

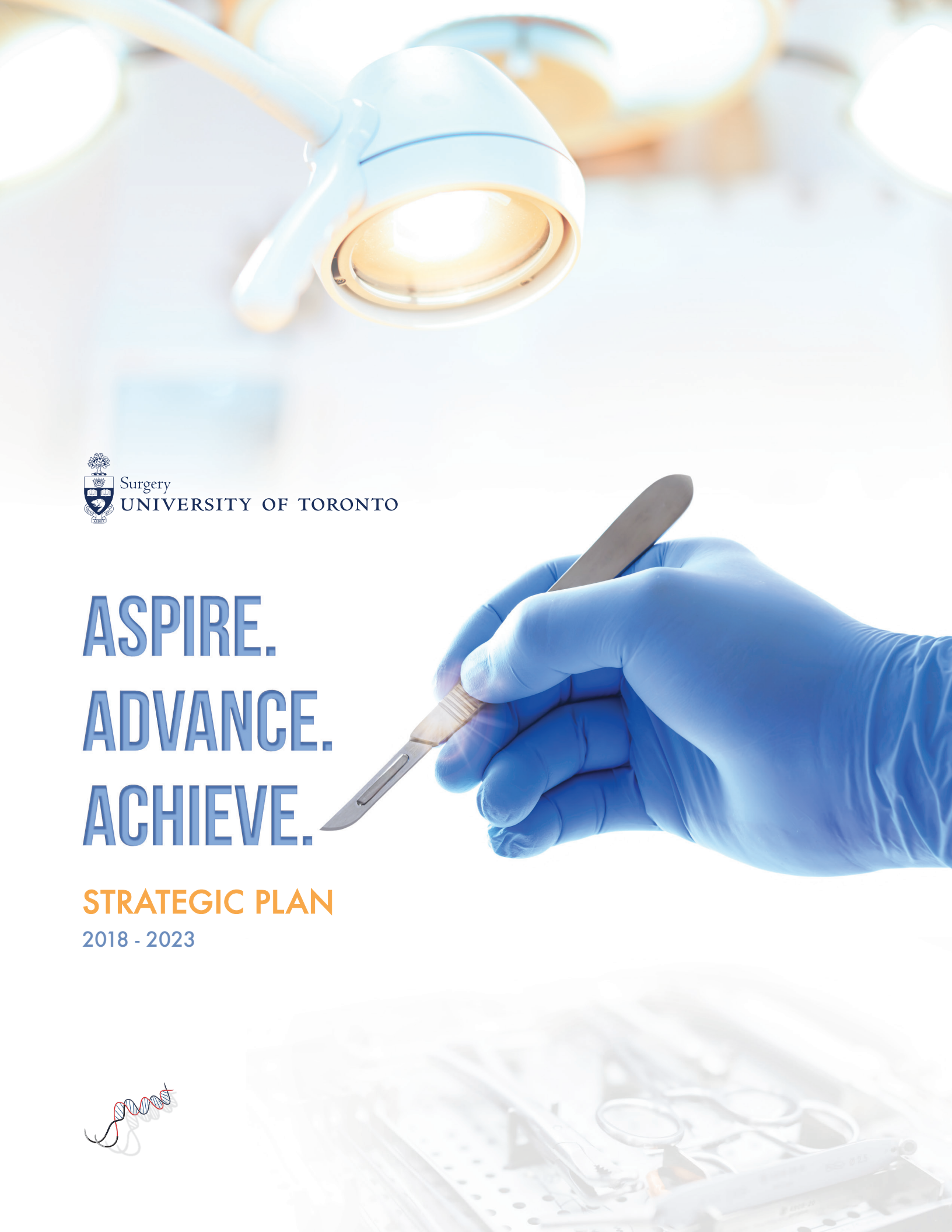
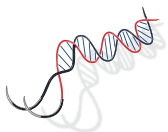


Surgery
UNIVERSITY OF TORONTO

**ASPIRE.
ADVANCE.
ACHIEVE.**

STRATEGIC PLAN

2018 - 2023




A large, stylized blue quotation mark icon, consisting of two curved shapes facing each other, positioned at the start of the main text block.

There is no question that the Department of Surgery at the University of Toronto is the top Department of its kind in Canada and one of the top 10 in the world. Its educational programs are world famous and its clinical programs are cutting edge, state-of-the-art that compare favourably with any such program in the world.”

Department of Surgery, External Review 2015-2016

Dr. Carlos Pellegrini | Professor & Chair, Department of Surgery at the University of Washington

Dr. John Kortbeek | Professor & Chair, Department of Surgery at the University of Calgary

A photograph of the Toronto skyline at sunset. The CN Tower is the most prominent feature on the right side, reaching towards the top of the frame. The sky is a mix of orange, pink, and purple. In the foreground, there are silhouettes of trees and a bridge over a road or railway tracks. The overall tone is dark and atmospheric.

Content: Joanna Giddens | MBA, BAH
Graphic Design: Stacey Krumholtz | MScBMC, BSc | slk-art.com



ASPIRE. ADVANCE. ACHIEVE.

Department of Surgery | Strategic Plan
2018 - 2023

Faculty of Medicine | University of Toronto



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LETTER FROM THE CHAIR



Dr. James T. Rutka

Having just completed a bold and successful strategic plan in the Department of Surgery, I am eager to begin another. Our new plan entitled, “Aspire. Advance. Achieve”, encapsulates everything I should like us to accomplish over the next five years. We *aspire* to be the best that we can be as surgeons of the largest Department of Surgery across the country; we *advance* towards the goals that are set out before us; and we *achieve* these goals as highly motivated, dedicated and academic professionals. To my mind, the future of surgery is exceedingly bright. We are unquestionably heading towards the application of minimal access surgery to virtually all procedures. This will require the introduction and mastery of novel technologies in surgery. As leaders in education, we will continue to change paradigms of surgical education with implementation of competency based medical education programs. Given the strong emphasis on research in the Department, I have no doubt that we will more than double our impressive academic output in terms of grants received and high impact papers published these next five years. We will continue to innovate in surgical procedures, and translate novel ideas from concept to implementation to commercialization. Our faculty will benefit from the new programs we are developing to assist them through all phases of a surgical career. The measurement of outcomes across all divisions of surgery will ensure that our patients are receiving cutting-edge care. And finally, as it is our social responsibility to reach out to populations in need beyond our traditional borders, I am delighted that global outreach has become a strong component of the current plan. I should like to thank all of you who helped with the shaping and finalization of this new strategic plan in the Department of Surgery. Working together, we will strengthen the Department, embolden our faculty to reach their full potential, and elevate our ranking as one of the top 5 Departments of Surgery in the world!

A handwritten signature in black ink that reads "Jim Rutka". The signature is written in a cursive, flowing style.

Dr. James T. Rutka | MD PhD FRCSC FACS FAAP FAANS FRSC
R. S McLaughlin Chair of the Department of Surgery
University of Toronto

BEYOND THE CUTTING EDGE 2012-2017: A 5-Year Review of Surgery & Strategy

In 2012, the Department of Surgery embarked on an ambitious 5-year strategic plan, *Transforming Surgery: Beyond the Cutting Edge*. The plan reflected the collective priorities of its trainees, faculty, and community partners in an ambitious framework, as well as the changing landscape of Canadian surgical care. Below are just some of our notable accomplishments:



EDUCATION

- Reorganization of the undergraduate clerkship program
- Implementation of Competency by Design into residency curriculum
- Inaugural Education Scholars Symposium
- All residency programs accredited by the Royal College of Physicians and Surgeons
- New Continuing Professional Development (CPD) programs initiated with enrolment in the hundreds



RESEARCH

- Over \$340M captured in research funding from 2012-2017
- 44 residents enrolled in the Surgeon-Scientist Training Program
- Induction of faculty members to Order of Canada, Order of Ontario, Royal Society of Canada, Canadian Medical Hall of Fame, and Canadian Academy of Health Sciences
- Over 5,000 peer reviewed publications



INNOVATION

- Publication of our first prospectus featuring innovative accomplishments of faculty members
- Introduction of hospital guidelines for knowledge translation and implementation of new technologies



FACULTY DEVELOPMENT

- Formal mentorship program for new recruits
- Improved transparency in job descriptions
- Development of late-career transition guidelines



BEST PRACTICES

- Creation of new website, smartphone app, and social media presence
- Hospital-wide clinical guidelines for Enhanced Recovery After Surgery
- Analysis of readmission rates for index procedures across all specialties
- Quality Improvement resident curriculum
- Person-Centred Care workshops and recommendations for action
- Partnerships with Canadian Patient Safety Institute, Health Quality Ontario, and Toronto Central CCAC
- Establishment of the Best Practices in Surgery program

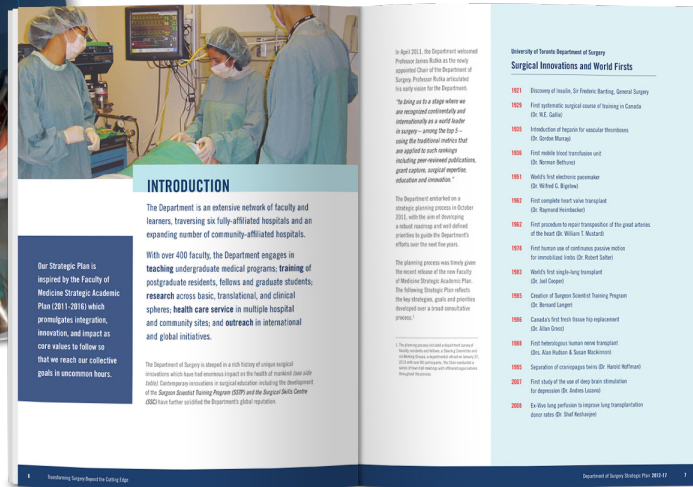


GLOBAL SURGERY

- Inauguration of the annual Global Surgery Symposium
- Publication of Global Surgery prospectus featuring international surgical efforts of faculty members
- Creation of academic career track in Global Surgery
- Partnership with Postgraduate Medical Education for enrolment in Global Health Education Initiative program for residents and fellows
- Ongoing success in Toronto Addis Ababa Academic Collaboration
- Independent faculty missions to over 20 countries



A closer look inside our previous 5-year strategic plan, *Transforming Surgery: Beyond the Cutting Edge*.





RENEWING OUR VISION, MISSION, & GOALS: The 2018-2023 Strategic Map

VISION
International leadership in improving health through innovation and excellence in surgical practice, research, and education

MISSION
To prepare surgical leaders, contribute to our communities, improve the health of local and global populations through discovery, application, and communication of knowledge

GOALS		
<p>Education Educational excellence through novel approaches to teaching and learner engagement</p>	<p>Innovation Translation of novel discoveries into surgical practice</p>	<p>Best Practices Optimize patient and clinical outcomes through the provision of high-quality, person-centred care</p>
<p>Research Integrated research for clinical and academic excellence</p>	<p>Faculty Development Faculty members achieving their maximum potentials in both professional and personal domains</p>	<p>Global Outreach Consolidated partnerships and expertise for local, national, and international impact</p>

SUPPORTING STRATEGIES		
<p>Communication Encourage knowledge sharing through Department-specific materials and an increased social media presence</p>	<p>Advancement Pursue alternative sources of sustainable funding</p>	<p>Honours, Awards & Evaluations Seek to identify worthy nominees of University, regional, national and international awards. Track the domains of education, research, and creative professional activity</p>

STRATEGIC DIRECTION #1:

EDUCATION

EDUCATIONAL EXCELLENCE THROUGH NOVEL APPROACHES TO TEACHING AND LEARNER ENGAGEMENT

**Dr. Najma Ahmed | MD PhD FRCSC FACS**

Vice-Chair of Education | Department of Surgery

Professor | University of Toronto

Objectives

- 1.1 - To provide medical students with high-quality clinical experiences
- 1.2 - To assist surgical trainees with navigating the Canadian job market
- 1.3 - To support faculty members through middle and later-career transition periods
- 1.4 - To promote physical and mental wellness in trainees and faculty members

Strategies

- Organize medical students into resident-led teams during clerkship rotations
- Update the undergraduate written exams to reflect the learning experience
- Implement Competency-Based Medical Education in all resident specialties
- Institute consistency across all fellowships
- Seek alternative sustainable funding for the Surgeon-Scientist Training Program
- Connect residents to accessible career-planning resources
- Provide faculty members with an array of support services
- Develop a well-guided approach for late-career transitioning



STRATEGIC DIRECTION #2:

RESEARCH

INTEGRATED RESEARCH FOR CLINICAL AND ACADEMIC EXCELLENCE

**Dr. Michael G. Fehlings | MD PhD FRCSC FACS***Vice Chair of Research | Department of Surgery**Professor | University of Toronto***Objectives**

- 2.1 - To provide medical students with high-quality clinical experiences
- 2.2 - To assist surgical trainees with navigating the Canadian job market
- 2.3 - To support faculty members through middle and later-career transition periods
- 2.4 - To enhance the support of the non-clinician scientists in the Department, by fostering their independent work and collaborations with clinician scientists

Strategies

- Work with Advancement Office to explore diverse and ongoing funding sources
- Ensure ongoing investment by faculty members to act as mentors for SSTP participants
- Create online project databases for trainees and faculty to offer opportunities for collaboration
- Actively target trainees and faculty members with cross-discipline interests
- Leverage and increase the Department's involvement in innovative product development through research activities, networking events, and cross-discipline lectureships
- Utilize metrics of success such as grant capture, citation frequency, impact factor for journal publications
- Develop metrics for measuring success in other fields such as Quality Improvement, Innovation, Mentorship, Global Outreach, and Bioethics
- Incorporate the non-clinician scientists' viewpoint in critical Departmental research activities, such as committee membership, research opportunities and priorities, presentations at research rounds, and SSTP training



STRATEGIC DIRECTION #3:

INNOVATION

EDUCATIONAL EXCELLENCE THROUGH NOVEL APPROACHES TO TEACHING AND LEARNER ENGAGEMENT



Dr. Shaf Keshavjee | MD MSc FRCSC FACS

Vice Chair of Innovation | Department of Surgery

Professor | University of Toronto

Objectives

- 3.1** - To facilitate the knowledge translation and commercialization of surgical inventions
- 3.2** - To foster a culture of innovation within the Department of Surgery
- 3.3** - To recognize entrepreneurship as valuable academic surgical productivity

Strategies

- Build partnerships within the University of Toronto and with industry
- Develop opportunities for advancing the entrepreneurial skill set
- Develop a Translational Research Program to link with the research pillar of the Department of Surgery
- Become a member of the “Eureka” translational research initiative to foster translational research
- Create a program in bio-design and product development
- Develop best practices in surgical intellectual property safeguarding and commercialization



STRATEGIC DIRECTION #4:

FACULTY DEVELOPMENT

INTEGRATED RESEARCH FOR CLINICAL AND ACADEMIC EXCELLENCE



Dr. Ori Rotstein | MD MSc FRCS(Plast) FACS

Associate Chair | Department of Surgery

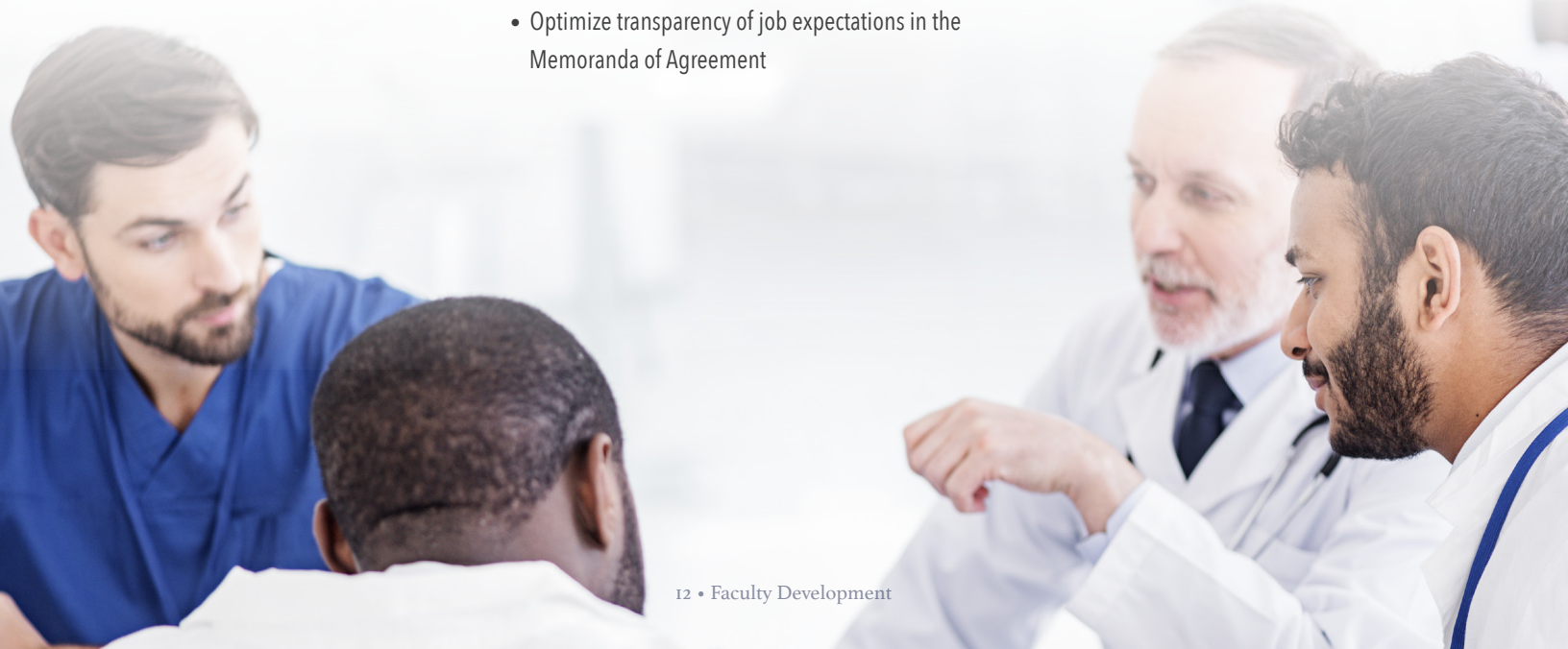
Professor | University of Toronto

Objectives

- 4.1 - To provide faculty with effective mentorship throughout the career trajectory
- 4.2 - To optimize the diversity profile of the Department
- 4.3 - To advocate for surgeons' physical and mental wellness
- 4.4 - To facilitate targeted leadership development for skill sets and career paths
- 4.5 - To ensure transparency surrounding job expectations

Strategies

- Develop metrics for evaluating Mentorship Program effectiveness
- Establish best practices for ensuring diversity in recruitment strategies
- Determine and target issues contributing to surgeon stress levels
- Assemble a compendium of leadership training opportunities
- Create and implement a surgery-specific leadership training curriculum
- Offer mentorship and guidance for faculty in mid-career stages
- Optimize transparency of job expectations in the Memoranda of Agreement



STRATEGIC DIRECTION #5:

BEST PRACTICES

OPTIMIZE PATIENT AND CLINICAL OUTCOMES THROUGH THE PROVISION OF HIGH-QUALITY, PERSON-CENTRED CARE

**Dr. Robin S. McLeod | MD FRCSC FACS**

Vice Chair of Quality and Performance | Department of Surgery
Professor | University of Toronto

Objectives

- 5.1** - To improve the quality of patient care and experience through the development of standardized guidelines
- 5.2** - To measure and evaluate the quality initiatives and patient experience
- 5.3** - To establish the Department of Surgery as quality improvement leaders at a local, provincial, and national level
- 5.4** - To incorporate research and evaluation in the quality improvement framework
- 5.5** - To expand opportunities for education in quality improvement

Strategies

- Implement initiatives focused on the discharge phase of care
- Develop strategies for improving communication and collaboration across hospital administration and the preoperative team members
- Continue to produce guidelines that are pertinent to all surgical specialties across all hospitals
- Assist Toronto hospitals in adopting data collection tools such as the National Surgical Quality Improvement Program, Society of Thoracic Surgeons Database and Society of Vascular Surgeons Database
- Partner with hospitals, Departments, and organizations (including Health Quality Ontario, Institute of Health Policy Management and Evaluation, Ministry of Health and Long-Term Care, Centre for Quality Improvement and Patient Safety, and the Canadian Patient Safety Institute)
- Amplify website usage for uptake of guidelines, research projects, and monthly newsletters
- Undertake pragmatic clinical trials across the hospitals
- Obtain funding to support evaluation across clinical trials and quality initiative
- Expand the current QI resident curriculum across all surgical disciplines
- Provide support for fellows and faculty enrolled in IHPME's Ideas Program
- Ensure a variety of opportunity for residents and fellows to undertake quality initiatives with faculty supervision
- Develop awards for resident and fellow achievements in quality improvement

STRATEGIC DIRECTION #6:

GLOBAL OUTREACH

CONSOLIDATED PARTNERSHIPS AND EXPERTISE FOR LOCAL, NATIONAL, AND INTERNATIONAL IMPACT



Dr. Avery Nathens | MD MPH PhD FRCSC FACS

Vice Chair of Integration and Outreach | Department of Surgery
Professor | University of Toronto

Objectives

- 6.1 - To create opportunities for early exposure in global outreach to trainees and faculty
- 6.2 - To recognize and support global surgery as a valuable career path
- 6.3 - To promote global leadership and engagement as part of Departmental culture
- 6.4 - To strategically analyze and capitalize on the Department's capacity for impact

Strategies

- Design globally-focused recruitment strategies for trainees and faculty
- Integrate academic training programs in global surgery
- Develop conversion plans for faculty members with previous global work experience
- Revise promotional recognition on the basis of scholarly global work
- Offer relevant lecture series, University Rounds, and annual symposiums
- Advance collaboration in global surgery across the Canadian medical schools
- Perform needs & capacity assessments for existing and new global partnerships



SUPPORTING STRATEGIES

COMMUNICATIONS

Over the past five years, the Department has been incredibly successful in repackaging and leveraging its brand. This has been achieved through the creation of a new logo, an updated Departmental website, rapid e-communications, an increased presence on social media, and the hiring of a medical illustrator in the Department of Surgery, Stacey Krumholtz. Knowledge sharing between local and global colleagues is now possible in a way that we could not have possibly imagined years ago and we are eager to capitalize on the benefits it can offer the academic community.

Our strategy for the next five years is to continue supporting the Department-specific communication strategies while encouraging involvement in diverse online platforms.

We will continue to share our monthly newsletter Excelsior and our semi-annual magazine The Surgical Spotlight, as well as holding Rounds, book clubs, and special interest groups. We will also challenge our faculty members to find their own voices within the surgical community - and to share these voices in a constructive manner. This increased outreach will lend itself to patient education, disease awareness, debates, advocacy, diversity, and networking with like-minded individuals.

HONOURS, AWARDS, AND EVALUATIONS

Our Faculty continue to receive numerous honours and awards annually. This is in part because of a highly effective and active committee chaired currently by Robin Richards which seeks to identify worthy nominees of University, regional, national and international awards. In addition, Faculty progress is tracked annually in the domains of education, research, and creative professional activity. We will continue to acknowledge and reward our talented Faculty through the communications strategies listed above, and the advancement strategy outlined below.

ADVANCEMENT

The Department of Surgery was incredibly fortunate to capture almost \$9M in philanthropic funding in 2016-17, surpassing its own record of success. In conjunction with our Advancement Office, we are committed to achieving even greater results over the next five years through a creative and aggressive approach to fundraising. Given the changing landscape of Canadian granting agencies and funding sources, we are excited to explore alternative sustainable funding sources and to develop new relationships with key stakeholders.

FINAL REMARKS

While no one can predict the future, I am confident that the strategic plan that is laid out in this document will hold the Department of Surgery in good stead over the next 5 years. I am delighted that in addition to our core values of research and education, we have truly strengthened novel dimensions of the strategic plan to include such important areas as faculty development, innovation, quality and best practices and global outreach.

For all areas of effort in this plan, I am particularly indebted to my Vice-Chairs, University Division Chairs, Surgeons-in-Chief, and Hospital Division Heads, in addition to the Directors of Postgraduate and Undergraduate Medical Education, Evaluations, and Continuing Professional Development.

Finally, I should like to sincerely thank Joanna Giddens, the strategic planning implementation coordinator in the Department of Surgery for her assistance with the content of this document, and her abilities to move the previous and current plans forward.

Together, let us *aspire* to lofty goals that are only imaginable at this time; let us *advance* step-wise towards these goals; and finally, let us *achieve* these goals within the timeframe of this plan.





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