Where to Find What: Website & Office Staff

Gary Cronin
Communications & Strategic Planning Officer
Welcome

• Physical Office is located at 263 McCaul Street on the 4th Floor.

• Physical Office houses The Departmental Chair, Business Manager, Program Directors and 8 administrators

• All admin are currently working from home due to the pandemic
Medical Imaging Administration Office
Who Are We?

CHAIR
Alan Moody

BUSINESS MANAGER
Janine Hubbard

Education Program Assistant (Res Med, Neuroimaging & Undergraduate)
Jennifer Morris

Education Programs Officer
Frances Caprani

Diagnostic Imaging Program Coordinator
Naveena Ramkissoon

Residency Program Assistant
Sandra Hummel (On Leave)

Academic Appointments & Promotions Coordinator
Eileen Broun

Fellowship Program Assistant
Sarah Bahar

Financial Officer
Rob Rossleit (On Secondment)

Communications & Strategic Planning Officer
Gary Cronin

Department Assistant
Alison Coute
Medical Imaging Administration Office
Contact Us?

- Department Enquiries - mi.assistant@utoronto.ca
- Meeting Requests for Dr. Moody – mi.assistant@utoronto.ca

- Faculty Appointment Enquiries - mi.appointments@utoronto.ca and mi.srpromotions@utoronto.ca
- Communication (News Round Up/Website/Newsletter Content) - mi.communications@utoronto.ca
- Finance/Reimbursements/Invoices - mi.finance@utoronto.ca

- Education Program Officer - mi.edprogramofficer@utoronto.ca
- Undergraduate Program Enquiries - mi.undergrad@utoronto.ca
- Diagnostic Radiology Program Enquires - radiology.residency@utoronto.ca
- Neuroradiology Program Enquiries - neuroradiology.program@utoronto.ca
- Nuclear Medicine Program Enquiries - nucmed.program@utoronto.ca
- Fellowship Program Enquiries - mi.fellowships@utoronto.ca;
Medical Imaging Website
Faculty Profile

- Name
- Hospital
- Division
- Primary Area of Interest
- Research Paragraph
- Pubmed Link
- Alternative Profile Link
- Require a Photograph

https://www.surveymonkey.com/r/UTMiNewFacProfile
The Website
Areas of Interest:

• CFAR (Continuing Faculty Appointment Review) - https://medical-imaging.utoronto.ca/CFAR
• Faculty Profile Page - https://medical-imaging.utoronto.ca/faculty-directory
• Education/Programs Section – https://medical-imaging.utoronto.ca/education
• Research Section - https://medical-imaging.utoronto.ca/research
• Faculty Wellness Resources - https://medical-imaging.utoronto.ca/Wellness_Resources
• Junior Promotions Page - https://medical-imaging.utoronto.ca/Junior_Promotions
• Senior Promotions Page - https://medical-imaging.utoronto.ca/senior_promotions
• Newsletters - https://medical-imaging.utoronto.ca/recent-newsletters

New Website Coming Soon !!!
Continuing Faculty Appointment Review (CFAR – aka 3 year review)

Alan Moody, Chair Medical Imaging Department
Appointment

- **licensed** physicians in clinical departments in the Faculty of Medicine are **governed** by the **Policy for Clinical Faculty and these Procedures**

- Must participate in a **conforming academic practice plan** or its equivalent.

- Medical staff who hold appointments on the active staff (or equivalent) of a **fully-affiliated academic** hospital are expected to meet the criteria for a full-time clinical academic appointment. As a corollary, a full-time clinical academic appointment **usually entails work at a site or sites with a formal affiliation agreement with the University**
Probation and continuing appointment review

• On initial appointment to a full-time clinical academic appointment, a candidate will customarily be offered a **probationary appointment of not less than three years and not more than five years duration**

• **no obligation or expectation of continuation or renewal**

• senior academic recruits (associate professor or professor rank) may receive an immediate continuing appointment from the Dean
During the probationary period

• May undergo a performance review at the end of the first and/or second year

• **ALL** new full-time clinical academic appointees will require a three- to five-year *performance review* (that requirement should be included in the Offer of Academic Appointment).

• The candidate will be asked to submit an account of their academic work completed or undertaken since the time of initial appointment.
CFAR

- A Chair’s advisory committee, consisting of senior members of the University Department, will advise the Department Chair as to continuation of an appointment beyond the probationary period.
- The committee shall review the performance of the appointee after the end of the third year and not later than the end of the fifth year.
- The names of the committee members must be made known to the Department and to the candidate in advance of the performance review.
- The candidate must identify any perceived conflicts of interest on the part of any committee member as part of the review process and before the committee's deliberations. The Chair is expected to ask the candidate to identify such conflicts as part of the process of review.
CFAR

- The committee will involve the relevant hospital or clinical site Chief in the review.
- The Chief will advise the Chief Executive of the relevant site that a review is pending, and keep the Chief Executive apprised of the progress of the review.
- The committee is expected to solicit input from the relevant hospital or clinical site chief in all cases, to review documentation and letters of reference.
CFAR

• The performance review shall answer one question:

• Given the terms and expectations set out at the time of the probationary appointment, and the academic standards of the Department and Faculty, does the appointee’s performance merit recommendation that the appointee transfer to the system of continuing annual renewal?

• The committee will advise the Department Chair regarding the options to change the appointment to a continuing annual appointment; extend the probation period; change the academic position description; or terminate the appointment.
CFAR

• The Chair must decide which option to recommend, and convey that recommendation in writing to the Dean

• When the Department Chair **decides not to recommend** continuing yearly renewal, the **appointment will terminate** on the pre-determined date of expiry.

• The Dean shall in usual and customary circumstances accept the recommendation of the Chair, but has the discretion not to do so and may review the records of the Chair’s advisory committee’s deliberations
QUESTIONS?
Support, Inclusion, Equity, Diversity

Dr. Elsie T. Nguyen MD, FRCPC, FNASCI
Associate Professor of Radiology
Vice Chair on Support, Inclusion, Diversity, Equity,
Cardiothoracic Division, Joint Department of Medical Imaging, University of Toronto
Jan 11th, 2022
I have no disclosures.
Why is this important?

- Health and well-being of our departments depend on it, physician burn out is at all time high
- Excellence and strength through diversity
- Health care workers need to be diverse to better serve our diverse populations
- Inclusion creates sense of belonging and value
Why is Diversity Important?

A diverse group of Radiologists

Diversity of Experiences

Diverse Perspectives

Helps with development of new ideas

Promotes cultural competency

Innovation in research and care

Creates a positive experience for patients

DeBenedictus C et al Acad Radiology 2020
“Diverse organizations have higher profits, reduced employee turnover, higher employee engagement, increased innovation and improved decision making”
Workforce

Patient Care

Research

Narayan AK et al. J Am Coll Radiol 2021
First Steps

- **Make sure your Institution Has EDI Vision**
- **The People To Get Things Done:** Establish EDI Committee
- **What Needs To Be Done:** Local Data Collection on Diversity and other EDI Issues (gender, race, bias and discrimination); needs survey?
- **Measurable Goals:** Create target EDI goals based on data
- **Networking:** Connect with local institutional resources, beyond
Potential Challenges to Wellness Promotion

- COVID-19 Fatigue/ Zoom Fatigue
- General Apathy and Disengagement
- Faculty are burned out
- Suffering in Silence
- Confidentiality issues
- Mental Health Taboo/ Doctors cannot show weakness
- Large Size of our Departments- hard to navigate
Welcome to Research in the Department of Medical Imaging

Birgit Betina Ertl-Wagner, MD, PhD, MHBA, FRCPC
Vice Chair Research
Research in the Department in Numbers

- >300 faculty members and clinical scientists
- Ranked 9th in the world by US News and World Report
- 3586 publications in last 5 years
- 59436 citations in last 5 years
- >280 grants in last 5 years
- 72 patents filed
Comparison of scholarly output

Data Courtesy of the Temerty Faculty of Medicine - Office of the Dean, Research and Innovation
Without research we stop generating new knowledge.

We need translation from research to clinical radiology and back.

We are the best to know what questions need to be answered in Medical Imaging.

We need research to sustain the future of our field.

You need research for your promotion (even if you don’t promote based on research).

Research? Why bother?
<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Hospital</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr. Birgit Ertl-Wagner</td>
<td>Chair, Research Committee, Vice-Chair, Research Professor</td>
<td>The Hospital for Sick Children</td>
</tr>
<tr>
<td>Dr. Alan Moody</td>
<td>Chair, Department of Medical Imaging Professor</td>
<td>Sunnybrook Health Sciences Centre</td>
</tr>
<tr>
<td>Dr. Angela Atinga</td>
<td>MSK Assistant Professor</td>
<td>Sunnybrook Health Sciences Centre</td>
</tr>
<tr>
<td>Dr. Alexander Bilbily</td>
<td>Nuclear Medicine Lecturer</td>
<td>Sunnybrook Health Sciences Centre</td>
</tr>
<tr>
<td>Dr. Andrea Doria</td>
<td>Research Lead Professor</td>
<td>The Hospital for Sick Children</td>
</tr>
<tr>
<td>Dr. Vivianne Freitas</td>
<td>Breast Imaging Assistant Professor</td>
<td>JDMI</td>
</tr>
<tr>
<td>Dr. Sangeet Ghai</td>
<td>UHN Research Lead Professor</td>
<td>JDMI</td>
</tr>
<tr>
<td>Dr. Mary-Louise Greer</td>
<td>Pediatrics Associate Professor</td>
<td>The Hospital for Sick Children</td>
</tr>
<tr>
<td>Dr. Kate Hanneman</td>
<td>Cardiac Thoracic Associate Professor</td>
<td>JDMI</td>
</tr>
<tr>
<td>Dr. Chinthanka Heyn</td>
<td>Research Lead Assistant Professor</td>
<td>Sunnybrook Health Sciences Centre</td>
</tr>
<tr>
<td>Dr. Pejman Maralani</td>
<td>Neuroradiology Associate Professor</td>
<td>Sunnybrook Health Sciences Centre</td>
</tr>
<tr>
<td>Dr. Sebastian Mafeld</td>
<td>Vascular/Interventional Radiology Assistant Professor</td>
<td>JDMI</td>
</tr>
<tr>
<td>Dr. Naomi Matsuura</td>
<td>Catapult Associate Professor</td>
<td>University of Toronto</td>
</tr>
<tr>
<td>Dr. Chris McIntosh</td>
<td>AI Chair</td>
<td>JDMI</td>
</tr>
<tr>
<td>Dr. Farzad Khalvati</td>
<td>AI Chair Associate Professor</td>
<td>The Hospital for Sick Children</td>
</tr>
<tr>
<td>Dr. Masoom Haider</td>
<td>Chair in AI, Imaging Biomarkers and Radiomics Professor</td>
<td>JDMI</td>
</tr>
<tr>
<td>Dr. Errol Colak</td>
<td>Chair AI Assistant Professor</td>
<td>St. Michael's Hospital/Unity Health</td>
</tr>
<tr>
<td>Dr. Pascal Tyrrell</td>
<td>MIDATA Associate Professor</td>
<td>University of Toronto</td>
</tr>
<tr>
<td>Dr. Blair Warren</td>
<td>Diagnostic Radiology Resident</td>
<td>University of Toronto</td>
</tr>
</tbody>
</table>
Current Projects of the Research Committee

- SWOT analysis
- Strategic plan
- Research mentorship program
- AI and machine learning
- Cross-site collaborations
- Central data repositories
- Central help with red tape
- Infrastructural grants
Departmental Research Awards and Grants

- Alumni Research Promotion Award
- Mergelas Family Graduate Student Award
- Jan and Hildegard Franczyk Award for Artificial Intelligence in Medical Imaging

Make sure to check the website and newsletters: [Departmental Grants and Awards](medical-imaging.utoronto.ca)
GET INVOLVED
We need you to make a difference with your research and your ideas

Make sure to visit the Research Website of the Department of Medical Imaging
https://medical-imaging.utoronto.ca/about-research
Pascal Tyrrell  PhD

Data Scientist
University of Toronto

Director – MiDATA Data Science Program
Department of Medical Imaging

Associate Professor
Department of Medical Imaging
Institute of Medical Sciences
Temerty Faculty of Medicine

Associate Professor
Department of Statistical Sciences
Faculty of Arts and Science
What to do with all of MiDATA?
MiDATA is the data science unit for the Department and aims to provide education and services to empower data in medical imaging research.

The program consists of three aspects: research education and mentorship, research project guidance, knowledge translation.
How does it work?

- The goal of MiDATA is to facilitate impactful research through the efficient and creative use of a mentored learning environment.
We get involved from the beginning and help you right through to the end of your project...
Thanks!

- Questions about program?

  pascal.tyrrell@utoronto.ca
MEDICAL IMAGING
UNIVERSITY OF TORONTO

Mi Education

LINDA PROBYN
VICE-CHAIR EDUCATION
Welcome from Vice Chair of Education

Dr. Linda Probyn

The University of Toronto Department of Medical Imaging provides high quality education across a spectrum of programs including: undergraduate, postgraduate, fellowship, continuing education, and faculty development.

The department is committed to maintain high standards of our programs with ongoing curricular developments and innovations in teaching and evaluation in order to align with changes and advances in the specialty and accreditation standards.

The success of our programs is achieved through the commitment and dedication of our many highly skilled teachers. Our faculty and educational programs have gained national and international recognition and we are proud of their accomplishments.
Programs

• Undergraduate
• Postgraduate
  • Residency
    • Diagnostic Radiology
    • Nuclear Medicine
    • Pediatric Radiology
    • Neuroradiology
    • Interventional Radiology
  • Fellowship
Mi Education

• Education Executive
  • PD subgroup
• Faculty Development workshops
  • 2/year
  • Courses – Stepping Stones
Mi Education

- Opportunities
- AHD
- OSCE
- Mock Orals
- Undergraduate
- Rolling out CBD – upcoming faculty development
- Accreditation
- Research
Long-term Goals
(1) to develop a strong CPi educational and network program - gather new knowledge and receive technical support and mentorship = preparing future leaders of imaging in best clinical practice

(2) to improve data capture and expand resources to gather and store AI-ready data = CPi projects
## Core CPI Committee

<table>
<thead>
<tr>
<th>First/Last Name</th>
<th>Hospital</th>
<th>Faculty/Fellow</th>
<th>Career Stage</th>
<th>Sex</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ibrahim Alghamdi</td>
<td>Sickkids</td>
<td>IR Fellow</td>
<td>Trainee</td>
<td>Male</td>
</tr>
<tr>
<td>Roshini Kulanthaiwelu</td>
<td>Molecular Imaging Fellow</td>
<td>Molecular Imaging Fellow</td>
<td>Trainee</td>
<td>Female</td>
</tr>
<tr>
<td>George Chiramel</td>
<td>Sickkids</td>
<td>Junior Faculty</td>
<td>Early career</td>
<td>Male</td>
</tr>
<tr>
<td>Alex Bilbily</td>
<td>Sunnybrook</td>
<td>Junior Faculty</td>
<td>Early career</td>
<td>Male</td>
</tr>
<tr>
<td>Adam Tunis</td>
<td>NYGH</td>
<td>Junior Faculty</td>
<td>Early career</td>
<td>Male</td>
</tr>
<tr>
<td>Amy Lin</td>
<td>St. Mikes</td>
<td>Junior Faculty</td>
<td>Early career</td>
<td>Female</td>
</tr>
<tr>
<td>Dimitri Parra</td>
<td>Sickkids</td>
<td>Senior Faculty</td>
<td>Mid career</td>
<td>Male</td>
</tr>
<tr>
<td>Nournaz Ghahdelari</td>
<td>Sunnybrook</td>
<td>Senior Faculty</td>
<td>Mid career</td>
<td>Female</td>
</tr>
<tr>
<td>Helen Branson</td>
<td>Sickkids</td>
<td>Senior Faculty</td>
<td>Mid career</td>
<td>Female</td>
</tr>
<tr>
<td>Rachel Fleming</td>
<td>Women’s College Hospital</td>
<td>Senior Faculty</td>
<td>Mid career</td>
<td>Female</td>
</tr>
<tr>
<td>Mimi Pakkal</td>
<td>Toronto General Hospital</td>
<td>Senior Faculty</td>
<td>Senior career</td>
<td>Female</td>
</tr>
<tr>
<td>Pascal Tyrrel</td>
<td>Industry</td>
<td>Data Scientist</td>
<td>Senior career</td>
<td>Male</td>
</tr>
<tr>
<td>Alan Moody</td>
<td>Sunnybrook</td>
<td>Department Chair</td>
<td>Senior career</td>
<td>Male</td>
</tr>
<tr>
<td>Andrea Dorta</td>
<td>Sickkids</td>
<td>Department VC (CPI)</td>
<td>Senior career</td>
<td>Female</td>
</tr>
</tbody>
</table>

### DIVERSITY

- **Targets:**
  - Resident
  - Early Career Staff
  - Community Hospital
  - Administrator
  - AI / Technology
  - Education

### Missing: Patient Representative

- **Sex:**
  - M = 7; F = 7

- **Career Stage:**
  - <10 years 1st appt: N = 6 (43%)

- **Hospital type:**
  - Academic hospitals: N = 13 (93%)

- **Educational Background:**
  - N = 13 physicians (radiologists) (93%)

- **Trainees:**
  - N = 2 fellows (14%)
# Steering CPI Committee

**N=10**

<table>
<thead>
<tr>
<th>STEERING COMMITTEE</th>
<th>N=10</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>First_Last Name</strong></td>
<td><strong>Hospital</strong></td>
</tr>
<tr>
<td>Linda Probyn</td>
<td>Sunnybrook</td>
</tr>
<tr>
<td>Birgit Wagner</td>
<td>Sickkids</td>
</tr>
<tr>
<td>Ania Kielar</td>
<td>Toronto General Hospital</td>
</tr>
<tr>
<td>Elsie Nguyen</td>
<td>Toronto General Hospital</td>
</tr>
<tr>
<td>Phyllis Glanc</td>
<td>Sunnybrook</td>
</tr>
<tr>
<td>Catherine Wang</td>
<td>Toronto General Hospital</td>
</tr>
<tr>
<td>Ivan Diamond</td>
<td>Trillium Health Partners</td>
</tr>
<tr>
<td>Masoom Haider</td>
<td>Toronto General Hospital</td>
</tr>
<tr>
<td>Walter Kucharczyk</td>
<td>Toronto General Hospital</td>
</tr>
<tr>
<td>Farzad Khalvati</td>
<td>Sickkids</td>
</tr>
</tbody>
</table>
Organizational Processes / Politics
Negotiation / Finances
Executing Strategy for Results
AI / Robotics
System Dynamics / Operations

QUALITATIVE

Descriptive
Predictive
Prescriptive

QUANTITATIVE

Low Level

Pillar #1: Foundation
**Specific CPI Projects**

**Fully Affiliated Hospitals**

- Sunnybrook Health Sciences Centre
- St. Michael’s Hospital

**Community Hospital Affiliates**

- Royal Victoria Hospital, Barrie
- North York General Hospital
- Orillia Soldier’s Memorial Hospital
- St. Joseph’s Health Centre
- Lakeridge Health, Oshawa
- Trillium Health Partners
- The Scarborough Hospital
  - General Campus
  - Birchmount Campus
- William Osler Health System
- Etobicoke General Hospital
- Brampton Civic Hospital
- Credit Valley Hospital
- Mississauga Hospital
- Queensway Health Centre
Opportunities / Impact

- Network expansion / collaboration with local educational and governmental institutions

- Academic output: CPI publications

(PUBLICATIONS = Conceptual, Predictive Models, Retrospective)

(PUBLICATIONS = Results from Implementation)
**CPI City Rounds – Topics / Priorities**

**M&M Rounds**
- Systematic approach
- How can technology assist?

**Novel Procedures**
- Contrast-enhanced ultrasound
- Billing for novel procedures

**Patient-Centered Improvements**
- Strategies to improve delivery of care

**Report Standardization**
- Successful stories
- Challenges
- Hybrid process?

**Data**
- How to make clinical data available / integrated?
- Data de-identification process

**Imaging Workflow Implementation**
- Simple solutions (softwares, optimization processes?)
Pillar #4: Sustainability

- Receiving new knowledge
  - LQ2 Course

- Applying new knowledge
  - VC CPi Role
  - Established AI groups

- Local practice change

- Lead of Imaging
  - PCH SickKids

- Sustainability initiatives
  - Annual CPi day (local and departmental)
  - Annual report
  - CPi rounds
  - CPi committee (DIVERSITY)
  - Exchange program (CQUIPS, VP, Industry, academia)
ORGANIZATIONAL MOTIVATION
Thank you!

SERENDIPITY
Being at the right place at the right time has its advantages.