




UNIVERSITY OF TORONTO
FACULTY OF MEDICINE

A photograph of a modern building with a prominent green wall covered in climbing plants. In the foreground, there is a garden with various plants, including purple and yellow flowers. A black lamppost stands on a paved walkway to the right. The building has a distinctive architectural style with vertical slats on its facade.

Medicine at U of T
Strategic Academic Plan
2011-2016

INTEGRATION · INNOVATION · IMPACT



UNIVERSITY OF TORONTO FACULTY OF MEDICINE

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Cover Photo by Horst Herget

Vision, Mission and Values¹

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

Our Social Responsibility

Medicine at U of T is committed to fulfilling our social responsibility to benefit society at large through excellence, integrity, and innovation in our research, education and work in the health sciences.



University of Toronto, Student Researchers

¹ The bolded words represent changes to our *Vision* and *Mission*

Medicine at U of T

Founded in 1843 as a school of medicine, **Medicine at U of T** is now ranked #5 globally in the category of “Clinical Medicine” by the Higher Education Evaluation and Accreditation Council of Taiwan and 12th in the world in the “Clinical Medicine” by the Higher Education World Rankings. We are Toronto’s first medical school. With the opening of our fourth academy at the University of Toronto Mississauga we extend our reach to the greater Toronto area. Our success is attributed in large measure to our long-standing and deep-rooted successful affiliation with nine academic Toronto hospitals and their research institutes. The majority of our faculty and students are located in our fully affiliated partner institutions² and with the other Health Science Faculties at U of T we collectively form the Toronto Academic Health Science Network (TAHSN). Since the discovery of insulin 90 years ago, to the creation of one of the most powerful global stem cell networks today, **Medicine at U of T** achieves impact through integration and innovation.

Medicine at U of T encompasses four sectors (Basic Science, Clinical Science, Rehabilitation Sciences, and Community Health) based in 27 departments/institutes (including 15 graduate departments) and the Dalla Lana School of Public Health. In addition, Medicine’s inter-disciplinary Centres and Institutes/Extra-Departmental Units (EDUs) integrate strategic directions across TAHSN and cognate U of T Faculties.

What distinguishes **Medicine at U of T** from our peers?

Our network of partnerships across TAHSN plus our 20 Community Affiliated Hospitals uniquely positions us to answer questions of local, national and international relevance. By implementing this Strategic Plan we leverage our leading-edge basic science research, innovative education programs and health outcomes knowledge to improve health and prosperity.

Dean Catharine Whiteside

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- Total research funding across **Medicine at U of T** including partner affiliates is now close to \$600 million per annum, tripling in the last decade
- 34% of all Canada Research Chairs in Health and Biomedical Science are in **Medicine at U of T**
- The Faculty is ranked 1st for research publications and 3rd for citations among public universities in North America. When private universities are included, Toronto is 2nd only to Harvard for publications
- The MD program is the most competitive in Canada with more than 12 applicants for every position
- The Faculty graduates more than one-third of all the family physicians in Ontario and 25% of MD specialists in Canada
- The Faculty has 2,010 MSc /PhD students in 15 Graduate Departments engaged in research. We graduate 25% of all health and biomedical PhDs in Canada

² TAHSN is composed of the Health Science Faculties of the University of Toronto, 9 fully affiliated hospitals/research institutes (Baycrest; Centre for Addiction and Mental Health, Holland Bloorview Kids Rehabilitation Hospital; The Hospital for Sick Children; Mt. Sinai Hospital; St. Michael's Hospital; St. Michael's and St. George's Hospital; The Hospital for Sick Children; The University of Toronto Scarborough Hospital; Toronto General Hospital, Toronto Western Hospital, Toronto Rehabilitation Institute) and 3 community affiliated hospitals (North York General Hospital, St. Joseph's Health Centre,

Medicine at U of T: Our Commitment

Medicine at U of T is Student-Centered

We must provide the best possible experience for all of our students and ensure that our institutional support, both academic and financial, will enable them to become leaders of transformational change for society. The Faculty must enable students to take advantage of this unique environment that provides an incredible breadth and depth of scholarship across disciplines.

Medicine at U of T is Faculty-Centered

We must value academic performance and enable our faculty members to achieve their best through effective engagement in education, research and creative professional activities.

Medicine at U of T is Staff-Centered

We must recognize that our staff are the backbone of our enterprise and support our *Vision* and *Mission* through their expertise. Medicine contributes to the university position as an "employer of choice" We must promote opportunities for development of administrative and management skills within a collegial and balanced work environment.

Medicine at U of T Harnesses our Collective Advantage

We must recognize the profound advantage of the size and scope of the collective assets across TAHSN and our community affiliates. To better serve our collective academic aspirations, Medicine must facilitate effective and efficient academic integration among the partners.

Medicine at U of T is Socially Responsible

We must step up to address our social responsibility by meeting the health needs of individuals and populations in local and global settings.

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- 2859 full time faculty
- 3500 part time clinical faculty
- 887 administrative and research staff
- 904 undergraduate medical students and 394 medical radiation sciences & physician assistant students
- 42 MD/PhD students
- 2828 professional graduate and MSc/PhD students
- 2094 Residents
- 1766 post-doctoral fellows
- 1143 MD clinical fellows

Our Programs include the following Health Professions:

- Undergraduate Medicine
- Postgraduate Medicine
- Continuing Education and Professional Development
- Physical Therapy
- Occupational Science and Occupational Therapy
- Biomedical Communications
- Community and Public Health
- Health Policy Management and Evaluation
- Speech-Language Pathology
- Physician Assistant
- Medical Radiation Sciences

MSc/PhD Degrees and Postdoctoral Education include:

- Biochemistry
- Biomaterials and Biomedical Engineering
- Health Policy Management and Evaluation
- Immunology
- Laboratory Medicine and Pathobiology
- Medical Biophysics
- Medical Sciences
- Molecular Genetics
- Nutritional Sciences
- Pharmacology & Toxicology
- Physiology
- Public Health Sciences
- Rehabilitation Sciences
- Speech-Language Pathology

Medicine at U of T is Accountable to our Stakeholders

We must be evaluated using metrics that report on progress towards achieving relevant outcomes as defined by our Goals. The positive evaluation of this plan will result in the enhanced global reputation of the University and TAHSN.

Medicine at U of T is Financially Strategic and Fiscally Responsible

We must make strategic investments in programs that deliver on our Goals and meet our Vision and Mission. We will contain expenditures and obtain new revenues within a balanced Faculty budget.

We must commit to full alignment with the strategic directions of the University of Toronto *Towards 2030*³. We must drive success through advancement, enhanced alumni relations, capital development and the promotion of a globally recognized brand for **Medicine at U of T**.



University of Toronto, St. George Campus E View of Medical Sciences Building and Convocation Hall

³ Towards 2030: A Third Century of Excellence at the University of Toronto -- <http://www.towards2030.utoronto.ca/synth.html>

Medicine at U of T: Strategic Goals for 2011-2016

Our strategic goals embody the following 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

The Strategic Plan is based on six overarching Goals. Achieving these goals will require the integrated efforts of our senior academic and administrative leaders in collaboration with the leaders of cognate University of Toronto Faculties and our affiliated hospitals/research institutes.

- 1. Engage faculty, researchers, 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.**

Building an Environment of Innovation

Medicine at U of T must innovate and create value by putting new knowledge into action. We must create an environment that provides effective incentives for our faculty, staff and learners to be collaborative participants in the innovation agenda. A climate of mutual respect, open inquiry, transparency and constructive competition is essential to foster a risk-taking culture of innovation.

The Goals identified in this strategic plan intentionally integrate across education, research and health care. Individual decanal portfolios (educational, clinical and research) and all academic units (Departments and EDUs) either have or will create unit plans. These specific plans will provide the detailed road maps demonstrating how each unit will ensure their goals, strategies and outcomes are aligned with those articulated by the Faculty of Medicine and the University.

Goal 1:

U of T will be recognized globally for top-ranked, enriched educational and innovative programs that apply leading-edge teaching and learning models for Undergraduate, Graduate and Postgraduate Students, for Faculty and for healthcare practitioners who will contribute to fulfilling the goals of Medicine at U of T.

Aims:

Medicine at U of T will be recognized globally for top-ranked, enriched educational and innovative programs that apply leading-edge teaching and learning models for Undergraduate, Graduate and Postgraduate Students, for Faculty and for healthcare practitioners by:

- Driving innovation through pilot initiatives that encourage experimentation with new modalities to promote the emerging inter-professional, patient-centered learning environment
- Ensuring the availability and utilization of contemporary educational tools and techniques, including simulation
- Enabling enrolment of a more socio-economically and internationally diverse student population
- Creating inter-professional and inter-disciplinary education opportunities with Health Sciences and other U of T Faculties (e.g., Arts and Sciences, Applied Sciences and Engineering, and Management)
- Engaging new stakeholders/partners in health professional education curriculum development and implementation
- Developing new frameworks for education scholarship and research to enhance faculty teaching skills based on best practice

Examples of Innovations in Education:

- Advance education opportunities through dual degrees, e.g., MD-MPH
- Align with the Global Commission and the Future of Medical Education of Canada Reports
- Demonstrate diversity, flexibility and creativity in curricular development
- Create programs for marginalized students in top tier programs
- Focus on wellness for a learner-centered environment
- Establish rigorous evaluation systems
- Integrate clinical partnerships across the Academy system and the continuum of education
- Develop a global health education strategy

Integrate research experience and scholarship development into all education programs by:

- Developing research-related education programs within all existing and new interdisciplinary units
- Engaging learners in developing and evaluating innovative curricula and research methodologies
- Renewing existing curricula to reflect new knowledge and thinking that emerges from our inter-disciplinary research themes and methodologies
- Incorporating concepts of social responsibility into curricula as they apply to innovation and knowledge translation

Examples of Specific Actions:

- Create and expand MSc and PhD programs in Health Policy and Global Health
- Evaluate current interdisciplinary graduate programs
- Expand and promote successful interdisciplinary and interprofessional graduate programs
- Provide joint programs for PhD/Post-Doctoral Fellow and Health Professions advanced trainees for professional development

Build capacity to address local and global health-related system gaps by:

- Championing with government, public and private sector leaders the importance of integrating the education mission of *Medicine at U of T* with provincial, national and international health and biomedical/technological human resource needs
- Aggressively expanding graduate education and training programs
- Defining health system challenges in collaboration with stakeholders/partners and designing education and training programs to effectively address these challenges
- Continually evaluating the contribution of our graduates to improving health and prosperity locally and globally

Examples of Specific Actions:

- Enable integration through improved committee structures in Education
- Produce key performance indicators aligned with workforce needs
- Attain the highest accreditation status for health professions programs
- Ensure the convergence of Education EDUs across TAHSN
- Sustained recruitment of outstanding students
- Track the performance, career paths and achievements of our graduates
- Create new frameworks for scholarship, research and innovation to enhance faculty skills
- Enhance new program development and new curricula that address the changing competency requirements of health professionals
- Lead in use of new technologies in new models of distance learning, continuing education and faculty development
- Engage new consumers/partners in health professions education

Goal 2:

Lead research innovation that answers questions of societal relevance.

Aims:

Establish and promote overarching research themes and methodologies that address major societal challenges by:

- Identifying inter-disciplinary capacity exemplified by a critical mass of researchers and collaborations that have emerged as a result of strategic investments by the Faculty of Medicine and our partners
- Partnering strategically among multiple departments/EDUs/hospital research institutes/UofT campuses to address complex health and biomedical questions
- Enabling access to and continued development of supporting infrastructure and common methodologies across the partner institutions
- Expanding graduate enrolment to build research capacity in inter-disciplinary fields – preparing the next generation of scientist and leaders
- Completing by the Fall of 2011, a research strategic plan that addresses existing research strengths, supports foundational health services research and recognizes fundamental curiosity-driven research that underlies our innovation and translation agenda

Examples of Research Innovation focused on Interdisciplinary Themes:

- Human Development
- Neurosciences & Mental Health
- Regenerative Medicine
- Personalized Health – Chronic Disease Prevention and Management
- Local and Global Public Health

Identified Leading-Edge Methodologies and Infrastructure:

- Imaging (molecular to whole organism)
- Genomics/Proteomics
- Health Informatics & Bioinformatics (ICES at UofT)
- Human subjects research support units
- Harmonized Ethics Boards
- MaRS Innovation and commercialization partnerships

Support research innovation by:

- Recruiting and retaining outstanding researchers, staff and learners who are essential for the success of the innovation strategy
- Encouraging joint recruitment among Departments, Faculties and hospital research institutes
- Identifying major gaps in infrastructure, e.g., Phase 1 and 2 human subjects' research support unit capacity
- Increasing revenue generation for priority research themes and leverage peer-reviewed, industry and philanthropic funding

Examples of Specific Actions:

- Align inter-disciplinary research themes across Departments and hospital/research institutes
- Harmonize REB reviews across TAHSN
- Build a new Inter-Faculty Education & Research Innovation Centre
- Streamline the IP disclosure and contracts processes
- Speed the analysis of early human subjects data on new products

Goal 3:

Translate discoveries to improve health and prosperity in our community and around the world.

Aims:

Align collaborative education and research outcome-based objectives with identified societal needs by:

- Developing curricula to address the changing competency requirements of health professionals and provide researchers with the tools to translate new knowledge into practice
- Creating practical education and research programs that put knowledge into action to bridge the quality gap in health care
- Establishing new inter-disciplinary teams with TAHSN partners and U of T Faculties to undertake local and national knowledge exchange and translation
- Building on the success of existing interdisciplinary academic units that promote collaboration among Departments, Faculties and affiliated institutions
- Identifying new opportunities for strategic partnering with other Universities to advance health professions education and research

Examples of existing Interdisciplinary Academic Units that promote Collaboration among Departments and Affiliates:

- Banting and Best Diabetes Centre
- Heart & Stroke/Richard Lewar Centre for Cardiovascular Research
- Transplantation Institute
- Tanz Centre for Research in Neurodegenerative Diseases
- Centre for Patient Safety

Understand the impact of knowledge mobilization, translation and application and adjust strategic investment by:

- Developing robust metrics to benchmark outcomes of inter-disciplinary education and research programs against specific objectives and targets
- Modifying outcomes-based objectives as necessary to improve impact
- Directing investment of resources to outcomes-driven education and research programs that demonstrate impact in improving health and prosperity
- Ensuring continued long term investments towards sustaining basic sciences research

Examples of planned New Interdisciplinary Institutes:

- Institute for Human Development (OISE/UT, Medicine, UTM, Mt. Sinai/Lunenfeld, Hospital for Sick Children, Holland Bloorview)
- Institute for Neuroscience and Mental Health (Medicine, Molecular Genetics, Surgery, Physiology, Psychiatry, Biochemistry, Psychology, UT Scarborough, University Health Network, Center for Addiction and Mental Health)

Goal 4:

Share our innovations and expertise globally through strategic partnering to advance global health and international relations.

Aims:

Create a strategic and coordinated global health program by:

- Engaging with and gaining the endorsement from faculty, staff and learners for a global health vision and mission
- Establishing the structures and processes that optimize ongoing collaboration and exchange in global health
- Advancing research scholarship in global health
- Developing and providing diverse, learner-focused educational offerings in global health
- Engaging in and nurturing effective, sustainable partnerships with specific Universities in targeted developing countries

Examples of Specific Actions:

- Establish governance and organizational structure for Global Health
- Expand collaborative projects to advance the global health vision and mission
- Establish linkages to the Division of Global Health in the Dalla Lana School of Public Health

Create a strategic and coordinated international relations agenda by:

- Encouraging integration of groups working in the same countries and avoid duplication of effort
- Interfacing international activities with core strategic academic activities
- Actively promoting mutually beneficial and sustainable international partnerships with top-ranked Academic Institutions that exhibit strength in areas identified as strategic priorities for ***Medicine at U of T***
- Aligning international activities across our contributions in education, research and capacity development
- Determining regional differences in criteria for Institutional Partnerships that acknowledge the diversity of resources among countries (e.g., developed vs. developing nations)

Examples of Specific Actions:

- Establish measures and criteria for our international activity
- Establish clear priorities and processes for International Relations

Goal 5:

Create a collective vision for a shared academic future with TAHSN, University of Toronto Faculties, especially Health Sciences, and community partners.

Aims:

Realign the Faculty of Medicine operating structures and processes to fast-track implementation of TAHSN - shared education, research and clinical care goals by:

- Critically evaluating current governance and operations structures against the best international models within research-intensive university and academic health science organizations
- Reviewing and optimizing each point of interface between *Medicine at U of T* and its partners within the University (e.g., Health Science Faculties) and with University affiliates
- Working with the University to review the goals, academic oversight and support for the interdisciplinary collaborating academic Extra-Departmental Units (EDUs) to ensure they are positioned for optimal outcomes and maximum impact

Collaborating with the TAHSN hospitals and Health Science Faculties, develop a shared vision for a renewed network with specific academic priorities to be pursued over the next three years by:

- Identifying and addressing the perceived and actual barriers to enable a more integrated collective innovation environment
- Providing criteria for the evaluation of integrated performance in academic units
- Identifying incentives and rewards to recognize individuals, programs and departments that create effective networks
- Supporting the establishment of a TAHSN brand that effectively recognizes the University of Toronto

Examples of Specific Actions:

- Complete the renewal of all Hospital/University Affiliation Memoranda of Agreement for the next 5 years
- Implement recommendations from the Task Force on Valuing Academic Performance 1&2
- Provide incentives to recognize effective integration among partners

Goal 6:

Invest strategically in academic priorities in support of our learners, faculty, and staff to provide for their success.

Aims:

Expand existing enabling platforms and develop new ones as a foundation for organizational excellence by:

Internal Academic and Administrative Structures

- Defining leadership and staff roles to ensure alignment with the strategic directions and directly engage faculty and staff in processes to shape the future
- Reviewing alignment and function of existing internal Faculty committees as appropriate
- Building shared roles among the professional management portfolios to achieve more integration
- Reviewing and planning for the needs of the Faculty in all areas of human resources

Advancement and Alumni Relations

- Aggressively pursuing priority advancement initiatives to maximize philanthropic and volunteer leadership support for our academic mission
- Engage in fundraising campaign with a total working goal of \$400-450 million from 2005-2016
- Amplifying our alumni programming to ensure alumni are actively engaged with ***Medicine at U of T*** and the strategic priorities of the Faculty

Communications & External Relations

- Developing and implementing a strategic communication agenda and establish the ***Medicine at U of T*** brand
- Establishing a new Office of Strategy, Communications and External Relations to coordinate and market all academic activities
- Building key performance indicators linked to academic planning and the mandated quality assurance framework of the University
- Improving external and media relations to enhance knowledge mobilization and the reputation of ***Medicine at U of T***
- Utilizing strategic communications tools for effective and timely marketing and dissemination of ***Medicine at U of T*** achievements

Examples of Specific Actions:

Internal Academic and Administrative Structures

- Promote efficient decision-making to support the ***Medicine at U of T*** strategic academic goals
- Strategically invest in new roles to build capacity
- Increase staff development opportunities

Advancement and Alumni Relations

- Increase student bursary funds to promote socio-economic diversity among all students
- Create a culture of alumni engagement that serves all graduates and supports the Vision and Mission of ***Medicine at U of T***

Communications & External Relations

- Provide comprehensive data quality and measurement plans for annual reporting
- Constantly update all websites with uniform information relevant for communication and marketing
- Office of Strategy, Communications and External Relations will collaborate across all partners
- Create a data base of faculty experts in content of our areas of strength for external communications

Infrastructure

Information Technology

- Renewing the Information Technology Plan to support our strategic goals
- Investing in Inter- and Intra-organizational e-platforms to support academic priorities
- Evaluating the effectiveness and impact of IT services ensuring improved cost-benefit

Space and Facilities

- Ensuring space and facility development reflects and effectively supports our academic priorities using accreditation standards as a minimum target
- Leveraging shared infrastructure opportunities with all partners
- Creating accessible and sustainable spaces

Strategic Investments & Fiscal Responsibility

- Leveraging the asset-base of the Faculty in support of academic priorities
- Investing in key priority areas that support collaboration and networking
- Optimizing resources towards sustainable revenues and expenditures
- Collaborating with TAHSN partners to seek economies, reduce duplication and enhance effectiveness

Examples of Specific Actions:

Infrastructure

Information Technology

- Complete the WebCV project
- Integrate POWER, MedSIS, GradSIS, etc
- Expand videoconferencing and teleconferencing systems to integrate the education and research environments for learners on- and off-campus

Space and Facilities

- Complete and keep current a Master Space Plan for ***Medicine at U of T*** on campus and coordinate with TAHSN partners for off campus academic activities

Strategic Investments & Fiscal Responsibility

- Build a sustainable and balanced budget within 3-5 years
- Create new revenue streams

Evaluating Implementation and Demonstrating Impact

Education - Measures of Impact across All Programs:

- Produce admissions data that demonstrate diversity, global reach, accessibility and competitiveness against peer institutions
- Demonstrate success in retention of outstanding graduates
- Show measures of "return on investment" workforce output, time to completion of training, and by areas and type of practice
- Demonstrate equity with evidence of learners and faculty who represent socioeconomic, gender, indigenous and ethnic diversity
- Evidence of student satisfaction and engagement with the improvement of the educational environment and focus on wellness
- Evidence of excellence through high performance rates of accreditation across all Faculty programs
- Evidence of leadership in education scholarship, bibliometrics and commercialization of education innovation
- Evidence of effective teacher engagement through consistent high student evaluation scores across all partners and education programs
- Evidence of global outreach in international learning sites

Examples of Specific Actions:

- Establish an education data base of activity from admissions to exit into practice that is linked to annual key performance indicators
- Create an Education Best Practices Index
- Lead in digital and e-learning models of social network curricula outside the classroom
- Increase the recognition by peers through awards for education
- Increase the number of innovative programs that illustrate inter-disciplinary content
- Increase the influence in policy and implementation of novel models of education
- Increase the number of outreach activities in continuing education, faculty and professional development
- Establish a record of high performance in our health professions exit and qualifying examinations (e.g., Medical Council of Canada)



Faculty of Medicine Undergraduate Medical Students

***Research* - Measures of Impact across Themes and Methodological Platforms:**

Research Funding Competitiveness for Peer-reviewed national and international funding

- Evidence of increased total grant funding from the following sources
 - Tri-council all programs (link to incoming federal Indirect Costs Program)
 - Other Peer-reviewed grants (Health Charities/Provincial & International Governments)
 - Public and Private Sector Contracts
 - Canada Foundation for Innovation & Provincial matching funds
- Evidence of increased grant application success rates
 - Tri-council all programs
 - Select other Peer-reviewed grants (NIH, etc.)
 - Canada Foundation for Innovation
- Enlarged Market-share of Tri-council funding by competition type and annual funding
- Annual Reporting using standardized measures of research activity aligned with the University of Toronto academic review process
- Increase in new relationships with the private sector and increase IP disclosures, licensing and commercialization by 100%

Impact on Academic Discipline, Health and Prosperity

Academic Discipline Bibliometrics

- Demonstrate impact of individuals/Departments/EDUs and thematic areas that are assessed and compared to peers in Canada and Internationally by
 - Average citations per year post publication
 - Total citations
 - H-index

Awards

- Increases in annual success in garnering national and international personal achievement awards by faculty members

Intellectual Property Disclosures

- Amplified number of disclosures
- Progress through patenting to licensing

Improved Global Health

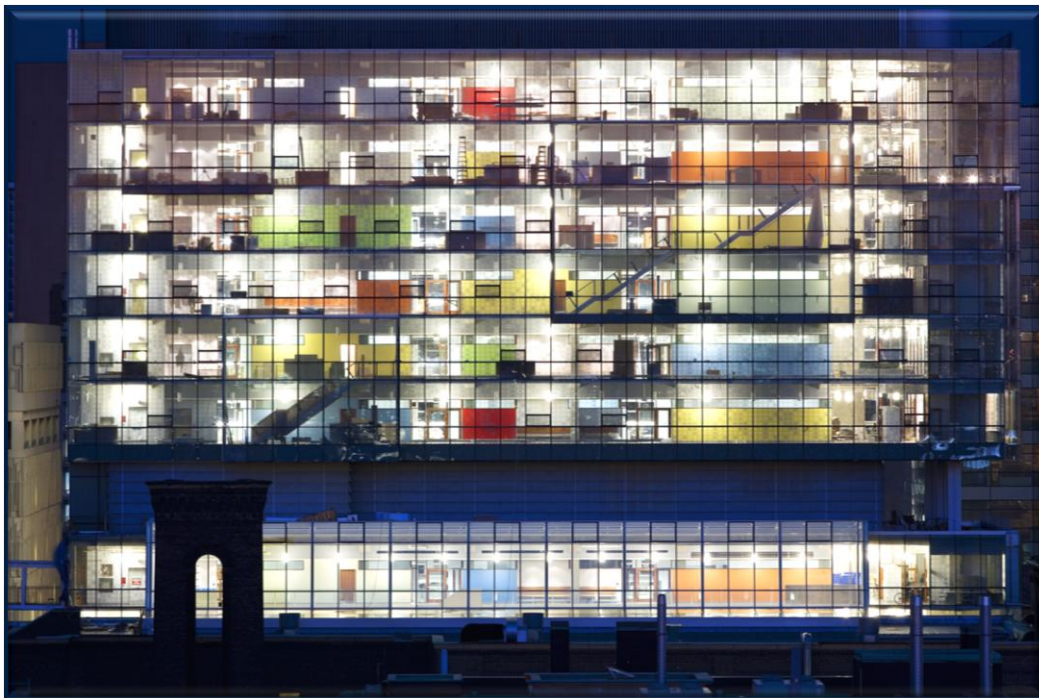
- Evidence of impact on health policy, education, strategic partnerships and capacity building through improvements in health systems and services and qualitative data with patient-centred research
- Increase in the number and scope of collaborative global health projects in Departments

Improved Prosperity Provincial and National

- Increased partnerships with local, national and international health industries
- Established targets for increased partnerships pre- and post-product development (in consultation with the University Research Office)
- Increases in spin-off company activity (capital raised/number of employees/revenue generation)

Examples of Specific Actions:

- Create annual targets for improvement of research productivity and impact per faculty member, per Department and overall for ***Medicine at U of T***
- Increase all ***Medicine at U of T*** sources of research funding by 20% and the market share of federal research funding by 15% by 2015
- Recover full overhead costs on contract research



The Donnelly Centre for Cellular & Biomolecular Research
Photo by Tom Arban

Medicine at U of T: Moving Forward

This Strategic Plan outlines choices that will create a long-term sustainable, competitive advantage building on the international reputation Medicine brings to the University of Toronto. It begins with a refinement to our *Vision* and *Mission* that, coupled with our unique position in Canada's largest City, will be a global change agent for improving health through innovation in education and research.

Context for Strategic Planning

In (« 3 § @ Ÿ, the vision of the whole of the University of Toronto being greater than the sum of its parts is presented as a challenge to create new opportunities for partnering strategically across disciplines. Collaboration among the health sciences and more broadly across the university opens a new vista of opportunities for innovation and impact. The role of our leadership is to promote communication and knowledge sharing among disciplines fostering the formation of new collaborative teams to effectively tackle some of the most complex challenges in health. Establishing incentives focused on valuing academic performance within creative collaborative teams must be central to a strategic plan that will build more effective partnering.

The University of Toronto and its affiliated hospitals/research institutes share a joint mission of health and biomedical-related education and research for the purpose of improving health. Through formal affiliation, the institutions have agreed to work cooperatively as their relationships evolve. This includes a willingness to identify shared academic missions and initiatives through mutual acknowledgments that recognize each other's contributions. An essential role of the University is to be the academic foundation that enables networking among its many affiliates for mutual benefit and strategic advantage in promoting academic achievement and international reputation.

Alignment with Departments, Sectors and Programs

There is already a high degree of alignment between the *vision, mission, and values* of our Departmental Strategic Plans and those of the Faculty of Medicine, University of Toronto:

- All of the strategic plans include initiatives to enrich educational programs
- All of the strategic plans include initiatives to advance research
- Many of the strategic plans highlight the need to modify internal departmental structures to optimize performance
- Many of the strategic plans clearly note efforts to enhance working with other Faculties and affiliates to support achievement of goals
- All of the strategic plans strive to improve the health of populations through better alignment of research, education and clinical care

- Some of the strategic plans describe clear intentions to enhance their role in social responsibility
- Some of the strategic plans describe efforts to build a collective vision for a shared Academic Health Science Centre
- All of the strategic plans describe efforts that pursue innovative partnerships
- Every strategic plan highlights required investments in leadership
- Every strategic plan notes a need for investing in infrastructure
- Every strategic plan describes a need for sustainable funding

Process for Developing the Strategic Plan

This five-year plan of **Medicine at U of T** builds on a number of inter-related processes:

- Planning within the larger University of Toronto community, including processes that led to the development of *Towards 2030*
- Planning within the Faculty, - Renewal and planning with Focus of the Faculty - including subsequent retreats of the Faculty leadership to update and reflect on the plan and its accomplishments
- Planning with partner organizations, including the Toronto Academic Health Science Network and its Task Forces (e.g., Valuing Academic Performance)
- Leading working groups that helped frame the 2009 Strategic Planning Retreat and identification of emerging priorities
- Completing the Faculty of Medicine Self Study in advance of the five-year academic review, the full self study can be found at:
http://www.facmed.utoronto.ca/about/dean/Faculty_Review_2010/Self_Study_and_Appendices.htm
- Responding to a successful External Review of the Faculty in 2010, the Reviewers' report can be located at:
<http://www.facmed.utoronto.ca/Assets/FacMed+Digital+Assets/about/Final+Report+of+the+External+Reviewers.pdf>

Finally, an extensive stakeholder engagement process was completed as part of the Faculty's commitment to an open, transparent culminated in the **Strategic Planning Think-Tank** that took place on June 7th, 2011 which 117 participants, including students, faculty, staff, and leaders from many of our affiliated partner organizations, attended to contribute to discussions about the proposed Directions and Initiatives that will guide the Faculty over the next 3-5 years.

Medicine at U of T: Enriching Partnerships

Throughout the consultation process of the development of this Strategic Plan, there was overwhelming support for ***Medicine at U of T*** to pursue strategic options that transcend individual directions. ***Medicine at U of T*** aims to work with the affiliated hospitals and our sister Faculties, to optimize the position of the collective Toronto Academic Health Science community as a leader provincially, nationally and globally. As well, this collective has the astounding environment in which to harness the collective talent of the largest University with one of the country's largest hospitals. In our quest for improved health outcomes, ***Medicine at U of T*** will integrate and innovate for impact.

The Toronto healthcare and health sciences enterprise is one of the largest in the world; it is rare for a population of this magnitude to be served by just one medical school. Size, however, is not the yardstick by which we, and our partners, measure our success. By a number of standards ***Medicine at U of T***, working with its partners, is ranked in the very top tier of health care and health science institutes in the world.

Universities are staking out their futures in forward-looking documents, such as the University of Toronto's "Towards 2030". This document emphasizes the requirement to re-evaluate University relationships, policies, processes and the nature of its student body. It also emphasizes the importance of networks, collaborations and partnerships, stressing that within the Toronto academic environment, the sum must be greater than its constituent elements. ***Medicine at U of T*** has embraced "Towards 2030", and is committed to re-evaluating the manner in which it accomplishes its work and to ensuring that the historic silos created by Faculties, Centres and Units must be bridged to achieve highest level of success.

At the same time, ***Medicine at U of T*** is part of another transformation - the reinvention of the Academic Health Science Centre (AHSC) within a health care industry that is also reinventing itself. The National Task Force on the Future of AHSCs in Canada tabled a report in 2010 outlining a vision for AHSCs. This report, along with collaborative initiatives across the Faculty and its partners such as the TAHSN Task Force on Valuing Academic Performance, have helped to frame the ongoing dialogue between the Faculty of Medicine and its many partners in the collective AHSC enterprise in Toronto. The challenges facing the Faculty of Medicine call for enhanced integration and innovation, resulting in heightened impact. The core ideas underpinned by our commitment to integrity are the fundamental pillars of ***Medicine at U of T*** and our Strategic Academic Plan for 2011-2016.

Who are we? We are ***Medicine at U of T***. Our collective culture includes a diversity of faculty, staff and students in programs beyond the MD program, creating many parts to "who we are" as a Division in Canada's greatest institution. We are ***Medicine at U of T*** and we are committed to making a difference.

Medicine at U of T: Implementation Process

The next steps for the implementation of the strategic plan are as follows:

1. Attain Presidential and Provostial approval.
2. Commence a parallel phase for engagement and endorsement external to the Faculty (e.g., other Faculties, TAHSN, etc.)
3. Secure Faculty engagement by all internal stakeholders (e.g., All Ch Executive, Faculty Council) through the governance and committee process.
4. Establish the **Strategic Plan Oversight Committee** (SPOC) co-chaired by the Dean and Deputy Dean that will lead the overall process and will oversee the implementation of the Strategic Plan.
5. The SPOC will monitor the leads and the qualitative and quantitative outcomes that will be reported twice yearly.
6. The SPOC will be supported by the leads as outlined below from the decanal team, professional managers and department chairs, where appropriate. These leads are identified as follows:
 - Research led by the Vice Dean, Research and International Relations
 - Education led by the Council of Education Deans and the Deputy Dean
 - Global Health Roadmap led by the Deputy Dean
 - International Relations led by the Vice Dean, Research and International Relations
 - Collaborative Integration with TAHSN, other Faculties, especially Health Science Faculties, and Community partners led by the Dean and Vice Provost, Relations with Health Care Institutions
 - Leadership Development of Professional Managers led by the Chief Administrative Officer
 - Leadership Development of Academic Leaders led by the Dean
 - Infrastructure Revitalization, Human Resource Planning, Technology Renewal and Space Planning led by the Chief Administrative Officer and Senior Management Group
 - Advancement, Alumni Relations and Donor Relations led by the Executive Director of Advancement
 - Fiscal Responsibility and Strategic Investment led by the Dean
7. Each lead will be a member of SPOC. Each lead must provide a work plan for moving forward as well as indicate resources for supporting the implementation. The work plan must include the identification of risk issues and mitigation strategies. The Deputy Dean will be responsible to oversee day-to-day implementation of the plan. A Strategic Plan Implementation Officer will be hired to support SPOC and provide regular reporting on the progress of each area.
8. Establish an annual review and reporting process by all academic and administrative units that analyzes outcomes measures that address fulfillment of the implementation plan against targets to benchmark success and impact. The annual *Dean's Report* highlight the summary metrics, outcomes and impact.

Key Activities, Milestones and Timelines

Activity or Milestone	Timeline
Self Study of the Faculty completed	August 2010
External Review of the Faculty	October 2010
External Review Report	January 2011
RFP drawn up to request expert Strategic Plan consultant involvement in the process	January 2011
Consultant hired	February 2011
Strategic Plan Steering Committee formed	February 2011
Faculty-wide consultation process – structured interviews, focus groups, and committee meetings get underway Steering committee meets bi-weekly	March 2011
Key themes and directions described with SWOT analysis and alignment with partners, cognate Faculties, <i>Towards 2030</i> , Departmental/other relevant institutional plans	April- May 2011
Planning Retreat (Think Tank) held; recommendations for new plan drafted	June 2011
Proceedings of Think Tank assessed; draft plan written	July 2011
Implementation Process	Summer/Fall Cycle 2011
▪ Clinical Chairs Committee	September 7
▪ Dean's Executive Committee	September 7
▪ Faculty Council Research Committee	September 7
▪ Faculty Council Graduate Education Committee	September 8
▪ Faculty Council Education Committee	September 9
▪ TAHSN Research Committee	September 12
▪ Basic Sciences Chairs Committee	September 13
▪ Council of Health Sciences	September 13
▪ Faculty Council Agenda Committee	September 14
▪ TAHSN CEO Committee	September 15 (Deferred to October 20)
▪ TAHSN Education Committee	September 16
▪ All Chairs Committee	September 21
▪ Faculty Council	September 26
▪ Hospital University Education Committee	September 28
Distribution and Communication Process	Fall 2011
▪ Dissemination to Faculty of Medicine Student, Staff, Faculty and Partners	Fall 2011
▪ Publication of Five-year Plan	Fall 2011
▪ Departments, Sectors and Programs alignment and synergy with the Faculty Plan in Key Performance Indicators	Annual

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Medicine at U of T



Photo by Horst Herget



UNIVERSITY OF TORONTO FACULTY OF MEDICINE



Summer Mentorship Program Participants, 2011

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