Centre for Faculty Development
Advancing the limits of learning
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In 2005/2006, the CFD marked its fourth anniversary. With the support of St. Michael's Hospital and the Faculty of Medicine we have enjoyed remarkable growth and productivity. As the education environment has been rapidly changing as well, the leadership at our Centre felt it was time to review our progress to date and to help plan for our future. We asked Dr. Yvonne Steinert, the Associate Dean of Faculty Development at McGill, to conduct a review of our Centre. Her visit with us in January ’06 led to a report which will catapult a new strategic planning process for the Centre.

Dr. Steinert noted our strong institutional support, success in providing rich and diverse faculty development in teaching and education and career development, strong faculty development team, the involvement and enthusiasm of more than 100 faculty developers in the Faculty, our emphasis on fostering interprofessional education and collaborative practice and our developing scholarship in faculty development. To address the needs of faculty who choose not to leave their clinical setting for workshops at the CFD, she suggested that we explore other models for providing faculty development at a divisional level including a “train the trainer” model. In the future, we will be consolidating our partnerships and strategic plans with the other Education Centres, the Health Science Faculties and the programs in undergraduate, postgraduate and continuing education. We are going to build our resources for research in faculty development and concentrate on disseminating the results of our various programs.

The CFD has prided itself on attracting outstanding educators and administrators to our staff. In 2005-2006, Karen Leslie was appointed the Associate Director of the Centre and the Chair of the Instructional Development Committee. She was also assigned the task of assessing the needs of and providing faculty development for the proposed medical school expansion into Mississauga. Under Karen’s outstanding leadership, the instructional program curriculum is diversifying and successfully being distributed to various hospitals; we are also continuing to attract new faculty to our programs. Karen has also been the key planner in developing new strategic directions for our Centre.

Amy Dionne was promoted to Manager of the Centre. Under Amy’s leadership, our program initiatives and relationships with internal and external partners are expertly coordinated and managed. The Stepping Stones program will be humming with the hiring of Jackie McCaffrey as its new administrator.

Scott Reeves who was hired as our education researcher in 2004-2005 was appointed the Director of Research for the CFD in 2005-2006. A research group has been formed and we are expecting our first 3 years of evaluative data to soon be published and disseminated widely. Eileen Egan-Lee, Special Projects Coordinator, successfully completed a faculty-wide needs assessment that has provided very useful data for education program planning.

The Education Scholars Program (ESP), under the outstanding leadership of Susan Lieff graduated its first class. This first class developed innovative new curricula and faculty development projects that are being integrated into education program planning throughout the Faculty. Several participants in this class were awarded Dean’s Excellence Fund grants and many have assumed education leadership positions in their departments in the past 2 years. The 2nd class for this program (2006-2008) is fully enrolled and plans are underway for new and innovative curricula to be added. Brenda Mori from Physical Therapy (an ESP graduate) has been recently hired as the Assistant Director of this program. Welcome Brenda!
In the coming year, along with participating in an Education Strategic Planning process at St. Michael’s, we will be actively exploring and developing our relationship with the new Li Ka Shing Knowledge Institute. There are unique opportunities available for our Centre in providing faculty development with the goal of having a direct impact on patient outcomes and care. There are exciting times ahead!

I would like to thank all of our volunteer faculty who are providing faculty development at the CFD; the Governance, Executive and Instructional Development Committees; our working groups in career development and research; the administrative staff; and our 2 sponsoring partners - St. Michael’s Hospital and the Faculty of Medicine. I want to especially acknowledge Dr. Bob Howard, the Vice-President of Education at St. Michael’s and Dr. Cathy Whiteside, the Dean of Medicine, for their ongoing support, advice and guidance.

Educationally yours,

Ivan L. Silver
Director of the Centre for Faculty Development at St. Michael’s Hospital
Vice-Dean Continuing Education and Professional Development
Professor, Department of Psychiatry
Faculty of Medicine
University of Toronto

“Education is not the filling of a pail, but the lighting of a fire.”
- William B. Yeats

It has been an exciting and very rewarding first year for me in my new capacity as Associate Director of the CFD. I am fortunate to have wonderful support and mentorship from Ivan, and also the benefit of an incredibly talented and energetic team of staff working at the Centre.

Having been involved with the CFD since its early days, I have been able to both observe and be a part of the growth and development of the Centre. We have had continued success with our workshops, journal clubs and Best Practice in Education Rounds (BPER). The Education Scholars Program (ESP) graduated its first cohort and a second group has now begun their journey into educational scholarship and leadership.

We have also started to reach out more into our communities of health care teachers and educators. In collaboration with a number of partners we have offered workshops and sessions on a variety of teaching and learning topics. We will be involved in the planning and delivery of both orientation and faculty development sessions for physicians in the Mississauga community, in anticipation of the expansion of the University of Toronto Medical school.

In addition to the collaborative activities, members of our center are also involved in providing consultation to individuals and groups in a wide range of areas, including teaching dossier preparation for promotion, educational leadership, career development and mentoring.

Building on our successes and enhancing the services we offer to our faculty continues to be the core of our activity. Over the past year and into the future, our plan is to develop and build our research and scholarly contributions to the knowledge base about faculty development and to continue to engage in the critical inquiry that is so important to the energy of a centre such as ours.

Most importantly, we aim to continue to support our faculty in being the best teachers and educators they can be, acknowledging that we can only do this with the contributions from the huge number of staff and faculty involved in our Centre. These individuals truly ‘are’ the Centre for Faculty Development. I look forward with anticipation to the next years, knowing that there will be both challenges and successes but also knowing that there will be endless opportunities for the CFD to grow and continue to develop.

Karen Leslie
Associate Director of the Centre for Faculty Development at St. Michael’s Hospital
Associate Professor, Department of Paediatrics
Faculty of Medicine, University of Toronto
Best Practice in Education Rounds (BPER)

Expanding Our Reach
The Centre for Faculty Development, Wilson Centre, and Knowledge Translation Program worked together this year on a new joint education endeavor - B.P.E.R Grand Rounds (Best Practice in Education Rounds). Each presentation had one major theme (e.g., a faculty development topic) and included a discussant from another educational angle (e.g. knowledge translation and research in education). All presentations originated from St. Michael’s Hospital and were video-cast to 4 external sites - Toronto General Hospital, North York General Hospital, Women’s College Hospital and Sunnybrook Health Science Centre. And, we are happy to report that the number of unique attendees at BPER rounds increased 11% over last year (see figure).

Rounds topics included:

- Internationally Educated Health Care Professionals as Successful Learners: Development of a Strategic Program
- Interprofessional Education: What Can Randomized Trials Tell Us?
- High Fidelity Simulation: An Expensive Fad or the Future of Health Professions’ Education?
- Millenials Rising: Students of the New Century
- Bringing CANMEDS to life: An Introduction to the Role of Health Advocate
- How Organizational Learning Informs the Application of Practice Guidelines
- E-Patient Records - Working Off the Record: Finding the Functions in Dysfunction.
- Not a Simple Test: Challenges in Assessing Student Learning
- Bone and Joint Decade Canada Education Initiative – Musculoskeletal Core Curriculum
- Learning from our Mistakes: Perceptions of Errors and Error Reporting in the Operating Room

Instructional Development Workshops

Increasing Our Numbers
We have continued to increase the number of instructional development workshops offered each year. This year we offered 31 workshops – a 15% increase from last year. These workshops were led by multiple instructors from varying disciplines including our generous and committed faculty and guest faculty members. Workshop topics included:

- Teaching 101 Part 1 and 2
- Educating Internationally Educated Health Care Professionals
- Dealing with Conflict in Clinical Education
- Online Learning Part 1, 2 and 3
- Understanding Learning: Implications for our Teaching
- Power Point Skills
- Preparing for the Promotions Process
- Objective Structured Clinical Examination (OSCE) and Physical Skills Examination (PSE)
- Teaching and Evaluating Communication Skills
- Strategies for Effective Feedback
- Clinical Reasoning Skills
- Conducting Outcome Evaluations
- Small Group Teaching
- Teaching and Evaluating Professionalism
- Moving your Career Ahead as a Clinician Teacher/Educator
- Assessing Learners
# Stepping Stones Teacher Trainer Certificate Program

## Expanding the Program

Our 40-hour certificate program offers faculty the opportunity for an in-depth immersion in teacher training. Candidates complete at least 26 hours of our instructional development workshops and an additional 14 hours of participation in one of our 3 journal clubs. This year, we were fortunate to have three outstanding faculty lead our journal clubs: Dr. Robert Hilliard, Paediatrics; Dr. Lee Manchul, Radiation Oncology; and Dr. John Teshima, Psychiatry.

As in previous years, we continued moving our interprofessional horizons forward by offering 3 spots in the Stepping Stones program to other health science faculties at the University of Toronto, 3 spots to health disciplines staff at St. Michael’s Hospital (Pharmacy, Social Work, Chiropractic), and implementing interprofessional teams to lead many of our workshops.

The following 34 faculty graduated from the Stepping Stones program in 2005/2006:

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
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<tbody>
<tr>
<td>Ramona Alaggio</td>
<td>Dept of Social Work</td>
</tr>
<tr>
<td>Martine Andrews</td>
<td>Faculty of Nursing</td>
</tr>
<tr>
<td>Sammy Barakat</td>
<td>Dept of Psychiatry</td>
</tr>
<tr>
<td>Susan Bondy</td>
<td>Dept of Public Health Sciences</td>
</tr>
<tr>
<td>Richard Bowrey</td>
<td>Dept of Anaesthesia</td>
</tr>
<tr>
<td>Curtis Breslin</td>
<td>Dept of Public Health Sciences</td>
</tr>
<tr>
<td>Shirlene Campbell</td>
<td>Dept of Physical Therapy</td>
</tr>
<tr>
<td>Patricia Cavanagh</td>
<td>Dept of Psychiatry</td>
</tr>
<tr>
<td>Lily Chan</td>
<td>Dept of Physical Therapy</td>
</tr>
<tr>
<td>Lynn Cockburn</td>
<td>Dept of Occupational Therapy</td>
</tr>
<tr>
<td>Christine Derzko</td>
<td>Dept of Obstetrics and Gynaecology</td>
</tr>
<tr>
<td>Carol Gillies</td>
<td>Dept of Radiation Oncology</td>
</tr>
<tr>
<td>Peter Glazer</td>
<td>Dept of Family and Community Medicine</td>
</tr>
<tr>
<td>Nina Horvath</td>
<td>Dept of Family and Community Medicine</td>
</tr>
<tr>
<td>Julie Jerred</td>
<td>Dept of Occupational Therapy</td>
</tr>
<tr>
<td>Juhu Kamra</td>
<td>Dept of Radiation Oncology</td>
</tr>
<tr>
<td>Anne Langlois</td>
<td>Dept of Family and Community Medicine</td>
</tr>
<tr>
<td>Judi Laprade</td>
<td>Dept of Physical Therapy</td>
</tr>
<tr>
<td>Annie Lee</td>
<td>Faculty of Pharmacy</td>
</tr>
<tr>
<td>Ann Li</td>
<td>Dept of Family and Community Medicine</td>
</tr>
<tr>
<td>Tara McAninch McLaren</td>
<td>Dept of Physical Therapy</td>
</tr>
<tr>
<td>Alison Miller</td>
<td>Dept of Physical Therapy</td>
</tr>
<tr>
<td>Rick Penciner</td>
<td>Dept of Family and Community Medicine</td>
</tr>
<tr>
<td>Maria Piccini</td>
<td>Dept of Speech-Language Pathology</td>
</tr>
<tr>
<td>Zia Poonjaji</td>
<td>Dept of Physical Therapy</td>
</tr>
<tr>
<td>Charlene Reynolds</td>
<td>Dept of Physical Therapy</td>
</tr>
<tr>
<td>Siobhan Ryan</td>
<td>Dept of Medicine</td>
</tr>
<tr>
<td>Aisha Sheikh</td>
<td>Dept of Radiation Oncology</td>
</tr>
<tr>
<td>Ewa Szumacher</td>
<td>Dept of Radiation Oncology</td>
</tr>
<tr>
<td>Luc Tremblay</td>
<td>Faculty of Physical Education</td>
</tr>
<tr>
<td>Ian Waters</td>
<td>Dept of Family and Community Medicine and Faculty of Social Work</td>
</tr>
<tr>
<td>Chris Watson</td>
<td>Dept of Speech-Language Pathology</td>
</tr>
<tr>
<td>Cindy Woodland</td>
<td>Faculty of Pharmacy</td>
</tr>
<tr>
<td>Janet Wu</td>
<td>Dept of Speech-Language Pathology</td>
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Education Programs

Stepping Stones Graduates

Enrollment has more than doubled over the past two years.

Outreach / Expansion

Over the past year, the CFD has worked collaboratively with our health care teacher and educator partners to provide faculty development outreach to a variety of groups. This has included teachers in the undergraduate and postgraduate medical education courses and programs, teachers at Sunnybrook hospital, and several departmental retreat groups. We have offered workshops and sessions on a variety of teaching and learning topics, such as: feedback and evaluation, small group teaching, mentoring, ‘Teaching 101’ to name a few.

In addition to these collaborative activities, the CFD provided consultation to individuals and groups in a number of areas such as teaching dossier preparation for promotion, educational leadership, career development and mentoring.

In the fall of 2006, The University of Toronto medical school announced a plan to expand to the University of Toronto Mississauga (UTM) campus, with the first class of students anticipated for September 2008. This initiative involves a significant faculty development component, with the goal to recruit, train and support teachers from the Mississauga hospitals in order to provide the majority of student learning on site. The CFD has been involved in the development, delivery and evaluation of teacher orientation and faculty development sessions for physicians in the Mississauga area in anticipation of the medical school expansion. We will continue this work into the upcoming years, and will collaborate in this endeavor with the newly appointed Academy Director in Mississauga, Dr. Pam Coates, and a soon-to-be recruited faculty developer for the new academy.
Education Scholars Program (ESP)

It was an exciting year for the Education Scholars Program (ESP) as we graduated our first class of the two year program. Fifteen Scholars received their plaques and awards following a wine and cheese poster reception that highlighted their scholarly projects:

- **Najma Ahmed**, Dept. of Surgery, St. Michael’s Hospital
- **Bruce Ballon**, Dept. of Psychiatry, Centre for Addiction and Mental Health
- **Stacey Bernstein**, Dept. of Paediatrics, Hospital for Sick Children
- **Pier Bryden**, Dept. of Psychiatry, Hospital for Sick Children
- **Milena Forte**, Dept. of Family & Community Medicine, Mount Sinai Hospital
- **Raed Hawa**, Dept. of Psychiatry, UHN – Toronto Western Hospital
- **John Klukach**, Dept. of Psychiatry, Centre for Addiction and Mental Health
- **Debbie Kwan**, Faculty of Pharmacy / Dept. of Family & Community Medicine UHN – TWH
- **Rob Madan**, Dept. of Psychiatry, Baycrest
- **Filomena Meffe**, Dept. of Obstetrics & Gynecology, St. Michael’s Hospital
- **Brenda Mori**, Dept. of Physical Therapy
- **Harold Spivak**, Dept. of Psychiatry, St. Michael’s Hospital
- **Chris Ulic**, Dept. of Psychiatry, Mount Sinai Hospital
- **Woody Wells**, Dept. of Radiation Oncology, UHN - Princess Margaret Hospital
- **Ari Zaretsky**, Dept. of Psychiatry, Sunnybrook Health Sciences Centre

The graduating Scholars attributed the following successes to their participation in the program:

- 10 are involved in grant funded educational projects
- 7 have won teaching awards, 2 nominations
- 9 have acquired new education leadership positions

Additionally they have initiated or been involved in numerous curriculum and faculty development initiatives both within and outside of their home departments.

The 2004-06 ESP Alumni have developed several plans to ensure the continuation of their vibrant community of practice. These initiatives, which will be organized by the scholars and supported by the Centre for Faculty Development, include a semi-annual evening journal club hosted by a scholar, semi-annual workshops, and bi-monthly regional peer mentorship groups including 2004-2006 ESP Alumni and the 2006-2008 Scholars.

On Sept 12, 2006 a new class of 16 Scholars representing a diversity of departments in the faculty of medicine as well as a participant from the Michener Institute will begin the new and improved ESP program. Changes to the program will include establishment of a program committee, expanded use of web-based technology, increased number and diversity of faculty participating in the scholarship program as well as enrichment of the education leadership curriculum.
Education Scholars told us:

“This has been one of the most impressive, ambitious and well thought out courses that I have ever participated in.”

“I love that assignments, projects or other piece of work done in the course have actually helped me to further my teaching dossier and add to my list of creative professional activities. That is just so practical and rewarding… I have been so productive over the past 2 years.”

“I have developed the identity of an educator because of my involvement in the ESP”

“Being part of a learning community, I have made excellent contacts – both personal and professional – in different faculties at the University of Toronto”

Education leaders within the Faculty of Medicine noted:

“I have been very impressed with the quality of graduates from the ESP program. In addition to being a formative experience, the developmental growth of these individuals as leaders in education is apparent.”

Sarita Verma LLB, MD, CCFP, FCFP
Vice Dean, Postgraduate Medical Education

“In my mind several of the Education Scholars underwent a remarkable transformation. I can think of 2 in particular who began as keen teachers but emerged 2 years later as new leaders in education. I don’t think their careers could have taken off as they did without the scholars program.”

Brian Hodges MD MEd FRCP
Director of the Faculty of Medicine Donald R. Wilson Centre for Research in Education

“The Department of Surgery has supported enthusiastically and benefited from our involvement with the CFD and its programs…. Our first graduated Education Scholar,….. gained profoundly from the program, having achieved peer reviewed funding for education research, and developed curriculum in undergrad, postgrad and at national specialty society levels. Our department’s investment has paid off greatly, and will continue to as the program evolves.”

John M A Bohnen MD, FRCSC, FACS
Professor & Vice Chair, Dept of Surgery, University of Toronto
3 Year Review of The Centre

In 2005/2006, we embarked on an informal, external three year review. Yvonne Steinert, Associate Dean for Faculty Development and Assistant Director of the Centre for Medical Education at McGill University, conducted the review.

Dr. Steinert praised the Centre’s many successes over the past 3 years.

Since its opening in 2002, the Centre has designed and delivered an impressive number of programs and activities under the inspired leadership of Dr. Ivan Silver. The members of the CFD should also be commended for requesting an external review so early in the process, further demonstrating their dedication to excellence and innovation in this field.

– Dr. Yvonne Steinert, McGill University

She also had several recommendations to solidify continued future success, including:

• The CFD should continue to build on its remarkable strengths which include (1) institutional support, (2) a strong faculty development team, and (3) rich and diverse programming.

• The CFD should engage in a goal-setting exercise to determine programming priorities for the next three years. Especially in light of recent developments (medical school expansion, an increased need to reach “teachers in the trenches”; and a stated focus on interprofessional education and practice.

• As a result of increased needs and demands, the CFD will need to explore alternate models of faculty development to reach out to their community of teachers.

• Given the CFD’s vision, “To be recognized as a leader in Faculty Development among Health Science Faculties around the world”, the CFD will need to grapple with the “push and pull” between scholarship and service.

• Given a desire for “internal coherence”, it would be helpful to re-formulate the CFD’s mission so that it can encompass specified goals and provide a framework for future development.

• The CFD should try to align itself with other Centres in the Faculty of Medicine, to sustain collaboration and avoid unnecessary duplication.

Dr. Steinert’s recommendations prompted the establishment a core Strategic Planning Group. It was decided early on that the first and most important step would be to go through a formal strategic planning process to revisit our vision, mission, and values to thereafter inform our next steps. This process will begin in 2006/2007.

Molecular Medicine Project

With the help of Wendy Levinson, Department of Medicine Chair, we received a grant from the McLaughlin Centre for Molecular Medicine to facilitate the teaching and learning of molecular medicine in Undergraduate Medical Education (UME) in partnership with Stanford University. An initial needs assessment was conducted to obtain information from faculty in basic and clinical sciences engaged in medical education, undergraduate course directors, and medical students, about the current medical undergraduate curriculum, the needs and interests of students and faculty, and strategies to enhance molecular medicine teaching and learning.

Results led to the development of a grant competition to support up to three projects, each eligible for up to $20,000 in funding, to enhance molecular medicine teaching and learning in a specific clerkship or pre-clerkship curriculum course at
the University of Toronto. Teams of two or more individuals including a Clerkship or Pre-Clerkship Course Director (or his/her designate) and at least one scientist working in the identified area of molecular medicine are eligible. Winners will be announced, and the one year funding period will begin, in the fall of 2006.

This competition was modeled on The Dean’s Excellence Fund for Innovation in Medical Education, a successful grant competition which provides seed funding to support strategic innovative initiatives concerning the design, implementation, and evaluation of curriculum, and faculty development, that directly impact the University of Toronto MD student/trainee education programs.

The goal behind this grant competition is for projects to be incorporated into the undergraduate medical curriculum. This competition will build upon the current strengths of medical student training to prepare the next generation of Canadian clinicians and scientists for the future of medical practice.

Helen P. Batty Faculty Development Awards

The CFD established two annual awards in 2005 to recognize excellence in faculty development programming and teaching in the Faculty of Medicine, University of Toronto. Nominations were open to all faculty in the Faculty of Medicine and an adjudication committee was charged with the difficult task of choosing a winner in each category. The 2006 ‘Program Excellence Award’ for an outstanding, departmental faculty development program went to Dr. John Murnaghan (Department of Surgery) for the Resident as Teacher Day. The

2006 ‘Teaching Performance Award’ for sustained excellence in teaching faculty went to Dr. Robert Hilliard (Department of Paediatrics). Winners were announced in June 2006 at the Faculty of Medicine’s Educational Achievement Event.

CFD Conference Grants

In 2006, we established a small fund to assist faculty in covering costs associated with presenting at conferences ($500 per person, per conference). Presentations must be on a faculty development topic, directly relate to work within the Centre, and related to at least one of the Centre’s five themes:

• Instructional Development
• Career Development
• Leadership
• Interprofessional Education (IPE)
• Professionalism

Our inaugural recipient was Dr. Denyse Richardson, Department of Medicine for her IPE workshop at the All Together Better Health III: Challenges in Interprofessional Education and Practice conference, London, England April 10-12, 2006.
Grants


Lieff S, Silver I, Hodges, B. Education scholars program education leadership curriculum ($5805). Dean's Excellence Fund, Faculty of Medicine, University of Toronto, 2005-2006.


Lieff S, Egan-Lee E, Chien V, Dev S, Batty H, Kwan D, Mori B, Hawa R. A Microteaching program for clinical teaching skills ($6,513). Dean's Excellence Fund, Faculty of Medicine, University of Toronto, 2005-2006.

Marr S, Leslie K. Faculty Development on Case Writing ($1,390). Deans Excellence Fund, Faculty of Medicine, University of Toronto, 2005-2006.

Reeves S. A literature review into the effects of interprofessional education within primary care. ($10,000) Ontario Ministry for Health and Long Term Care, Primary Health Care Transition Fund, Canada, 2005-2006.

Reeves S. A review of the organisational and management literature to identify theoretical models for use in an interprofessional practice context. ($38,800) Calgary Health Region/Queens University, 2006.


Whiteside C, Davis D, Silver I. Advancing the Limits of Learning: Supporting the Future of the Centre for Faculty Development. Funded by the Academic Incentive Fund (AIF), University of Toronto ($900,000 over 5 years) 2005-2010.

Publications

Books


Monographs


Journal Articles


Reeves S, Freeth D (2006) Re-examining the evaluation of interprofessional education for community mental health teams with a different lens: understanding presage, process and


Presentations


Lieff S. Ambition and the Health Professional Teacher: Mirror, Mirror on the wall poster presentation. Association of Medical Education of Europe, Amsterdam, Netherlands, September 1, 2005. (Poster)


**Lieff S.** The Education Scholars Program; Developing Future Education Leaders. Ontario Medical Education Network. Videoconferenced to six sites in Ontario, March 2006

Lindqvist S, **Reeves S.** “Facilitators need to be able to practice what they preach”: exploring the views and experiences of interprofessional facilitators who work with medical, nursing, occupational therapy, physiotherapy and pharmacy students. Promoting Interprofessional Education, University of Oxford, UK, July 2006


**Reeves S.** Exploring the contribution of groupthink theory within the development and delivery of interprofessional education. All Together for Better Health Conference, Imperial College, London, UK, April 2006


Sully P, **Reeves S.** Interprofessional education for practitioners working with the survivors of violence - exploring early and longer-term impacts on professional practice All Together for Better Health Conference, Imperial College, London, UK, April 2006


Zwarenstein M, **Reeves S.** Interprofessional education: What can randomized trials tell us? Best Practice in Education Rounds, University of Toronto, Canada, November 2005.
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Special People Feature

Each year we will feature three faculty members who have recently joined and/or made a significant contribution to the Centre for Faculty Development. This year, our “Special People Feature” highlights Karen Leslie, Brenda Mori, and Scott Reeves. In the following pages you will become familiar with their academic interests as well as some of their personal interests.

Karen Leslie
Karen is a staff paediatrician in the Division of Adolescent Medicine at the Hospital for Sick Children. She is an associate professor of Paediatrics at the University of Toronto. Dr. Leslie received her MD from McMaster University, did a residency in Paediatrics at Queen’s in Kingston, and then completed a fellowship in Adolescent Medicine at The Hospital for Sick Children. She has been on staff in the Division for the past 15 years. She is a clinician-educator, involved in many levels of educational development and evaluation which include the development of a mentoring program for junior faculty in the Department of Paediatrics. She is currently enrolled in the Masters of Health Professional Education at OISE, University of Toronto.

In November 2005, Karen was appointed as the Associate Director of the Centre for Faculty Development. Karen has been involved in providing strategic guidance to the Centre since its inception in 2002/2003. She is a highly respected academic educator and administrator within our Faculty. As Associate Director, Karen leads our instructional development initiatives, with special emphasis on faculty development-related needs arising from the upcoming medical school expansion.

Why did you decide to join the Centre for Faculty Development team?
- The mandate of the Centre fit perfectly with my own interests and goals
- It was exciting to be able to play a role in the creation of something new
- It was an opportunity to learn

What do you enjoy most about your position at the Centre?
- The people that I get to meet and work with
- The fact that the Centre ‘touches’ such a broad range of health professionals in so many areas of the Faculty
- That my role is constantly evolving and challenging me in so many ways

What are 3 contributors to your success as a health professional educator / faculty developer / researcher?
- An amazing network of colleagues with similar interests
- Wonderful mentors
- My family

What advice do you have for faculty who are interested in enhancing their teaching and/or education scholarship skills?
- Find a mentor!
- Talk to other colleagues about resources they might have used
- Take advantage of what the CFD offers and if there are additional things you need, ask for them.

Vanilla or chocolate?
Without a doubt CHOCOLATE

Coffee or tea?
Coffee!! (although I’m starting to develop a taste for red tea)

Favorite movie?
Not really a movie, but “How the Grinch Stole Christmas”

Favorite toy as a child?
Skipping rope
Brenda Mori is the Director of Clinical Education and Community Affairs at the Department of Physical Therapy at the University of Toronto and leads the clinical education curriculum for the entry level MScPT degree program. She graduated from U of T with a BScPT degree and an MSc degree with the Graduate Department of Rehabilitation Science. She Chairs the Department of Physical Therapy’s Clinical Education Advisory Committee and the Ontario Association for Clinical Education in Physiotherapy Committee.

Brenda Mori has presented 5 papers at peer-reviewed national conferences and has published 3 peer-reviewed articles. The publications focus on the students’ reflections and perceptions of the feedback experience during clinical internships and alternative clinical teaching models in physiotherapy. In 2005, she was recognized with an Exceptional Achievement in Physical Therapy award by the Department of Physical Therapy at the University of Toronto.

Brenda is a graduate of the Centre’s Education Scholars Program (1st program cohort) and was appointed Assistant Director of the program in July 2006.

Why did you decide to join the Centre for Faculty Development team?
Are you kidding??? Why does every young Canadian hockey player want to play for the Leafs?! CFD is a leader in education, innovation and teaching for the health professions. I couldn’t imagine being anywhere else.

What do you enjoy most about your position at the Centre?
- Being around brilliant people who inspire me everyday
- Being in an environment where there is always something to learn

What are 3 contributors to your success as a health professional educator / faculty developer / researcher?
- Being a scholar in the Education Scholars Program
- Having wonderful mentors
- The encouragement from others and finding my own courage to seek out educational opportunities.

What advice do you have for faculty who are interested in enhancing their teaching and / or education scholarship skills?
- Don’t be afraid to ask for feedback on your teaching including your learners and peers. Both have powerful input to help you view and understand your teaching practice.
- Take time to talk about teaching with your peers.
Scott is a sociologist who has been undertaking health services and health education research projects for over ten years. He recently moved to Canada from the UK to work with colleagues at the Centre for Faculty Development at St. Michael’s Hospital, the Department of Family and Community Medicine and the Wilson Centre. His main research interests are exploring and evaluating the processes and outcomes related to interprofessional education and practice. In the past five years Scott has helped secure over $1.3m in research grants, published book chapters, books, and articles in a variety of peer reviewed journals on interprofessional education/practice. In addition, Scott works as an Associate Editor on the Journal of Interprofessional Care and is an honorary senior research fellow at City University, UK.

Scott is the Centre’s Director of Research.

Why did you decide to join the Centre for Faculty Development team?
The constant supply of food and drink – very good

What do you enjoy most about your position at the Centre?
Working with the gang

What are 3 contributors to your success as a health professional educator / faculty developer / researcher?
- Good colleagues
- Interesting research questions to answer in my work
- Support from Ruth (my wife)

What advice do you have for faculty who are interested in enhancing their teaching and / or education scholarship skills?
To try to ensure that they remember to incorporate evaluation research into their educational work – we still need more studies to understand the things that we do!

Vanilla or chocolate?
Both but mostly chocolate

Coffee or tea?
Both – coffee in the morning, tea (and biscuits) in the afternoon (it’s an English thing)

Favorite movie?
Withnail & I (a low budget independent UK film that came out in the mid-1980s about 2 unemployed actors – very funny)

Favorite toy as a child?
Action man (what else)
Our Team

Governance Committee

The CFD Governance Committee (1) ensures that the Centre has a vibrant and relevant strategic plan, (2) reviews the performance of the Centre in light of its strategic plan, (3) monitors the quality of provided educational experiences, (4) ensures that appropriate communication takes place between St. Michael's Hospital, the University of Toronto, other University of Toronto Teaching Hospitals and relevant University and Hospital faculty / staff, and (5) ensures that the Centre functions in a fashion consistent with the mission, values and ethics of St. Michael’s and the University of Toronto.

Robert Howard
Executive Vice President Programs, Education and Chief Medical Officer
St. Michael’s Hospital

Wendy Levinson
Professor and Chair, Department of Medicine
Faculty of Medicine, University of Toronto

Peeter Poldre
Vice President, Education and Medical Affairs
Sunnybrook and Women’s Health Sciences Centre
Professor, Department of Medicine
Faculty of Medicine, University of Toronto

Richard Reznick
Vice President Education
University Health Network
Professor and Chair, Department of Surgery
Faculty of Medicine, University of Toronto

Jay Rosenfield
Associate Dean, Undergraduate Medical Education
Associate Professor, Department of Paediatrics
Faculty of Medicine, University of Toronto

Ivan Silver
Vice-Dean, Continuing Education and Professional Development
Director, Centre for Faculty Development at St. Michael’s Hospital
Professor, Department of Psychiatry
Faculty of Medicine, University of Toronto

Art Slutsky
Vice President, Research
St. Michael’s Hospital
Professor, Departments of Medicine, Surgery and Biomedical Engineering
Director, Inter-Departmental Division of Critical Care Medicine
Faculty of Medicine, University of Toronto

Sarita Verma
Vice Dean, Postgraduate Medical Education
Associate Professor, Department of Family and Community Medicine
Faculty of Medicine, University of Toronto

Executive Council

The Executive Council - (1) provides advice and support to the Director, (2) assists in strategic planning, (3) assists in defining resource and funding objectives, (4) assists in identifying and recruiting academic faculty, and (5) recommends cross appointments to the Centre.

Glen Bandiera
Director, Postgraduate Medical Education
Staff Emergency Physician, Trauma Team Leader
St. Michael’s Hospital
Assistant Professor and Clinician Educator
Division of Emergency Medicine, Department of Medicine
Program Director, FRCP EM Residency Training Program
Faculty of Medicine, University of Toronto

Cathy Evans
Assistant Professor, Department of Physical Therapy
Faculty of Medicine, University of Toronto

Brian Hodges
Associate Professor, Department of Psychiatry
Faculty of Medicine, University of Toronto
Director, Donald R. Wilson Centre for Research in Education
University Health Network

Karen Leslie
Associate Director
Centre for Faculty Development at St. Michael’s Hospital
Staff Pediatrician, Division of Adolescent Medicine
Hospital for Sick Children
Associate Professor, Department of Paediatrics
Faculty of Medicine, University of Toronto
Jamie Meuser
Director, Professional Development
Assistant Professor, Department of Family and Community Medicine
Faculty of Medicine, University of Toronto

Helene Polatajko
Professor and Chair, Department of Occupational Therapy
Faculty of Medicine, University of Toronto

Martin Schreiber
Director, Pre-Clerkship
Course Director, Foundations of Medical Practice
Associate Professor, Department of Medicine
Faculty of Medicine, University of Toronto

Ivan Silver
Vice-Dean, Continuing Education and Professional Development
Director, Centre for Faculty Development at St. Michael’s Hospital
Professor, Department of Psychiatry
Faculty of Medicine, University of Toronto

Instructional Development Committee

The Instructional Development Committee helps to plan, coordinate and deliver innovative instructional development activities for our faculty, as well as develop evaluation methods for instructional development.

Helen Batty
Director, Graduate Studies and Academic Fellowship Programs
Professor, Department of Family and Community Medicine
Faculty of Medicine, University of Toronto

Paula Burns
Chair, Primary & Critical Care
Director, Curriculum Commons
The Michener Institute
Our Team

Amy Dionne
Manager
Centre for Faculty Development at St. Michael’s Hospital
Faculty of Medicine, University of Toronto

Karen Leslie
Associate Director
Centre for Faculty Development at St. Michael’s Hospital
Staff Pediatrician, Division of Adolescent Medicine
Hospital for Sick Children
Associate Professor, Department of Paediatrics
Faculty of Medicine, University of Toronto

Susan Lieff
Associate Professor, Department of Psychiatry
Director, Education Scholars Program
Centre for Faculty Development at St. Michael’s Hospital
Faculty of Medicine, University of Toronto
Postgraduate Education Coordinator,
Division of Geriatric Psychiatry
Baycrest Hospital

John Murnaghan
Assistant Professor, Department of Surgery
Faculty of Medicine, University of Toronto
Orthopaedic Surgeon
Sunnybrook and Women’s College Health Sciences Centre
Orthopaedic and Arthritic Institute Campus

Danny Panisko
Co-Director, Master Teacher Program
Associate Professor and Clinician Educator
Department of Medicine
Faculty of Medicine, University of Toronto

Sandy Rennie
Assistant Professor
Department of Physical Therapy
Faculty of Medicine, University of Toronto

Denyse Richardson
Lecturer and Clinician Educator
Director, Faculty Development Program
Department of Medicine, Division of Physiatry
Faculty of Medicine, University of Toronto

Ivan Silver
Vice-Dean, Continuing Education and Professional Development
Director, Centre for Faculty Development at St. Michael’s Hospital
Professor, Department of Psychiatry
Faculty of Medicine, University of Toronto

Susan Wagner
Coordinator of Clinical Education
Academy Associate - FitzGerald and Wightman-Berris Academies
Senior Lecturer, Graduate Department of Speech-Language Pathology
Faculty of Medicine, University of Toronto
Program Faculty

116 individuals have served as faculty in our instructional development initiatives as of 2005/2006. All are from the Faculty of Medicine, University of Toronto unless otherwise noted.

Viola Antao Family and Community Medicine
Helena Axler Health Administration
Glen Bandiera Medicine
Helen Batty Family and Community Medicine
David Berbrayer Medicine
Philip Berger Family and Community Medicine
Whitney Blair Berta Health Policy, Management and Evaluation
Janet Bodley Obstetrics & Gynecology
Monica Branigan Family and Community Medicine
Merrilee Brown Family and Community Medicine
Paula Burns Respiratory Therapy, The Michener Institute
Niall Byrne Donald R. Wilson Centre for Research in Education
Marco Caminiti Faculty of Dentistry, University of Toronto
Pam Catton Radiation Oncology
Doreen Cleave-Hogg Anaesthesia and Donald R. Wilson Centre for Research in Education
John Collins Educational Studies, University of British Columbia (emeritus)
David Cook Faculty of Medicine and Dentistry, University of Alberta
John Cunnington Faculty of Health Sciences, McMaster University
Dave Davis Family and Community Medicine; Health Policy, Management and Evaluation
Marcel D’Eon Educational Support & Development, University of Saskatchewan
Dianne Delva School of Medicine, Queens University
Alexandra Easson Surgery
Lynn Ellwood Speech Language Pathology
Debbie Elman Family and Community Medicine
Sherry Espin Nursing, Ryerson University
Cathy Evans Physical Therapy
John Flannery Medicine
Bob Fox Adult and Higher Education, University of Oklahoma
Risa Freeman Family & Community Medicine
Shipra Ginsburg Medicine
Tina Goertz Resource Centre for Academic Technology, University of Toronto
Jeannette Goguen Medicine
Rajesh Gupta Medicine
Stan Hamstra Surgery and Donald R. Wilson Centre for Research in Education
Robert Hilliard Paediatrics

Brian Hodges Psychiatry and Donald R. Wilson Centre for Research in Education
Eric Holmboe Evaluation Research, American Board of Internal Medicine
Jacqueline James Medicine
Richard Jay Medicine
Ann Jefferies Paediatrics
Gabrielle Kane Radiation Oncology
Catherine Kelly Medicine
Jay Keystone Medicine
Ferdinand Krauss Educational Computing
Debbie Kwan Family and Community Medicine; Faculty of Pharmacy, University of Toronto
Marilyn Laiken OISE
Our Team

Judi LaPrade  Physical Therapy
Vicky LeBlanc  Medicine
Shirley Lee  Family and Community Medicine
Ken Leithwood  OISE
Louise Lemieux-Charles  Health Policy, Management and Evaluation
Karen Leslie  Paediatrics
Susan Lieff  Psychiatry
Shunne Leung  Surgical Skills Centre
Jody MacDonald  Nursing
Lee Manchul  Radiation Oncology
Karen Mann  Director – Division of Medical Education, Dalhousie University
Dawn Martin  Family and Community Medicine
Eva Mocarski  Obstetrics & Gynecology
Brenda Mori  Physical Therapy
John Murnaghan  Surgery
Viren Naik  Anaesthesia
Louise Nasmith  Family & Community Medicine
Joyce Nyhof-Young  Radiation Oncology
Ivy Oandasan  Family and Community Medicine
Danny Panisko  Medicine
Kathryn Parker  The Michener Institute
Jill Parsons  Research Ethics Officer, Health Sciences
Laure Perrier  Continuing Education
Richard Pittini  Obstetrics & Gynecology
Helene Polatajko  Occupational Therapy
Dan Pratt  Educational Studies, University of British Columbia
Anita Rachlis  Medicine
Scott Reeves  Centre for Faculty Development, Wilson Centre, Family and Community Medicine
Glenn Regehr  Surgery and Donald R. Wilson Centre for Research in Education
Sandy Rennie  Physical Therapy
Denyse Richardson  Medicine
Anja Robb  Director, Standardized Patient Program
Jay Rosenfield  Paediatrics
Warren Rubenstein  Family & Community Medicine
Lynn Russell  Medicine (emeritus)
David Patrick Ryan  Regional Geriatric Program, Toronto
Bohdan Sadovy  Cancer Informatics Program
Lisa Satterthwaite  Surgical Skills Centre
Georges Savoldelli  Donald R. Wilson Centre for Research in Education Visiting Fellow
Martin Schreiber  Medicine
Dean Sharpe  Research Ethics Officer, Social Sciences and Humanities

Rita Shaughnessy  Family & Community Medicine
Debbie Sibbald  Faculty of Pharmacy, University of Toronto
Ivan Silver  Psychiatry
Robert Silver  Medicine
Lynne Sinclair  Toronto Rehabilitation Institute
Cathy Smith  Standardized Patient Program
Yvonne Steinert  Faculty of Medicine, McGill University
Jill Stier  Occupational Therapy
Pat Stewart  Surgery
Barbara Stubbs  Family and Community Medicine
Sharon Switzer  McIntyre Physical Therapy
Yves Talbot  Family and Community Medicine
David Tannenbaum  Family and Community Medicine
Ian Taylor  Surgery
John Teshima  Psychiatry
Beverly Tezak  Health Policy, Management and Evaluation
Murray Urowitz  Medicine
Lara Varpio  Donald R. Wilson Centre for Research in Education
Sarita Verma  Vice Dean Post Graduate Education
Andrea Waddell  Psychiatry
Veronica Wadey  Surgery, Universite Laval
Susan Wagner  Speech-Language Pathology
Ian Waters  Family and Community Medicine
Bill Watson  Family and Community Medicine
Lindsay Watson  Family and Community Medicine
Catharine Whiteside  Medicine
Doug Wooster  Surgery
Merrick Zwarenstein  Knowledge Translation Program
In partnership with the library in the Department of Family and Community Medicine, University of Toronto, we continued collecting and categorizing peer-reviewed journal articles and texts and converted these bibliographies into a user-friendly online format.

A special thank you to Rita Shaunessey, Librarian, for her continued leadership and support and to Craig Todd-Langille, Library Assistant, for his diligence in creating the online bibliographies.

http://dfcm19.med.utoronto.ca/library/default.htm

The CFD sees itself as providing forums for disseminating and applying new knowledge (generated by the Wilson Centre) to teaching and education practice. Our research program in faculty development is led by Scott Reeves who is an Education Scientist at the Wilson Centre. Its Director, Brian Hodges, provides wise counsel as a member of our Executive Committee. We are looking forward to the introduction of joint Wilson Centre-CFD fellowships in the coming academic year.

http://cre.med.utoronto.ca/

The Michener Centre has worked closely with us since our inception. Paula Burns, the current Provost at the Michener has been a keen participant on our instructional development committee and an active teacher in the Stepping Stones program. Catharine Parker, the Director of Education Research and Evaluation at Michener has taught in our Education Scholars and Stepping Stones Programs.

http://www.michener.ca/

A new office sponsored by the Inter-faculty Health Sciences Deans at the University of Toronto, the Office of Inter-professional Education will open in September 2006. We expect to actively collaborate in the planning of faculty development programs to enable faculty to teach inter-professionally and to enhance collaborative care practice in our teaching hospitals. (TAHSN)

www.cchcsp.utoronto.ca/index.htm

Office for Continuing Education and Professional Development, Faculty of Medicine University of Toronto

There is significant overlap among faculty who lead CE and faculty development activities in their departments. We are building on these synergies to enhance our joint interest in evaluation of outcomes of our mutual professional development activities and in inter-professional collaborative care and education.

www.cme.utoronto.ca

We have jointly planned BPER (Best Practice in Education rounds) with the KTP group. With the establishment of the Li Ka Shing Knowledge Institute at St. Michael’s, and the move of the KTP to this Institute, we expect more opportunities for collaboration especially in the area of outcome measurement of education interventions with students and practitioners.

http://www.ktp.utoronto.ca/
Sponsors

St. Michael’s Hospital has been integral in the development and continued success of the Centre. The Hospital is committed to education and to the professional development of faculty practicing within its domain as well as all faculty teaching within other Faculty of Medicine, University of Toronto affiliated hospitals and community clinics.

The Faculty of Medicine, University of Toronto has also been integral to our inception and continued growth. We are extremely proud to service the top medical school in Canada and the fourth largest medical research institution in North America.

2005–2006 Budget Breakdown