



FACULTY OF DENTISTRY
STRATEGIC PLAN 2014-19
Year Three **Progress Report**



UNIVERSITY OF TORONTO
FACULTY OF DENTISTRY

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DEAN'S MESSAGE

This past year has seen tremendous strides toward achieving our Strategic Plan goals and vision of improving health by advancing dentistry through inspired leadership, innovation and excellence in education, research and practice. This document is a reporting of our progress on our Strategic Plan priorities, from July 1, 2016 through June 30, 2017, during what has been a period of exceptional change. It is worth noting where we began in 2014, with 21 first year priorities undertaken by working groups, 12 priorities in the second year, and 8 this past year. For this coming year we are down to 2 priorities being addressed by working groups. As well this year, our fourth of the 5-year Strategic Plan, we will begin the process of envisioning the direction for the future after this plan.

The 2016-17 Strategic Implementation Committee, listed below, demonstrated invaluable insight and energy in bringing our goals to fruition over the past year. I would like to take this opportunity to thank them for their contribution.

Chair: Daniel Haas	Ernest Lam
Grace Bradley	Morris Manolson
Mary Choi	James Posluns
Selina Esteves	Carlos Quiñonez
Jacob Fitzgerald	Howard Tenenbaum
Bernard Ganss	Erin Vollick
Jim Yuan Lai	

For the 2017-18 committee Jacob Fitzgerald will be leaving the group and we welcome new member Caroline Conway, the 2017-18 DSS president. I want to thank each of the Working Group members for their substantial contributions to furthering our progress. Finally, I want to thank everyone at the Faculty for their dedication and patience in the face of change, as well as their passion for bettering the Faculty for successive generations.



Daniel Haas
Dean, Faculty of Dentistry

PRIORITIES: 2016-17

Renew, standardize and strengthen evaluation, testing and grading of students, including student self-assessment.

Lead: Jim Yuan Lai

Working Group: David Cornell, Jacob Fitzgerald, Suzette Guo

Performance Measures:

- Completion of a narrative review of methods of evaluation (ongoing from 2015-16 Priority #2)
- Educate faculty members on the various evaluation methods available
- Develop a plan to incorporate appropriate methods of evaluation into the curriculum

Progress to June 30, 2017:

The working group reviewed the literature and identified a comprehensive review of methods of evaluation by the American Dental Education Association's Commission on Change and Innovation in Dental Education (ADEA CCI). ADEA CCI has developed a Dental Student Assessment Toolbox. After reviewing the materials available, the working group recommended that the Faculty map ACFD competencies to the Dental Assessment Toolbox and determine what method of assessment is appropriate. A plan is also in place to educate faculty members on these evaluations methods, as outlined in Priority #2.

Status: **Completed**

Develop a formal program to strengthen teaching quality across undergraduate and graduate programs.

Lead: Jim Yuan Lai

Working Group: Deepika Chugh, Caroline Conway, David Cornell, Margaret Edghill, Siavash Hassanpour

Performance Measures:

- Continue to collect data on teaching quality at the Faculty (ongoing from 2015-16 Priority #3)
- Identify topics and schedule Faculty seminars that improve teaching quality
- Explore feasibility of an Education Day, with a focus on improving teaching quality
- Identify and promote CTSI and ADEA seminars to the Faculty of Dentistry, University of Toronto

Progress to June 30, 2017:

This working group developed a model for a formal Professional Development Program on Teaching and Learning (PTL) to strengthen teaching quality across the Faculty. As part of this program, it was recommended that an administrative committee be struck, comprised of 4 or 5 professors, and possibly a student representative, the function of which would be to:

- Develop and coordinate the annual PTL schedule
- Organize an Education Day and identify specific topics, such as clinical assessment
- Identify and promote CTSI and ADEA seminars
- Keep track of PTL points, analogous to Continuing Education points
- Provide orientation for new instructors and faculty members by providing appropriate orientation materials on policies/procedures/best practice in teaching and assessment
- Map ACFD competencies to the Dental Assessment Toolbox
- Exam review subcommittee to report to the PTL committee

This administrative committee has been struck for 2017-18.

Status: **Completed**

Determine feasibility of introducing a model to better integrate basic science into clinical training in undergraduate education.

Lead: Grace Bradley

Working Group: Virginia Bertucci, Bernhard Ganss, Jim Yuan Lai, Carlos Quiñonez

Performance Measures:

Development of a plan to better integrate basic science and clinical concepts in the undergraduate curriculum

Progress to June 30, 2017:

The working group looked at a number of different models, including those from peer schools such as NYU, and determined that “case-based” learning with small-group collaborations between junior and senior students offered feasible opportunities for integrating basic science into clinical training. Over the next academic year a plan will be developed and executed by a new working group to establish this model.

Status: Completed

Develop a five-year plan to redevelop and reorganize the clinics within the Faculty to improve the clinical experience for patients and students, and the efficient delivery of interdisciplinary care.

Lead: James Posluns

Working Group: Elahe Behrooz, Mary Choi, Tina Harvey-Kane, Jim Yuan Lai, Margaret Provenza, Laura Tam, Jennifer Vatta

Performance Measures:

A written, formal five-year plan, developed in consultation with multiple stakeholders, including a feasibility study on funding options and sequencing of infrastructure changes linked to pedagogical renewal.

Progress to June 30, 2017:

The working group sought input from academic stakeholders regarding the concept of a single undergraduate clinic, a shared non-surgical graduate and a shared surgical graduate clinic within the existing Faculty. Overall, feedback was positive, although concerns were raised on how to implement a project of this scale while remaining operational throughout the process.

An alternative concept was developed that, in general, maintains the current layout of the Faculty, while providing significant improvements to both space utilization and the potential for multi-disciplinary care. In addition to the traditional clinical areas of the Faculty, this concept supports the addition of both an intramural faculty practice and an after-hours emergency clinic. A multi-phased approach to implementation is being evaluated.

Status: In Progress

Explore the feasibility of creating a Centre of Excellence.

Lead: Howard Tenenbaum

Working Group: Domenic Belcastro, Peter Fritz, Bernhard Ganss, Ernest Lam, James Posluns, Stephen Spano, Farah Thong

Performance Measure:

Evaluation of the feasibility of a financially sustainable treatment and diagnostic program.

Progress to June 30, 2017:

The working group for this priority has exceeded the performance measure of this priority. Funding was secured from a donor to help establish a centre of excellence, which has since been established at Sinai Health System's Mt. Sinai Hospital. The initial disease foci of this clinical/research program include the study, diagnosis and management of severe/refractory periodontitis, implant-associated diseases, and severe periodontal attrition/recession, but will move into biofilm-mediated diseases. Future foci could range from BRONJ/MRONJ to chronic orofacial pain and carcinogenesis. This past June, the Centre for Advanced Dental Research and Care was formally launched. Drawing patients from Mount Sinai Hospital as well as the Faculty of Dentistry, the Centre will provide a rapid pipeline between disease diagnosis, management and research. In particular, Dentistry's Professors Michael Glogauer, Michael Goldberg and Celine Levesque will provide diagnostic and research support. In the near future, the Centre could become a rotational unit for Dentistry students.

Status: Completed

Develop and implement plans to foster and strengthen our culture of professionalism and collegiality.

Lead: Howard Tenenbaum

Working Group: Faryn Berger, Karen Burgess, Nicholas Dunn, Ernest Lam, Jamie Moeller, Carlos Quiñonez, Erin Vollick

Performance measure:

The development of a plan for implementation across the Faculty, encompassing faculty, staff, and students.

Progress to June 30, 2017:

A decision was made to engage an external facilitator to examine the Faculty's educational culture in the context of the University's mandate of teaching, research, and service from the perspective of professionalism and with a focus on students, faculty, and clinical support staff. This consultant will be expected to carry out in-depth research with Faculty constituents and provide a report outlining findings and recommendations for strengthening professionalism within the Faculty. A meeting with a potential consulting group took place, and a formal request for a proposal/quote from several sources will be developed.

Status: In Progress

Implement the new organizational structure, including a review of the administrative support and the Faculty's constitution and by-laws.

Lead: Daniel Haas

Working Group: Grace Bradley, Mary Choi, Bernhard Ganss Jim Yuan Lai, Ernest Lam, Morris Manolson

Performance Measures:

- Completed plan for appropriate administrative support
- Revised Constitution and By-laws approved by Faculty Council

Progress to June 30, 2017:

The working group accomplished its performance measures. This past year the Faculty created and filled a new position: Manager, Academic Administrative Services. This person has begun to review the current administrative support and is developing a plan to align it more appropriately with the new organizational structure that is now in place at the Faculty.

The working group revised the Constitution and By-Laws. The aims of the revision were to align these documents with our new academic structure and more appropriately support the Faculty's mission for the future. Furthermore, the University has recommended reviewing the Constitution every 5 years, which is the length of time since the last revision. The process was intensive and included initial reviews by the Provost's office, followed by consideration by our Constitution and Nominations Committee. A special Faculty Council meeting was then called for further input. The drafts were then sent to the Provost's Advisory Group for review. Following their input, the amended drafts were then sent back to Faculty Council, where it was approved. This was then approved by the University's Academic Board and finally Governing Council in June. The new Constitution and By-Laws took effect July 1, 2017.

Status: Completed

Explore a range of options to secure further sustainable funding for the Faculty of Dentistry.

Lead: Daniel Haas

Working Group: Mary Choi, Selina Esteves

Performance Measures:

- New funding sources identified
- Increase in total donations and donors

Progress to June 30, 2017:

This past year was very successful in regard to improving efforts to secure sustainable funding for the Faculty of Dentistry. A new Advancement Director was appointed and began her work this past academic year. Her leadership resulted in a marked improvement in identifying new sources of support as well as successfully securing several major gifts. An increase in annual giving was also accomplished. With new funding sources identified and an increase in both total donations and donors, the performance measures set out for this priority have been met. Continuing to explore options to secure sustainable funding will remain a continuous priority for the Faculty of Dentistry.

Status: Completed



**NEXT STEPS: PRIORITIES FOR
2017-18**

Develop a long-term plan to redevelop and reorganize the pre-clinical simulation laboratory and the teaching clinics within the Faculty to improve the clinical experience for patients and students, and to improve the efficient delivery of interdisciplinary care.

Lead: James Posluns

Working Group: Elahe Behrooz, Mary Choi, Selina Esteves, Tina Harvey-Kane, Jim Lai, Margaret Provenza, Jennifer Vatta

Performance Measures:

- Finalization of the overall clinical space plan and overall block drawings.
- The production of a project planning report for the renewal of the pre-clinical simulation lab (Lab 4) and approval of the project by the University Capital Projects and Space Allocation Committee (CaPS).

Develop and implement plans to foster and strengthen our culture of professionalism and collegiality.

Lead: Howard Tenenbaum

Working Group: Faryn Berger, Karen Burgess, Ernest Lam, Eric Moryoussef, Carlos Quiñonez, Erin Vollick

Performance Measure:

- Develop and submit a formal request for proposal/quote for this project
- Hire consulting firm and develop a firm timeline for developing a final report
- Develop a proposal for concrete actions towards promoting a more collegial and professional culture across the Faculty
- Incorporate recommendations from the recent DICE report as appropriate.

