research and education

## Mission

We fulfill our social responsibility by developing leaders, contributing to our communities, and improving the health of individuals and populations through the discovery, application and communication of knowledge

## Values

- Integrity in all of our endeavours
- Commitment to innovation and excellence
- Life-long learning and critical inquiry
- Promotion of social justice, equity, diversity, and professionalism
- Effective partnership with all our stakeholders
- Multi-professional and interdisciplinary collaboration
- Supportive and respectful relationships
- Accountability and transparency
- Responsiveness to local, national, and international health needs

# Faculty of Medicine: Strategic Academic Plan (2011-2016)

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## Strategic Plan Core Concepts

**Integration** with our partners to promote new collaborative thinking and to address our strategic directions

**Innovation** that creates value by applying the full scope of our inter-disciplinary capability to answer complex health and biomedical questions

**Impact** of our education and research outcomes that reflects return on investment as we make meaningful contributions to improving health and prosperity



## Strategic Plan Goals

1. Prepare tomorrow's leading scientists and scholars, clinical professionals, and administrators who will contribute to fulfilling the goals of *Medicine at U of T*.
2. Lead research innovation that answers questions of societal relevance.
3. Translate discoveries to improve health, equity and prosperity in our community and around the world.
4. Share our innovations and expertise globally through strategic partnering to advance global health and international relations.
5. Create a collective vision for a shared academic future with TAHSN, University of Toronto Faculties, especially Health Sciences, and community partners.
6. Invest strategically in academic priorities in support of our learners, faculty, and staff to provide for their success.

# Broad consultation has been a key component of the PGME strategic planning process

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## PGME Office

### PGME Executive

Salvatore Spadafora, Vice Dean

Glen Bandiera, Associate Dean, Admissions and Evaluation

Caroline Abrahams, Director, Policy and Analysis

Susan Edwards, Director, Resident Wellness

Susan Glover Takahashi, Director, Education and Research

Loreta Muharuma, Director, Operations

### PGME Office Staff

2 focus groups were held and 26 individuals participated

## Faculty of Medicine

Catharine Whiteside, Dean

Sarita Verma, Deputy Dean

Jay Rosenfield, Vice Dean, Undergraduate Medical Education

Dimitri Anastakis, Vice Dean, Continuing Education and Professional Development

Alison Buchan, Vice Dean, Research and International Relations

Avrum Gotlieb, Acting Vice Dean, Graduate Affairs

Norman Rosenblum, Associate Dean, Physician Scientist Training Programs

Mark Hanson, Associate Dean, Undergraduate Medicine Admissions and Student Finance

Leslie Nickell, Associate Dean, Health Professions & Student Affairs

# Broad consultation has been a key component of the PGME strategic planning process (cont'd)

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## Other

### Ministry of Health and Long Term Care

Suzanne McGurn, Acting Assistant Deputy Minister,  
Health Human Resources Strategy Division

Jeff Goodyear, Director, Health Human Resources  
Policy Branch

### Council of Ontario Universities

Frances Lamb, Director, Office of Health Sciences

Michelle Cyr, Senior Policy Analyst

### Professional Association of Internes and Residents of Ontario (PAIRO)

Robert Conn, Executive Director

### Hospital University Education Committee (HUEC)

Focus Group

### Post Graduate Medical Education Advisory Committee (PGMEAC)

Offer of a Focus Group - provided an update at the  
January 2012 meeting

## Surveys

- 38 Program and Site Directors
- 2 Ontario Postgraduate Medical  
Education Deans and Administrators
- 61 Residents and Fellows

# Observations on Consultation

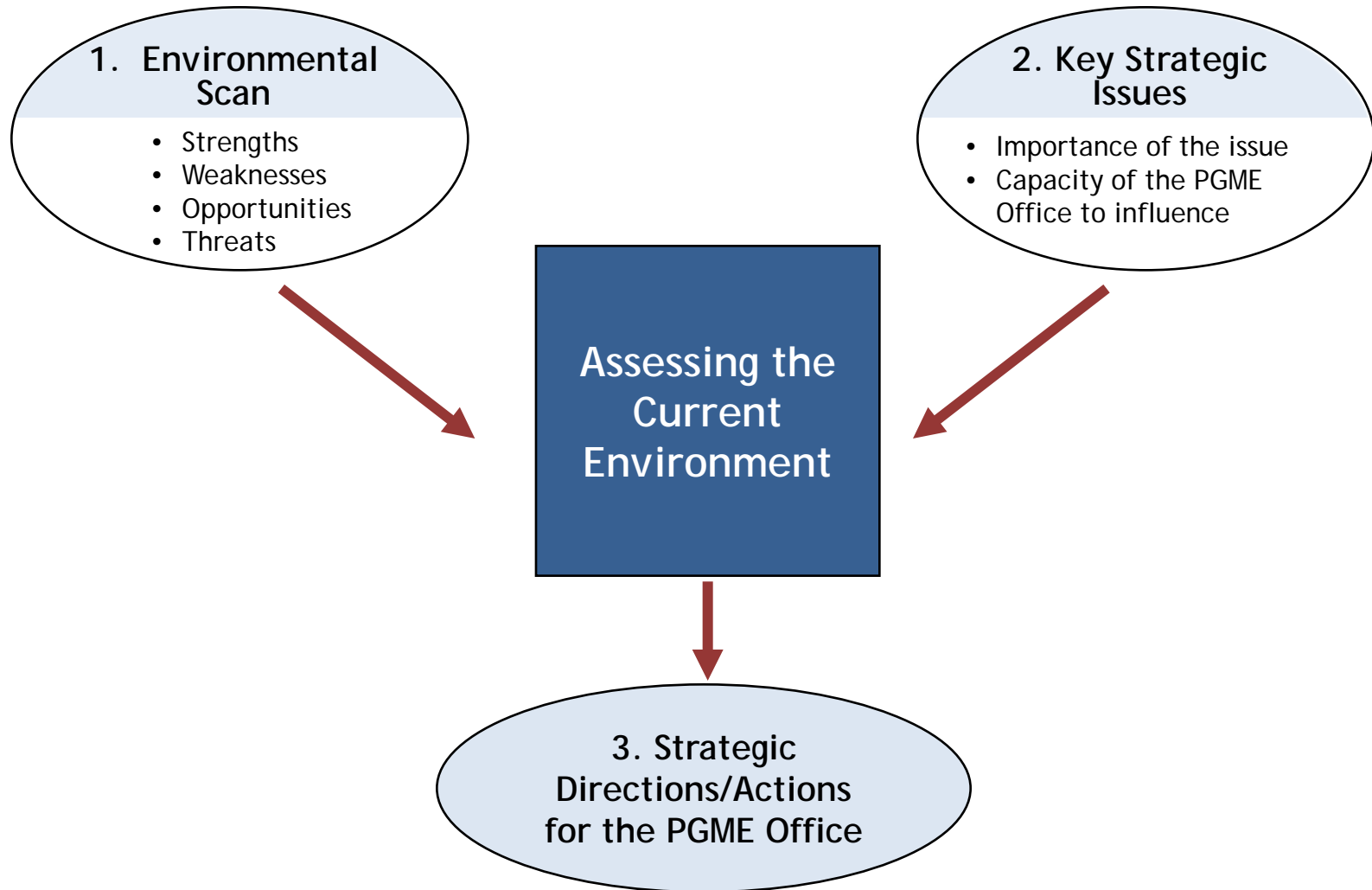
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- **Excellent participation in interview process**
  - All individuals approached for interviews responded positively and promptly - not one cancellation
  - PGME Office staff particularly engaged
- **Strong support for the PGME Office and the development of a new Strategic Plan**
  - Interest in seeing a draft of the Strategic Plan
- **A number of common themes emerged**
  - SWOT analysis
  - Key issues
- **Concerns and issues identified often beyond the direct control of the PGME Office**
  - Relate more broadly to the University of Toronto, Faculty of Medicine and hospitals



# Strategic Planning process included an assessment of the current environment

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# Stakeholder feedback summary: SWOTS

*(based on interviews, focus groups and surveys)*

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Build upon  
Develop



Internal Factors (within the direct control of the PGME Office)	
<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Strong suite of programs and services - richness of clinical and faculty resources</li> <li>• Staff - attitudes and capabilities</li> <li>• PGME Office as a leader - provincially and nationally</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• University, Faculty and program silos and the challenge of change</li> <li>• Supporting variable needs of departments and programs</li> <li>• Ongoing funding pressures</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Recognition of interconnectedness of medical and other health needs</li> <li>• Social media influencing how individuals learn and receive information</li> <li>• Growing diversity of population</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Economic and financial situation</li> <li>• Societal expectations</li> <li>• Workplace accommodations and expectations</li> </ul>
External Factors (beyond the direct control of the PGME Office, but could impact its future)	



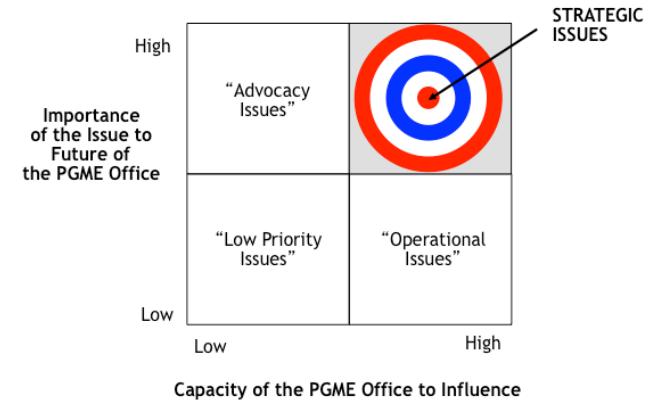
Reduce  
Eliminate

# Stakeholder feedback summary: Key Issues

(based on interviews, focus groups and surveys)

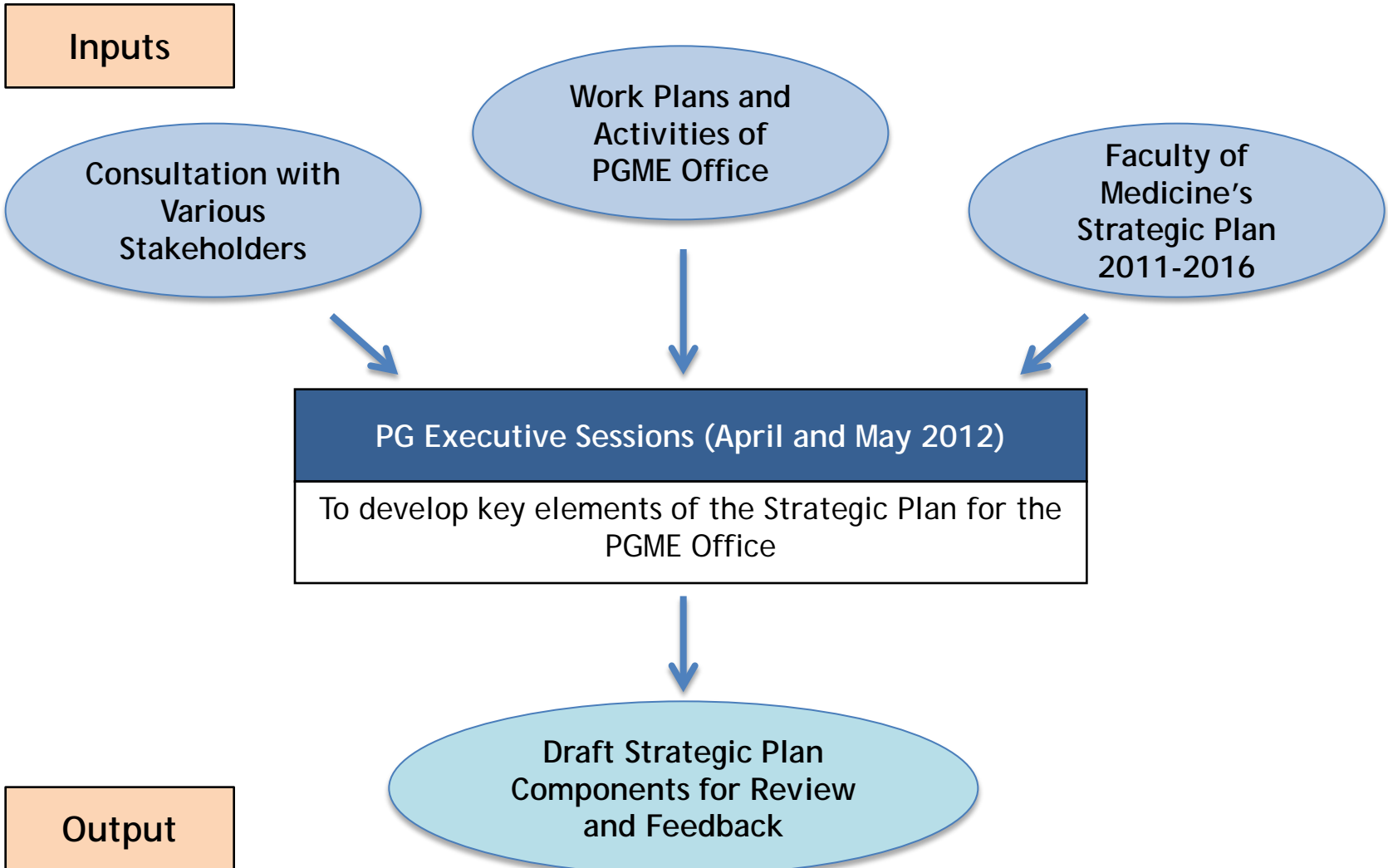
## PGME Office: Strategic Issues

1. Training physicians effectively for the future
2. Establishing a secure and sustainable funding model
3. Strengthening integration and collaboration within the Faculty of Medicine, with other health care professionals and with the hospitals
4. Having the PGME Office recognized as supporting and stimulating innovative research
5. Meeting and communicating changing and increasing requirements and standards
6. Strengthening scholarship and research in postgraduate education



# Strategic planning process

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# Strategic directions describe the results PGME wants to achieve in key areas

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- Strategic directions further define the supportive role in fulfilling the Strategic Academic Plan for the Faculty of Medicine
- Strategic directions describe the key areas of activity or outcomes to achieve in each area of responsibility
- Strategic directions answer “what” PGME will achieve

# Strategic Actions refer to high level, key initiatives

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## Strategic Actions:

- Support the strategic directions (usually 3 to 5 actions per direction)
- Answer the general question of: “How will the strategic directions be realized?”
- They address strategic as opposed to routine operational/day-to-day items
- They represent new or high priority work to be undertaken

# PGME Strategic Plan 2012 - 2017

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## Strategic Planning Context

In service to the Faculty of Medicine Strategic Plan and in alignment with the Future of Medical Education in Canada-PG, PGME enables and supports our partners and programs to establish, meet and exceed best practices in the education of physicians as emerging leaders.

## PGME Strategic Directions:

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1. Strengthen each learners' experience across the medical education continuum
2. Support and develop local, national and international leadership in evidence-based curricular innovation
3. Recognize and support clinical teachers in the delivery of learner- and health-system focused education
4. Foster leadership in social accountability among PGME learners and faculty



# PGME Strategic Directions and Strategic Actions - 1

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## Strategic Direction

1. Strengthen each learners' experience across the medical education continuum

## Strategic Actions

- 1.1 Implement a centralized and seamless learner orientation and registration system
- 1.2 Increase opportunities for learners to explore tailored training in areas including health systems leadership and all areas of medical research.
- 1.3 Advance and apply knowledge that optimizes performance, learning and well-being
- 1.4 Monitor the learning experience with a view to continuous quality improvement
- 1.5 Effectively communicate and disseminate the PGME educational innovation and other work to all local, national and international audiences.

# PGME Strategic Directions and Strategic Actions - 2

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## Strategic Direction

2. Support and develop local, national and international leadership in evidence-based curricular innovation

## Strategic Actions

- 2.1 Support programs to continually adapt and adjust to evidence-based education practices
- 2.2 Establish a systematic approach for PGME delivery of educational information
- 2.3 Identify gaps in best practices and develop strategies to address them
- 2.4 Share and disseminate results of PGME experience with local, national and international stakeholders and audiences

# PGME Strategic Directions and Strategic Actions - 3

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## Strategic Direction

3. Recognize and support clinical teachers in the delivery of learner- and health-system focused education

## Strategic Actions

- 3.1 Develop an engagement strategy to better understand the needs of clinical teachers
- 3.2 Adapt standards for departments to provide feedback to clinical teachers
- 3.3 Support and develop residents as current and future clinical teachers
- 3.4 Engage and assist leaders and stakeholders in supporting clinical teachers
- 3.5 Optimize information technology for field based education

# PGME Strategic Directions and Strategic Actions - 3

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## Strategic Direction

4. Foster leadership in social accountability among PGME learners and faculty .

## Strategic Actions

- 4.1 Lead in developing a national framework to meet the social accountability definition in FMEC
- 4.2 Develop template reporting and KPI metrics for social accountability in PGME
- 4.3 Actively engage Program Directors in HHR (Health Human Resources) planning priorities as part of annual quotas allocation process and take a national leadership position on a Canadian HHR strategy
- 4.4 Support local and national initiatives to educate residents on their career options with an emphasis on population health needs including medical research
- 4.5 Establish an award for recognition of PG faculty member and PG residents who demonstrate leadership in the development and implementation of socially accountable programming

# PGME Strategic Plan Town Hall

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## Group Instructions

Find your table (hint - it's on your nametag!).

You each have ONE Direction and FOUR questions.

We seek your advice on how to move forward.

Your Goal in 45 minutes: Top 3-5 points