



Developing Faculty Development: Reflections on 7 years at the CFD helm

By Glen Bandiera, Director of Postgraduate Programs, SMH

In 2002, St. Michael's Hospital embarked on a bold new venture to host a unique project: A Hospital-based **Centre for Faculty Development** for a University-based Faculty of Medicine. This partnership has been a tremendous success due in large part to the efforts of the inaugural Director, **Dr. Ivan Silver**. Dr. Silver came to St. Michael's from another institution specifically to take on this leadership position, so we wanted to learn about his perspectives on what is unique about leading education change at SMH.



1. You were new to St. Michael's Hospital when you became the inaugural director of the Centre for Faculty Development. What struck you most about the hospital as an educational institution?

St. Michael's is very committed to its role as a teaching hospital. From the administrative leaders to the front line clinical teachers and supervisors, it is very obvious that teaching excellence, education scholarship and leadership are highly valued. I believe this stems from an origin as a hospital that passionately cares about its patients, especially the disadvantaged and most needy. This philosophy of caring is mirrored in the teacher-student relationships.

2. What have you learned from your experiences with starting up the centre?

When a teaching hospital and a Faculty of Medicine get together to jointly sponsor a centre, great things can happen; success in building a centre comes from giving people an opportunity to build it with you. The CFD's success has always been about the outstanding work of an interprofessional network of committed teachers and educators from SMH, the Faculty of Medicine, and the Michener Institute. Development of a strategic plan with a large group of stakeholders is time very well spent. Our plan had to be revisited frequently to address the changing education landscape i.e. the CFD was able to take advantage of unique funding opportunities in IPE/IPC and simulation program development. I also learned that scholarship and research in faculty development is vital to ensure that the CFD develops an international reputation. Finally, the CFD is a values driven centre that reflects the values of SMH and the Faculty of Medicine: Learner centeredness, Inter-professional collaboration, Critical inquiry and scholarship, Innovation and creativity, Accessibility, and Social accountability. This has been a critical foundation, driving the spirit and passion of the people working at the CFD.

3. What surprised you the most about starting a faculty development centre?

The growth of the CFD in the past 7 years. I believe that there was a pent up need for faculty development that we were able to take advantage of. I have been pleasantly surprised by the interest in collaboration from the health science faculties in the FOM and other health care education institutes including the Michener, George Brown College and Ryerson University. This bodes well for building strong, coherent strategies to support our teachers and educators in all health disciplines.

4. What was the hardest part?

The most difficult time was the first 6 months of life for the CFD – from October/02- March/03. There was a scarcity of office space at SMH and I was very happily housed in Inner City Research Centre space on Richmond St. On my first day, I was handed a furniture catalogue by the Office secretary and told to pick out furniture on pages 15 and 16 only. She wished me good luck and closed the door. I sat on the floor, leafing through the catalogue and wondering what I had gotten myself into. Three months later, we were all going through SARS and all face-to-face strategic planning for the CFD ceased. I remember having teleconference meetings with faculty and staff I had never met before. That was a challenge!

5. What is the most significant impact you have had during your time here?

*I think there are now many faculty and staff at SMH and in the FOM who identify faculty development as a (significant) part of their academic career. The CFD has also provided leadership opportunities for several faculty members including **Karen Leslie, Susan Lieff and Glen Bandiera**. They and the education researchers and associates **Scott Reeves, Eileen Egan-Lee and Lindsay Baker** are the academic heart of the CFD. I am very proud of our outstanding administrative staff led by **Amy Dionne** and including **Jackie McCaffrey, Stacy Palmer and Grace Torres**. I was lucky to be able to recruit these folks, support and encourage them, and in many cases, "get out of the way" and let them do their jobs. I am also very proud of the incredible faculty development network from SMH, the FOM, the University of Toronto and other Health Science Faculties and institutions that identify themselves as connected to the CFD.*

Cont'd on reverse...



Leading with Innovation
Serving with Compassion

Ivan Silver (Cont'd)

6. What advice do you have for others who aspire to leadership roles in education?

I think leadership is about connecting to people in ways that inspire and enable them to succeed. Leadership is also about risk taking.

“Many times during the life of the CFD I felt much like I did as a medical student – anxious, and uncertain yet excited about what I was doing.”

Leadership roles give you an opportunity to network with new people, nourish your creativity, and see something you might have drawn on paper or visualized in your head, actually take form and blossom.

Leading the CFD has been the most fun and fulfilling experience I have had at the University of Toronto. There are many leadership opportunities in health professional education available at SMH and U of T and many of you will be offered opportunities to lead. My advice is – step or dive in. There will be many people around that will support you.

7. Any last comments?

*I would like to thank SMH for giving me this wonderful opportunity 7 years ago to start the CFD. Thank you to Dr. Don Wasylenko, Chair of the Department of Psychiatry, who originated the idea of a faculty development centre at SMH and encouraged me to apply for the current job I am in particular debt to current President and CEO, **Dr. Bob Howard** who spearheaded the creation of the CFD and who provided sage advice and mentorship to me over the years. Thank you to outgoing President and CEO **Jeff Lozon** and to former Dean of Medicine and current President of the University of Toronto, **David Naylor** for supporting the creation of the CFD. Thank you to Dean **Cathy Whiteside** and to **Dr. Patricia Houston** – VP of Education, for their continued support of the CFD.*

“Although I am stepping down as Director of the CFD, I am not leaving SMH. In July I will start a new role in the Joint Knowledge Translation Program at the Li Ka Shing Knowledge Institute and also to help SMH develop a hospital-wide continuing education strategy.”

Reaching for the summit – There’s No Going Back!

On June 5th 2009, leaders in education at St. Michael’s Hospital’s gathered for an inspirational Education Summit.

Hosted by Vice President of Education, Dr. Patricia Houston, the day provided an opportunity for information sharing and networking with educators and those interested in advancing teaching, learning & scholarship. The summit provided the perfect forum to allow attendees to explore some key changes in the education environment, confirm where education fits within the Li Ka Shing Knowledge Institute and discuss the shaping of action plans and implementation priorities for the strategic directions outlined in the SMH Education strategic plan.



To set the context for education planning at St. Michael’s Hospital, attendees were treated to insightful presentations by **Andreas Laupacis** and **Sharon Straus**. Undergraduate Vice Dean, **Jay Rosenfield** then provided valuable insights into the changing education landscape. **Audrey Friedman**, Director of Patient Education and Survivorship at Princess Margaret Hospital, then provided insights on how to enhance the learning experience for our patients.

Attendees were then treated to a lively discussion surrounding enhancing the learning experience for our students. **Vince Chien** and **Kevin Taylor** presented the teachers perspective and students **Amol Verma**, **Ali Okhowat**, **Holly McEnaney**, **Alyson Martinez** and **Andreanne Dion** responded with a view from our students. In the afternoon, **Ivan Silver**, **Avi Hyman** and **Vicki LeBlanc** presented on the exploration of new educational frontiers focusing on continuing education and knowledge translation, technology related learning and simulation in education respectfully. **Helena Axler**, principal consultant of Helena Axler & Associates Inc, facilitated working groups and roundtable discussions that happened throughout the day allowing attendees to comment and discuss the strategic directions of St. Michael’s Hospital.

Overall, the day was a huge success. Special thanks go out to the members of the **St. Michael’s Hospital Education Council** for being an active planning committee for this groundbreaking event, **Neil Shah**, **Helena Axler** and **Dragana Markovic** for their hours of dedication to ensure success and to the administrative team that helped with their support.

Spotlight on Nursing Best Practices at SMH

By Lori Korkola, Director of Nursing Practice and Education

*This past April, St. Mikes became one of 16 health care organizations across Ontario to become a Registered Nurses Association of Ontario (RNAO) Best Practice Spotlight Organization (BPSO) candidate. The purpose of the RNAO BPSO initiative is to support Ontario Nurses by providing them with Best Practice Guidelines for client care. There are currently 29 guidelines published by the RNAO. At St. Mike’s, we will be implementing 17 evidence-based best practice guidelines. “This announcement is very exciting for nursing staff at St. Michaels Hospital”, said executive vice-president and chief nursing executive **Ella Ferris**.*

“Over the next three years, by introducing best practices, nurses at St. Michaels will improve patient outcomes, raise the profile of nurses as knowledge professionals and help the organization meet its strategic objectives”, said Irmajean Bajnok, director of International Affairs and Best Practice Guidelines Programs and the Centre for Professional Nursing Excellence at the RNAO.. “

TALES IS CREATED BY: Editor, Glen Bandiera 416-864-6060 Ext. 6948 or bandierag@smh.toronto.on.ca