

# Plastic Surgery News

issue 2

February 28, 2007

volume 1



Welcome to the second issue of Plastic Surgery News. To keep pace with a busy division calendar, you'll find more to read in this issue than in the previous one. It's an exciting and challenging time for the division. We'd like you to feel every bit a part of this change every step of the way.

As a new initiative, Plastic Surgery News is still evolving both in content and style. So if there's something that you'd like featured or removed, drop us a line at [plastics.admin@utoronto.ca](mailto:plastics.admin@utoronto.ca).

Thank you to everyone who sent us such enthusiastic reviews. Keep those comments, suggestions and constructive criticism coming!!

*In this issue:*

- **Chair's Column**

As we approach the Strategic Planning Day on Wednesday, April 25, 2007 let's look at the past and present.... (Read more)

- **Royal College External Review**

Tuesday, April 17, 2007 is our day to present our credentials as one of the country's most preferred training programs... (Read more)

- **Hoyle Campbell Visiting Professor:**

Dr. John Persing from Yale University will be our Hoyle Campbell Visiting Professor for 2007. For his visit on 29 and 30 March, the committee has organized many activities... (Read more)

- **Curriculum Committee:**

The first meeting of this committee generated many interesting possibilities in the realm of improvements... (Read more)

- **Our Hospitals:**

The latest word on what's happening at our teaching sites... (Read more)

- **Awards & Recognition:**

When the pursuit of excellence is ongoing, recognition of our shining stars is vital. This issue highlights the various contributions made by them... (Read more)

- **Fundraising:**

Various laudable efforts are in the works... (Read more)

- **Alumni Events:**

Whatever happened to... We're trying to keep in touch with our alumni... (Read more)

*Please feel free to forward this newsletter to those who you think may be interested.*

*If you would like to be added to, or removed from this mailing list, please email [plastics.admin@utoronto.ca](mailto:plastics.admin@utoronto.ca)*



## STRATEGIC AGENDA

- (1) improving the Division's structure and function
- (2) focusing on faculty recruitment and retention
- (3) managing our relationships
- (4) expanding our IT capabilities
- (5) exploring curriculum development
- (6) preparing for the Division's strategic planning day on April 25, 2007

### (1) Division Structure and Function

Sound financial management and planning are critical to this Division's long term success and future. Currently, our Division has five University funds each with specific terms of reference. The terms were written when each fund was established and serve to guide the Chair as to the fund's purpose. In addition, we have one account at UHN (i.e., Plastic Surgery Assembly Account) that has been used for day-to-day operations.

As a first step to the restructuring of our finances, we are reducing our cash balance across all the funds. This is important as the cash balance is not earning interest. Transferring cash into short term investments will ensure the money earns interest and still allows us access to the money. How much cash we need to run the Division will depend on sound planning and budgeting. We are working to prepare a 07-08 operating budget which will include general operating, education and research expenses. The UHN account will not be used starting the next fiscal year. All finances for the Division of Plastic Surgery will go through the University. The Chair's Fund will be used for day-to-day operations. Finally, we will redefine the terms of each fund as part of the strategic planning process to align expenditures with our priorities.

From a long-term financial perspective our Division will:

1. Maintain a single financial perspective
2. Understand best practice financial management
3. Focus on sound financial planning

### Division Fund Names

1. Plastic Surgery Development Fund
2. Chair's Fund
3. Al Azzawi Fund
4. Tau Omicron Phi Chi Fund
5. PREFER Fund
6. Plastic Surgery Assembly Account (UHN)

	Sept 30, 06	Dec 31, 06
Endowed (Permanently Restricted) Funds	436,105	439,161
Invested (Temporarily Restricted) Funds	55,314	132,083
Cash	177,567	118,688
Total	668,986	689,932

### (2) Recruitment and Retention

The Department of Surgery Senior Advisory Committee will soon approve changes to the process by which surgeons are recruited and hired to the fully affiliated teaching hospitals. Recruitment of all new faculty, will require a search committee with both hospital and university representation.

Since September, I have spent a large amount of time speaking and meeting with many potential recruits. Each candidate has expressed an interest in joining our Division. In the next two months, 5 individuals will be interviewed for staff positions at two teaching hospitals. It has been a busy and exciting time as we work to identify and recruit new faculty to help build a larger and stronger division.

See our hospitals.

### (3) Managing our Relationships

#### Resident Interviews

Over the past two months, I have met with every resident in our program in an effort to get to know them better. During these interviews we have discussed their educational experiences to date, who their mentors are and how often they met, and their research interests and long-term goals.

First let me start by saying what an accomplished group of residents we have. Each brings a unique and diverse background and varied talents to the discipline. Each resident feels passionately about becoming a plastic surgeon and most importantly trying to be the best they can be.

From my interviews, I learned a great deal about the scope and depth of our training program. The majority of residents were pleased with the seminar series and new format of Journal Club. All feel that they are gaining adequate OR experience with graded and increasing responsibilities. All feel that they have had appropriate opportunity to manage surgical patients.

All residents have identified a mentor. Not all had yet met with their mentors and I have encouraged them to spend time with their mentors and try to develop a strong relationship with them as this will be of great value to them during their training.

All our residents are comfortable learning in a web-based environment. They frequently access the Plastic Surgery Blackboard for educational materials and information about the program. This was reassuring as we move forward, investing time and resources into the development of both the Blackboard's educational capabilities and a divisional web site.

I was impressed and energized after meeting each of the residents and look forward to meeting with them annually. I have shared their comments about our curriculum with Ron Levine, Kyle Wanzel and each of the course coordinators.

#### **(4) Expanding our IT capabilities**

Creating a web-based platform through which the entire plastic surgery community can be connected is a strategic priority. Development of [www.uoftplasticsurgery.com](http://www.uoftplasticsurgery.com) continues and Peter Bray is currently working to identify a web design company and has narrowed down selection to two companies. The Web Development Committee has agreed upon the underlying architecture of the website which will have both public and private (password protected) domains. The committee is currently working to collect faculty information along with biographies to be used on the website. In addition, information on "specialty programs" will also be collected.

#### **5) The New Curriculum Experiment**

After careful consideration by all Faculty and in consultation with leadership in the Department of Surgery, a decision has been made not to proceed with major curriculum reform in Plastic Surgery. I wanted to thank all Faculty for their advice and council as we worked towards a decision that best served the current and future interests of our division. I am confident that we will be able to make changes to our current curriculum in an effort to improve the educational experience of our residents and to further differentiate our Division as a leader in plastic surgery education. In this regard, Kyle Wanzel has taken on a lead role in further evaluating and developing our curriculum.

[Link to Curriculum Committee](#)

#### **(6) Strategic Planning Day**

Our strategic planning session is scheduled for Wednesday, April 25 from 4:00 - 9:00 p.m. at the Faculty Club. We have much to discuss as we plan for the future. In preparation for the planning day, I have engaged Ms. Susan Lenard from Strategic Solutions to act as our facilitator for the day. Susan is very familiar with planning in healthcare and academic settings and brings a wealth of experience in strategic planning, branding and developing collaborative partnerships. In an effort to make the 5 hours we have together effective, Susan will be meeting in advance with members of the planning committee and with as many faculty as possible as part of the preplanning process. I look forward to an exciting and productive planning session.

[View Division's SWOT analysis](#)

[Read Susan Lenard's bio](#)

[See Vision, Mission and Values](#)

### **Our Hospitals**

#### **SHSC**

The Search Committee at SHSC will be meeting to review all potential candidates that have applied for staff positions including the Head of Plastic Surgery. The committee is committed to securing new leadership for the hospital's Division of Plastic Surgery and recruiting at least one additional staff surgeon for September 2007. Sunnybrook will be interviewing three potential candidates in the very near future.

#### **TGH/UHN**

A Search Committee has been struck to search for a new Chief of Plastic Surgery at UHN. In March, the committee will be interviewing two candidates. If the committee deems appropriate, the candidates may be eligible for the Wharton Chair in Reconstructive Plastic Surgery. This Chair was established by both the Princess Margaret Foundation and the University of Toronto.

### **Royal College External Review**



**Tuesday, April 17, 2007**

As you are all aware, our External Review takes place on Tuesday, April 17, 2007. This is an important process that enables us to maintain our high standards of

education excellence.

The schedule for the External Review is now posted on BlackBoard. For those of you who are not familiar with it, kindly refer to it and make yourself available at the appropriate time.

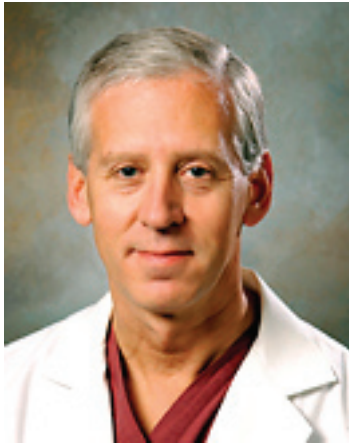
As I continually stress, CanMEDS Roles is, and will continue to be an important aspect of how we evaluate our residents. I urge you review the CanMEDS goals and objectives for each hospital rotation. This can also be found, for your convenience, on BlackBoard.

I'd like to thank you in advance for your co-operation in this regard.

Ronald Levine, Program Director

### Hoyle Campbell Visiting Professor

28 - 30 March, 2007



Dr. John Persing from Yale is the Division's Hoyle Campbell Visiting Professor for 2007. Dr. Joan Lipa, who spearheads the committee has organized a variety of events to showcase our facilities and infrastructure to this important dignitary.

For those who haven't responded yet, tomorrow (March 1) is the deadline to submit your dinner RSVP

### Awards & Recognition

*Congratulations to Dr. Cho Pang on having his CIHR grant renewed in the recent CIHR operation grant competition. In this recent round, CIHR only funded the top 16.1% of the applications. Cho's grant was ranked in the top 7% and was renewed for 5 years!*

*Congratulations to Daniel Martin on the completion of his research program! Daniel's Masters thesis was entitled "Cutaneous Wound Healing with Methacrylic Acid-co-Methyl Methacrylate Beads".*

*Dimitri Anastakis has been invited to be a Nucleus Member of the Specialty Committee in Plastic Surgery, The Royal College of Physicians and Surgeons of Canada.*

### Curriculum Committee

A new Curriculum Committee has been struck and has thus far met once. The first meeting was primarily aimed at a closer inspection of our current curriculum in an effort to find areas that can readily and easily be improved. At the conclusion of the first meeting, several rotations were deemed as potential opportunities for improvement, including:

- (1) restructuring the Dermatopathology rotation to include a clinical component
- (2) changing the Internal Medicine rotation to a consult based rotation
- (3) increasing the junior Plastic Surgery rotation to 3 months
- (4) providing senior Plastic Surgery residents with an elective block
- (5) developing TEGH as a site for Plastic Surgery trainees to rotate

At the current time, these suggestions are being investigated in further detail, including exploring the requirements of the both the RCPS(C) and the ABPS prior to any curriculum changes. In addition, we envision more detailed discussion with current residents, recent graduates, and assembly members to better understand what changes might be very positive and beneficial.

Finally, the future need for quantifying operating costs for all educational activities was stressed. We are now creating an inventory of all technical skills courses and CME activities in an attempt to quantify their operational costs in an effort to create a detailed educational budget.

The next meeting of the Curriculum Committee will occur after the Strategic Planning Day in April of this year.

Kyle Wanzel  
Curriculum Development

### Fundraising

The University of Toronto, Division of Plastic Surgery Annual Charity Golf Tournament will take place on Tuesday September 18, 2007 at Kings Riding Golf Course. Proceeds from the event are used to support the research and education programs of the division. The event is a fun filled 18 hole scramble format tournament followed by cocktails, dinner, raffle and silent and live auction. Past participants have come from as far away as Halifax, Ottawa, Sudbury, London and Thornhill!! The



focus for the day is on having fun so golfers of all levels are welcome.

Both team and individual registration opportunities are available.

For more information, please contact our tournament director Dick Bradbeer by email at [dickbradbeer@sympatico.ca](mailto:dickbradbeer@sympatico.ca) or our tournament coordinators.

Mitch Brown [mhbrown33@aol.com](mailto:mhbrown33@aol.com)

Tom Bell [thomas.bell@drthomasbell.com](mailto:thomas.bell@drthomasbell.com)

## Alumni Events

Hello, I would like to take this opportunity to introduce myself. My name is Sandy Davies and I have currently



taken on the position of Alumni Coordinator, for the Division of Plastic Surgery, at The University of Toronto. Some of you may already know

me as the Administrative Assistant for Dr. Joel Fish at Sunnybrook Hospital, who is currently on sabbatical in New Zealand until September of this year.

As Alumni Coordinator, one of my projects is creating a database of contact information etc. about the Alumni community so that we can better communicate with and involve everyone in the events, news, education etc. that goes on within the Division. You should be hearing from me shortly in regards to some exciting upcoming events. I will also likely be checking in with everyone to ensure that the information I have gathered is as accurate as possible. We are also exploring the idea of obtaining some additional information, personally and professionally, to help the Division better understand your professional / educational needs as well as to help us plan various events throughout the year. Of course, all information is kept highly confidential and is not shared outside of our Divisional office. I look forward to communicating with you in the near future.

If you have any questions or comments, please feel free to contact me. Tel: 416-978-8534, Fax: 416-978-7316, e-mail: [sandy.davies@sunnybrook.ca](mailto:sandy.davies@sunnybrook.ca)

## W. K. Lindsay Club, May 30@ Banff

The W. K. Lindsay Club reception is scheduled for May 30, 2007 at 5:00 p.m. in the Norquay Room which is the CSPS Hospitality Suite.

*Sandy Davies*

*Alumni Coordinator*

*The content of this message does not represent the views or opinions of the University of Toronto.*

*If you have a news item for Plastic Surgery News, please forward it by e-mail to Shibu Thomas at [plastics.admin@utoronto.ca](mailto:plastics.admin@utoronto.ca).*

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	University of Toronto	Faculty of Medicine	Department of Surgery
Vision Desired future state	The University of Toronto will be a <b>leader</b> among the world's best public teaching and research universities in its research, in its teaching, and in its practice of equity.	International <b>leadership</b> in health research and education.	International <b>leadership</b> in health research, education and surgical practice.
Mission Why you exist	<p>To exercise exemplary public stewardship of ideas by supplying, testing, and validating the ideas, beliefs, theories, concepts, models, and categories in terms of which society thinks about and deals with the problems it faces, and by preserving, evaluating and transmitting the knowledge of the past.</p> <p>To offer undergraduate, professional, and graduate degree programs of the highest quality to students in an environment which provides a richly complex and supportive student experience.</p> <p>To provide, from across the university, international <b>leadership</b> in research.</p> <p>To realize an exemplary degree of equity and diversity throughout our university community.</p>	We prepare future health <b>leaders</b> , contribute to our communities, and improve the health of individuals and populations, through the discovery, application and communication of knowledge.	We prepare future surgical <b>leaders</b> , contribute to our communities and improve the health of individuals and populations through discovery, application and communication of knowledge.
Values	<ol style="list-style-type: none"> <li>1. Public stewardship, academic freedom and academic responsibility</li> <li>2. Risk-taking and innovation</li> <li>3. Fostering intellectual excitement</li> <li>4. Supporting and forging teaching and research strengths</li> <li>5. Enabling student learning and improving the student experience</li> <li>6. Enabling and valuing faculty, staff, and academic <b>leadership</b></li> <li>7. Equity x excellence: fostering diversity</li> <li>8. Maintaining a highly responsible level of governance and accountability</li> </ol>	<ol style="list-style-type: none"> <li>1. Integrity in all of our endeavours.</li> <li>2. Commitment to innovation and excellence.</li> <li>3. Life-long learning and critical inquiry.</li> <li>4. Diversity and social justice.</li> <li>5. Partnership with our academic health science centres.</li> <li>6. Multi-professional, interdisciplinary and community collaboration.</li> <li>7. A supportive and collegial environment.</li> <li>8. Accountability to our community of scholars and to the public.</li> <li>9. Responsiveness to our local, national and international communities.</li> </ol>	<ol style="list-style-type: none"> <li>1. A supportive and collegial environment</li> <li>2. Accountability to our community of scholars and to the public</li> <li>3. Caring in our patient relationships</li> <li>4. Commitment to surgical innovation and excellence</li> <li>5. Diversity</li> <li>6. Integrity in all our endeavors</li> <li>7. <b>Leadership</b></li> <li>8. Life long learning and critical inquiry</li> <li>9. Multiprofessional, interdisciplinary and community collaboration</li> <li>10. Partnership with our academic health sciences centres</li> <li>11. Responsiveness to our local, national and international communities</li> </ol>

Division of Plastic Surgery, University of Toronto

Table 1: Abridged SWOT Analysis August 2006

Strengths	Weaknesses
<ul style="list-style-type: none"><li>• <b>Excellence in clinical service, education, and research</b> is a hallmark of this division.</li><li>• Key clinical areas viewed as divisional strengths include; head and neck reconstruction, craniofacial surgery, and paediatric plastic surgery.</li><li>• A major strength of this division is the <b>large volume and scope of clinical material</b> that has allowed sub-specialization and resulted in international recognition.</li><li>• The division is respected nationally and internationally for its research and teaching.</li><li>• The teaching program is one of the division's strongest assets, providing residents with an unmatched breadth and depth of clinical experience.</li><li>• The research output from our division is impressive, reflecting the division's commitment to the University's vision and mission.</li></ul>	<ul style="list-style-type: none"><li>• A major weakness for the division is a <b>lack of common strategic direction</b>. This, along with fragmentation due to geography and sub-specialization, are major contributors to the growing sense of <b>disengagement</b> felt by almost all faculty interviewed.</li><li>• Major <b>staffing shortages</b> and growing clinical volumes have adversely affected research productivity and surgeon morale.</li></ul>
Opportunities	Threats
<ul style="list-style-type: none"><li>• A major opportunity that would address income disparity for all academic surgeons would be to secure an <b>Alternative Funding Program (AFP)</b>.</li><li>• There is a strong desire amongst plastic surgeons to further develop <b>clinical and research collaboration</b> across the hospitals and with other members of the University community as a means of increasing research productivity.</li><li>• A divisional recruitment and retention plan for clinicians and researchers is a necessity if academic productivity and quality of work life are to be improved.</li><li>• There exists an opportunity for the division to come together and deciding on a shared vision for the future.</li></ul>	<ul style="list-style-type: none"><li>• The growing <b>lack of influence</b> in the teaching hospitals in terms of resource allocation.</li><li>• Excessive workload and staffing shortages are increasing threats to retention of prominent plastic surgeons. In addition, the low income of academic plastic surgeons compared to community surgeons is a growing threat to recruiting and retaining young talented plastic surgeons.</li></ul>

## **CanMEDS Roles**

1. Medical Expert
2. Communicator
3. Collaborator
4. Manager
5. Health Advocate
6. Scholar
7. Professional



## **Susan M. Lenard**

The Coach House, 368 Sumach St. Toronto ON M4X 1V4  
416.927.8127 susan.lenard@strategicservices.ca

### **PROFILE**

A senior executive with a track record of success with some of Canada's largest organizations leading professional teams; building organizational capacity and revenue; and, managing multi-stakeholder relationships.

Demonstrated strengths in thought leadership, strategic thinking, creativity and tactical innovation with a unique ability to understand and lead teams through complexity.

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### **PROFESSIONAL EXPERIENCE**

#### **Principal, Strategic Services Ltd.**

**Current**

Consultancy focusing in 'values' based Branding, Strategic and Business Plan development, and strategic partnerships. Clients are drawn from the private sector (Maple Leaf Foods, WestJet, EnvironicsAnalytics) and the not-for-profit sector (University Health Network, The Arthritis Society of Canada, TG&WH Foundation, Princess Margaret Hospital Foundation, Canada Winter Games) and, the public sector (Government Northwest Territories, Economic Development and NWTT Branding).

#### **President, TOP Advertising Inc.**

**1995 – 2003**

- Founding shareholder of an independent, start-up branding and advertising agency building a strong client base including CIBC, Schneider Foods, Luigino's Michelina's brand (North America), Ontario Hydro (Hydro 1 and OPG), Indigo Books, Music & Cafe, Chatelaine/Rogers Publishing, Torstar, Agriculture Canada. ProBono work: Writers Development Trust,
- Business leader: business strategic communications and advertising counsel for all clients; agency vision, goals and team; built the client base, achieving profitability within 6 months, strong revenue stream and retained earnings within 18 months; established working partnerships with key resources including a Quebec agency, research houses, media agency (Canada and USA), print and broadcast production suppliers; contract negotiation.

#### **Executive Vice-President, Managing Director, BBDO Toronto**

**1993 – 1995**

- Management team established BBDO from the (acquired and merged) McKim and Baker Lovick advertising agencies and built the new agency brand, culture and identity internally and externally.
- Team building and leadership, goal setting and coaching to significantly expand the agency role and revenues with key national and international clients: Bell Canada; Apple Computers; Costa Rica Travel & Tourism (for North America); and the Dairy Farmers of Canada.
- Loaned executive working on Social Security Reform strategic assessment with Lloyd Axworthy's office (3 months).

## **Susan M. Lenard**

The Coach House, 368 Sumach St. Toronto ON M4X 1V4  
416.927.8127 susan.lenard@strategicservices.ca

### **Senior Vice President, Client Services Director, MacLaren: Lintas Toronto 1983 - 1993**

- Office leader in international 'centre of excellence' role with multi-national clients (Coca-Cola Ltd., Unilever, Nestle) for North America and Europe.
- Euro-marketing task force leadership integrating agency teams across the EU.
- Toronto office merger leader, integrating cultures, leading communications, goal setting, internal and client relationships.

### **Brand Management, Procter & Gamble Canada**

Brand management including sales training in Montreal (French).

## **COMMUNITY LEADERSHIP**

**Director, Princess Margaret Hospital/Ontario Cancer Institute Foundation Board** (1993 - 1997), Campaign Cabinet (1993- 1995) Recruited and chaired Marketing Committee during the successful \$50m capital campaign and helped initiate: the strategic marketing/revenue development plan; the (radical at the time) 'Conquer Cancer' foundation positioning; and, a range of long-term fundraising initiatives including the Princess Margaret Hospital Home Lottery and the Toronto International Marathon.

**M.O.R.E.** (Organ Donation Ontario), Board Member 1990 - 1993

**United Way of Greater Toronto**, Led pro bono agency involvement while at MacLaren Advertising, (1990- 1993) and member, Marketing Committee.

## **INDUSTRY LEADERSHIP**

**Marketing Magazine Industry Advisory Board** (2001 - 2003), Judge, *Marketing Awards*. ICA/ACA Joint Standing Committee addressing grievances under ACTRA/UDA performer union contract.

**Director, Advertising Standards Canada** (1993 - 2002) including 2 terms as Vice-Chair; **Chair** Committee that developed Gender Portrayal guidelines still in use today

**Chair** industry review of Sexuality and Violence in Broadcast Advertising.

## **EDUCATION & AWARDS**

University of Toronto (BA, Hon. Political Science), l'Universite de Paris, University of London (SOAS). President, Innis College Students Society. Winner U of T Outstanding Graduate Award. Interpublic Senior International Management Program (joint program with University of Chicago and Harvard Business School). Congeniality Award, Stephanie Sloan Deeps, Steeps & Gates (advanced) skiing program, Whistler, B.C.