

SickKids®

THE HOSPITAL FOR
SICK CHILDREN

Department of Paediatrics



TEMERTY FACULTY OF MEDICINE
UNIVERSITY OF TORONTO



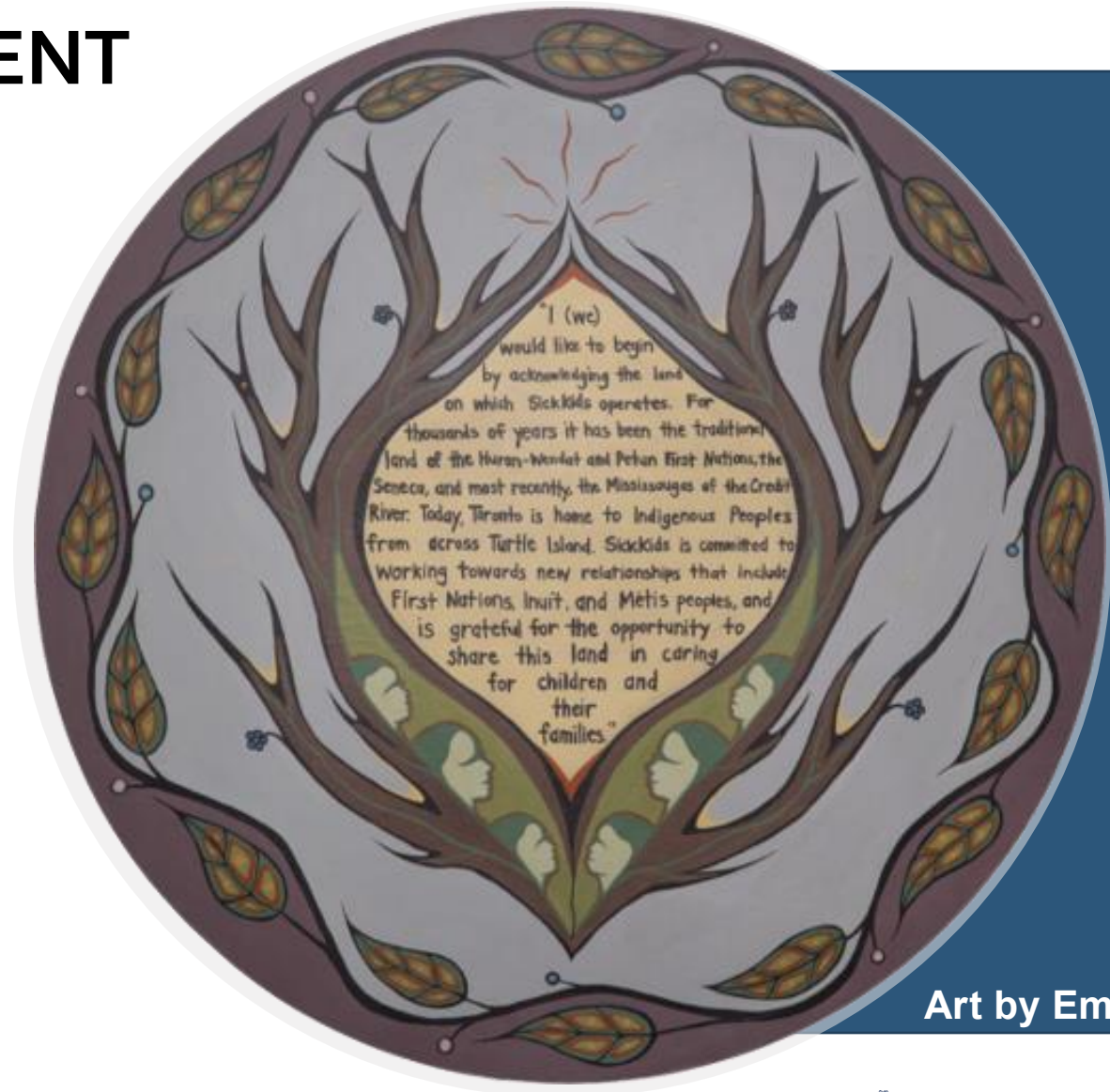
NEW FACULTY ORIENTATION

APRIL 23RD, 2025

LAND ACKNOWLEDGEMENT

SickKids operates on the traditional land of the Huron-Wendat and Petun First Nations, the Seneca, and the Mississaugas of the Credit River.

We are committed to working toward new relationships that include First Nations, Inuit, and Métis peoples, and are grateful for the opportunity to share this land in caring for children and their families.



Art by Emily Kewageshig



ORIENTATION PROGRAM 2025

TIME	TOPIC
12:00 – 12:45 PM	Welcome & Lunch - Meredith Irwin & Indra Narang
12:45– 1:00 PM	Introductions - Exec members, faculty development and all new faculty attending the meeting
1:00 – 1:10 PM	Overview of Faculty Appointments
1:10 – 1:40 PM	Precision Child Health & Clinical Research – Entela Zaffino & Eriskay Liston
1:40 – 2:00 PM	Research at SickKids-Annie Huang
2:00 – 2:20 PM	Education Essentials-Adelle Atkinson
2:20– 2:40 PM	Networking Break & Round Tables – Coffee/Tea
2:40– 2:50 PM	Preparing for Promotion – Indra Narang
2:50– 3:00 PM	Equity, Diversity, and Inclusion and Faculty Development – Anna Hossain & Indra Narang
3:00– 3:25 PM	Clinical Excellence and Responsibilities- Mark Palmert
3:25– 3:40 PM	Physician Wellness - Gino Somers
3:40–3:55 PM	Business Operations – Lloyd Coutinho
3:55– 4:05 PM	Closing remarks and Audience Questions –Indra Narang

INTRODUCTIONS

DR MEREDITH IRWIN



TODAY'S GOALS

- Orient new faculty to SickKids: people, place, programs and culture
- Facilitate faculty in building a platform for success in Clinical, Education, Research
- Key steps to promotion
- Highlight resources available to faculty
- Overview of Business Operations

VISION, MISSION, PARTNERSHIP AND VALUES



VISION, MISSION, PARTNERSHIPS & VALUES

OUR VISION

Healthier Children. A Better World.

OUR MISSION

As leaders in child health, we partner locally and globally to improve the health of children through the integration of care, research, and education.

PARTNERSHIPS

Realizing our vision will require close collaboration with SickKids Foundation, the generosity of our community of donors, and evolving collaborations with the University of Toronto, the Toronto Academic Health Sciences Network, health and social system partners, Provincial and Federal Governments.

COMPASSION

We genuinely care about others. We approach all interactions with empathy, respect, professionalism, and kindness by practicing active listening, and treating others the way they want to be treated.

INTEGRITY

We do the right thing every time. We ensure that honesty, trustworthiness, fairness, sincerity and ethics guide our actions and choices.

COLLABORATION

We believe we are stronger when we work together. We value teamwork, relationship building and leverage individual strengths and experiences to achieve desired results and outcomes.

INCLUSION

We value a culture of belonging. We create a safe environment where everyone feels welcomed and respected and where their uniqueness is valued and celebrated.

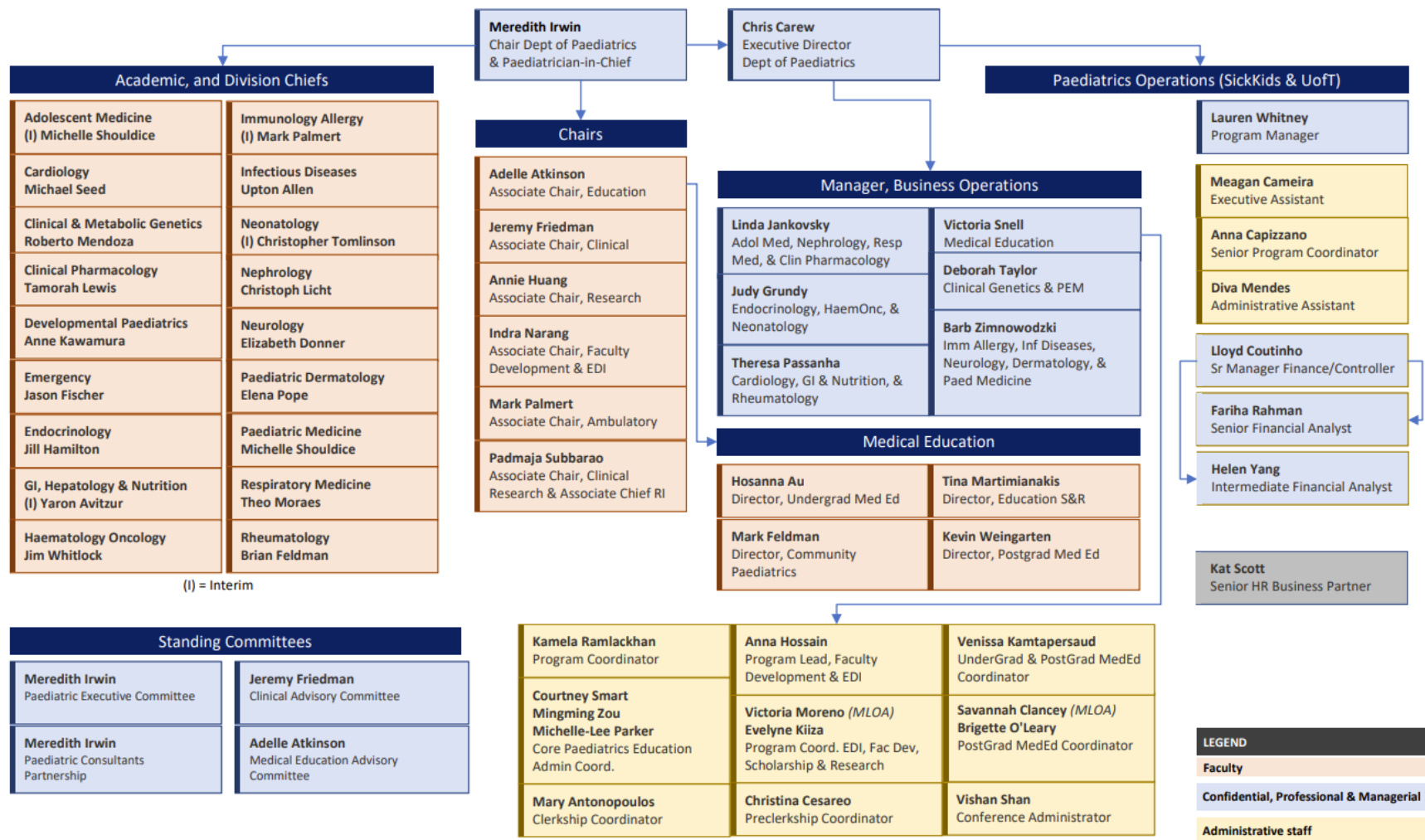
INNOVATION

We will make today better than yesterday. We will challenge the status quo, embrace possibility thinking and balance risk with reward to drive necessary change.

EXCELLENCE

We will take personal accountability to be our best and do our best. We embrace a continuous learning mindset, curiosity, and hold ourselves to the highest standards of care, safety, quality and service.

DEPARTMENT OF PAEDIATRICS STRUCTURE



DEPARTMENT OF PAEDIATRICS EXECUTIVE TEAM

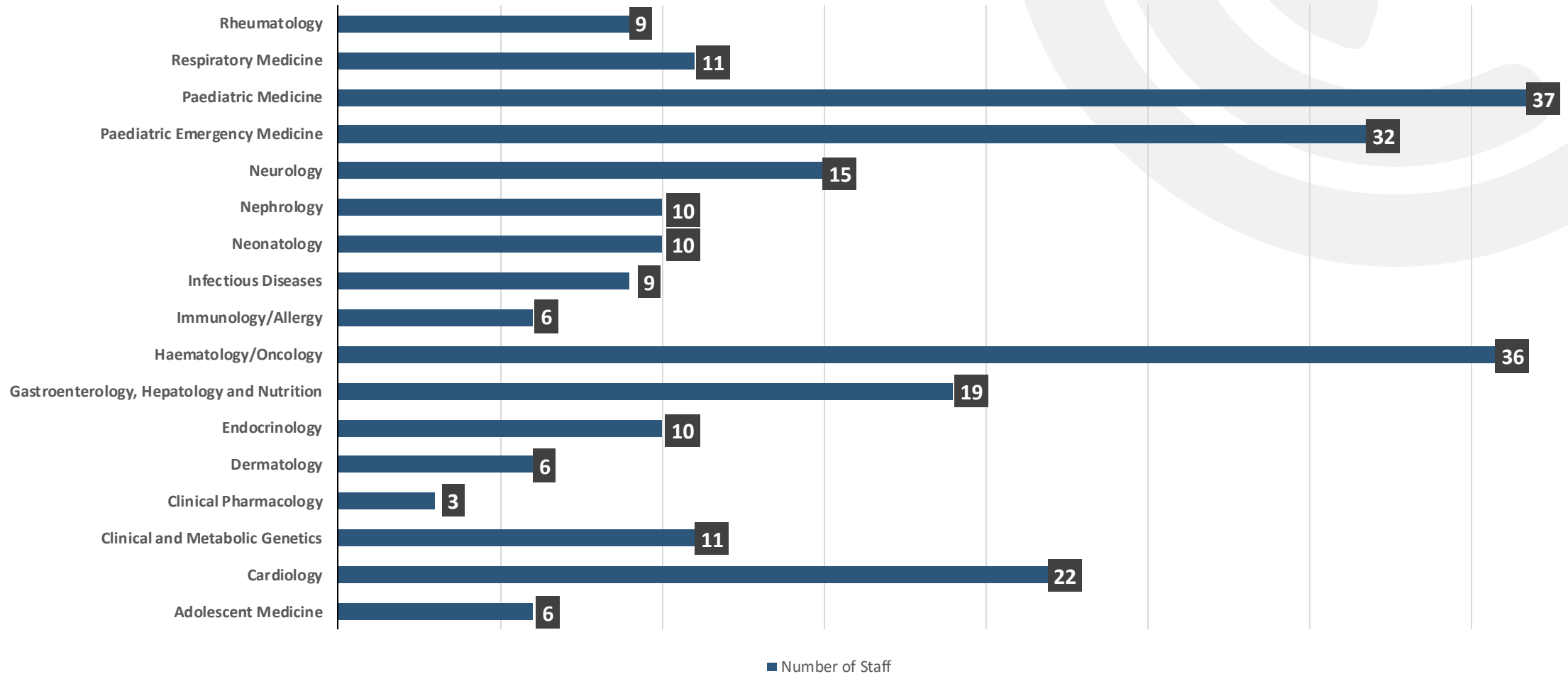
Chair of Paediatrics/Paiatrician in Chief
Dr. Meredith Irwin



Paediatric Executive



NUMBER OF FACULTY BY DIVISION



OVERVIEW OF FACULTY APPOINTMENTS



FACULTY APPOINTMENTS

Hospital

- Department of Paediatrics

University

- Rank- Assistant/Associate/Full Professor, Temerty Faculty of Medicine
- Graduate School appointment

Research Institute

- Scientist/Assoc Scientist Track
- Senior/Associate Scientist
- Project investigator

FACULTY DEVELOPMENT PROGRAM

Chair- I Narang

Sub-committees



Career Development

- Mentorship teams
- Orientation
- Promotion
- Faculty reviews



Leadership Skills

- NEAL program
- Courses
- Workshops
- Women Leaders in Medicine



Physician Wellness

- Speaker Series
- Workshops
- Balint Group
- Resources
- Networking



Scholarly activity

- Promote scholarship

ANNUAL REVIEW

List of Annual Review

Name: _____

Job Activity Profile: _____

Please refer to the Job Activity Profile document [in order to complete the below declaration:](#)

- _____ Estimated number of half-day clinics/year
- _____ Estimated weeks of service/year
- _____ Number of half-day procedures/week (if applicable)
- _____ Hours of indirect clinical time/week



	Clinical (____%)	Research (____%)	Education (____%)	Leadership/Admin(____%)
	Please consider the categories of achievement listed below so that the listing here can support preparation of your triennial review dossier; categorizing activities thematically will also help with triennial review preparation. Of note, this section is limited to two pages.			
	*Includes activities such as patient care, QI/QA, patient safety, clinical innovation, knowledge translation, policy work and/or advocacy	*Includes activities such as publications, funding, presentations and/or awards/recognition	*Includes activities such as sessions/courses taught or designed, supervision and mentoring of learners (including graduate students and post docs) and/or evaluation of learners. Consider including teaching effectiveness and impact.	*Includes leadership and administration within SickKids and the University of Toronto as well as within professional organizations
List of last year's goals, progress towards these goals and other achievements:				
Goals for next year:				

Teaching Evaluations reviewed and has faculty demonstrated effective teaching skills?

YES NO

Comments:

Billing Data reviewed and is the data consistent with expected volume of clinical care?

YES NO

Comments:

Citizenship/Collegiality: *Is faculty member, in addition to personal goals/achievements, contributing to divisional and hospital goals and activities?*

YES NO

Comments:

Professional Values: *Has faculty demonstrated professional values and behavior consistent with the Department and University expectations/guidelines?*

YES NO

Comments:

Equity, Diversity & Inclusion and/or Advocacy: *Has faculty participated in activities to further equity, diversity & inclusion and/or advocacy within the Department and/or University?*

Comments:

|

Career Trajectory: *Is the performance of faculty member in the past one year consistent with expected achievements towards advancement at the next triennial review?*

YES NO UNCERTAIN

Comments Regarding Overall Assessment and Recommendations for Future Development:

PCH AND CLINICAL RESEARCH

ERISKAY LISTON & ENTELA ZAFFINO



SickKids

THE HOSPITAL FOR
SICK CHILDREN

Department of Paediatrics



TEMERTY FACULTY OF MEDICINE
UNIVERSITY OF TORONTO



SickKids[®]

Precision
Child Health

Defining the PCH Movement

Precision Child Health (PCH) is a ***movement*** at SickKids toward the delivery of pediatric health care that integrates biological, environmental, and patient-reported data and harnesses emerging discoveries to *predict better, diagnose faster, and treat smarter*.

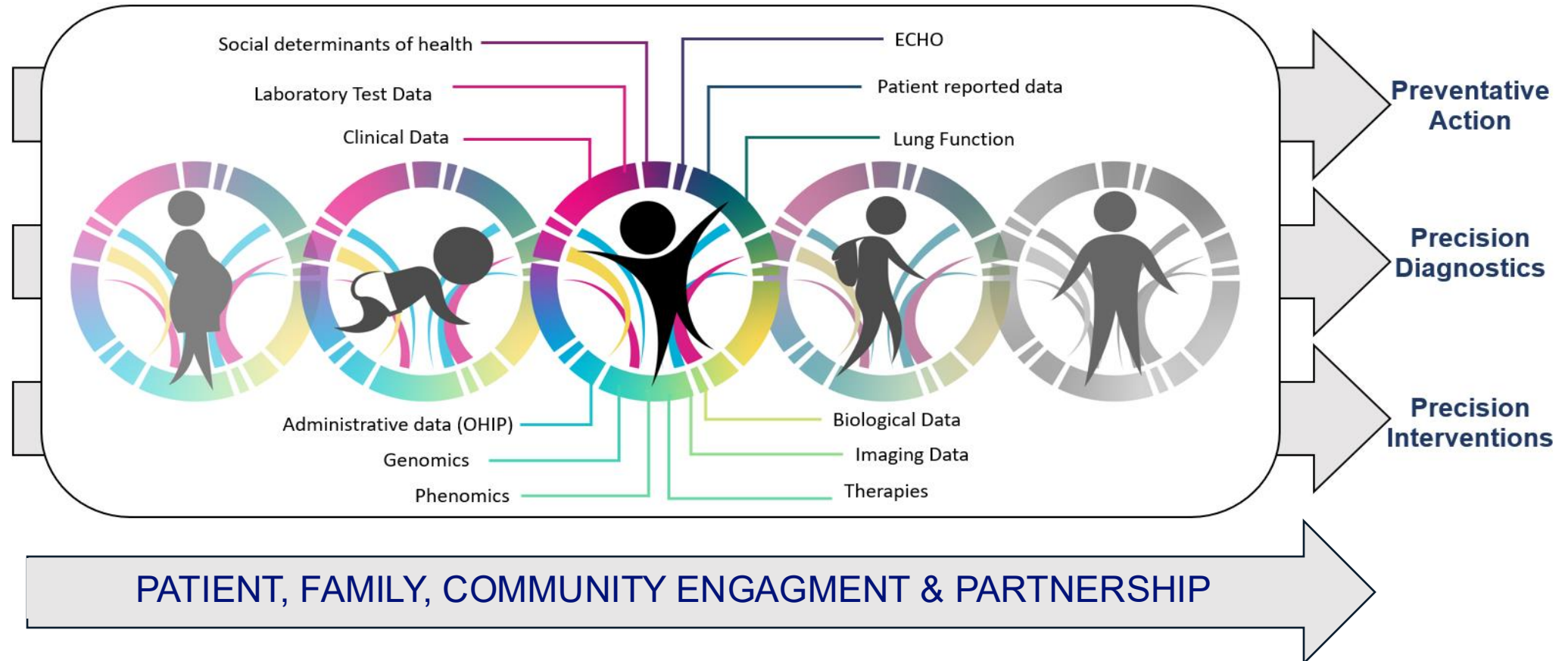


Culture shift across SickKids will instill PCH values and ways of working

Strategic investments in key domains of SickKids will catalyze transformation

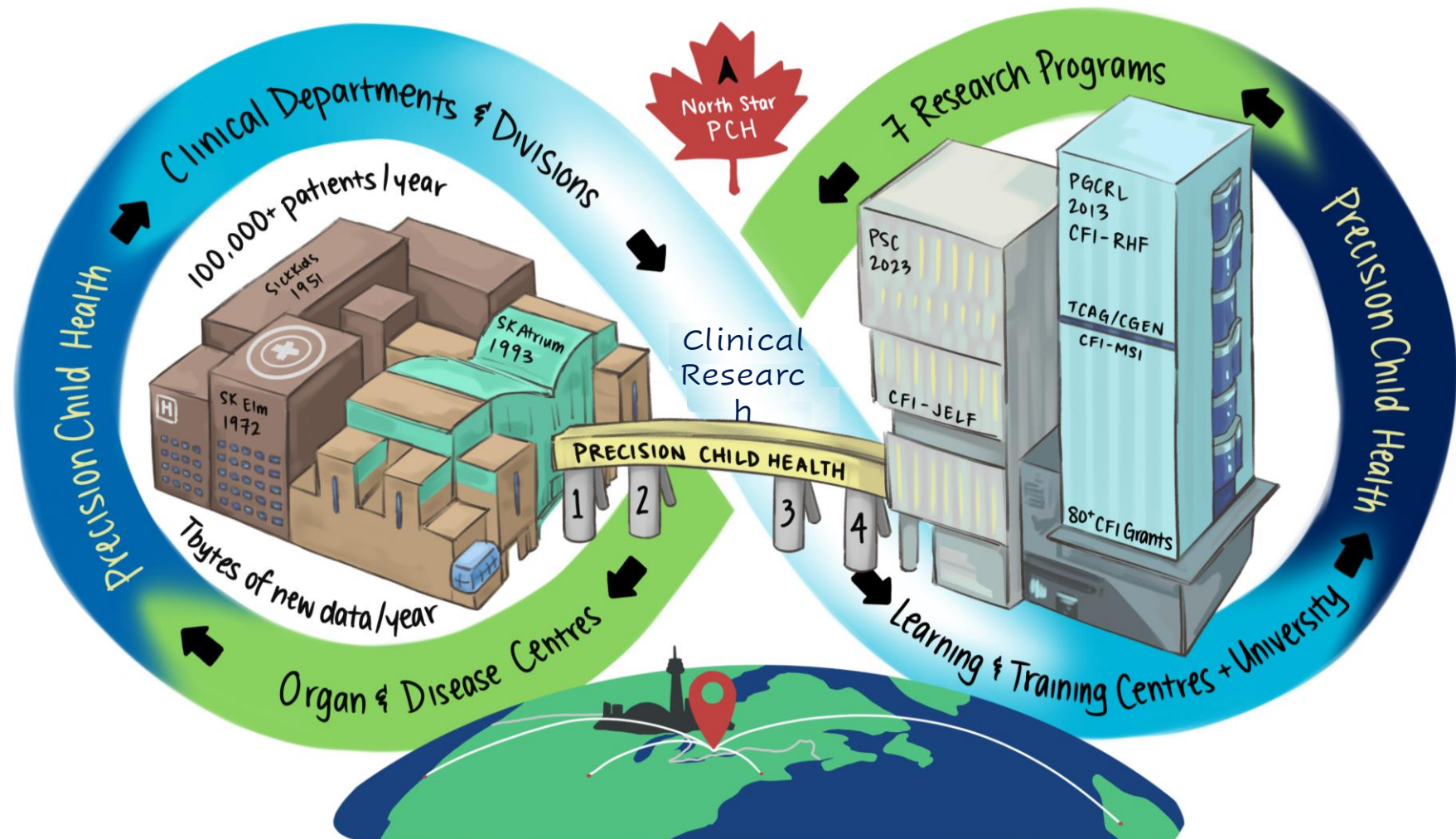
Data Gathered Across A Patient's Life course

Precision Child Health will gather comprehensive patient data across a child's life to drive research and learning. The creation of this **data science platform** coupled with advanced computational tools will fuel the discovery and deployment of novel precision approaches to predicting, preventing, diagnosing, and treating disease.



SickKids Learning Health System

Strong linkages between the Research Institute and Hospital **will transform SickKids to a learning health system**. PCH represents a culture of continuous improvement and innovation where **all patients have the opportunity to participate in, and benefit from, research**.



CLINICAL RESEARCH OPERATIONS (CR OPS)

- Clinical Research Operations (CR Ops) is a portfolio within the Research Institute (RI) of the Hospital for Sick Children (SickKids).
- The CR Ops mandate is to provide support, services and where needed, oversight in the delivery of high-quality, safe, efficient and equitable clinical research, helping to realize the vision of Precision Child Health
- Funded by the Research Institute, CR Ops is operationally managed by the Director, Clinical Research Operations with oversight by the Associate Chief Clinical Research, directly accountable to the Chief of Research.

CLINICAL RESEARCH SUPPORT OFFICE (CRSO)

The CRSO manages institutional review and approval process for all clinical research studies (via SPRINT) as well as serves as a central support office for study Principal Investigators (PIs), Clinical Research Coordinators (CRCs) and relevant stakeholders across the enterprise.



The CRSO offers a concierge model for research teams to navigate the various project and institutional requirements by triaging information, directing internal stakeholders to the proper services and bringing research operations teams and services providers together to address any challenges or operational blockers for a research study.

As the dedicated clinical research business development function, this office also supports the development of strong partnerships with study sponsors and pharma.

All new clinical research studies must go through SPRINT.

**More
about
the CR
Ops
teams**



REGULATORY COMPLIANCE OFFICE (RCO)



The RCO facilitates the development, activation and oversight of investigator-initiated clinical trials (IITs) of which SickKids is the regulatory sponsor. It also provides training and education for clinical research professionals, trainees, faculty and other clinical research staff and support to the community through the Office of Clinical Research Professionals (OCRP).

CLINICAL RESEARCH FACILITIES & SERVICES (CRFS)



CRFS offers centralized and coordinated access to a variety of facilities and professional services for clinical researchers, including Clinical Research Coordinator Service, Clinical Research Centre (CRC), SickKids Central Biorepository (SCB), Analytics Hub, Biostatistics, Design & Analysis (BDA) and Behavioural Assessment Unit (BAU).

Biostatistics, database development and data entry services are on a fee-for-service basis. To request a consultation or for any questions about these services, please submit a [ReportingNow request](#) selecting "Analytics Hub" as type of request and "Research" as category associated with the request.

**More
about
the CR
Ops
teams**





RESEARCH ETHICS OFFICE (REO)

The REO assists the Research Ethics Board with its mandate to ensure research including human participants meets current ethical and scientific standards and complies with applicable regulations, standards, guidelines and policies for ethical conduct of research.

As the operations team, REO works cross-functionally with other Research Operations and Clinical Research Operations areas to ensure a research-centric approach to REB processes and workflows.

**More
about
the CR
Ops
teams**

OTHER INTERNAL RESEARCH SUPPORT SERVICES

There are a host of other services and departments available both at the Research Institute and the Hospital that support the conduct of clinical research, such as:

- Grants Application, Development & Awards (GADA)
- Research Awards and Financial Services
- Patient and Family Engagement in Research
- Research Contracts Management Office (RCMO)
- Industry Partnerships & Commercialization
- Research Support Pharmacy
- Research Training Centre
- And many more!

Visit the [Research Pathway](#) to access more information and resources relevant to the current stage of your research project.





Research Electronic Data Capture (REDCap)

REDCap facilitates survey distribution, data management and reporting with both internal and external instances for research or clinical use. Key features available include secure, quick project start up, customizable, web-based, data import and export functions. You will need to complete a short training prior to requesting account access. For information and access, visit the [RIT REDCap site](#) and email questions to research.helpdesk@sickkids.ca.

**SickKids instance of REDCap cannot be used as a data management solution for Investigator-initiated Health Canada regulated clinical trials.*

Users working on REB-approved prospective studies must use Epic to coordinate their study activities, including tracking research participants, scheduling research visits, managing study orders, and entering research documentation. Epic may also be used for chart abstraction purposes for retrospective studies. **Your department/division admin initiates a myACCESS request for access to Epic for research purposes.** Additional training is required for research access. Start a ticket to [Service Desk](#) for any Epic-related questions.





MANDATORY TRAINING FOR ALL CLINICAL RESEARCH STAFF

Contact ask.crs@sickkids.ca with any questions about training.



The TCPS2 online tutorial is an introduction to the 2nd edition of the **Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans**. It consists of eight modules. Once you have completed all of the modules and done the required assessment, don't forget to print or save your certificate! Your TCPS2 training will not expire unless there are significant changes made to the statement and course. You can access the course [here](#).



All staff conducting clinical research at SickKids are required to complete **Good Clinical Practice (GCP) training**. SickKids has partnered with the CITI Program to offer free training to all staff. The type of GCP course you should complete is dependent on your role (Investigator, Research Coordinator, or Other).

The course is available at [CITI Canada On-line Educational Program](#)

1. Click on "Register" to create a new account
2. Select "Canada" in the upper left corner.
3. Select "The Hospital for Sick Children" as the affiliated institution.
4. Use your SickKids email address.
5. Select the correct user group depending on your role
6. Print or save your certificate!



MANDATORY TRAINING FOR STAFF INVOLVED IN REGULATED CLINICAL TRIALS



SickKids has adopted the latest version of the N2 SOPs (standard operating procedures). All SickKids staff involved in clinical trials authorized by Health Canada must complete training on the Network of Networks (N2) SOPs that are consistent with their role and delegated tasks/study responsibilities. You can access the N2 SOPs and the associated quizzes [here](#).



Health
Canada



Health
Canada



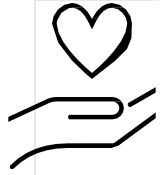
Health
Canada

Depending on the type of trial you are conducting, you will also need to complete training on one (or more) of the following:

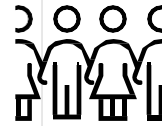
- Part C Division 5 (**Drugs** for Clinical Trials Involving Human Subjects) of the Food and Drug Regulations 2001
- Part 4 (Clinical Trials Involving Human Subjects) of the **Natural Health Products** Regulations 2003
- Part 3 (**Medical Devices** for Investigational Testing Involving Human Subjects) of the Medical Devices Regulations

For more information on how to complete the training [click here](#).

CLINICAL RESEARCH POLICIES



[Responsible Conduct of Research](#)



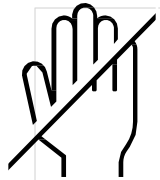
[Research Involving Participants](#)



[Free and Informed Consent in Research](#)



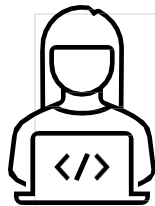
[Relationship Disclosure and Management \(Conflict of Interest\)](#)



[Prohibited Fees in the Recruitment of Research Subjects](#)



[Records Creation Retention and Destruction](#)



[Research Computers, Servers and Storage Media Policy & Procedures](#)

[Visit SickKids Policies Site](#)



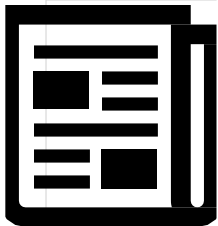
STAY CONNECTED



Learn about the latest news at SickKids through the daily news feed. Use the quick link panel, navigate to iLearn or access many other institution wide tools, resources and department pages on the [mySickKids intranet](#).



Get answers to all your clinical research related questions or request a consult by emailing the Clinical Research Services team at ask.crs@sickkids.ca.



Research Update, the newsletter from the Chief of Research features upcoming events, research news, important staff notices, PGCRL building updates, grant & award details, and other RI updates. Email research.update@sickkids.ca to subscribe.



CR Ops Newsletter & Open Forum – [Subscribe](#) to the CR Ops newsletter to stay up to date on the latest events, training opportunities, and tips and resources to effectively conduct clinical research at SickKids. In addition, regular Open Forums are held to update staff on the latest CR Ops news.





Elevate Quality and the Care Experience

- Design inclusive services that respond to patient and family needs
- Advance health equity and action on social determinants of health
- Embed proactive safety and prediction to eliminate harm
- Expand access and partner to create seamless health journeys
- Harmonize physical, mental, and behavioural health



Create an Exceptional Employee Experience

- Develop and reward diverse talent aligned to our mission
- Cultivate employee health, well-being, and psychological safety
- Strive for balanced, streamlined, smarter work



Advance the Era of Precision Child Health

- Unify data, culture, and ways of working to lead the shift to individualized care
- Ensure patients and families can inform, participate in, and benefit from discovery research, translation, and clinical care
- Strengthen clinical research to drive scientific and clinical excellence



Accelerate Foundations for Innovation

- Leverage campus redevelopment to evolve integrated models of clinical care, research, and education
- Scale responsible AI to optimize outcomes and operations
- Increase research intensity to fuel discovery and translational impact

Key enablers

A strong, future-ready SickKids team

Seamless data and technology

Sustainable funding and operations

As leaders in child health, we partner locally and globally to improve the health of children through the integration of care, research and education.

Compassion

Integrity

Collaboration

Inclusion

Innovation

Excellence

Clinical Research Strategy



Phase 1:
Draft Core Components

Early Fall 204



Phase 2:
Refine and Validate

le: Bringing what we have heard from past engagements back to the community for input on where we want to go in clinical research

Fall 2024/ Early
Winter 2025



Phase 3:
Finalize

Winter 2025

We Are Here



Phase 4:
Launch and Execution
(ongoing)

Spring 2025



Targeting launch May/J
une 2025

CLINICAL INVESTIGATIONS AND RESEARCH

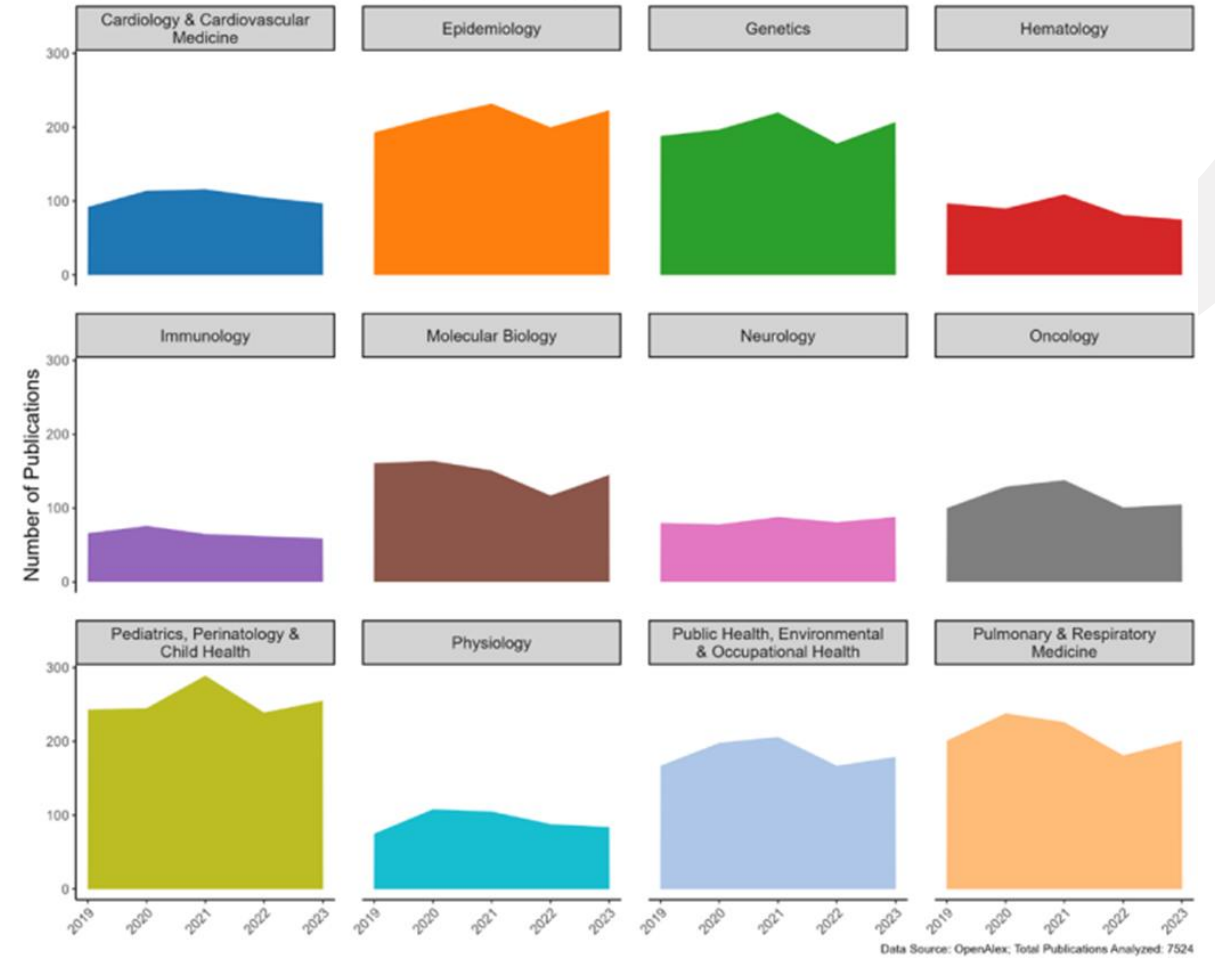
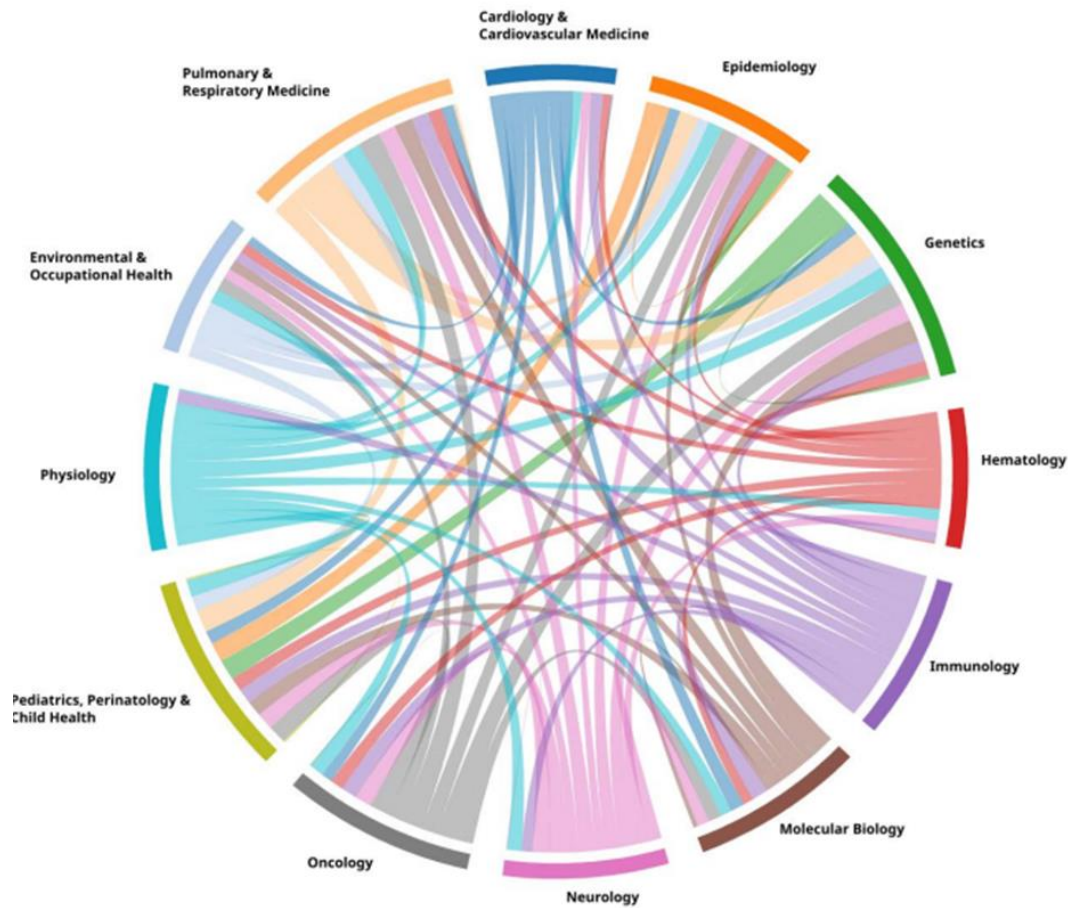
DR ANNIE HUANG



RESEARCH/ACADEMIC MANDATE OF DOP

- Promote transformative practices in pediatric clinical medicine and education across all disciplines informed by innovative science
- Support DoP trainees and faculty engaged across the spectrum of academic/research/scholarly work
- Work collaboratively with Medical Education/RI programs/Clinical divisions to enhance mentorship/career development/education support/resources for trainees and faculty
- Align training, retention, recruitment of faculty with strategic clinical and academic mission of Dept, Hospital, University, RI and other TASHN paediatric partners

DOP RESEARCH LANDSCAPE

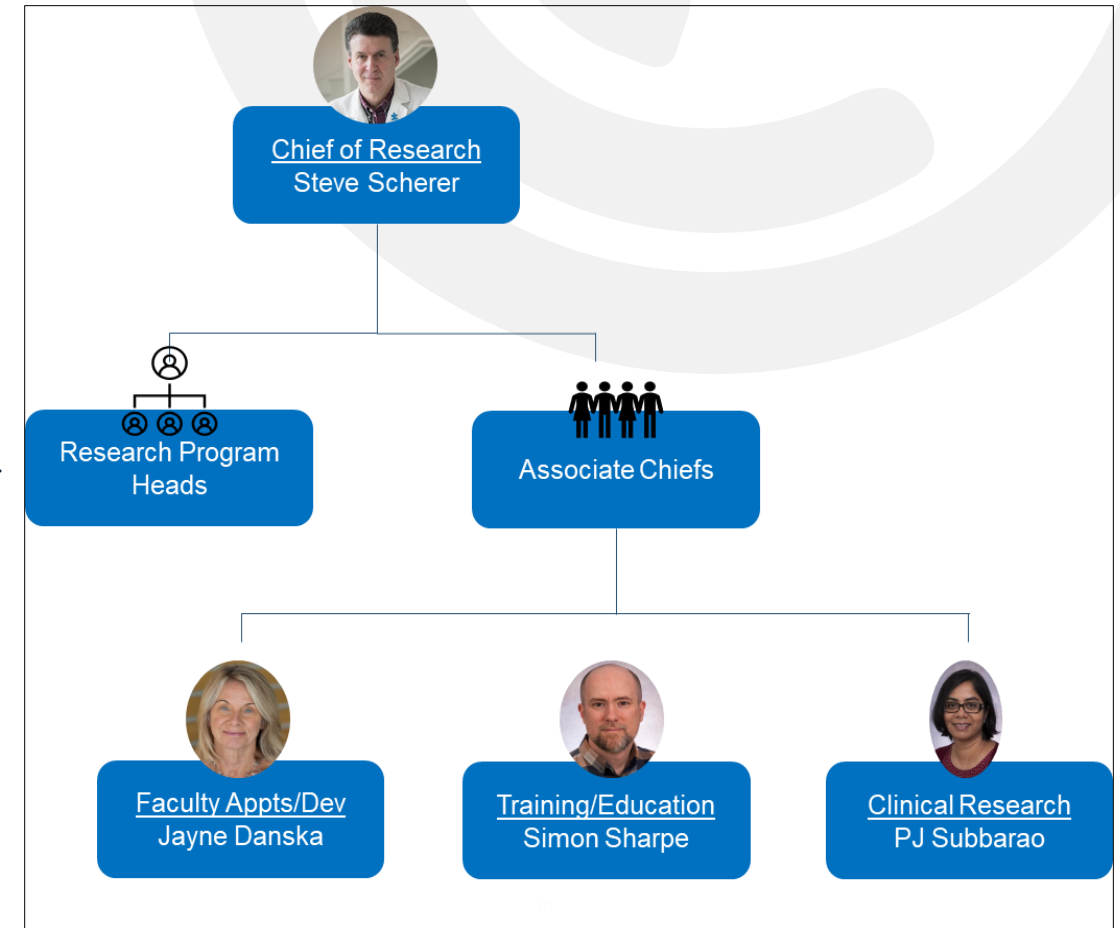
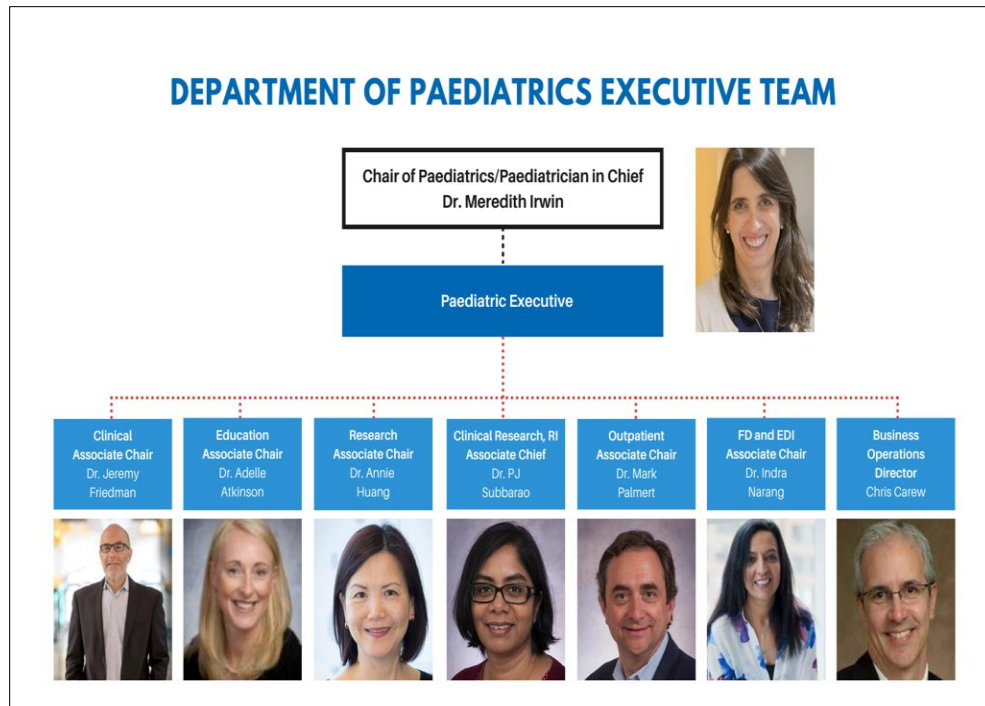


PEDS RESEARCH ECOSYSTEM (NOT EXHAUSTIVE)



**Dedicated Research and
Degree Training
Programs**

RESEARCH INSTITUTE ORGANIZATIONAL STRUCTURE

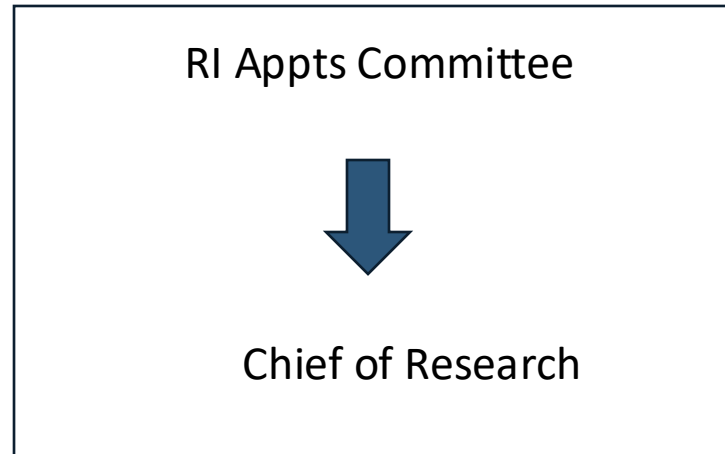


ESTABLISHING A CLINICAL INVESTIGATION/RESEARCH PROGRAM

Scientist with a clinical appointment
(MD w or w/o PhD)



Search: Clinical Programs
Selected by DoP chair in
consultation with division/clinical
chiefs



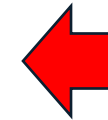
Purpose:

- Integration/Alignment to RI program
- “Track Program”/junior faculty – research focused career mentorship

Scientist without a clinical appointment
(PhD; MD/PhD)



Search: RI/RI Programs
Selected by RI Chief in
consultation with
program heads



DOP INVESTIGATORS/SCIENTIST INTEGRATION WITH RI

**RI programs/ cores and resources
are available for RI-appointed DoP
investigators/scientists**

Core Facilities,
Resources and
Services
(fee for service)

- TCHG
- Cell Bio Core
- CRC Core
- Biobanking
- Statistical support
- REB

- Space resources for dry/web labs

Research
Contracts and
Management
Office



Faculty
Development
(track/junior
faculty)

Research
Training
Centre
(trainee
funding)

Research
Awards and
Financial
Services

TYPE OF SICKKIDS RI APPTS

Academic clinician

Clinician Investigator

Clinician Scientist

All are eligible to
apply for and hold
grants, and access RI
core resources

**Project
Investigator**

Assoc Scientist Track

**Research Time
50-75%**

Scientist Track

Assoc Scientist

Scientist

No Appt Committee
involvement required

Expedited review
(mainly dept)

RI Appointment committee approval

Full, independent process for performance evaluation annually and for
ongoing re-appointment – “mini-CDCP”

TYPES AND STAGES OF RI APPOINTMENTS

Project Investigator

- Applications for funding
- A clinician/clinician investigator
- No formal routine RI review
- Can undertake clinical/graduate research trainees
- JAP: Academic Clinician and Clinician Educator

Associate Scientist Track/ Scientist Track Investigator

- Time limited mentored early investigators – 5 yrs
- $\geq 75\%$ research time
- Co-supervised trainees
- Formal annual RI reviews, pubs/funding
- JAP: Clinician-Investigator, Clinician-Scientist

Associate Scientist/ Scientist

- Full faculty
- $\geq 50\%$ -70% research time
- Formal annual/3 yr RI review
- Pubs/tri-council funding
- JAP: Clinician—Investigator/clinician scientist

Scientist Assoc/ Senior Scientist

- $\geq 70\%$ research time
- Sustained productivity, funded (CIHR etc)
- Sustained training record of graduate training
- Q6y RI review
- JAP: Clinician-Scientist/Investigator

Transition Scientist

- **DOP only competitive fellow-faculty transition program**
- Time-limited mentored pre-faculty position
- Development of a focused research program = publish paper; prepare to seek funding



PIPs

Paediatric Investigators,
Scientists, Scholars Pathways

SickKids

THE HOSPITAL FOR
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Department of Paediatrics



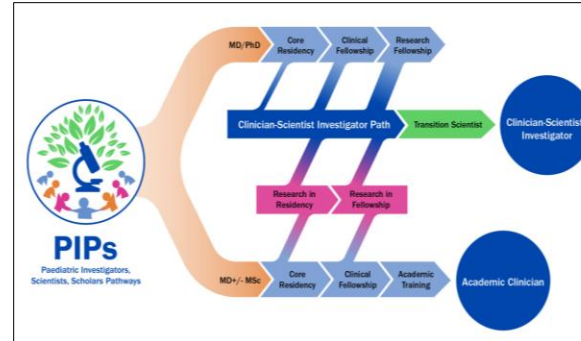
TEMERTY FACULTY OF MEDICINE
UNIVERSITY OF TORONTO

DOP RESEARCH SUPPORT

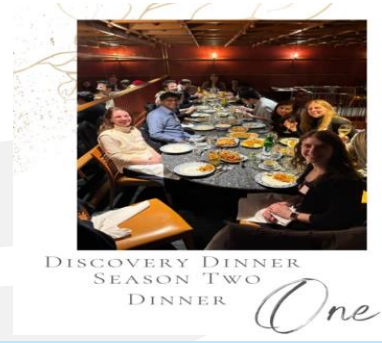
RESEARCH LIASON/ADVISORY TO DOP CHAIR

- SUPPORTING ALL RESEARCH-RELATED APPOINTMENTS (letters, DoP approvals etc)
- ADVISES ON PROMOTIONS/GRANT APPLICATIONS/RESOURCES /UNIVERSITY APPTS/TRAINEES

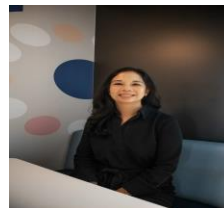
RESEARCH EDUCATION FOR CLINICAL TRAINEES



EC/FACULTY PEER MENTORSHIP /CAREER DEVELOPMENT



College of mentors



Catherine Lim-Shue



Kamela RamLackhan

EDUCATION ESSENTIALS

DR ADELLE ATKINSON



WHAT DOES EDUCATION MEAN AT SK?

*Promote Excellence In
Teaching and Learning
Across the Spectrum of
Learners*



SUPPORT FOR CLINICAL TEACHERS

- Lunch and Learn FD session for new faculty – Coming soon in your academic year!
- Medical Education Day
- Grand Rounds Topics
- Teacher Scholar's Program – HSC
- Stepping Stones – CFD
- Education Scholar's Program – CFD
- Graduate Degrees – U of T and beyond



Clinical Teaching



ADVANCING CLINICAL TEACHERS

COMPETENCE BY DESIGN

TRADITIONAL MODEL VS. CBME MODEL

TRADITIONAL MODEL



Time-Based Training

PGME training occurs over a dedicated period of time with no direct delineation of competencies



Summative Assessments

Few high stakes assessments are completed removed from a workplace-based setting



CBME MODEL



Outcomes-Based Training

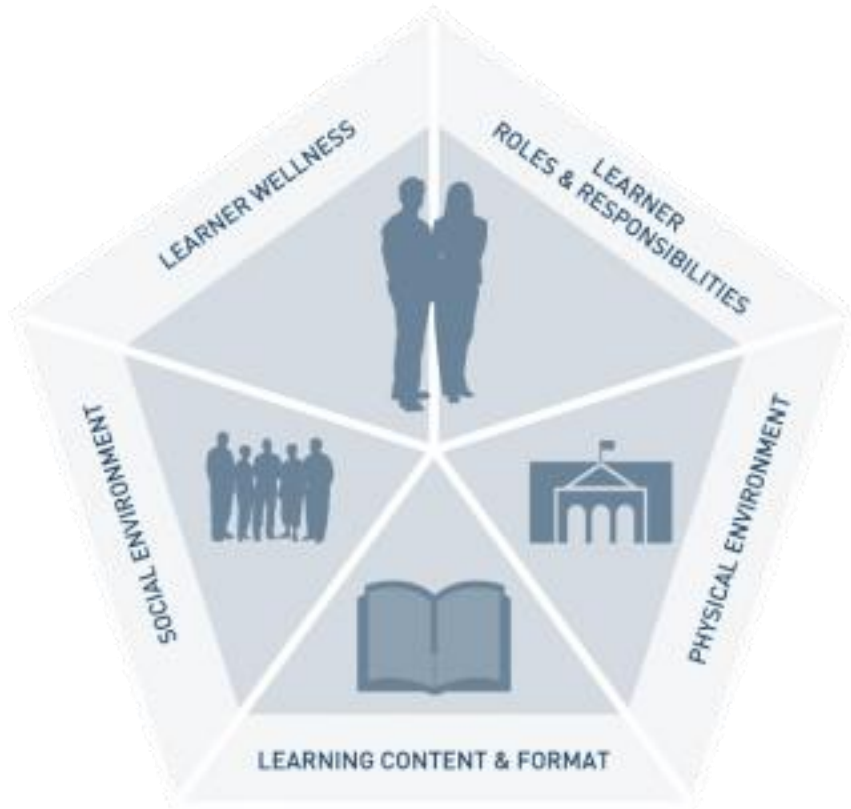
PGME training occurs over variable time with direct delineation of competencies



Formative Assessments

Multiple low stakes assessments are completed in a workplace-based setting

CURRENT FOCUS OF MEDICAL EDUCATION IN THE DOP



The Department of Paediatrics considers the well-being of our learners, faculty and staff to be of the utmost importance and is fully committed to doing everything possible to promote a highly supportive, safe, inclusive and respectful learning environment.

EDUCATION CONTACTS



Associate Chair - Medical Education

Dr. Adelle Atkinson (ext 205293)

adelle.atkinson@sickkids.ca

Director - Postgraduate Medical Education

Dr. Kevin Weingarten (ext 414711)

kevin.weingarten@sickkids.ca

Director - Undergraduate Medical Education

Dr. Hosanna Au

hosanna.au@sickkids.ca

PRO TIPS



Take advantage of opportunities to teach all levels of learners



Take advantage of medical education such as committee work, curriculum development – it matters and it counts!



Take advantage of faculty development offerings, from early to mid to late career



Reflect on teaching practices and seek feedback



Seek mentorship around what medical education can look like in your career (PDs, Associate Chair – Education, senior educators)



Teaching and Education contributes to joy in our work

FACULTY OF MEDICINE INITIATIVES & RESOURCES



Revised Professional Standards of Professional Behaviour for Clinical Medical Faculty (April 2020)



University of Toronto Standards of Professional Behaviour



Associate Dean, Clinical Affairs & Professional Values
(Dr. Pier Bryden)

IMPORTANT LINKS FOR TEACHER DEVELOPMENT

[Centre for Faculty Development](#)

[PGME University of Toronto - Teacher Support](#)

[Royal College of Physicians and Surgeons of Canada - Teaching Resources Competence By Design](#)

- NETWORKING BREAK -



PREPARING FOR PROMOTION

DR INDRA NARANG



SickKids

THE HOSPITAL FOR
SICK CHILDREN

Department of Paediatrics



TEMERTY FACULTY OF MEDICINE
UNIVERSITY OF TORONTO

PROMOTIONS IN THE UNIVERSITY OF TORONTO'S DOP

- Assistant → Associate → Full Professor (some start as Lecturer)
- Mean / median ~ 8 years
- Fast-tracking: 5 years!
- Who is eligible for academic promotion?
- When to start thinking about it?
- Departmental resources are available to help

WHAT IS THE BASIS FOR ACADEMIC PROMOTION

- Work must be recognized outside of SickKids
- EXCELLENCE (vs. Competence or N/A)
 - National level for Associate Professor
 - International level for Full Professor
- Must be achieved in at least one pillar
 - Research
 - Teaching and Education (T and E)
 - Creative Professional Activity (CPA)
 - Quality Improvement (QI)
- Everyone must have T and E (competent)

PREPARING FOR PROMOTION: SETTING UP FOR SUCCESS

- It should be a by-product of your good work!
- Discuss with your Division Head as part of Annual Review
- Keep CV up to date
- Keep copies of teaching scores / evaluations
- Develop a focus for your scholarly work
- Participate in national / international committees relevant to your work
- Discuss with members of Promotions Committee

EQUITY, DIVERSITY, INCLUSION, ACCESSIBILITY AND FACULTY DEVELOPMENT

ANNA HOSSAIN AND DR. INDRA NARANG



SickKids

THE HOSPITAL FOR
SICK CHILDREN

Department of Paediatrics



TEMERTY FACULTY OF MEDICINE
UNIVERSITY OF TORONTO

WHY DO WE NEED A ROBUST CULTURE OF EQUITY, DIVERSITY AND INCLUSION?

Excellence depends upon creativity....in research, clinical care and education

Creativity emerges from **diversity**.... ideas, training, and lived experience

The advantages of diversity are achieved through **inclusion and creating a sense of belonging**

Science benefits from diversity

Improving the participation of under-represented groups is not just fairer — it could produce better research.

EDIA PROGRAM

Chair- I. Narang

Anna Hossain, Program Lead
Evelyne Kiiza, Program Coordinator



Culture and Inclusion

- Create a clinical & academic environment that promotes respect, compassion, integrity & Inclusion



Education & Training

Workshops:

- Allyship
- Mitigating Implicit Bias
- Anti-racism
- Anti-oppression



Policies and Resources

- EDI Website
- EDI Action Group
- Inclusive Recruitment



Partnerships

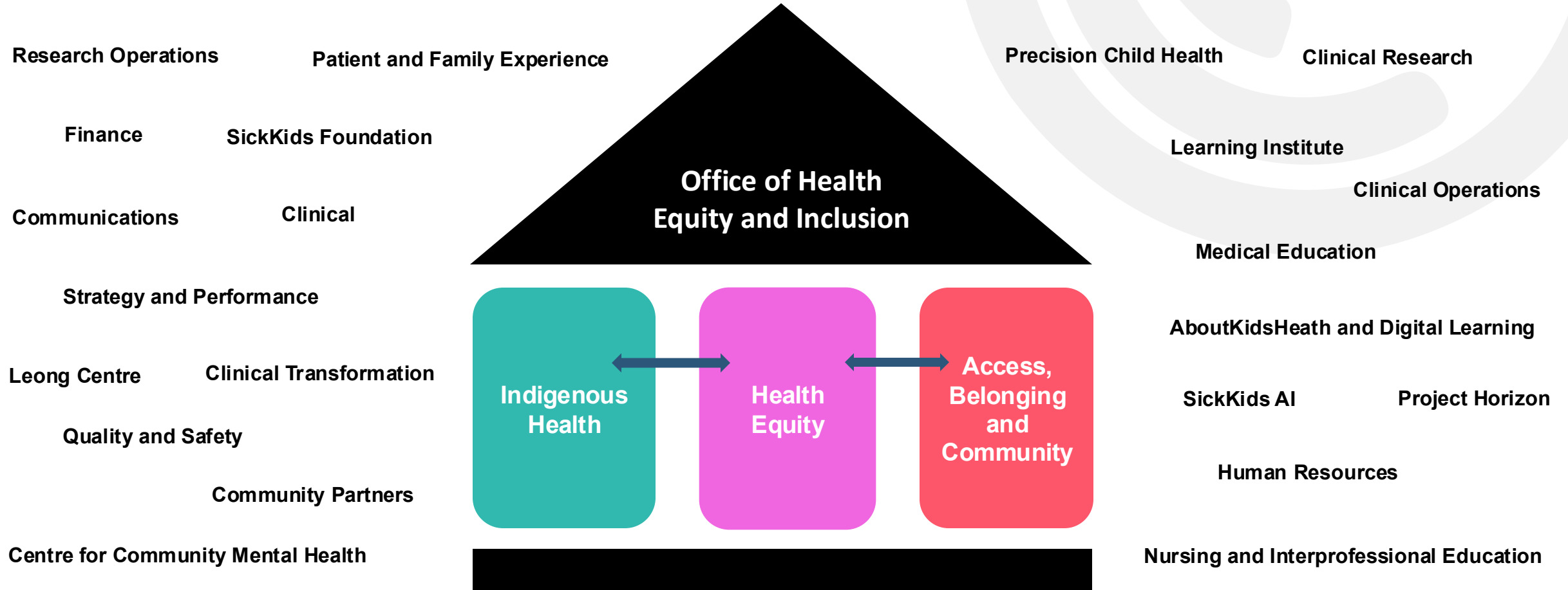
- U of T
- Advocacy Groups



Research

- EDI Related research
- Fostering EDI in research

SickKids Office of Health Equity and Inclusion



CLINICAL EXCELLENCE

DR MARK PALMERT



CLINICAL EXCELLENCE: WHAT AND WHY?

Clinician Excellence

The Nature of Excellent Clinicians at an Academic Health Science Center: A Qualitative Study

Sanjay Mahant, MD, Vesna Jovcevska, and Anupma Wadhwa, MD

Academic Medicine.
Dec, 2012

Abstract

Purpose

To understand the nature of excellent clinicians at an academic health science center by exploring how and why excellent clinicians achieve high performance.

Method

From 2008 to 2010, the authors conducted a qualitative study using a grounded theory approach. Members of the Clinical Advisory Committee in the Department of Pediatrics at the University of Toronto nominated peers whom they saw as excellent clinicians. The authors then conducted in-depth interviews with the most frequently nominated clinicians.

They audio-recorded and transcribed the interviews and coded the transcripts to identify emergent themes.

Results

From interviews with 13 peer-nominated, excellent clinicians, a model emerged. Dominant themes fell into three categories: (1) core philosophy, (2) deliberate activities, and (3) everyday practice. Excellent clinicians are driven by a core philosophy defined by high intrinsic motivation and passion for patient care and humility. They refine their clinical skills through two deliberate activities—reflective clinical practice and scholarship. Their high performance in

everyday practice is characterized by clinical skills and cognitive ability, people skills, engagement, and adaptability.

Conclusions

A rich theory emerged explaining how excellent clinicians, driven by a core philosophy and engaged in deliberate activities, achieve high performance in everyday practice. This theory of the nature of excellent clinicians provides a holistic perspective of individual performance, informs medical education, supports faculty career development, and promotes clinical excellence in the culture of academic medicine.

Table 2

Summary of the Themes and Subthemes From Interviews With 13 Peer-Nominated Excellent Clinicians, Department of Pediatrics, University of Toronto, 2008–2010

Theme	Description
Core philosophy	Personal values, beliefs, approach, or ethos
Intrinsic motivation	Motivation that comes from within the individual, also referred to as drive or passion for patient care
Humility	Open stance, open-mindedness, willingness to consider alternate views, keenness to learn from others
Deliberate activities	Activities that are purposefully sought and performed to maintain and refine clinical performance
Reflective practice	Act of approaching clinical practice with self-awareness, attention to performance, and learning from practice
Scholarship	Broad range of activities including research, knowledge synthesis, dissemination, application, and teaching
Everyday practice	Qualities that characterize high performance in daily clinical practice
Clinical skills and cognitive ability	Clinical reasoning, knowledge integration and distillation, approach to problems and challenges
People skills	Skills employed when interacting with patients, families, colleagues, trainees, and other health care workers
Engagement	Enthusiasm and commitment to be involved in patient care
Adaptability	Ability to recruit and employ necessary skills to match each unique situation

EXPECTATIONS AND ACCOUNTABILITIES

- **SickKids Policies and Procedures—Consider reviewing**
 - **MRP**
 - **Consultation**
 - **Communication**
 - **Virtual Care**
- **Shared Accountabilities**
 - **Collegiality, citizenship**
 - **Resources**
 - **ED, inpt beds**
 - **Testing**
 - **Judicious consults**
 - **Resource stewardship**
 - **Access to care**
 - **Clinic cancellations and rescheduling**
 - **Billing**

CLINICAL WORK AS ROUTE TO PROMOTION/ADVANCEMENT

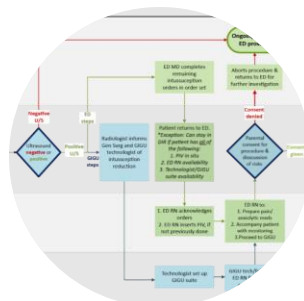
- CPA – talks, pubs, grants, protocols, cpgs, audits
- QI/safety – cQUIPS, Caring Safely, M&Ms, resource stewardship
- Innovative clinical program development
- DoP CPA grant spring comp (QI, medical informatics, EDI)
 - <https://www.sickkids.ca/en/care-services/clinical-departments/paediatrics/>

QI EXAMPLE



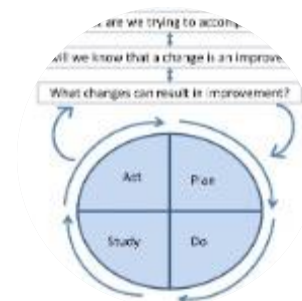
JOIN A COMMITTEE

Medication Safety
Antimicrobial Advisory
Utilization Management
SickKids Choosing Wisely
Clinical Decision Support
CIP



TACKLE A QUALITY GAP

Order Set Development
New Pathways
Policies & Procedures
Clinical Practice Guidelines
IT Solutions



ADVANCED TRAINING

DoP Co-Learning in QI Course
[CQuIPS](#) certificate courses
QIPS Masters
[IDEAS QI Foundations](#)
IHI Open School



LEADERSHIP & EDUCATION

QIPS Curriculum Development
Caring Safely Error Prevention
Co-Learning Faculty Support
Choosing Wisely STARS Faculty
Subspecialty Society QI

PROMOTION/ADVANCEMENT

- Awards
 - Senior clinical excellence (Richard Rowe), Junior clinical excellence, Outstanding clinical contribution
 - Divisional
 - University awards
- Annual/triannual reviews/promotion
 - Record documentation of CPA esp if not on CV (include role/impact)
 - Start early

BEST PRACTICES & SURVIVAL TIPS

- Commitment/engagement with clinical work is a priority!
- In first 6 months:
 - each division has a billing champion - ask them for a 1 on 1 session.
 - If new to EPIC – schedule a session with div champ or IT
- If you haven't been assigned a divisional clinical mentor discuss with your DH.
- Start early with clinical dossier recording your accomplishments; you only need at year 3 but easier if recorded in real time. Don't only do things that "count;" but be sure to count what you can
- Collegiality and citizenship are highly valued and will improve wellness and job satisfaction. If you are not treated respectfully d/w section or division head or myself or Lennox (CMO).

PHYSICIAN WELLNESS

DR GINO SOMERS



SickKids

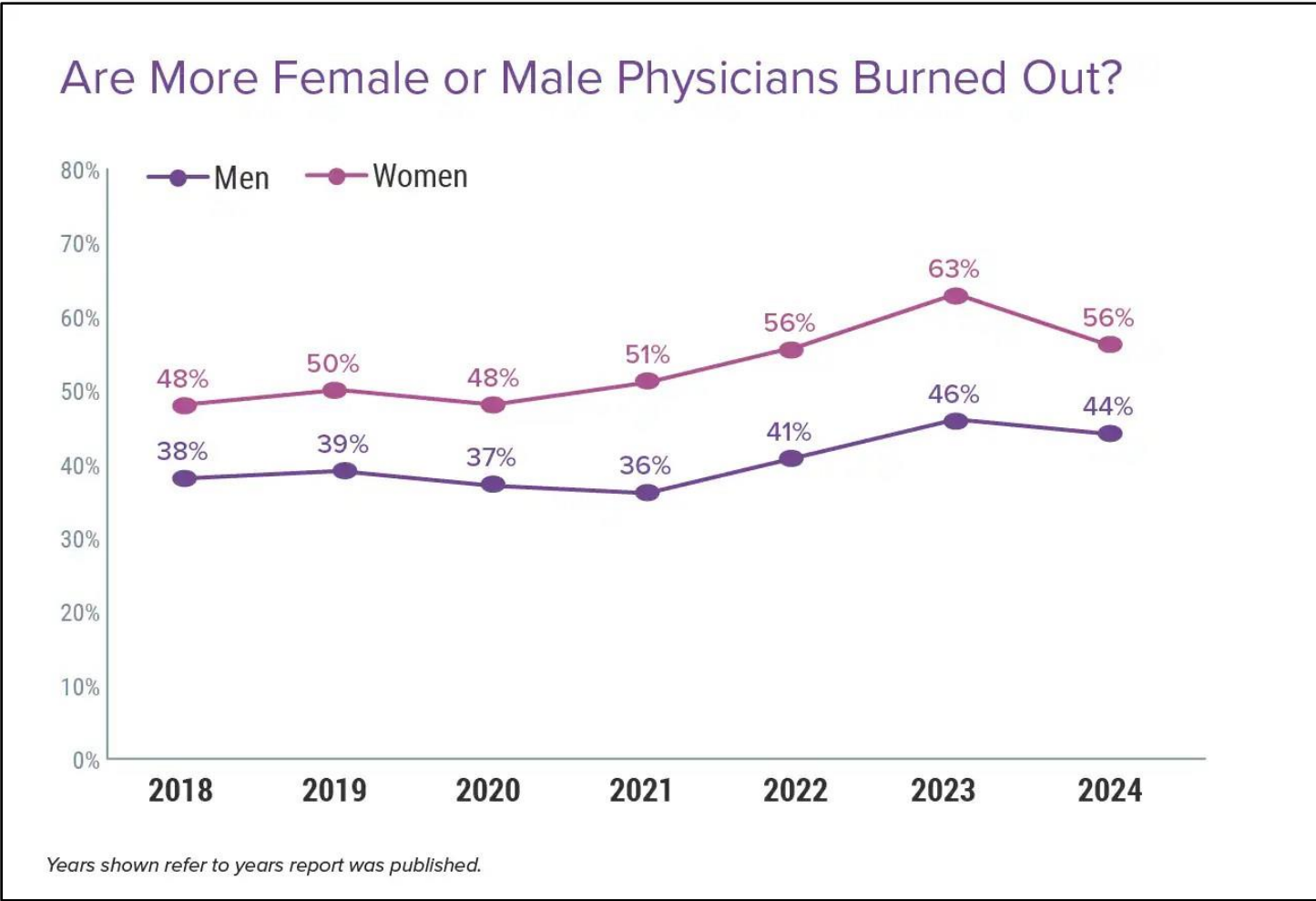
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Department of Paediatrics

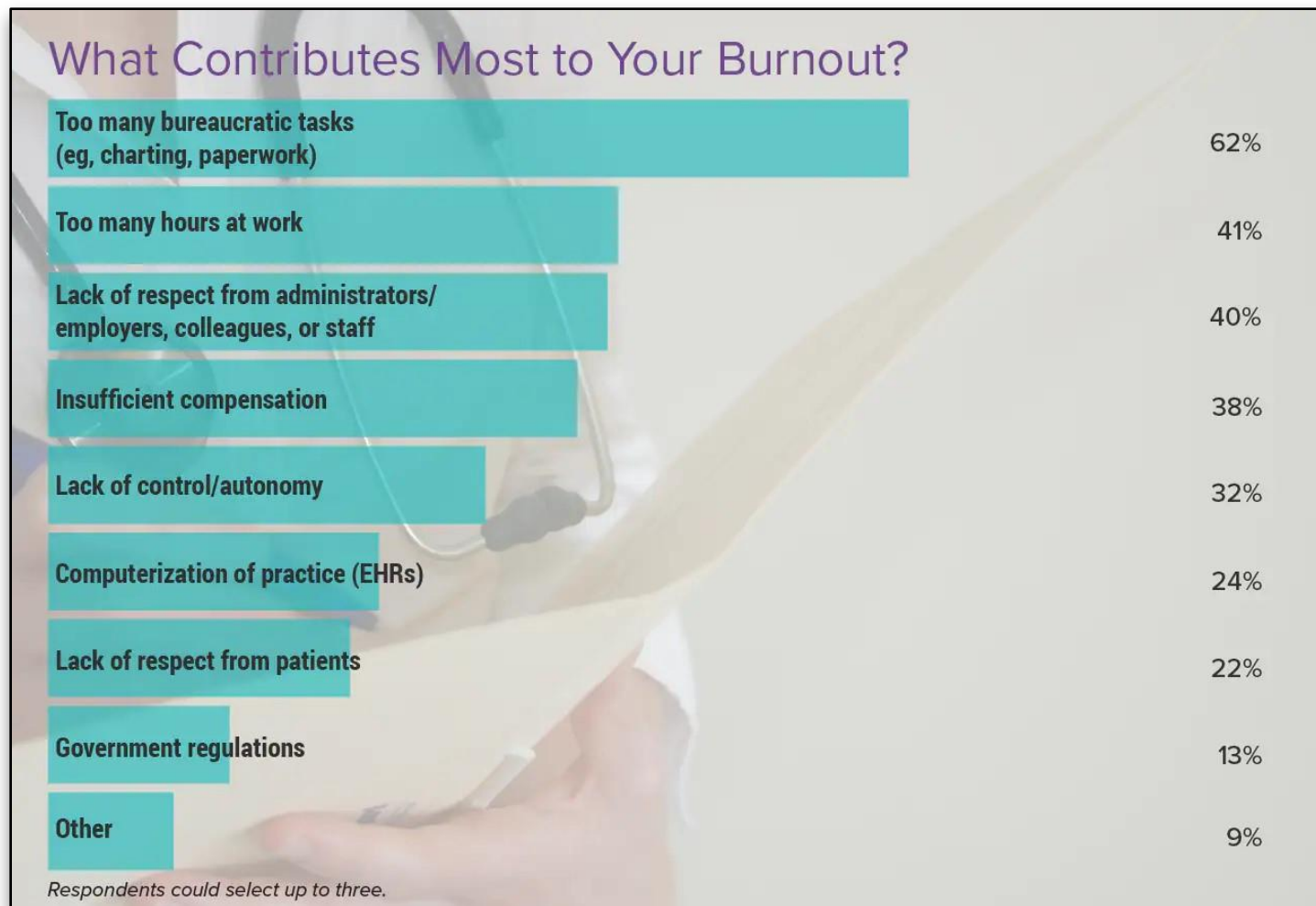


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Physician Burnout & Exhaustion: Medscape 2024 Survey

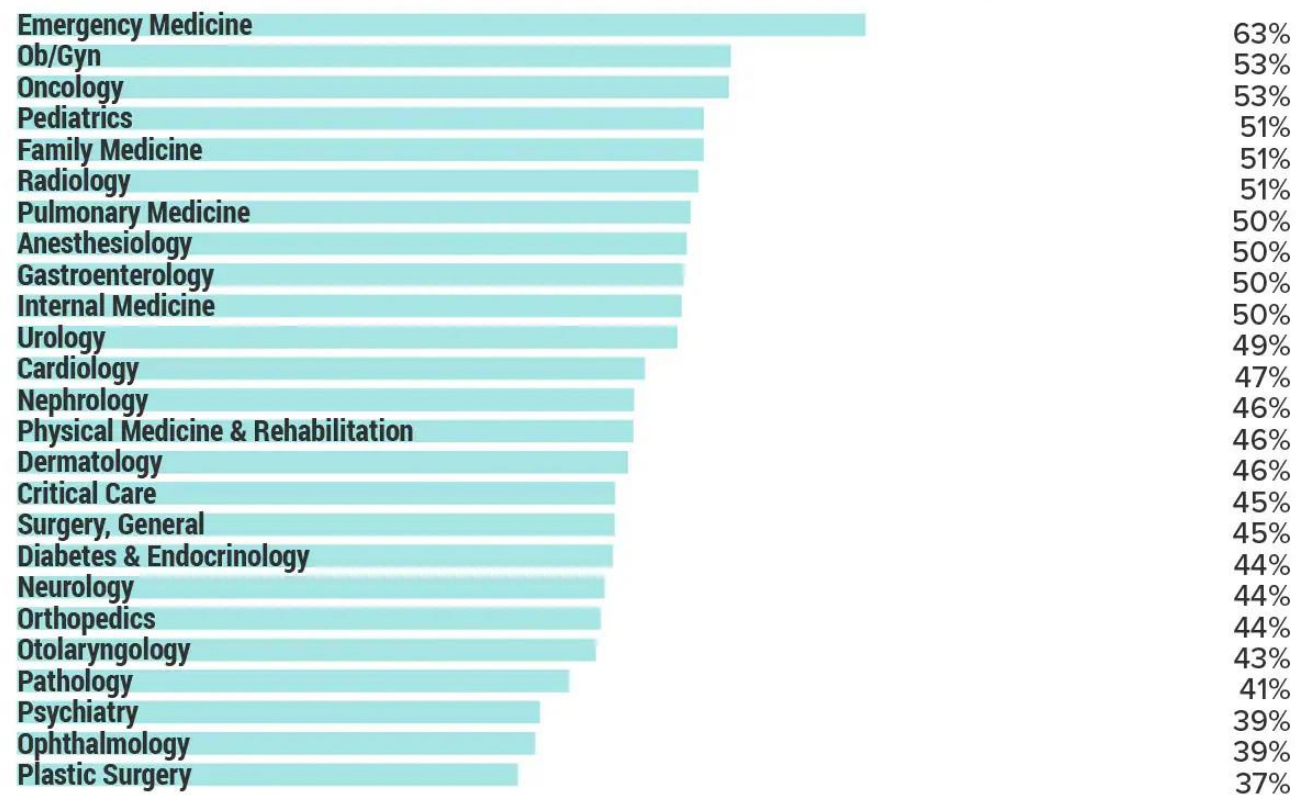


Physician Burnout & Exhaustion: Medscape 2024 Survey



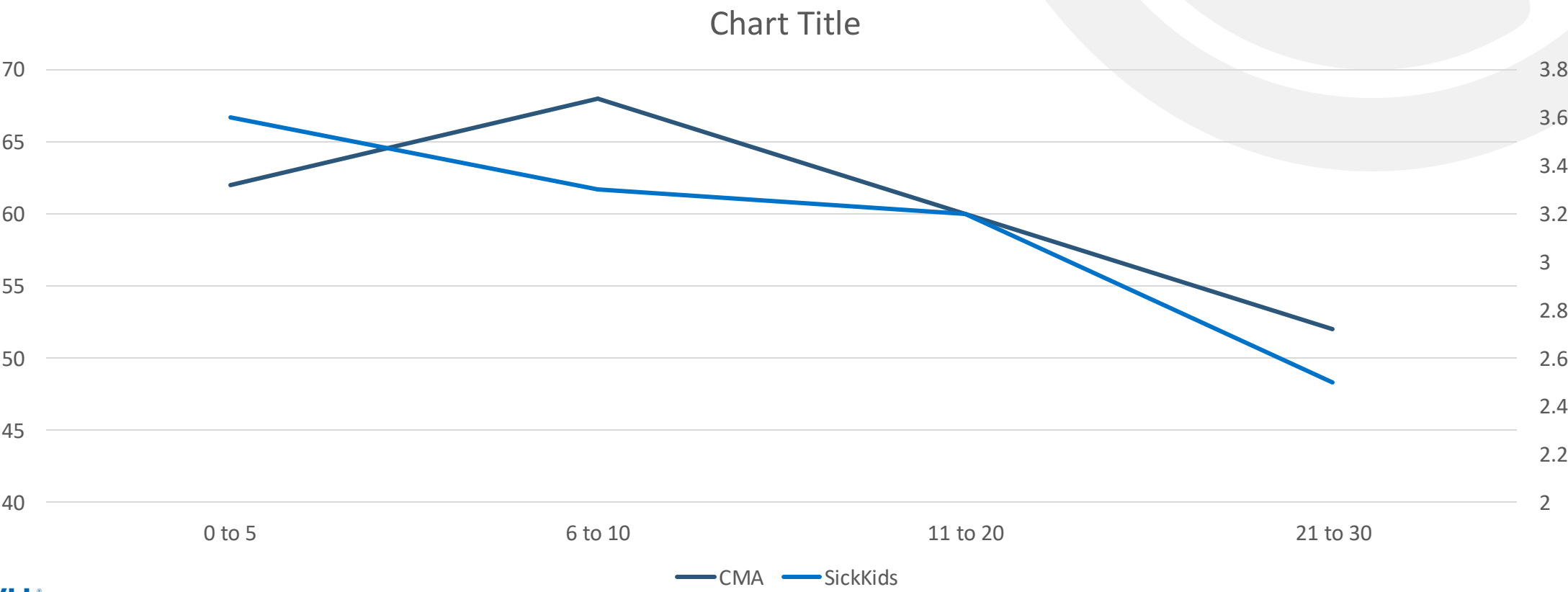
Physician Burnout & Exhaustion: Medscape 2024 Survey

Which Specialties Have the Greatest Burnout Rates?



Not all specialties are shown.

CAREER STAGE AND BURNOUT – CMA & SICKKIDS



WELLNESS AT SICKKIDS: THREE KEY MESSAGES

What would I tell
my younger self

Resources
available

What about the
hospital's role?

WHAT I WOULD TELL MY YOUNGER SELF

We all turn up trying to do our very best

Bad things happen (but there's a very fair and just process)

You don't know what others are going through

Take up a hobby

The 20% rule

Be kind

RESOURCES AVAILABLE

Peer Support – peer.support@sickkids.ca; website: [Peer Support and Trauma Response](#)

Hospital website: [Staff Health & Well-being - Home \(sharepoint.com\)](#)

UofT Faculty Wellness website: [Wellness Resources for Faculty | Temerty Faculty of Medicine](#)

UofT learners: <https://meded.temertymedicine.utoronto.ca/office-learner-affairs>

Support at SickKids

Occupational Health Clinic

Located at the Patient Support Centre (PSC) located at 175 Elizabeth, 20th floor, Room 20-14-303.

Email: occupational.healthnurses@sickkids.ca

Peer Support and Trauma Response Program

Room 5303 (5th floor, Black Wing) or Ext. 401683

Email: peer.support@sickkids.ca

Peer After Hours Pager: 416-713-2293

Self-harm or suicide

Get Help | Talk Suicide Canada

Connect to a crisis responder to get help without judgement.

Phone: 1-833-456-4566

Text: 45645

Distress Centres of Greater Toronto

Emotional support, crisis intervention and suicide prevention, intervention and postvention.

Phone: 416-408-4357

Accessing care and support

Employee & Family Assistance Program (EAP)

Your EAP provides immediate and confidential assistance for any work, health or life concern. Counsellor available 24/7.

Phone: 1-866-379-0244 (toll-free) to speak directly to a counselling professional.

ConnexOntario

Contact ConnexOntario for mental health and addictions information and referral.

Phone: 1-866-531-2600

Sexual assault, domestic violence and homelessness

Assaulted Women's Helpline

Free, anonymous and confidential 24/7 crisis telephone line to all women in Ontario who have experienced any form of abuse.

Phone: 416-863-0511

Toronto Rape Crisis Centre

Peer support to survivors of sexual violence through support, education and activism.

Phone: 416-597-8808

THE HOSPITAL TAKES WELLNESS SERIOUSLY...

...but also takes its time



Action – Tackling Drivers of Burnout at a Systems Level



Identified the drivers of burnout specific to SickKids physicians:

- | | |
|-------------------------------------|------------------------------|
| • administrative burden | GROSS initiative |
| • efficiency of practice | GROSS initiative |
| • recognition and reward | DPLM efforts |
| • leadership resources for wellness | coaching for wellness |

Communication: leadership to frontline staff - **over 20 presentations**

Focus groups:

- frontline staff had an opportunity to be heard
- **key themes incorporated into strategic plan**

Some small, and not-so-small, wins:

- iLearns & test-out feature (~2800 hours per year saved [1.5 FTE])
- Schwartz rounds & Balint groups
- trainee wellness in DIR & DoP
- badging improvements

BUSINESS OPERATIONS

LLOYD COUTINHO



DOP BUSINESS OPERATIONS TEAM

Chris Carew

Executive Director, Paediatric Operations

Deborah Taylor

Emergency Medicine | Clinical & Metabolic
Genetics | Billing

Barbara Zimnowodzki

Neurology | Immunology & Allergy |
Dermatology | Infectious Diseases | Paediatric
Medicine

Judy Grundy

Endocrinology / Gynecology | Haematology /
Oncology | Neonatology

Theresa Passanha

Cardiology | Gastroenterology, Hepatology &
Nutrition | Rheumatology

Victoria Snell

Medical Education | Undergraduate |
Postgraduate | Continuing Education | Faculty
Development | Education Scholarship and
Research

Linda Jankovski

Adolescent Medicine | Clinical Pharmacology &
Toxicology | Nephrology | Respiratory Medicine

- Business partner & advisor to the Division Head
 - Physician recruitment
 - Onboarding / offboarding
 - Operational planning & execution
- Owns all aspects of Divisional...
 - Finances
 - Human Resources
 - Operations
 - Administration
- Go-to for faculty finance, HR, & operations questions

DOP BUSINESS OPERATIONS TEAM

Chris Carew

Executive Director, Paediatric Operations

Deborah Taylor

Emergency Medicine | Clinical & Metabolic
Genetics | Billing

Barbara Zimnowodzki

Neurology | Immunology & Allergy |
Dermatology | Infectious Diseases | Paediatric
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Judy Grundy

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Theresa Passanha

Cardiology | Gastroenterology, Hepatology &
Nutrition | Rheumatology

Victoria Snell

Medical Education | Undergraduate |
Postgraduate | Continuing Education | Faculty
Development | Education Scholarship and
Research

Linda Jankovski

Adolescent Medicine | Clinical Pharmacology &
Toxicology | Nephrology | Respiratory Medicine

- Additionally over 150 FTEs of Administrative support within the Department!
- These include:
 - Administrative Assistants
 - Education Admin Coordinators
 - Administrative Coordinators
 - Divisional Admin Leads
 - Program Coordinators, Project Coordinators, and other support roles

DEPARTMENTAL CORPORATE & FINANCIAL GOVERNANCE



Idea &
Impact

Paediatric
Executive
Committee



Consultation

Division Heads,
Faculty, & Others



Review

Finance
Executive &
Audit Committee



Socialization

Communicate
Change



Implementatio
n

Change
Management &
Implementation

DEPARTMENT OF PAEDIATRICS FINANCE TEAM

Chris Carew

Executive Director, Paediatric Operations

Lloyd Coutinho

Sr. Manager, Finance / Controller

Fariha Rahman

Sr. Financial Analyst

Helen Yang

Intermediate Financial Analyst

**Department of Paediatrics | University of Toronto Faculty of
Medicine | Paediatric Consultants Partnership**

- Liaison for MOH and UofT
- Governance oversight
- Stewardship of finances
- Operations accountability & audit
- Payroll for sessional contracts
- Management of...
 - Academic allowances
 - Accounts payable & receivable
 - Recoverables for Department

PROFESSIONAL BILLING (OHIP) IN DOP

1. Fee for Service

- Billings at 100%

2. Flow-Through

- Shadow Billings at 22.29%

- Professional billings are used...

- To offset Departmental expenses
- As supporting metrics and data when negotiating with the MOH



He had taken a roundabout route,
but the paperwork continued to pursue him.

BEST PRACTICES – SURVIVAL TIPS

- Your Sr. Business Operations manager is a great resource
- Make use of your annual Academic Allowance
- MyHR provides access to paystub, pension, health benefits information, and resources for physician people managers



Employee Self Service ▾

Payroll



BEST PRACTICES – SURVIVAL TIPS

- myFinance provides access to travel & expense reimbursement, required pre-approvals (international travel, events), CMPA expenses, and purchasing-card requests
- If travelling outside of North America, advance system access requests are required through ServiceNow – service.desk@sickkids.ca





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Department of Paediatrics



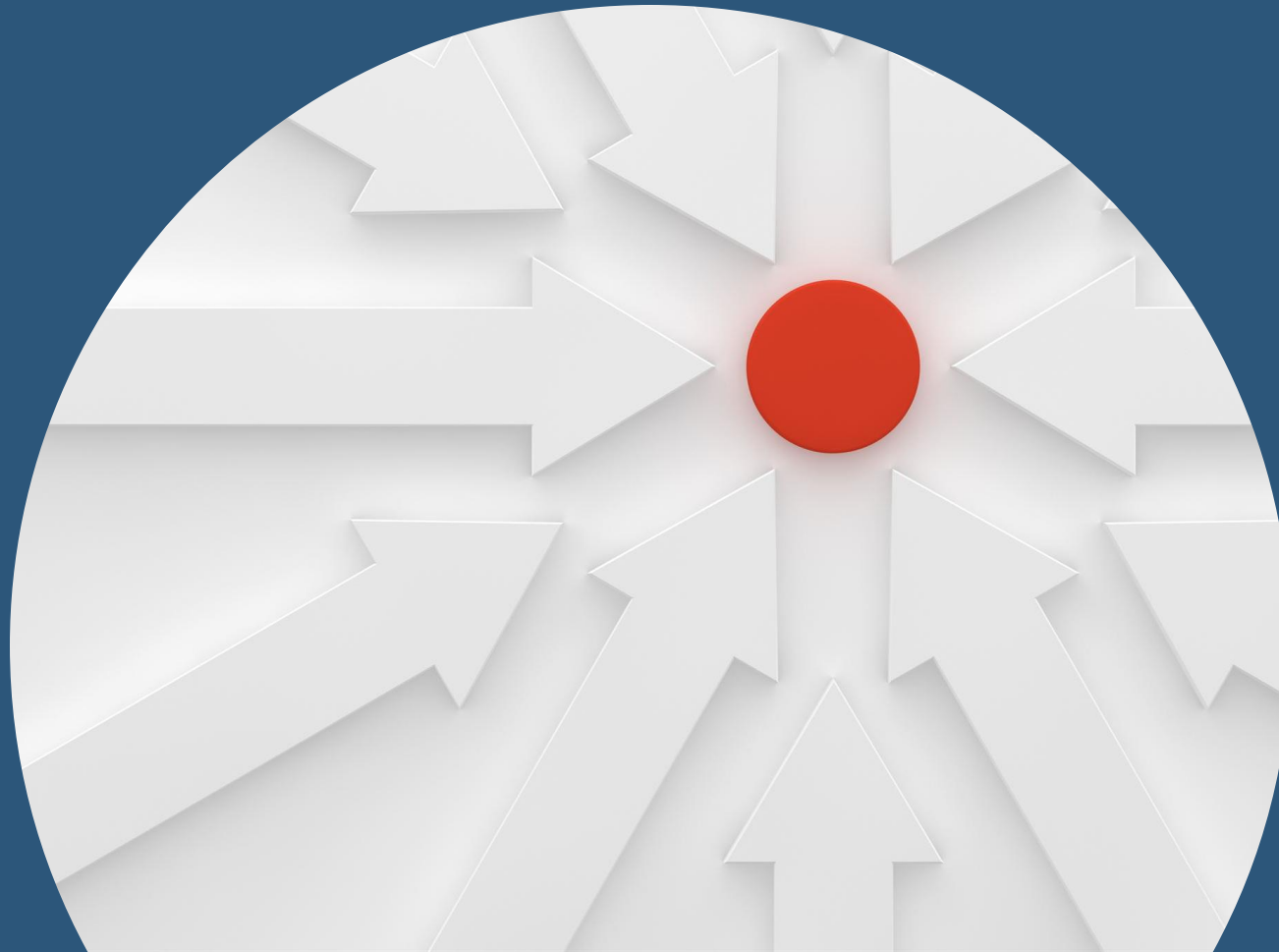
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UNIVERSITY OF TORONTO

New Faculty Orientation Program
Evaluation - April 23rd, 2025



THANK YOU!

APPENDIX



RESPONSIBILITIES OF A PHYSICIAN

Well-being of the patient first

Treats the patient with dignity / respect

Provide appropriate care even when cure no longer possible (physical comfort, spiritual & psychosocial support)

Consider the well-being of society in matters affecting health

Practice competently, with integrity & without impairment

Engage in lifelong learning

Resist any influence that could undermine your professional integrity

Contribute to the development of the medical profession through clinical practice, research, teaching, administration or advocating on behalf of the profession or the public

Refuse to participate in / support practices that violate human rights

Promote and maintain your own health and wellbeing

SAFETY REPORTING SYSTEM

The Safety Reporting System (SRS) is an online tool that captures safety events, safety concerns, hazards, and breaches. Safety reporting facilitates the identification, trending and communication of safety issues.

Who? Any SickKids staff member (employee s, physicians and volunteers) can complete a safety report.

What? Complete a safety report for any actual or potential safety event involving patients, families, staff or visitors irrespective if harm was caused or not.

When? As soon as possible after an event has occurred or is identified. First address any immediate threats, take care of the people involved, notify other areas if needed, and then complete a safety report.

Where? Access the Safety Reporting System from the hospital intranet home page (my.sickkids.ca)-Key Links.

Why? Safety reports help the hospital trend safety issues, identify improvement priorities and learn from experience. The resulting analysis triggers action on system-wide safety issues.

REPORTING TOOL RESOURCES AND CONTACT

Resources

[Employee Event Guide - what to expect after submitting an Employee Event](#)

[SRS Tip Sheets and Videos](#)

The [Safety Reporting Policy & Procedure](#) document outlines the safety reporting process, including staff responsibilities

[Safety Reporting Fact Sheet](#)

[File Managers Master Copy - NEW.xlsx](#)

Contact

Have an SRS question? Contact the SickKids Safety Reporting System Administrator:

safety-reporting.admin@sickkids.ca

- Karla Kerrigan, Quality Improvement Specialist ext. 203486

U OF T SCHOLARS-SCIENTISTS TRAINING PROGRAM PATHWAY

Undergraduate

Post-Graduate
Residency /
Post-Graduate
MD/PhD Residency

Post-Graduate
Subspecialty
Fellowships

Pediatric Residency Research Program Directors (UofT/SickKids/TASHN)



Dr. Mark
Friedberg
Pediatric Residency
Research Education



Dr. Jim Dowling
Research Education
MD-PhD Residency
Program

SickKids

THE HOSPITAL FOR
SICK CHILDREN

Department of Paediatrics

St. Michael's
Inspired Care.
Inspiring Science.



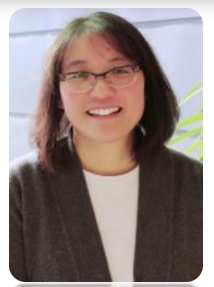
Ripu Minhas

**Mount Sinai
Hospital**
Sinai Health System
Joseph & Wolf Lebovic
Health Complex



Prakesh Shah

Holland Bloorview
Kids Rehabilitation Hospital



Anne Kawamura



QUESTIONS/WHO TO ASK

- Division Head
- All Associate Chairs
- Chris Carew
- Business Managers and administrative staff
- Human Resources