



Centre for Faculty Development – Longitudinal Programs

Lindsay Baker, Associate Director, Curriculum
Integration and Partnerships

Cate Creede-Desmarais, Program Lead, New and
Evolving Academic Leaders

February 23, 2024

What is the CFD?

- A partnership between Unity Health Toronto and the Temerty Faculty of Medicine, University of Toronto.
- Supports the development of our participants and community members in their multiple and intersecting roles and activities in health professions education



What do we offer?

- Flexible, adaptable and responsive programming
- Community building and networking opportunities
- Offerings includes longitudinal programs, individual workshops, curated resources and faculty development consultations with local, national and international partners.
- Our offerings target an interprofessional audience

Overview of Centre for Faculty Development (CFD) Offerings

Offering Type	Offering	Teaching			Leadership			Scholarship			Advocacy			Level ¹	Partners	Timeframe	Location	Format
		Clinical Teaching	Curriculum Development	Classroom Teaching	Academic Leadership	Mentorship & Coaching	Career Development	Program Evaluation	Education Research	Program Development	Wellness	System Change	Anti-Oppression					
Rounds	Best Practices in Education Rounds ² (BPER)	•	•	•	•	•	•	•	•	•	•	•	•	Foundational	CACHE ³ , The Wilson Centre	Monthly	Virtual	1 hour
Workshops	Workshops	•	•	•	•	•	•	•	•	•	•	•	•	Foundational	-	Ad hoc	Virtual and in person	3-hour workshop
Longitudinal Programs (3+ months)	Teaching and Learning in the Clinical Context (TLC)	•												Foundational	-	3 months	Virtual	7 eLearning modules; 5x 2-hour application sessions
	Stepping Stones	•	•	•	•	•	•	•	•	•	•	•	•	Foundational	-	2 years	Virtual	9x 3-hour workshops; 8x 2-hour journal club sessions
	Education Scholars Program (ESP)		•		•	•	•	•	•				•	Intermediate	-	2 years	Virtual and in person	5x 3-day modules, monthly 2-hour sessions, coaching sessions
	New and Evolving Academic Leaders (NEAL)				•		•						•	Advanced	-	1 year	Virtual and in person	3x 5 day modules, coaching sessions
Short Courses & Conferences	Atelier: Collaborative Education Research							•	•					Foundational	The Wilson Centre	1 week	Virtual	5 days of workshops
	Teaching for Transformation Conference	•	•	•									•	All	CACHE	3 days	Virtual	3 days of keynotes and workshops
	Course Design Institute		•							•				Intermediate	CTSI ⁴	2 days	In person	2 days of workshops
Coaching & Consultation	Teaching for Transformation Custom Consults	•	•	•					•				•	-	CACHE	Ad hoc	Virtual and/or in person	Consultation and custom programming
	Enhancing Teacher Performance (ETP)	•		•										-	-	3-6 months	Virtual	Workshops, coaching sessions
Resources & Supports	Resource Hub ²	•	•	•	•	•	•	•	•	•	•	•	•	-	-	n/a	Virtual	-
	Teaching for Transformation Online Supplements ²	•	•	•				•	•				•	-	CACHE	n/a	Virtual	eLearning, supplements to classroom teaching
Communities of Practice	Membership Mondays, Coaching Network, Mentorship Community, Faculty Development Leads	•	•	•	•	•	•	•	•	•	•	•	•	All	-	3-4 times per year	Virtual	1-2 hours

¹ **Foundational** - Open to anyone who is interested in learning about core concepts in health professions education.
Intermediate - Builds on foundational concepts and digs deeper into theory and systems level approaches. Aimed at individuals who are already familiar and comfortable with core concepts in health professions education.
Advanced - For academic leaders who are in more formal leadership roles.

² Free of charge.

³ Centre for Advancing Collaborative Healthcare & Education (CACHE)

⁴ Centre for Teaching Support & Innovation (CTSI)



Overview of Centre for Faculty Development (CFD) Offerings

Offering Type	Offering	Teaching			Leadership			Scholarship			Advocacy			Level ¹	Partners	Timeframe	Location	Format
		Clinical Teaching	Curriculum Development	Classroom Teaching	Academic Leadership	Mentorship & Coaching	Career Development	Program Evaluation	Education Research	Program Development	Wellness	System Change	Anti-Oppression					
Longitudinal Programs (3+ months)	Teaching and Learning in the Clinical Context (TLC)	•											Foundational	-	3 months	Virtual	7 eLearning modules; 5x 2-hour application sessions	
	Stepping Stones	•	•	•	•	•	•	•	•	•	•	•	Foundational	-	2 years	Virtual	9x 3-hour workshops; 8x 2-hour journal club sessions	
	New and Evolving Academic Leaders (NEAL)				•		•					•	Advanced	-	1 year	Virtual and in person	3x 5 day modules, coaching sessions	



TEACHING AND LEARNING IN THE CLINICAL CONTEXT

Registration deadline

March 6, 2024

Program Dates

April 11, 2024 – June 27, 2024

Target Audience

Current and/or aspiring clinical supervisors who provide direct teaching to learners in a clinical context (hospital, community, other).

Level

Foundational

Program Goals

- To develop the foundational knowledge and skills needed to teach in the clinical context;
- To recognize how to be adaptive clinical teachers, responsive to unique contextual and learner needs.

Format

- 7 eLearning modules, 5 application sessions (over 12 weeks)

Topics Include

- Clinical teacher identity
- Teaching and learning environment
- Identifying learner needs
- Setting objectives
- Giving and Receiving feedback
- Learner in Difficulty



STEPPING STONES

Registration deadline

March 1, 2024

Program Dates

September 3, 2024 – June 30, 2026

Target Audience

Anyone who is interested in learning about core concepts in health professions education (teaching, leadership, scholarship, advocacy)

Level

Foundational

Program Goals

- To promote growth and development of individuals in relation to their educational roles;
- To provide opportunities for educational networking and collaboration across caring and learning environments.

Format

- 1-2 year program, workshops and monthly journal club sessions.

Topics Include

- Workplace based assessment
- Learning theories
- Curriculum development
- Mentorship
- Program evaluation
- Equity
- Wellness



NEW & EVOLVING ACADEMIC LEADERS

Application deadline

April 16, 2024 (early bird) - May 16, 2025 (final deadline)

Program Dates

September 25, 2024 – May 9, 2025

Target Audience

Designed for people in academic health science contexts who either have formal roles as leaders or who are working to shape and shift our broader system for positive health outcomes

Level

Advanced

Our History

- Going into our 12th cohort, with 24 – 36 participants every year (253 grads + 31 in current cohort)
- Alumni are in meaningful roles influencing academic health sciences across every context
- Program has become explicitly focused on inclusive, anti-oppressive leadership for a sustainable, more equitable system
- Collaborative leadership model implemented successfully this year, and will continue next year

Designed for:

- People in academic health science contexts who either have formal roles as leaders or who are working to shape and shift our broader systems for more inclusive, positive health outcomes.
- People committed to challenging the status quo in their spheres of influence and beyond, by centering principles of equity, diversity, inclusion, Indigeneity and accessibility in their leadership practice.
- We encourage those who are working in community-based settings, academic units, research settings, and hospital-based settings.



Program goal:

- Equip leaders in academic health sciences with skills, resources, connections, community and transformative relationship with self, to enable them to work collaboratively in shaping and shifting our broader system for more inclusive, sustainable research, teaching and system influence.

Overall Learning Objectives

Cultivate and enact a values-based, authentic and reflexive use of self

Build a reflective, reflexive understanding of your individual strengths, impact and style

Articulate, understand and draw on your unique values and individual purpose to ground actions and choices

Build capacity and habits for reflective practice and reflexive self-development

Establish, model and facilitate intentional, reciprocal relationships that enable thriving communities

Develop and integrate resources for intentional, reciprocal engagement of/with others, including coaching, mentorship, facilitation, confidence with challenging conversations and group leadership

Develop commitments and capacity for fostering the wellbeing and belonging of individuals, teams and communities

Strengthen capacity for making hard decisions with compassion and transparency

Embed and apply EDI, anti-oppression & anti-racism principles into leadership, research, teaching and clinical practice

Articulate and intentionally act from an awareness of personal positionality

Develop and articulate a personal and practice of understanding of anti-oppressive leadership

Develop capacity and commitment to address structural/ systemic power and privilege

Demonstrate inclusive, compassionate and relational leadership

Foster collaborative organizational change, influence and navigation

Develop capacity for generative, inclusive leadership that fosters improved outcomes and full participation by all

Strengthen practical capabilities for strategy development, group engagement, organizational influence, negotiations and network development in complex systems

Mobilize purposeful systemic advocacy, impact and influence

Articulate and lead from intentional purpose and desired impact

Evolve capacity to influence and advocate for meaningful, equitable system change

Develop nuanced understanding of adaptive change leadership and influence across multiple dimensions

Build reflexive capacity to live and lead with uncertainty

Former Participants:

“NEAL opened the toolbox I needed as I stepped into a new leadership role. Importantly, I learned that authenticity and vulnerability are powerful and meaningful leadership tools.”

- **Thierry Mallevaey PhD (NEAL 2022)**, Associate Professor & Associate Chair, Graduate Studies, University of Toronto

“NEAL was an incredible learning journey – it gave me a deeper understanding of my self-awareness and abilities, and equipped me with tangible tools I needed in my leadership role. The interactive shared learning and support from peers was particularly meaningful and has positively impacted my capacity as a leader in the academic healthcare environment.”

- **Sandra Kim MD, FRCPC (NEAL 2023)**, Division Head of Endocrinology & Metabolism, Women's College Hospital

“The NEAL program created a supportive, reflective space to collaboratively learn about leadership in its many diverse forms. I highly recommend this program for leaders at different stages of their careers.”

- **Ripudaman Minhas MD MPH (NEAL 2023)**, Developmental Paediatrician & Director of Pediatric Research, St. Michael's Hospital

“As a newly appointed young leader in one of the fastest growing communities and academic hospitals in Canada, NEAL helped me find and unleash my full potential. Through its innovative and rich program, I learned about myself and how others perceive me, tapped into my strengths, and worked on my weaknesses alongside a supportive community of incredible new leaders. I then turned these efforts into action, and led innovations that have benefited my entire community. What seemed so daunting when I started actually has become achievable now and that is thanks to NEAL!”

- **Ali Damji MD (NEAL 2023)**, Division Head of Primary Care, Trillium Health Partners

NEAL 2024-2025: Blend of in-person and virtual

August: Synchronous and Asynchronous Orientation (Webinar)

MODULE 1: FOUNDATIONS

September 25 – 27, 2024: In person, Toronto

October 21 – 22, 2024: Virtual

Coaching

MODULE 2: INFLUENCE

January 27 – 30, 2025: Virtual or in-person TBD

Coaching

MODULE 3: ADAPTATION

April 24 – 25, 2025: Virtual

May 6 – 9, 2025: In person, Toronto



Rates:

- **Standard Tuition Rate*:**
 - Early bird member rate – \$12,350
 - Member rate – \$12,850
 - Non-member rate – \$14,777.50
- **Basic Sciences Tuition Rate**:**
 - Early bird member rate – \$10,150
 - Member rate – \$10,650
 - Non-member rate – \$12,247.50

Early bird rates are only applicable to CFD Members. You must be registered as a CFD member prior to submitting your application to receive the member rates.



Questions & Contact:

- Cate Creede, Program Lead, New and Evolving Academic Leaders
catherine.creede@utoronto.ca
- Lindsay Baker, Associate Director Curriculum Integration and Partnership
lindsay.baker@unityhealth.to
- Manpreet Saini, Education Coordinator, Leadership and Special Projects
manpreet.saini@unityhealth.to