

CENTRE FOR FACULTY DEVELOPMENT Strategic Plan 2021-2026



A Message from Our Director

Our team at the Centre for Faculty Development (CFD) is energized to work with all of you towards our shared vision of **creating transformative learning and discovery environments today. Revolutionizing healthcare tomorrow.**

Over the past six months, in an extraordinarily challenging time for our healthcare system, we have undertaken a collaborative strategic planning process. We have been humbled and inspired by the high levels of engagement throughout this process. We are grateful to the health professions educators, scientists, local and international faculty development leaders, learners, patients, health and education system leaders, community and system partners who have shared their input and experiences. These diverse and valued voices have informed our development of a bold and innovative strategic plan. This plan leads us into the future by building on the impressive past successes of the CFD, acknowledging the challenges we face as a Centre and system, and by strengthening and inviting meaningful partnerships to advance our collective impact and reach.

Our new Strategic Plan comes at a unique time for our Centre and the health system, as we respond to the COVID-19 pandemic with an expanded virtual presence and affirm our commitment to social accountability, anti-oppression and anti-racism. Together, with our deeply committed community of educators, learners, leaders, scholars and advocates, we are positioned to lead the way for greater health system change and impact.

With deep appreciation, I thank you for your contributions to the development of this strategic plan and hope you will join us for the next exciting phase of our journey as a Centre. On behalf of the team at the CFD, we are energized to work together with our partners, collaborators and communities towards our vision of **creating transformative learning and discovery environments today. Revolutionizing healthcare tomorrow.**



Latika Nirula
Director, CFD

A handwritten signature in blue ink that reads "Latika Nirula".

About the CFD

The Centre for Faculty Development (CFD) was founded in 2002 as a partnership between St. Michael's Hospital (now known as Unity Health Toronto) and the University of Toronto (UofT), Temerty Faculty of Medicine. It is positioned as an Extra-Departmental Unit within UofT. This unique Centre is known for the strength and relevance of its faculty development programming that is delivered to interprofessional audiences and its internationally recognized scholarship.

The CFD is committed to supporting health professionals across their multiple education roles and activities – including teaching, academic leadership, scholarship, and advocacy. The CFD provides flexible and adaptable programming that is responsive to emerging needs, facilitates communities and networking, and supports capacity building across the system. More specifically the CFD's offerings include longitudinal programs, individual workshops, curated lists of resources, and faculty development consultations with local, national, and international partners.

Notable Accomplishments:

- **Contribution to the Field:** Between 2013 and 2019, the CFD contributed to the body of knowledge related to faculty development through 82 publications, 139 presentations, 1659 citations, 37 grants, and 29 awards.
- **Award Winning:** In 2017, the CFD received the ASPIRE Award for excellence in Faculty Development from the Association for Medical Education in Europe and in 2019-2020 received the Colin Woolf Award for Excellence in Program Development and Coordination.
- **New and Enhanced CFD Programs:** In the last 5 years, CFD has launched four new longitudinal programs and updated the existing programs, interacting with over 5000 participants.
- **Partnerships and Collaborations:** The CFD has focused on building new partnerships both with national and international academic institutions. Department leaders identify CFD as a key place their faculty members can access the faculty development resources for various roles.
- **Capacity Building:** To support faculty across the learner continuum within the Temerty Faculty of Medicine, the CFD created a working group to support faculty development resource integration.

Our New Strategic Plan

Setting the Context

Our new Strategic Plan outlines the Centre for Faculty Development's (CFD) vision for the future, and our priority areas of focus over the next 5 years as we look to transform learning and discovery environments.

This Strategic Plan comes at a time when many of our key stakeholders are experiencing the impact of the COVID-19 global pandemic. The pandemic has had a significant impact on the way we teach and learn, and we have seen a shift to virtual learning, newly emerging development priorities, and an increasing importance of ensuring accessibility and inclusivity. We thank all those who have been involved during this process and are committed to ensuring that a diversity of voices, perspectives and experiences continue to be heard as we move forward.

Overview of the Strategic Planning Process

The CFD engaged in a strategic planning process from November 2020 to March 2021 to develop a clear, concise and actionable strategic plan. Engagement levels were high despite the current challenges. Throughout the strategic planning process Optimus SBR and the CFD engaged many current and potential stakeholders across the academic health system. The engagement process included:

- Interviews with 20 stakeholders from Unity Health Toronto, Temerty Faculty of Medicine at UofT, and other faculties at UofT.
- Interviews with 1 local, and 2 international universities to gain insights into leading practices in faculty development.
- A survey disseminated to a broad and diverse group of stakeholders, including faculty, staff and clinicians to inform our strategic planning process. We heard from over 200 respondents and gained a better understanding of what the CFD is currently doing well and opportunities for revitalizing our vision and mission.
- The CFD Team and additional key stakeholders took part in two half day workshops that focused on developing the Centre's next mission, vision, values, and strategic priorities.
 - The first session reviewed the current state analysis of the CFD and leading practices. We discussed the role of the CFD within the health system and identified critical vision and mission elements for the CFD.
 - The second session focused on refining the elements within the strategic framework and began to identify specific initiatives to achieve them.
 - The strategic initiatives were further refined iteratively through ongoing consultations with the CFD Team and other stakeholders.
- We had over 90 unique interactions with participants across 12 focus groups to develop and refine the CFD's strategic framework. Participants included clinical educators, faculty development leads, health sciences leadership, patients and family partners, and learners across the continuum.

The inclusion of broad stakeholder perspectives was critical to ensuring the CFD's next strategic plan is focused on the right priorities and that it reflects an understanding of the transformation and opportunities in the CFD's operating environment.

CENTRE FOR FACULTY DEVELOPMENT STRATEGIC FRAMEWORK 2021 -2026

Vision

Creating transformative learning and discovery environments today.
Revolutionizing healthcare tomorrow.

Mission

Together, with our community of educators, learners, leaders, scholars and advocates, we will transform health professions education by creating exceptional programming, nurturing inclusive partnerships, mobilizing knowledge and reimagining our system.

Strategic Priorities

Creating
Exceptional
Programming

Cultivating
Inclusive
Communities

Expanding
Strategic
Partnerships

Enabling Priorities

Mobilizing Knowledge Through Education Scholarship

Inspiring a Learning & Leading Culture

Collaborative • Reflexive • Inclusive • Innovative • Courageous

Our Vision

*Creating transformative learning and discovery environments today.
Revolutionizing healthcare tomorrow.*

Our vision speaks to our desire to transform and enrich learning and discovery environments. We are successful when we provide an equitable and accessible space and expand our reach to advance efforts to revolutionize healthcare.

Our Mission

Together, with our community of educators, learners, leaders, scholars and advocates, we will transform health professions education by creating exceptional programming, nurturing inclusive partnerships, mobilizing knowledge and reimagining our system.

The Centre is uniquely positioned at the heart of a thriving educational community and a diverse, interprofessional health system. To achieve our vision we will continue our efforts to provide innovative and relevant programming, and communities of support for educators and learners through collaboration and knowledge mobilization.

We see our role as one of bringing system level change to health professions education. We want to empower and support our community of educators, learners, leaders, scholars, and advocates who inspire and motivate us to transform learning environments.

Our Values

Collaborative • Reflexive • Inclusive • Innovative • Courageous

Our values represent the culture, norms, and attitudes that we want to see reflected throughout our work, our workplace and our learning environments. Our goal is for each individual who represents the Centre to live and breathe these values, through our everyday interactions and our collective work. Together, we will live these words through our actions.

Our Strategic & Enabling Priorities

Our Strategic and Enabling Priorities reflect the most important areas of focus for the Centre for Faculty Development over the next five years. These priorities reflect what we have heard from our key stakeholders as the most valuable functions in supporting and advancing faculty development. They are:

Creating Exceptional Programming

Creating exceptional programming to meet current and emerging faculty development needs in the health system.

Cultivating Inclusive Communities

Cultivating inclusive communities to mobilize collective knowledge, resources, and expertise to support faculty development across the health system.

Expanding Strategic Partnerships

Expanding strategic partnerships in faculty development on a local, national, and international scale to broaden our impact.

Mobilizing Knowledge Through Education Scholarship

Mobilizing knowledge through education scholarship to advance best practices in education and evaluation.

Inspiring a Learning & Leading Culture

Inspiring a learning and leading culture with our community to live out our values.

Creating Exceptional Programming

Creating exceptional programming to meet current and emerging faculty development needs in the health system.

The design and development of faculty development programming has been, and will continue to be, a core function of the CFD. The Centre aims to foster a sense of belonging and commitment to continuous learning by supporting and equipping educators to address new and emerging system needs.

Creating exceptional programming means:

- **We will** cultivate a supportive learning environment that instills a sense of belonging and supports life-long learning.
- **We will** embody principles of anti-racism and anti-oppression in all our program activities.
- **We will** enact programs that are visionary and responsive to emerging trends and needs of the health system and are informed by best practices.
- **We will** advance how the field engages with digital technology for health professions education.

Cultivating Inclusive Communities

Cultivating inclusive communities to mobilize collective knowledge, resources, and expertise to support faculty development across the health system.

The Centre aims to become a centralized and inclusive hub to support the growth of communities of practice across the health system and amplify our interprofessional impact by supporting faculty development across the health professions.

Cultivating inclusive communities means:

- **We will** support the growth and development of inclusive communities of practice.
- **We will** co-develop approaches that meaningfully, respectfully, and non-extractively guide our collaboration with structurally marginalized communities, particularly Black and Indigenous communities.*
- **We will** invite diverse perspectives and value multiple forms of evidence and expertise.
- **We will** expand our accessibility, impact and reach using digital technologies.

* Wording refined in May 2023

Expanding Strategic Partnerships

Expanding strategic partnerships in faculty development on a local, national, and international scale to broaden our impact.

To increase awareness of the Centre's work and broaden our reach, the Centre intends to strengthen and expand partnerships to share and build on our collective areas of expertise.

Expanding strategic partnerships means:

- **We will** strengthen partnerships with other University of Toronto partners, including Extra-Departmental Units and Centres.
- **We will** explore opportunities for collaboration with other health sciences faculties, community-based organizations, and relevant government agencies.
- **We will** partner with patients, families and learners as educators and faculty developers.
- **We will** leverage technology to cultivate partnerships locally, nationally and internationally and broaden awareness of the Centre.

Mobilizing Knowledge Through Education Scholarship

Mobilizing knowledge through education scholarship to advance best practices in education and evaluation.

Enabling the strategic priorities above, is the foundational work of the Centre in advancing education scholarship and promoting evidence informed education practices. The Centre continues to play an active role in mobilizing knowledge to support the improvement of educational programs.

Mobilizing knowledge through education scholarship means:

- **We will** be research and evaluation leaders in faculty development, capitalizing on system gaps and Centre strengths and priorities.
- **We will** mobilize experiential and research knowledge to enhance our programs and activities.
- **We will** work collaboratively with those engaging in education research across the system.
- **We will** build capacity for education scholarship across health professions education.

Inspiring a Learning & Leading Culture

Inspiring a learning and leading culture with our community to live out our values.

The CFD holds itself accountable to its stakeholders and is committed to a positive culture for those within the organization, and those who interact with us. We at the Centre want to represent the change we wish for in the broader system.

Inspiring a learning and leading culture means:

- **We will** foster a culture and environment that prioritizes the development, health and wellbeing of our team and collaborators.
- **We will** embrace continuous quality improvement to enable a sustainable Centre.
- **We will** interrogate current organizational practices and create equitable and inclusive policies and structures.
- **We will** uphold our values and speak up, even in the face of risk or uncertainty, to ensure our accountability and integrity.

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