



FACULTY OF DENTISTRY STRATEGIC PLAN UPDATE 2019-2022: YEAR TWO PROGRESS REPORT



UNIVERSITY OF TORONTO
FACULTY OF DENTISTRY

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Dean's Message

Despite an entire year facing restrictions brought on by the global pandemic, our Faculty continued to advance its academic mission while remaining vigilant with everyone's health and safety. Our work included carrying on with our Strategic Plan Update 2019-22. Thanks to the efforts of many, I am pleased to present our Strategic Plan Progress Report 2020-21.

This document is a culmination of our accomplishments towards our priorities from July 1, 2020 through June 30, 2021. Of the 15 original priorities taken on by our working groups in the initial year, we completed nine and created a new one. This past year we continued to make strides in accomplishing our goals and completed an additional five priorities. For 2021-22 we will have two remaining priorities being pursued by working groups.

We have now completed our original objectives set in 2019 for our Directions of Education, Clinical Care, Research, and Strengthening our Organization and External Impact. For 2021-22, we will continue with two priorities under the Direction of Our People, with our working groups on Equity, Diversity and Inclusion and on Wellness Initiatives.

I want to thank the many individuals who participated in our working groups, who are listed in this document. I also want to thank 2020-21 Strategic Plan Implementation Committee: Mary Choi, Selina Esteves, Bernhard Ganss, Jim Lai, Ernest Lam, James Posluns, Chris Swayze, Laura Tam and our student representatives Susie Son and James Tonogai.

I want to also thank you, the members of our community. This year has challenged us but you continued to show your resilience. As we approach a life with fewer restrictions, we as a Faculty remain dedicated to striving for our vision of improving health by advancing dentistry through inspired leadership, innovation and excellence in education, research and practice.



Daniel Haas, Dean
Arthur Zwingenberger Decanal Chair

Education

Working Group 1: DDS curriculum renewal

Lead: Jim Lai

Working Group: Grace Bradley, Ernest Lam, Ryan Noh, Susie Son, Laura Tam.

Goals:

- Identify curriculum strengths and weaknesses by surveying U of T DDS graduates from 2011-2014 and compare with the previous DDS survey of 2001-2010
- Develop a manual and job descriptions that outline clear roles, policies and expectations for course directors and specialty program directors
- Develop a curriculum map that identifies and address academic gaps, redundancies and misalignments to improve the overall coherence of the curriculum
- Use curriculum mapping to ensure DDS course objectives are aligned with the ACFD competencies
- Identify/define digital dentistry, including clinical, simulation and pedagogical uses
- Based on pedagogical principles, develop guidelines on how to incorporate digital dentistry into the curriculum

Progress:

The working group reviewed the 2011 DDS survey results. It was agreed to use the same questions from the original survey based on three years of work experience. The plan is to conduct the survey in 2022. The graduating classes who will be surveyed will be from the Classes of 1T1 to 1T9. The Vice-Dean, Education will conduct the survey in 2022.

The manual and job descriptions of course directors have been completed and have been posted on the Quercus Education Resource.

Curriculum mapping has been completed where courses are mapped to the ACFD competencies and identified as didactic, preclinical/simulation and clinical training. The curriculum map will be presented to the Undergraduate Education committee.

A digital dentistry framework has been developed and strategies have been formed to develop guidelines on how to incorporate digital dentistry into the curriculum based on pedagogical principles and scientific research. Three teaching stream professors are developing research proposals to conduct studies on the usage and needs assessment of digital dentistry among Canadian dental schools, within U of T Faculty of Dentistry and among Ontario private practices. Data from these studies will be used by the Vice-Dean, Education to develop the guidelines.

Status: Complete

Research

Working Group 1. Integrate research with education and clinics

Lead: Bernhard Ganss

Working Group: Mohamed Nashat Cassim, Laura Dempster, Grace De Souza, Yoav Finer, Michael Glogauer, Vanessa Mendes, Laura Tam.

Goals:

- Increase teaching by basic scientists in the DDS curriculum
- Increase the diversity of research partnerships among faculty

Progress:

The working group aimed to build more integration between the research office and clinical operations. Through their meetings, the following short-term goals were identified:

- Establish a Clinical Research Working Group (CRWG) to determine the expected nature and volume of clinical research, and the required infrastructure and personnel support
- Engage in FASE partnership programs in order to entice multi-disciplinary collaborations with to develop improved solutions to existing practices
- Engage Adjunct Professors through recruitment of practicing clinicians to pursue specific clinical research projects

The working group also identified two long-term goals. The first goal

is exploring the feasibility of a DDS1 research rotation to expose all incoming DDS students to the variety of research done and the facilities available at the Faculty. The second long-term goal is to reassess the research component of clinical graduate training to harvest the full potential of clinical specialty graduate students for bridging the gap between research and clinical practice, time for research should be protected, synchronized between specialties, and supported by all program directors.

Status: Complete

Working Group 2. Increase global visibility and impact

Lead: Bernhard Ganss

Working Group: Rachel Boutet, Massieh Moayedi, Dorna Mojdam, Tara Moriarty, Maria Zych.

Goals:

- Increase the number and recognition of awards and honours
- Engage in more activities and leadership positions in globally leading health research organizations (e.g. the International Association for Dental Research (IADR))
- Engage in more international research partnerships and networks
- Increase publications within the field of dentistry
- Increase media coverage

Progress:

This working group recommended a number of short-term goals including registering all PIs for an ORCID account, looking into a Research Twitter account and the creation of a research newsletter. Long-term goals included redesigning the research content on the Faculty website and organizing international events in the areas of research strength.

Status: Complete

Working Group 3. Improve trainee experience

Lead: Bernhard Ganss

Working Group: Laurent Bozec, Nawfal Al-Hashimi, Anil Kishen, Ernie Lam, Shahrzad Nouri, Ronen Schuster.

Goal:

- Identify areas in need of improvement for all trainees

Progress:

The working group established the Graduate Professional Development Community (GPDC) as a sub-group to the Graduate and Postgraduate Dental Students' Society (GPDSS). The GPDC is led by graduate students in programs with and without clinical specialty training and has three major goals: improve educational experience, improve skills and experiences and provide a perspective on career options. The GPDC will meet regularly to plan events, discuss strategies and reflect on previous activities. The Post-Doctoral Fellow group will be represented in the GPDC. The GPDC will provide an annual report of activities to Faculty leadership for feedback and further improvement.

Status: Complete

Our People

Working Group 1. Strengthen a culture of professionalism

Lead: Lynn Tomkins

Working Group: Greg Anderson, Parvaneh Bahrami, Martha Clarke, Rhea Gold, Ernest Lam, Joe Stokl, Carlos Quinonez, Richard Rayman, James Tonogai, Shirley Wan, Allissa Wilson.

Goals:

- The Professionalism working group will focus on how the message of professionalism can be promoted Faculty-wide

Progress:

The working group agreed on the following words for publishing, as they believed that they best describe the community of The Faculty of Dentistry:

D	Dedicated
E	Ethical
N	Nurturing
T	Trustworthy
I	Inclusive
S	Skilled
T	Tactful
R	Respectful
Y	We promise to be all these things for you and for all who enter our Faculty

This working group suggested different iterations for promoting this acronym on posters at the Faculty. This will be considered as part of a broader communications strategy.

Status: Complete

Working Group 2. Diversity, Inclusion, Collegiality and Equity (DICE) committee

Lead: Laura Dempster and Ernest Lam

Working Group: Sonia Huang, Rebecca Ko, Anuradha Prakki, Joel Rosenbloom, Marta Thorpe, Alissa Wilson.

Goals:

- Review its original recommendations to consider means for implementation, if still appropriate
- Development of an anti-racism action plan

Progress:

The working group identified a need to develop a process for supporting members of the Faculty community as they relate to EDI. This resulted in creating a visual to identify the members of the DICE Committee which accompanied monthly emails about EDI news and events at the University locally, and more broadly across the country. The working group also discussed leveraging the 56 recommendations from the report recently released by University's Anti-Black Racism Task Force.

The work of the DICE committee will now evolve into an Equity, Diversity and Inclusion (EDI) committee. Its goals will be to:

- Lead discussion and develop strategies on promoting an equitable, inclusive, and diverse environment
- Research and identify initiatives to promote EDI

Status: In Progress

Working Group 3. Wellness initiatives

Lead: Dean Haas

Working Group: Samantha Freeman-Attwood, Brianna Boissonneault, Akhil Chawla, Mary Choi, Rhea Gold, Erin Husack, Madelaine Jong, Rebecca Ko, Jim Lai, Mehrnoosh Neshatian, Richard Rayman, Joel Rosenbloom, Sher Shahab, Laura Sliwkanich, Susie Son.

Goals:

- Develop a wellness strategy or strategies for students, faculty, instructors, and staff
- Ensure the plan complements resources provided by the University

Progress:

The working group built on discussions from the previous year and considered information from student surveys. A number of initiatives for DDS students were launched this past year, including the Houses program and the “I wear a mask” campaign. The working group also considered how to improve student awareness of the availability of existing wellness resources at the university. The graduate students developed the Graduate Professional Development Community (GPDC), as described above in the report of the Research working group on trainee experience. A wellness framework was developed and

implemented with a Quercus Module on Wellness. This centralized resource is available for undergraduate and graduate students. Plans for faculty and staff members are underway, including resources available through the U of T Wellness Hub.

For the coming year, The Wellness Working Group will transition to an overarching oversite committee. Subcommittees will lead wellness initiatives that can more directly focus on the needs of specific groups: undergraduate students, graduate students, staff, faculty and instructors.

Status: In Progress