CACMS/LCME Accreditation 2019
Max Rady College of Medicine

Sunday, April 28, 2019
Inn at the Forks
ACKNOWLEDGEMENT

The University of Manitoba campuses are located on original lands of Anishinaabeg, Cree, Oji-Cree, Dakota, and Dene peoples, and on the homeland of the Métis Nation. We respect the Treaties that were made on these territories, we acknowledge the harms and mistakes of the past, and we dedicate ourselves to move forward in partnership with Indigenous communities in a spirit of reconciliation and collaboration.
STRATEGIC PLAN- MAX RAY COLLEGE OF MEDICINE

Shared strategic priorities:
- Education and the Learner Experience
- Research
- Teaching & the Working Environment
- Community, Partnerships and Collaboration
- Indigenous Health and Achievement

CACMS Accreditation Standards:
- Standard 1
- Standard 2
- Standard 3
- Standard 4
- Standard 5
- Standard 6
- Standard 7
- Standard 8
- Standard 9
- Standard 10
- Standard 11
- Standard 12

Key initiatives:

- Strategic Plan covers 2016 to 2021 (updated in 2018)
- In previous years, the strategic plan was reviewed annually
- Now the approach is more systematic as the Strategic Plan is implemented through annual operational plans which are reported on at Dean’s Council and Department Heads Council
### STRATEGIC PLAN REPORTING

<table>
<thead>
<tr>
<th>Priority/Pillar</th>
<th>Date (Dean’s Council &amp; Department Heads’ Council)</th>
<th>Presenter</th>
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<tbody>
<tr>
<td>Working &amp; Learning Environment – 2019 Interim Operational Plan Report</td>
<td>May, 2019</td>
<td>Dr. Michael West</td>
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<tr>
<td>Indigenous Respect &amp; Achievement – 2019 Interim Operational Plan Report</td>
<td>May, 2019</td>
<td>Dr. Catherine Cook</td>
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<td>Innovation &amp; Research – 2019 Interim Operational Plan Report</td>
<td>June, 2019</td>
<td>Dr. Peter Nickerson</td>
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<tr>
<td>Social Accountability – 2019 Interim Operational Plan Report</td>
<td>June, 2019</td>
<td>Dr. Ian Whetter / Ms. Karen Cook</td>
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<tr>
<td>Teaching Excellence &amp; Relevance – 2019 Interim Operational Plan Report</td>
<td>September, 2019</td>
<td>Dr. Sara Israels</td>
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<tr>
<td>Social Accountability – 2019 Final Operational Plan Report</td>
<td>December, 2019</td>
<td>Dr. Ian Whetter / Ms. Karen Cook</td>
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<td>Dr. Peter Nickerson</td>
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Operational plans provide a clear picture of the tasks and responsibilities to achieve the goals and objectives contained within the Strategic Plan.
The Rady Faculty of Health Sciences is the only Faculty of Health Sciences in Canada to cluster five health professional colleges.
Overarching functions elevated to Rady FHS level to leverage efficiencies and expertise

Academic Affairs
Continuing Competency and Assessment
Education (IPE, Simulation, IHP, Clinical Placements)
Graduate Studies
Indigenous Health
Research
Administration
Operations
Finance
Legal
HR
Communications
Office of Community Engagement
IAU

Reallocation of $1 million in process (during period of tuition freeze and budget cuts)
Key Benefits of Rady Faculty of Health Sciences

• Interprofessional education- health professional students learning to work with each other from the start of their education
  • All Rady Students placed in multi-disciplinary cohorts of seven.
  • During orientation, visits to inner-city agencies such as Siloam Mission, Winnipeg Harvest and the North Point Douglas Women’s Centre.
  • Chair in Interprofessional Collaboration
  • Added a Director and Instructor position in Interprofessional Collaboration

• Shared resources and efficiencies
• Shared talent from other Colleges
• Summer experiences
• Joint Simulation exercise Nursing
Key Benefits of Rady Faculty of Health Sciences

• Stronger presence with Central Administration
  • RFHS represents 25% of total University budget
• Dean Rady FHS on Vice Provost Advisory Committee
• Rady Faculty of Health Sciences Dean and Vice Provost is also the Dean Max Rady College of Medicine
• Enhanced student services
• College of Medicine as leaders and have embraced sharing of resources with other Colleges
• Budget for Rady Faculty of Health Sciences distributed at discretion of Dean and Vice Provost Rady Faculty of Health Sciences
Key Benefits of Rady Faculty of Health Sciences

• Redirection of carryover to strategic and capital priorities such as:
  • Emergency Bursary Fund
  • Daycare
  • Office of Community Engagement
  • Program Coordinator in Global and Indigenous Health
  • Equity Diversity and Inclusion Director
  • New lecture theatre for use by medical students for NBME exams
  • Study space and lounge space
  • Bannatyne Health Clinic
Senior Academic Leadership Position Rady FHS

Vice Dean positions created in Rady Faculty of Health Sciences for functions consistent across all Colleges:

- Vice Dean Research
- Vice Dean Academic Affairs
- Vice Dean Education
- Vice Dean Indigenous
- Vice Dean Graduate Studies
Supports to facilitate creation of Rady Faculty of Health Sciences

- Academic Affairs- Vice Dean EFT increased
- Research- Associate Dean Research in the Max Rady College of Medicine added
- Indigenous Health- Addition of several leadership position in Ongomiizwin Health, Education and Research, investment in capital to allow for colocation
- Continuing Competency and Assessment- Addition of research faculty and administrative support
- Professionalism- Director position in addition to the Associate Dean
Supports to facilitate Horizontal Integration - Max Rady College of Medicine

- Finance - Senior budget analyst position added
- Human Resources - HR assistant added
- Operations - Operations coordinator added
- Communications - Web updates and graphic design positions added
- Integrated Accreditation Unit - Project assistant added
- Office of Education and Faculty Development - Program Evaluation role added
Rady Faculty of Health Sciences Governance

- Bicameral Governance Model (mirrored in College of Medicine)
- Academic governance through Rady FHS Council
  - Curricular changes to any programs/degrees at Rady Faculty level (ex. IHP)
  - Curricular changes in College of Medicine do not need approval at Rady Faculty level
- Administrative governance through Rady FHS Dean’s Council
  - Prioritization of Strategic initiatives by Rady, College and Vice Deans
  - Prioritization of Capital initiatives by Rady and College Deans
  - Financial and HR planning
Change is Constant

• Health System Transformation- opportunities to influence change
  • Dean Postl has 13 years past experience as WRHA Founder and CEO
  • Shared Health Transformation team- Dean Rady FHS and Max Rady College of Medicine, Vice Dean Research sits on Senior Clinical Team of Shared Health
  • Joint Council- Rady Faculty College Deans and Health leadership
  • Medicine Subcommittee- College of Medicine Leadership and Health leadership
  • Education Advisory Committee- UGME leadership and Health leadership
  • Joint Department Head appointments

• New Budget Model
  • Unit based learner costing
  • Increased efficiencies
  • Hold harmless for 3 years
  • Transparency with budgets and spending
Equity, Diversity and Inclusion (EDI)

• Ensuring equity, diversity and inclusion is reflected in our admissions process leads to diverse students, faculty and leaders

• Rady Faculty of Health Sciences Dean and College Deans signed an EDI pledge

• EDI and Women in Science: Development, Outreach and Mentoring (WISDOM) committees established

• Full time EDI Director position created to facilitate an EDI plan for Rady Faculty of Health Sciences

• Anti-racism lead being hired in Ongomiizwin in response to students reporting micro-aggressions
Equity, Diversity and Inclusion- Admissions process

• Priority groups for admission:
  • Indigenous
  • Rural
  • Low socioeconomic status
    • includes: ethnicity, gender, religion, sociocultural and economic
  • Bilingual stream
Equity, Diversity and Inclusion- Class of 2021

• Female- 56%
• Indigenous ancestry- 12%
• Identify as disabled- 3%
• Identify as member of visible minority- 34%
• Identify as having rural attributes- 18%
• Identify as a sexual minority- 4%
• Contributed to family income in second decade of life- 20%
• Born outside Canada- 24%
• Come from a family with an income below the Canadian median- 37%
Equity, Diversity and Inclusion of Leadership positions in Rady FHS and Max Rady College of Medicine

• Diverse leadership team of Vice Deans, College Deans, Associate Deans, Department Heads and Senior Leadership

• Rady FHS Vice Deans- 80% Female, 20% Indigenous People, 20% Racialized People

• Rady FHS College Deans- 60% Female, 40% Racialized People

• Max Rady College of Medicine Associate Deans- 33% Female, 11% Racialized People

• Max Rady College of Medicine Department Heads- 15% Female, 5% Racialized People

• Senior Administrators- 63% Female, 13% Indigenous People, 25% Racialized People
Equity, Diversity and Inclusion of Faculty in Max Rady College of Medicine

- Women - 40%
- Indigenous People - 4%
- Racialized Persons - 16%
- Persons with Disabilities - 5%
- LGBT2SQ+ - 5%
Social Accountability- Embedded in Everything We Do

• Priority populations as set by the medical school include
  • First Nations, Metis and Inuit
  • Refugees
  • Rural populations
  • Economically disadvantaged
  • LGBT2SQ+

• Strategic Priorities
  • Address Health in low resource communities
  • Respectful, culturally safe, anti-racist environment
  • Community Engagement
  • Distributed Education
  • Open the College to the Community (Science Fair, Study space)
Social Accountability Cont’d

• Admissions criteria revised to include low socioeconomic status
• Office of Community Engagement - Rady FHS - Co Lead Added
• Service learning mandatory
  • 36 sites with 220 students
• Tolkien Fund - Medicine and Humanities program
• Pipeline programs
• Jacob Penner, SWISH, BMYP, Science Fair
• Social Accountability Committee with community reps
Indigenous Institute of Health and Healing- Ongomiizwin

• Launched June 2, 2017
• Improved coordination of educational, research and clinical activities in Indigenous Health
• Address health needs of Indigenous people
• Includes-
  • Ongomiizwin Education- Longitudinal course, summer exposure, rural week
  • Health Services- over 70 physicians, 20 nurses, 20 allied health professionals
  • Research- Truth and Reconciliation Committee: Action Plan, 8 Full Time Faculty
  • New Indigenous Scholar
• Received funding for 3 projects through Indigenous Initiatives Fund:
  • “Indigenous ways of knowing: Developing Indigenous competencies to inform undergraduate midwifery and nursing curricula” - $50,000
  • “Increasing the number of Indigenous occupational and respiratory therapists and preparing culturally safe practitioners in the College of Rehabilitation Sciences” - $49,262
  • “Ta Minogin Kii Mashkiki Minaan (Our Medicines Will Grow Well)” - $40,000
Distributed Medical Education

- Responsiveness to needs of Community
- Rural Week
- Longitudinal clerkship – Brandon LInC
- Educational sites include Brandon, Dauphin, Portage, Selkirk, Steinbach, Morden, Winkler, Thompson and The Pas
- Additional admin support added- Norman
Professionalism

• Multiple routes to report incidents- Speak up Button, End of Rotation Evaluations link to Mistreatment survey, Direct contact with Associate Dean or any Faculty member
• Quarterly reporting of Speak up Button, Mistreatment survey and Learning Environment assessments to Health System Leadership and Department Heads
• Proactive approach through learning environment assessments
• Keep it Up Button to acknowledge excellence in teaching
Onboarding of New Faculty

• New Faculty Orientation materials
  • Important policies
  • Opportunities to participate in governance
  • Useful information (email, library access)

• Any Faculty with teaching responsibilities must have a University appointment

• Department Head Orientation manual which outlines key policies and responsibilities
Research Opportunities for Students and Faculty

• BSc (Med), Med 1 and Med 2 Summer Research, MD/MSc or PhD
• Summer stipend- increased from $5000 to $7500/year
• $875,000 annually in support from Dean’s Office
• Strategic recruitment with higher percentages of protected time
• Team Science approach for anyone with less than 50% protected time
• Rady Faculty of Health Sciences Innovation Fund- 3 awards of $100k per year
• Winnipeg Foundation Innovation Fund- 2 awards of $100k per year
Max Rady College of Medicine - Endowed Chairs and Professorships

<table>
<thead>
<tr>
<th>Internal Medicine</th>
<th>Pediatrics</th>
<th>Surgery</th>
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<tbody>
<tr>
<td>• Health System &amp; Quality</td>
<td>• Stem Cell Biology</td>
<td>• General Surgery</td>
</tr>
<tr>
<td>• Infectious Diseases (HIV)</td>
<td>• Evidence- Based Medicine</td>
<td>• General Surgery (in development)</td>
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<tr>
<td>• Nephrology (Transplant)</td>
<td>• Allergy and Asthma</td>
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<tr>
<td>• Gastroenterology (IBD)</td>
<td>• Child Health</td>
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<tr>
<td>• Hepatology</td>
<td>• Child Health (in development)</td>
<td></td>
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<tr>
<td>• Rheumatology (RA)</td>
<td>• Immuno chain</td>
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<tr>
<td>• Hematology</td>
<td>• Cardiology</td>
<td></td>
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<tr>
<td>• Neurology (MS)</td>
<td>• Endocrinology (in development)</td>
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- Cardiology - Immunology of Infectious Diseases

- Endocrinology (in development)

- Hepatology - Child Health

- Gastroenterology (IBD) - Allergy and Asthma

- Health System & Quality - Stem Cell Biology

- Infectious Diseases (HIV) - Evidence-Based Medicine

- Nephrology (Transplant) - Allergy and Asthma

- Rheumatology (RA) - Endocrinology (in development)

- Rheumatology (RA) - Child Health

- Rheumatology (RA) - Child Health (in development)

Increased from 9 to 20 with current administration
Max Rady College of Medicine - Canada Research Chairs

Internal Medicine
- Immunology – Tier 2
- Inflammation – Tier 2 – Recruiting

Physiology & Pathophysiology
- Molecular Cardiology - Tier 1
- Molecular Genetics – Tier 1
- Respiratory Diseases – Tier 1

Anatomy & Cell Science
- Oncology – Tier 2

Pharmacology & Therapeutics
- Molecular Cardiolipin Metabolism – Tier 1
- Neurosciences – Tier 2 – Recruiting

Med Micro & Infectious Disease
- HIV – Tier 2
- STD – Tier 2 – Recruiting

Biochemistry & Medical Genetics
- Neuro-Oncology and Human Stem Cells – Tier 2
- Computational Biology – Tier 2 - Recruiting

Centre for Global Public Health
- Global Health – Tier 1
- Global Health – Tier 1
- Global Health – HIV/Legal – Tier 2
- Global Health Data Modeling – Tier 2 – Recruiting

George and Fay Yee Centre for Healthcare Innovation (SPOR)
- Data Science – Tier 1
- Artificial Intelligence – Tier 2 – Recruiting
- Knowledge Translation – Tier 2

Manitoba Centre for Health Policy
- Population Health – Tier 2
- Data Curation – Tier 2 – Recruiting

Community Health Sciences
- Child Health – Tier 1 – Retention
- Pharmaco and Vaccine Epidemiology – Tier 2
- Health Economics – Tier 2 – Recruitment

Pediatrics & Child Health
- Child Health – Tier 2

*Increased from 3 to 25 with current administration*
Research Funding Max Rady College of Medicine

Increased from $50 million to $103 million with current administration
Student Support Services- “No Wrong Door”

- Better integration of support services
- Improved communication with students/staff
- Additional resources
- Revision of Student Affairs Wellness Curriculum
- Increased staffing for financial, career and personal counselling
- Initiatives to identify and address gaps in services
Education Resources and Infrastructure

- Ongoing curriculum review as part of UGME curricular governance and continuous quality improvement
Education Resources and Infrastructure

• Student input on infrastructure needs through regular meetings of Class Presidents and Senior Sticks with the Dean Max Rady College of Medicine

• Capital improvements achieved on campus
  • Increased study space by turning small classrooms in after hours study space- $30k
  • Lounge space for Max Rady College of Medicine students- $180k
  • Additional seating Brodie Atrium- $20k
  • Food services updates- funded through Central Admin
  • Gross Anatomy Lab - $4.3 million
Education Resources and Infrastructure

• Capital improvements planned with approved funding on campus
  • Daycare- $5.5 million (students given priority)
  • Theatre A, B and C updates- $1-2 million (Central Admin)
  • Bannatyne Campus Health Clinic- $1 million
  • Additional classroom and study space L300 Pathology- $1.5 million
  • Simulation expansion- $3 million
  • Lecture Theatre - $2 million

• Capital improvements with funding to be determined
  • New Building- $150 million
Security Improvements

• Several improvements due to student feedback and increase in incidents
  • Additional security staff added to day and night shift
  • Assistant Director Security Services permanently stationed at Bannatyne
  • Campus locked down at 5pm except main Brodie Centre doors (security presence in Answer Booth from 5-8pm)- access with student/staff ID card
  • Expanded Safe Walk to include HSC parkades- 650 safe walks in 2018
  • Addition of Safe Ride program- 161 safe rides in 2018
  • Contracted security in library during after hours (until 1:00 am) student study access to space
Security Improvements

• CCTV Camera Updates
• Lighting increased on all pathways around campus
• Personal alarms provided to all students, faculty, staff at Bannatyne and Nursing at Fort Garry
• Advertising of Safe Walk and Safe Ride programs and information before recorded lectures
Entrada

- Consortium of 18 Universities
- Transitioning current LMS to Entrada in UGME in a phased approach
- Successful Med 1 launch August 2018
- Med 3 and 4 implementation delayed due to PGME implementation
- Cost effective to achieve ultimate goal of implementation across Rady FHS- tool to facilitate IPE
- Funds from Medicine used to fund Rady FHS wide implementation
Next steps

• Acknowledge there is still work to be done
  • Faculty appointments
  • Timely formative assessments
  • Medical student feedback on resident teaching

• Processes are in place to ensure continuous quality improvement resulting in high quality medical education
Thank You