New Faculty Orientation
Department of Medicine at the University of Toronto
WELCOME!
<table>
<thead>
<tr>
<th>Rank</th>
<th>University Name</th>
<th>Country</th>
<th>City</th>
<th>Best Global Universities Rank</th>
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<tbody>
<tr>
<td>1</td>
<td>Harvard University</td>
<td>United States</td>
<td>Cambridge, MA</td>
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<td>2</td>
<td>Johns Hopkins University</td>
<td>United States</td>
<td>Baltimore, MD</td>
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<td>3</td>
<td>University of California--San Francisco</td>
<td>United States</td>
<td>San Francisco, CA</td>
<td>#15</td>
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<td>4</td>
<td>University of Oxford</td>
<td>United Kingdom</td>
<td>Oxford</td>
<td>#5</td>
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<tr>
<td>5</td>
<td>University of Toronto</td>
<td>Canada</td>
<td>Toronto, Ontario</td>
<td>#20</td>
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</tbody>
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## Agenda

<table>
<thead>
<tr>
<th>Time</th>
<th>Topic</th>
<th>Presenter / Grouping</th>
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</thead>
<tbody>
<tr>
<td>8:15-9:00</td>
<td>Introduction to U of T &amp; the Dept. of Medicine</td>
<td>Dr. Gillian Hawker / Assigned Table 1*</td>
</tr>
<tr>
<td>9:00-10:00</td>
<td>Roundtable Discussion 1: Life as an Academic Physician</td>
<td>Assigned Table 1*</td>
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<tr>
<td>10:00-10:15</td>
<td>Break</td>
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<tr>
<td>10:15-11:15</td>
<td>Roundtable Discussion 2: Your Academic Position Description</td>
<td>Assigned Table 2*</td>
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<tr>
<td>11:15-12:15</td>
<td>Crafting Your Story</td>
<td>Dr. Ed Etchells / Assigned Table 2*</td>
</tr>
<tr>
<td>12:15-1:00</td>
<td>Lunch</td>
<td>New faculty and DoM leaders / No assigned tables</td>
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* On the back of your nametag
<table>
<thead>
<tr>
<th>Roundtable Discussion 1</th>
<th>Roundtable Discussion 2</th>
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<tbody>
<tr>
<td>Mentor/mentee relationship</td>
<td>Academic plan – expectations at CFAR</td>
</tr>
<tr>
<td>Time management</td>
<td>Q&amp;A with those who have gone before</td>
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<tr>
<td>Wellness</td>
<td>CV management</td>
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<tr>
<td>Role as teacher/educator</td>
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<tr>
<td>Policies &amp; procedures – e.g. relations with industry</td>
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</tbody>
</table>
University of Toronto
Founded as King’s College 1827

Faculty of Medicine
1843
Department of Medicine
1887
Fully Affiliated Teaching Hospitals

- Toronto General Hospital (1819)
- Woman's Medical College (1883)
  - Women’s College Dispensary 1891
- St Michael’s Hospital (1892)
- Toronto Western Hospital (1896)
- Toronto Jewish Old Folks Home (1918)
  - Baycrest Centre for Geriatric Care (1967)
- Mt Sinai Hospital (1922)
- Sunnybrook Veteran’s Hospital (1946)
Major discoveries & milestones

1921 **Insulin** (Banting & Best)
1930 **Pablum** (Tisdall, Drake & Brown)
1936 **Purification of Heparin** (Scott & Charles)
1936 **First Mobile Transfusion Unit** (Noman Bethune)
1951 **First Electronic Heart Pacemaker** (Bigelow)
1961 **Discovery of Stem Cells** (Till & McCulloch)
1981 **The Glycemic Index** (David Jenkins)
1981 **First Single Lung Transplant** (Pearson & Cooper)
1984 **T-Cell Receptor Gene** (Tak Mak)
1988 **First Nerve Transplant** (Hudson & MacKinnon)
1989 **The Cystic Fibrosis Gene** (Lap-Chee Tsui)
1991 **Cell Receptor Discoveries Enable Development to New Cancer Drugs** (Pawson)
1995 **Discovery of Genes Responsible for Early-onset Alzheimer’s** (St. George-Hyslop)
2010 **Stem Cells Restore Sight to Blind Mice** (van der Kooy)
2015 **Opening the Blood-Brain Barrier** (Mainprize)
The Toronto Advantage

We’re the largest Department of Medicine in North America

Faculty of Medicine

Percentage of the 3090+ full-time faculty members in each of the Faculty of Medicine’s 22 departments

- Dept. of Anaesthesia = Approx. 8%
- Dept. of Surgery = Approx. 9%
- Dept. of Pediatrics = Approx. 10%
- Dept. of Family & Community Medicine = Approx. 12%
- Dept. of Psychiatry = Approx. 13%

- Cardiology
- Clinical Immunology & Allergy
- Clinical Pharmacology & Toxicology
- Critical Care
- Dermatology
- Endocrinology & Metabolism
- Emergency Medicine
- Gastroenterology
- General Internal Medicine
- Geriatric Medicine
- Hematology
- Infectious Diseases
- Medical Oncology
- Nephrology
- Neurology
- Occupational Medicine
- Palliative Medicine
- Physical Medicine & Rehabilitation
- Respiratory
- Rheumatology

Subspecialty divisions in the Department of Medicine

Approx. 24% of full-time faculty members are spread across 16 departments
New Faculty Orientation

DEPARTMENT OF MEDICINE 101
The Department of Medicine at U of T

- ONE DoM & training program across 6 fully-affiliated teaching hospitals
- ~1,500 faculty members (~830 full-time)... 27% of Faculty of Medicine
- 20 specialties (divisions)
- We train ~1:2 Ontario’s & 1:3 Canada’s internal medicine specialists

# faculty

Cardiology | 110
------------- | ----
GIM | 70
Neurology | 60
Emerg Med | 50
Medical Oncology | 50
Respirology | 40
Endocrinology | 40
Gastroenterology | 40
Hematology | 40
Infectious Diseases | 40
Nephrology | 40
Rheumatology | 40
Geriatrics | 40
Phys Med & Rehab | 40
Dermatology | 40
Critical Care | 20
Immunology | 20
Occupational Med | 20
Clinical Pharm | 20
Palliative Med | 20

9/3/2019
MISSION

• Through the discovery, application, translation and communication of knowledge, we prepare future physician leaders, contribute to our communities and improve the health and health care experiences of individuals and populations.

VISION

• We meaningfully impact health through international leadership in education, research and the translation of new knowledge into better care and health outcomes.
Department of Medicine Priorities

Guiding Principles 2014-2019

1. Patients & their experiences drive our work
2. Promoting equity, diversity & professionalism
3. Social accountability
4. Training to meet population needs
5. Generation & translation of new knowledge to impact health
6. Inclusiveness (we are better together!)
7. Mentorship across the academic lifespan
8. Raise funds to achieve our goals
Culture & Inclusion

http://www.deptmedicine.utoronto.ca/professionalismcode-conduct

https://medicine.utoronto.ca/about-faculty-medicine/professionalism
You have two appointments

- University faculty appointment
  - Rank (Lecturer to Full Professor)
  - Academic Position description
  - License to practice medicine (CPSO)

- Affiliated hospital appointment
  - Clinical appointment (e.g. Courtesy, Active staff)
    - Credentialing (CPSO/CMPA, resource impact)
    - Practice plan (income, resources)

Departmental / Hospital Division Heads

Chair’s office

PIC’s office

9/3/2019
You are Members of a Practice Plan (PP)

• Participation in a *conforming* academic practice plan (or equivalent) is necessary for maintenance of *University appointment* status
  – PPs support clinical faculty economically to achieve their academic goals without the constraints of competitive and financially-unrestricted private practice

• Each practice plan member must have an explicit *academic position description*, with specific clinical & academic responsibilities for each appointee
Conforming PP Requirements

• Economic mechanisms to support & reward academic activities
• A well understood, transparent, and equitable decision-making mechanism for allocating resources (to include, but not be limited to, time, income, and infrastructure) to PP members
• An internal dispute resolution mechanism & acceptance of the University’s role in protecting academic freedom

Make sure you understand how your PP works!
Academic Position Descriptions

• Department-specific

• Set out expectations re:
  – Time devoted to each of scholarship, teaching (formal and informal), clinical activities and administrative service & focus of your scholarly work

• [http://www.deptmedicine.utoronto.ca/academic-position-descriptions](http://www.deptmedicine.utoronto.ca/academic-position-descriptions)
Your Academic Plan

• Outlines:
  – Academic Position Description (APD)
  – Formal mentor
  – Sign off of key stakeholders (PIC, DDD, VP Res, etc.)
  – Roles & responsibilities for next 3-5 years
  – Goals for next 3-5 years

Your guide for the next 3-5 years
University Faculty Teach
(Informal = in context of clinical care; formal = outside of clinical care)

• Teachers are expected to:
  – Provide appropriate level of clinical & procedural supervision to ensure safe patient care
    • Limit other activities when in-patient attending
  – Answer calls / pages promptly / be available
  – Assume primary care for patients when clinical workload exceeds what learners can safely manage
  – Provide constructive, timely feedback (CBD evaluations)
  – Address learners with difficulties
  – Adhere to PARO rules & policies, e.g. duty hour restrictions, end-of-shift/end-of-day dismissal
Teaching Resources

Resident in Difficulty Process Map
http://www.deptmedicine.utoronto.ca/policies-guidelines

PARO policies: http://www.myparo.ca/your-contract/

Teaching expectations for each APD:
http://www.deptmedicine.utoronto.ca/teaching-educational-expectations

CBD:
http://www.deptmedicine.utoronto.ca/competency-based-medical-education

https://medicine.utoronto.ca/about-faculty-medicine/education-vice-deans-medical-education-related-policies
Teacher Evaluations

http://www.deptmedicine.utoronto.ca/teaching-evaluation-scores

- POWER (postgraduate learners, including fellows)
- MEDSIS (undergraduate learners)
- Seek feedback on your teaching
  - Review your evaluations (scores, comments)
  - Appeal mechanism if you feel the evaluation is retaliatory or otherwise unfair
  - Seek help if consistent pattern of feedback indicating need for improvement

Give learners time at rotation end to evaluate you…
Ensure you give yourself time to evaluate them
Graduate Appointments

http://www.deptmedicine.utoronto.ca/graduate-appointments

- Required for graduate teaching & supervision
- Wilson Centre for Research in Education
  - Shiphra Ginsburg & Ryan Bridges
- Institute for Medical Sciences (IMS) in Faculty of Medicine
  - Basic & Translational Sciences (Lucy Osbourne & Richard Horner)
- Institute for Health Policy, Management & Evaluation (IHPME) @ Dalla Lana School of Public Health
  - Clinical Epidemiology & Health Care Research (Rob Fowler & Jill Tinmouth)
  - Quality Improvement & Patient Safety (Kaveh Shojania)
Faculty Perks

- Hart House
- Athletic Club
- Faculty Club
- UofT courses

- Scholarship program for dependants

http://www.deptmedicine.utoronto.ca/information-new-faculty
Relationships with Industry

**Acceptable** (*standardized disclosure slide)*:
- Unrestricted educational grants *(clear accountability for spending; no strings attached re use)*
- Scientific collaborations
- Meetings with reps by appointment in your admin office/space *(value?)*

**Unacceptable**:
- Gifts *(e.g. dinner, travel, fellowships)*
- Speaking engagements organized by/funded by industry where you do *not* have control of topic, slides, audience
- Industry reps in clinical space *(ONLY if demonstrating equipment use)*
- Providing trainee emails to industry reps
- Industry reps interacting with residents / trainees *without faculty present* *(even then …)*
- Marketing related work for/with industry, including CME and potentially advisory boards

**http://www.deptmedicine.utoronto.ca/professionalismcode-conduct**
New Faculty Orientation

ACADEMIC LIFE CYCLE
Types of appointments:
- Full time clinical
- Part time clinical
- Adjunct clinical

Classes of appointments:
- Junior promotion (Lecturer to Assistant Professor)
- Senior promotion
- Full time clinical
- Part time clinical
- Adjunct clinical

Annual review (hospital or divisional level)

Continuing faculty appointment review
# Annual Review

## Preparation for Review

- What are your priorities for discussion?
- Review your academic plan and expectations of your APD *ahead of time* – are you meeting on track? If not why not?
- Review & reflect on quantity & quality of teaching evaluations
- What is going well and where might adjustments be required?

## Discussion Item Discussed? Comments Action items

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<tr>
<th>Discussion Item</th>
<th>Discussed?</th>
<th>Comments</th>
<th>Action items</th>
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<tbody>
<tr>
<td>Highlights (past year)</td>
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<td>Challenges (past year)</td>
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<td>Goals (next year)</td>
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<td>Wellness</td>
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<td>Meeting APD expectations</td>
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<td>Teaching (quality, quantity)</td>
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<td>Mentorship</td>
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<td>Professional development</td>
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<td>Career Milestones</td>
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<td>Professionalism</td>
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<td>Citizenship</td>
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<td>Finances</td>
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<td>Hospital Policies</td>
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<td>University Policies</td>
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<td>Planned career changes</td>
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<td>Eligibility awards &amp; honours</td>
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[http://www.deptmedicine.utoronto.ca/newsletter](http://www.deptmedicine.utoronto.ca/newsletter) Chair’s Column Feb 2019
DoM Check-in at 1.5 Years
(DoM Vice-Chair and/or Chair)

• Academic Plan – are you on track?
• Proactively identify issues
  – Balance of time (time management)
  – Teaching – type, quality, quantity
  – Completion of graduate training / MTP?
  – Research – focus, grants, publications, etc.
  – CPA statement – what is your story?
  – Mentorship
Junior Promotion
(Lecturer to Assistant Professor)

• Can occur whenever you meet the recruitments for appointment as Assistant Professor (advanced training & demonstration of scholarship relevant to APD)
  – *Your PIC and DDD must request*
Continuing Faculty Appointment Review (CFAR)

http://www.deptmedicine.utoronto.ca/continuing-faculty-appointment-review-cfar

• All UofT appointments are *probationary* for **three to five years**

• Continued appointment beyond this time is contingent upon a successful *Continuing Faculty Appointment Review (CFAR)*

CFAR *usually* takes place 3 years from initial appointment

Timing depends on initial month of appointment, leaves of absence during this period
CFAR: What are we looking for?

- Advancing as expected?
- Demonstrated teaching effectiveness?
- Behaviour consistent with codes of conduct?

http://www.deptmedicine.utoronto.ca/newsletter
Chair’s column Oct 2018
CFAR Outcomes

- Recommendation to the Dean for:
  - Continuing faculty appointment
  - Continuing faculty appointment once (explicit deliverables)…. (no re-review required)
  - Change APD & re-review in 2 years
  - Not sure… continued probation & re-review in 1-2 years (VERY FEW)
    - 192 reviews since 2014
      - 90% recommended for continuing appt at 3 years
      - 100% recommended by 5 years
Reasons for Extended Probation

- Insufficient protection of the time allotted for scholarship
- Disproportionate focus on obtaining grants at the expense of publications
- Failure to complete graduate training
- Inadequate demonstration of teaching effectiveness (quality or quantity)
- Failure to address repeated unprofessional behaviour
Senior Promotion (Associate & Full Professor)

• Criteria: Demonstrated EXCELLENCE in at least one of:
  • Research
  • Creative professional activities (CPA: activities that promote your profession’s practice)
  • Teaching (everyone must be at least competent)

• For Research & CPA, ‘excellence” defined as:
  – National *reputation* (Associate Prof)
  – International *reputation* (Full Prof)
  – REPUTATION does not mean IMPACT nationally or internationally!!!

You are welcome to attend a Senior Promotion Workshop
Criteria for Senior Promotion by Position Description (n=141)
Work-Life Balance

- Figure out what you love to do and make sure you have time to do it – be authentic
  - Don’t guilt yourself out if you don’t ‘fit’ societal expectations
- Time management
  - Set priorities & delegate time-consuming & unimportant tasks
  - If available, let family, friends support you (let go)
  - Recognize when you are no longer working efficiently/effectively & take a break (recharge batteries)
- Take some time to get unplugged (from technology), e.g. go device-less, silence it... dinnertime?
- Be flexible (pick your battles)
- Identify role models & mentors – reach out
Formal Mentor(s) - Role

• Provide guidance re. personal and professional development
  • Be a “safe place” for you to share concerns and issues
  • Assist you with work-life integration and wellness!
  • Be available for (encourage) regularly scheduled meetings
  • Provide timely feedback on work in progress, grants, manuscripts
  • Give you honest, constructive feedback & advice
  • Help you learn to say no & when you should say “yes’
A New Way of Thinking About Sponsorship

Sponsorship is not an either/or role—either committing fully or not at all. It's a spectrum of different kinds and degrees of support.

1. **Mentor**
   Provide advice, support, or coaching.

2. **Strategizer**
   Share “insider information” about advancing; strategize getting ahead.

3. **Connector**
   Make introductions to influential people; talk her up with your peers.

4. **Opportunity giver**
   Provide a high-visibility opportunity.

5. **Advocate**
   Publicly advocate a promotion; fight for her in settings where she can’t fight for herself.

https://hbr.org/2019/08/a-lack-of-sponsorship-is-keeping-women-from-advancing-into-leadership
Role of the Mentee

- Be clear what you need & come to meetings prepared
- Drive the relationship
- Be open to feedback, criticism
- Follows-up and check in with the mentor (at least 2-3 times per year before CFAR)
- When problems arise, develop possible solutions to present to the mentor
- Be respectful of mentors (their time, experience)
- Be honest
Physician Wellness Resources

- [http://php.oma.org/wellnessResourcesP.html](http://php.oma.org/wellnessResourcesP.html)
- The Centre for Mindfulness Studies in Toronto
- [https://www.cmpa-acpm.ca/physician-wellness](https://www.cmpa-acpm.ca/physician-wellness)
  - Dealing with a complaint, adverse event
- [http://php.oma.org/CPHI.html](http://php.oma.org/CPHI.html) (Canadian Physician Health Institute)
- ePhysicianHealth.com
  - Comprehensive, online physician health and wellness resource developed by Canadian experts
  - Provides evidence-based information and innovative, user-friendly tools for self-help and collegial support
Clinical Faculty Advocate

• Role is to ensure all full- & part-time clinical faculty members have rapid, cost-effective access to support at all stages of a dispute resolution process or allegations of a breach of academic freedom
  – An excellent resource for faculty members to consult in terms of professionalism and conflicts of interest
  – Dr. Carl Cardella carl.cardella@uhn.on.ca
Your finances are your responsibility

• Get advice from an expert
  – Get an accountant!
  – Incorporation?
• Get disability insurance
• Pay taxes
• Start saving for retirement now
Your CV

• Continuing to use WebCV until further notice
• U of T faculty of medicine CV template
• Start NOW… update regularly

http://www.deptmedicine.utoronto.ca/webcv
Acknowledgements

• Provide hospital & University of Toronto affiliation on all manuscripts and posters & at beginning of all presentations

• Power-point template
  http://www.deptmedicine.utoronto.ca/communication-resources
Department Admin Contacts

- Chair: dom.chair@utoronto.ca
- Research: joanna.king@utoronto.ca
- Appointments/CPSO/Junior Promotion: dom.academicappts@utoronto.ca
- Senior Promotion: dom.srpromotion@utoronto.ca
- CFAR: dom.cfar@utoronto.ca
- Communications: dom.communications@utoronto.ca
Where to find us

- Currently: TGH 3rd floor Elliot Building Room 805
- This fall, moving to Naylor Building 3rd floor
- Website: www.deptmedicine.utoronto.ca

http://www.deptmedicine.utoronto.ca/communication-resources
I’ve learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.

Maya Angelou, American author and poet
Questions?