



2011  
2016

better education for  
better outcomes™




executive summary

OFFICE OF CONTINUING EDUCATION & PROFESSIONAL DEVELOPMENT  
FACULTY OF MEDICINE, UNIVERSITY OF TORONTO

The Office of Continuing Education and Professional Development (CEPD; “CEPD Office”) at the Faculty of Medicine, University of Toronto is a national and international leader in quality and innovative continuing education and professional development (CEPD). The Office is recognized for its work in CEPD administration, educational leadership, and faculty development, as well as for advancing CEPD scholarship and research.

In Fall of 2010, the Office of CEPD initiated a strategic planning process. The Strategic Planning Committee members created six Working Groups with membership drawn from the Toronto Academic Health Sciences Network (TAHSN) and the broader CEPD community. Each Working Group focused on one of the following thematic areas: best practices and faculty development, practice-based education, quality improvement in CE, public and patient education, research and scholarship, and entrepreneurship. The Strategic Planning Committee consulted with 60 participants at a strategic retreat in April 2011 before finalizing its 2011-2016 strategic directions.

The five strategic directions build on The Office of CEPD’s accomplishments during the past five years and respond to current developments and priorities at the Faculty of Medicine, University of Toronto and the broader education and health care systems and technological field. These accomplishments, developments, and priorities are outlined within, followed by a presentation of the strategic directions.



## Highlights of achievements 2006-2011

- **CEPD infrastructure:** The Office of CEPD strengthened its infrastructure through the development of a successful business plan, creation of an electronic integrated events management system, and hiring of experts in education consultation, international outreach and remediation of physicians. During the past five years, there was a significant increase in the number of registrants, events, event categories and certain models of learning. The Office of CEPD was evaluated on 14 standards in its accreditation in 2008; it received exemplary compliance in eight and compliance in six.
- **Partnerships and collaborations:** The Office of CEPD fostered new, and strengthened existing, partnerships and collaborations with University of Toronto education centres, institutes and programs and with external stakeholders.
- **Research, knowledge translation and information:** The Office facilitated research in CEPD by its distributed network of scholars and researchers in the Faculty of Medicine. The Research in Continuing Education Committee (RICE) was established as the academic home for scholars and researchers in CEPD. The Office of CEPD continued its collaboration on the Joint Program in Knowledge Translation with the Li Ka Shing Knowledge Institute at St. Michael's Hospital. The Office has also continued its commitment to the Research and Development Resource Base (RDRB); during the past five years, there has been significant growth in the number of resources.

## Factors affecting future CEPD directions

- **Faculty of Medicine developments and priorities:** The opening of the Mississauga Academy of Medicine and the integration of the 20 community-based hospitals into the educational enterprise of the Faculty of Medicine will require an integrated approach to medical education and a strategy to support faculty development and CEPD requirements across the collegium. The Office of CEPD must aim to fulfill the Faculty of Medicine's priorities of integration, innovation, and impact.
- **Changes and priorities in education and health care:** The Office of CEPD must support service providers' needs for accountability to funders of health care services. The Office must also develop strategies to support quality improvement and patient safety across the health care continuum.
- **Technological opportunities:** Innovations in technology, including social media, can be used to create novel approaches to both individual and team learning. The Office of CEPD must be a leader in using technology to promote individualized life-long learning and group learning through on-line connections

# strategic directions and goals

## Strategic Direction 1

### Enhance Best Practice & Faculty Development for Continuing Education

1-1

Promote and enable effective life-long learning

1-2

Expand and enrich faculty development related to best practices in CEPD

1-3

Increase educational outreach, portability and use of new technologies in CE

1-4

Promote attractiveness of CE as an academic career track

## Strategic Direction 2

### Advance Research, Innovation & Scholarship

2-1

Establish strategic partnerships for collaborative and integrated research

2-2

Enhance Basic, Applied, Evaluative and Action research in CEPD

2-3

Integrate CE research into priority theme areas.

## Strategic Direction 3

### Strengthen & Grow Practice-Based Education

3-1

Identify, implement, and evaluate opportunities to extend successful large conference sessions into longitudinal practice-based programming

3-2

Build communities of practice and other learning networks in the community

## Strategic Direction 4

### Foster & Embed Quality Improvement in Continuing Education

4-1

Identify, train and support QI educators in CE

4-2

Develop education plan and curriculum for QI in CE

4-3

Apply QI principles and practices to CE program planning and implementation

## Strategic Direction 5

### Promote Patient & Public Engagement

5-1

Integrate patient and public engagement across the CEPD portfolios and promote its importance throughout the Faculty

5-2

Build capacity for PPE and develop a cadre of health practitioners to respond to patient needs

## Strategic plans 2011-2016

The strategic planning process resulted in the development of five strategic directions. The first two directions build on the achievements of CEPD during the past five years. The final three directions are opportunities for CEPD that emerge from developments and priorities in the University and the broader education and health care systems and technological field. As the committee worked on the strategic directions, it also refined the Office of CEPD vision, mission and value statements to reflect a greater emphasis on impact, collaboration, inclusiveness and social responsibility [Figure 1].

The Strategic Planning Committee identified activities for each of the strategic directions, and two 'integrating projects' that are relevant to all the strategic directions, that should be undertaken within the next 12-24 months. Successful achievement of these initial activities will lay the foundation for future initiatives. The Office of CEPD and identified leaders for each of the strategic directions will be responsible for the successful implementation of the strategic directions and goals outlined in this plan, ensuring the achievement of the identified long term outcomes.

Figure 2 provides a strategy map illustrating how the strategic directions and enabling strategies will achieve the vision of "global impact in continuing education and professional development."

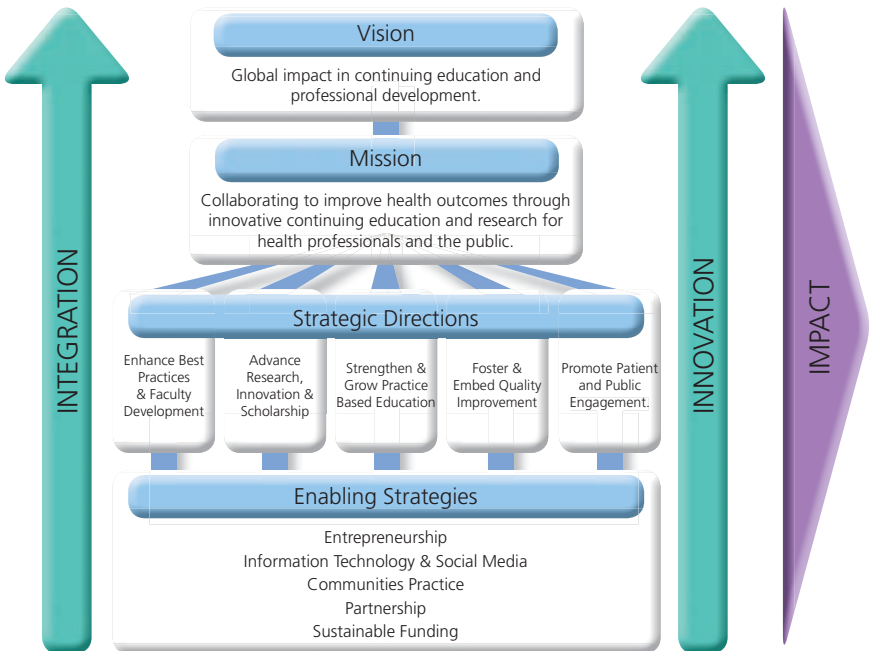


Figure 2: Strategy Map (2011)

## Vision

Global impact in continuing education and professional development.

## Mission

Collaborating to improve health outcomes through innovative continuing education and research for health professionals and the public.

## Values

As leaders who are committed to exceptional results, we embrace the following core values:

- Accountability
- Integrity
- Interprofessionalism
- Social responsibility
- Inclusiveness
- Innovation
- Lifelong learning

*Figure 1: CEPD Vision, Mission and Values (2011)*

## Enabling Strategies

The Strategic Planning Committee identified five 'enabling strategies' as critical to the successful accomplishment of the strategic goals and activities. These are:

**Entrepreneurship:** The Office will continue to use its expertise and creativity to seek new opportunities to provide valued products and services while simultaneously generating resources.

**Information technology and social media:** The Office plans to create a web-based individualized lifelong portal with resources and social networking opportunities. It will also explore the integration of new technologies into the delivery of CE events.

**Communities of practice:** The Office will provide the "spark" and infrastructure to enable communities of practice related to specific themes. It will train community of practice facilitators and pilot and evaluate communities of practice concentrating on at least one new area of focus.

**Partnerships:** The Office will continue to nurture relationships with University of Toronto education centres of excellence, and will build new partnerships with patients and the public as well as with provincial and national providers and associations with common goals.

**Sustainable Funding:** The Office is committed to generating revenue through entrepreneurship, developing business plans for endowed chairs and scholarships, and pursue grant funding from research agencies, government and other organizations.





## Conclusion

The Office of CEPD, Faculty of Medicine, University of Toronto, is poised to build on its strengths in administration, programming, and research in CEPD and move forward as it continues to position itself as a leader locally, nationally, and internationally. The five strategic directions and the enabling strategies outlined in this document provide a framework to guide the work of the Office of CEPD over the next five years, as it aims for integration, innovation, and impact. Moving forward with this strategic plan, tackling new areas with a spirit of entrepreneurship and a passion for quality improvement, will bring the CEPD Office closer to reaching its vision of global leadership in continuing education and professional development.

*Continuing education is a process of lifelong learning for health professionals to expand and fulfill their potential, retain their capacity to practice safely and effectively, and to meet the healthcare priorities of the population and broader health systems*

## For Information

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