

Memorandum

**Office of the Vice-Principal (Health Affairs) and
Dean of Medicine**

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TO: Board of Governors
FROM: Dr. David Eidelman, Vice-Principal (Health Affairs), Dean of Medicine
SUBJECT: Overview of Project Renaissance at the Faculty of Medicine
DATE: May 23, 2019
DOCUMENT #: GD18-65

**ACTION
REQUIRED:**

☒ INFORMATION ☐ APPROVAL/DECISION

**ISSUE & EXPECTED
OUTCOME** An update on how the Faculty of Medicine is advancing towards three final recommendations for major change from the ongoing Project Renaissance strategic planning effort is presented for information.

**BACKGROUND
& RATIONALE** Project Renaissance is the Faculty of Medicine's current strategic planning exercise. Its development began in 2015, followed by an official launch in 2016, with the aim to provide a strategic vision for the Faculty over the 5-year period beginning in July 2017 – July 2022. The proposal is currently going through a broad consultation process Faculty-wide, including Faculty Council. The appended presentation explains the rationale for each of the three major recommendations for change, namely: (1) renaming the Faculty; (2) creation of a School of Medicine; and (3) creation of a School of Biomedical Sciences.

The overarching aim of Project Renaissance is first and foremost to fulfill the Faculty's vision of: "Healthier societies through education, discovery, collaboration and clinical care." This must be carried out consistent with our mission statement, which holds that we aim to educate future and current health professionals and scientists based on the highest standards of excellence and principles of life-long learning, and pursue novel research and clinical innovation, to improve the health of individuals and populations worldwide. Both the process and outcomes must reflect our values of professionalism.

The major goals for Project Renaissance 2017-2022 are to:

- Ensure that our educational programs prepare our learners for their roles as health care providers and health researchers in the 21st century
 - Position McGill as Canada's leading University in health research
 - Reinforce McGill's leading role in health care in Quebec and Canada
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- Set the stage for our third century by creating a Health Sciences Campus

As the Faculty's component parts have grown and gained complexity over the last decade, it has become clear that a new structure is needed to better enable the Faculty to effectively achieve its objectives.

The new School structure proposed within Project Renaissance aims to address the organizational elements that prevent the Faculty from functioning as efficiently and synergistically as it should. The proposed changes are intended to help the Faculty foster a stronger culture of collaboration, interdisciplinarity and innovation. We also aim to ensure critical mass for optimal resource utilization, improved governance and identity formation. The renaming of the Faculty is the culmination of this renewal.

The idea of renaming the Faculty has been discussed with Faculty membership for the last two years. We are now ready to conclude this extensive consultative and reflective process. In order to ensure we address the reputational risk associated with this type of restructuring, we are conducting a broad consultation across the Faculty and the wide university community. The attached PowerPoint presentation reflects the most up-to-date rendering of the School structure.

All faculty members have been invited to participate in a wide variety of consultation sessions and their attendance and interaction has been excellent. With respect to any financial/resource impacts, the new structure requires the creation of one new Associate Dean position for the School of Biomedical Sciences. At this point in time, no other new positions are anticipated. Indeed, the hope is that with the establishment of these Schools, current resources may be better-allocated to achieve greater synergies.

ALIGNMENT WITH MISSION AND STRATEGIC PRIORITIES	Project Renaissance supports the Faculty of Medicine's vision of "Healthier societies through education, discovery, collaboration and clinical care". It is carried out consistent with the Faculty's mission statement, which holds that we aim to educate future and current health professionals and scientists based on the highest standards of excellence and principles of life-long learning, and pursue novel research and clinical innovation, to improve the health of individuals and populations worldwide. Both the process and resulting plan will also reflect the Faculty's values of professionalism.
COMPLIANCE WITH UNIVERSITY POLICY	Any changes that arise from Project Renaissance will follow proper University governance procedures at the Senate and Board levels.
COMPLIANCE WITH LEGISLATION/ EXTERNAL REGULATIONS	There are no legislative or external regulations applicable to this Report.

RISK FACTORS	N/A
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SUSTAINABILITY CONSIDERATIONS	N/A
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IMPACT OF DECISION AND NEXT STEPS	The purpose of this presentation is to introduce the proposal for renewal of the Faculty of Medicine to members of the Board of Governors. A formal proposal with the three (3) recommendations listed above will come back to Senate in the Fall once the next series of consultations are concluded, including ongoing discussions with university leadership and key members of McGill's and the Faculty's broader external community. A robust communications strategy will be developed to ensure the key messages/objectives are clearly articulated and the positive outcomes of the proposed changes are properly explained.
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MOTION OR RESOLUTION FOR APPROVAL	N/A
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APPENDICES	Appendix A: Presentation
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Faculty of Medicine and Health Sciences

Reorganization Proposal
May 2019



Rationale for a change

- The Faculty of Medicine is 200 years old
- It ceased to be a “medical school” long ago
- No longer meeting the needs of the medical education programs
- Seeking balance:
 - Budgetary autonomy vs. resource sharing
 - Academic focus vs. interdisciplinarity/interprofessionalism
 - Identification with a small unit vs. belonging to a large entity

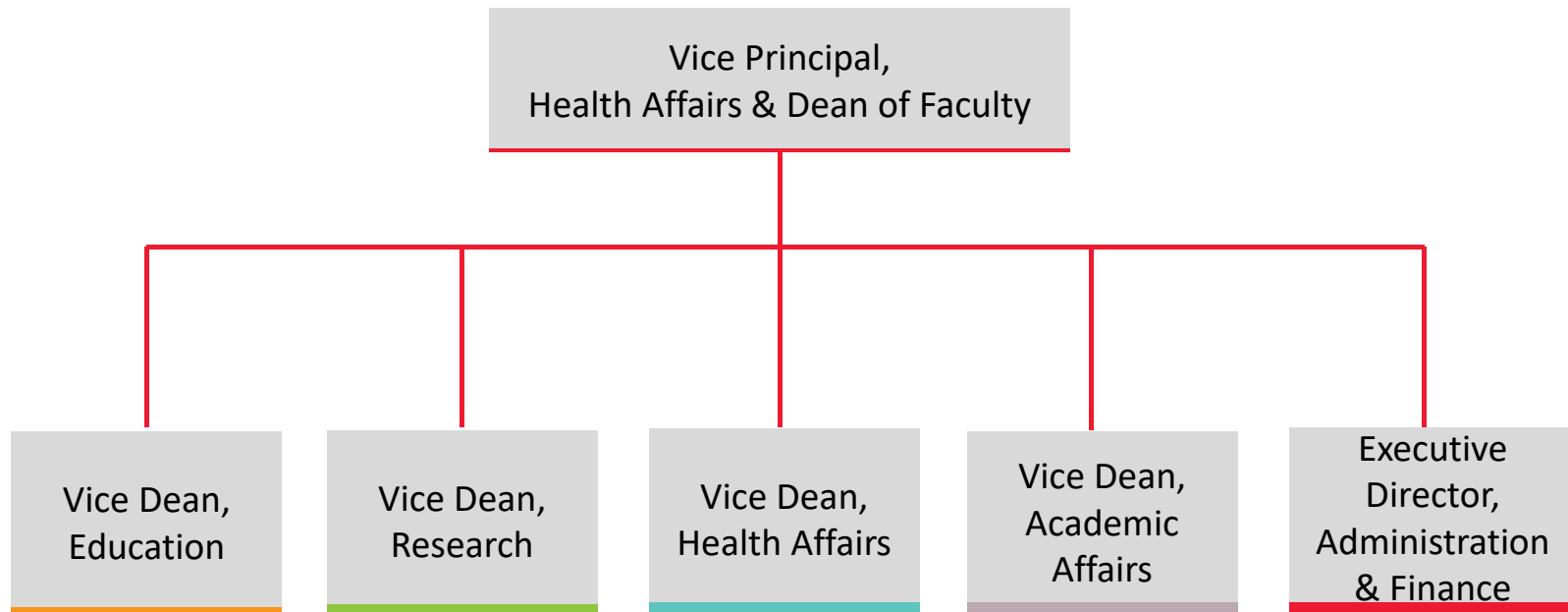


Faculty Reorganization

- Goal is a matrix structure that supports the activities of the Faculty
- Operations are horizontal:
 - Cut across the entire Faculty
 - Generally led by Vice Deans
- Academic programs are vertical
 - Organized into Schools
 - Specific to one set of closely related educational programs
 - Generally led by Associate Deans



Operational Structure





Academic Structure and Reporting



School Concept

- Director
- Autonomous entity
 - Budget
 - Recruitment
 - Assignment of duties
- May contain other entities:
 - Institutes, Departments, Divisions
- Teaching programs that do not overlap with other schools
- Supports the research mission but does not limit it
- May have responsibility for core facilities or infrastructure



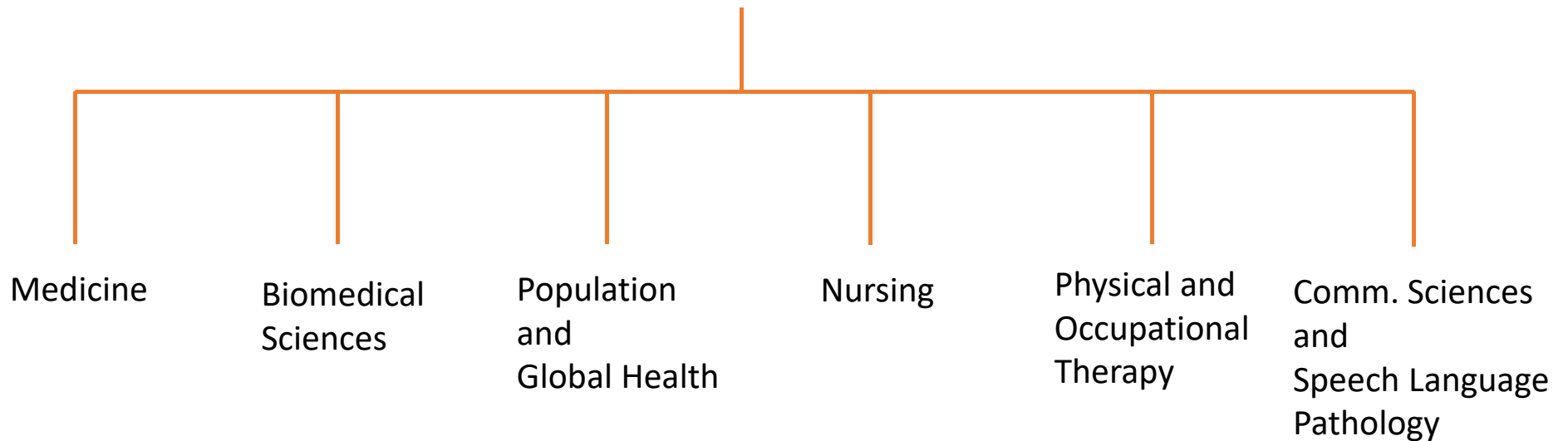
Which Schools?

- Ingram School of Nursing
- School of Physical and Occupational Therapy
- School of Communications Sciences and Disorders
- School of Population and Global Health
- School of Biomedical Sciences
- School of Medicine



Educational Programs Governance

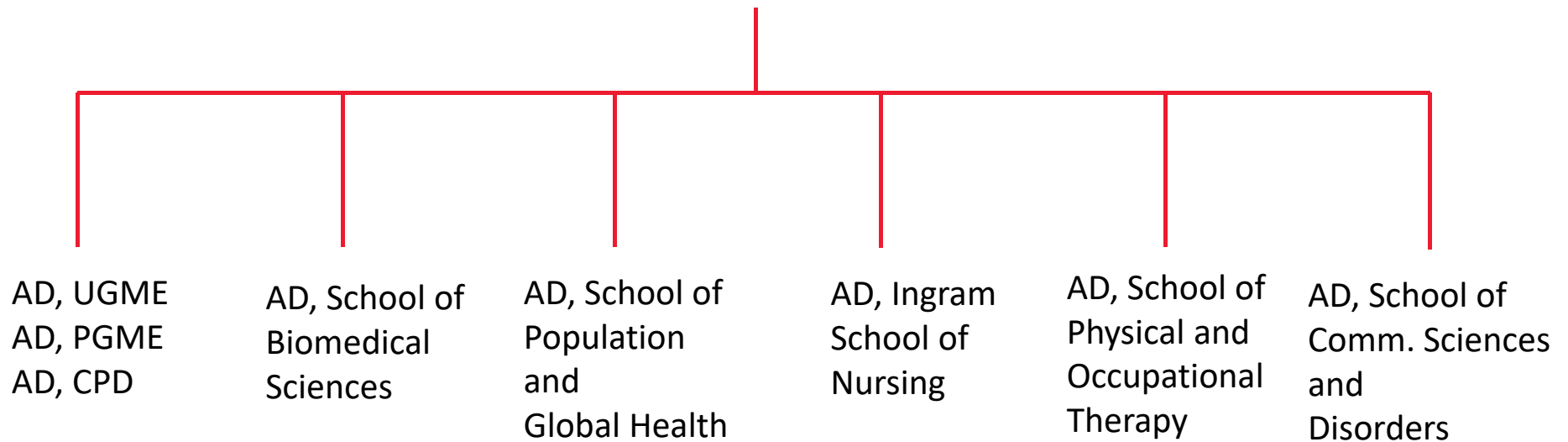
Faculty of Medicine and Health Sciences






Educational Programs Reporting

VP/Dean, Faculty of Medicine and Health Sciences



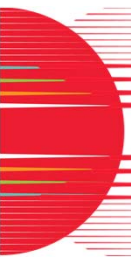


Existing Schools



Ingram School of Nursing Academic Programs

- Undergraduate Nursing
 - BScN
 - BNI
- Graduate programs in Nursing
 - MSc(A) – DE
 - MSc(A) – NBE
 - MSc(A) – Nurse practitioner
 - Global Health Studies
- PhD Program
- Continuing Education



School of Physical and Occupational Therapy

Academic Programs

- Clinical Training
 - BSc Rehab Sci OT, BSc Rehab Sci PT, Qualifying Year
 - MSc(A) OT, MSc(A) PT
 - Chicoutimi partnership
- Research Training
 - MSc, Rehabilitation Science
 - PhD, Rehabilitation Science
 - Postdoctoral Studies, Rehabilitation Science
- Continuing Education



School of Communication Sciences and Disorders

Academic Programs

- Speech Language Pathology
 - MSc(A)
- Research Program
 - MSc
 - PhD




School of Population and Global Health



SPGH Units

- Epidemiology
- Biostatistics
- Environmental and Occupational Health
- Biomedical Ethics
- Institute for Health and Social Policy
- Global Health
- McGill Clinical and Health Informatics
- Social Studies of Medicine*



School of Population and Global Health

Academic Programs

- Undergraduate Program (?)
 - To be developed
- Applied Programs
 - MSc(A) Occupational/Environmental Health
- Research Graduate Programs
 - MSc, Epidemiology/Biostatistics
 - MScPH
 - PhD, Epidemiology/Biostatistics
 - PhD, Population Health?
- Continuing Professional Development
 - To be developed



School of Biomedical Sciences



Rationale

- Educational
 - Graduate Programs need to be more interdisciplinary and adapted to the needs of students who will enter the economy
 - Undergraduate programs need to take more advantage of modern, advanced approaches to pedagogy
- Research
 - Need to be more competitive in large scale projects and grant applications
 - Need to be able to effectively plug into and lead campus wide research initiatives
- Facilities
 - Need coordination and leadership for core facilities and platforms



Biomedical Sciences Units

- Departments
 - Anatomy and Cell Biology
 - Biochemistry
 - Biomedical Engineering*
 - Human Genetics
 - Microbiology and Immunology
 - Pharmacology and Therapeutics
 - Physiology
- Associated Units
 - Genome Centre
 - Goodman Cancer Research Center



Biomedical Sciences Organization

- Led by Associate Dean
- Exec Committee
 - Resource management
 - Recruitment
 - Partnerships with other schools and faculties
- Biomedical Council
 - Department heads
 - Student leaders
 - Elected members
 - Cross-cutting graduate programs (IPN, ExpMed, QLS)
 - Biomed Engineering
 - Medical Physics



Biomedical Sciences Administration

- Associate Director
- HR
- Finance
- Student Affairs
- Faculty Affairs
- Research Infrastructure (e.g. grant writing and preparation)
- Education Infrastructure (e.g. educational technologies)



School of Medicine



Rationale

- Medical educational programs require specific attention
 - Curriculum
 - Learning environment
 - Continuum of education across careers
- Clinical departments need to be engaged
 - Medical Education
 - Graduate Education
- Relationships with healthcare providers
 - PEMs
 - Philanthropy
 - Clinical research
- Campus Outaouais



Medicine is large and complex

- 3 Associate Deans responsible for educational programs
- 16 departments
- 48% of the learners in the FMHS
- 53% of the graduate students in the FMHS
- 65% of tenure track professors
- 88% of the CAS professors
- 71% of the research funding
- Campus Outaouais



Clinical Departments

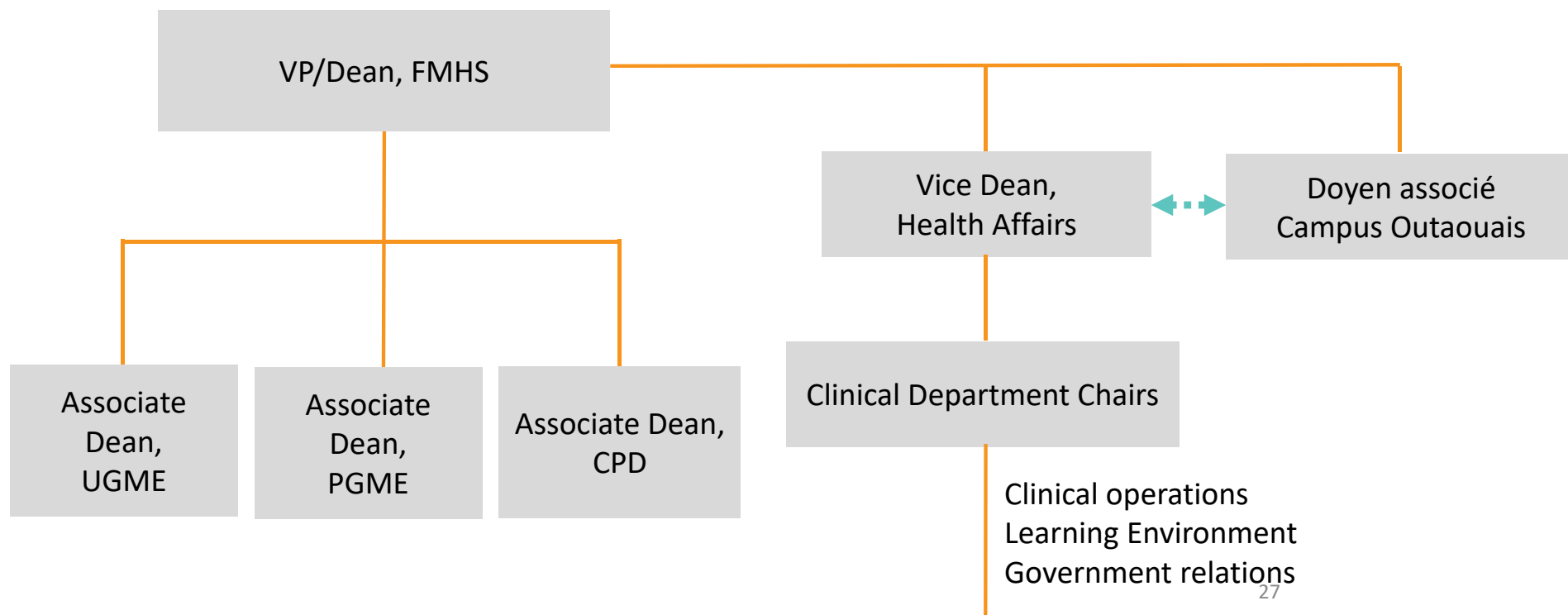
- Family Medicine
- Medicine
- Neurology and Neurosurgery
- Pathology
- Pediatrics
- Psychiatry
- Oncology
- Radiology
- Biomedical Engineering*
- Anesthesiology
- Biomedical Engineering
- ENT, Head and Neck Surgery
- Obstetrics and Gynecology
- Ophthalmology and Vision Science
- Pediatric Surgery
- Surgery
- Social Studies of Medicine*



School of Medicine Outline

- Medical Education Programs
 - 3 Associate Deans
 - Report to the VP/Dean
 - Supported by a Medical Education Council (formerly C-MEG)
- Clinical Teaching and Learning Environment
 - Reporting to the Vice Dean, Health Affairs
- Research and Graduate Studies
- Campus Outaouais

Medical Education Reporting Structure





Medical Education Council

- VP/Dean (Chair)
- VD, Health Affairs (Co-Chair)
- Associate Deans UGME, PGME, CPD
- 1 representative from the Medical Student Society (MSS)
- 1 representative from the Association of Residents of McGill (ARM)
- 2 physician faculty members-at-large, one of which is a family physician (named by the FMHS Nominating Committee)
- 2 Clinical Chairs
- 1 Community/Patient representative



Breaking Down the Silos



New silos?

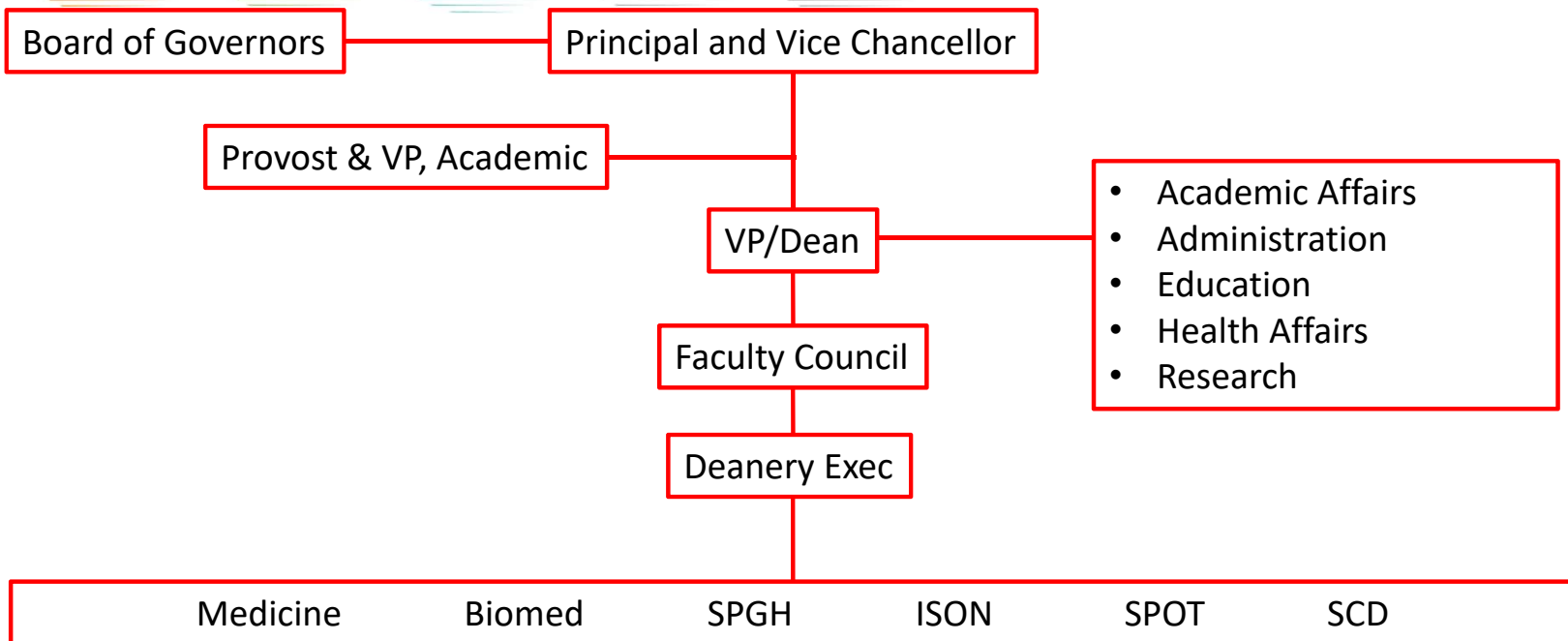
- How to do interprofessional education when all the programs are in separate schools?
- How to promote interdisciplinary research when the primary relationship is to the School rather than the Faculty?
- How to promote interdisciplinary graduate education when the primary relationship is to the School rather than the Faculty?



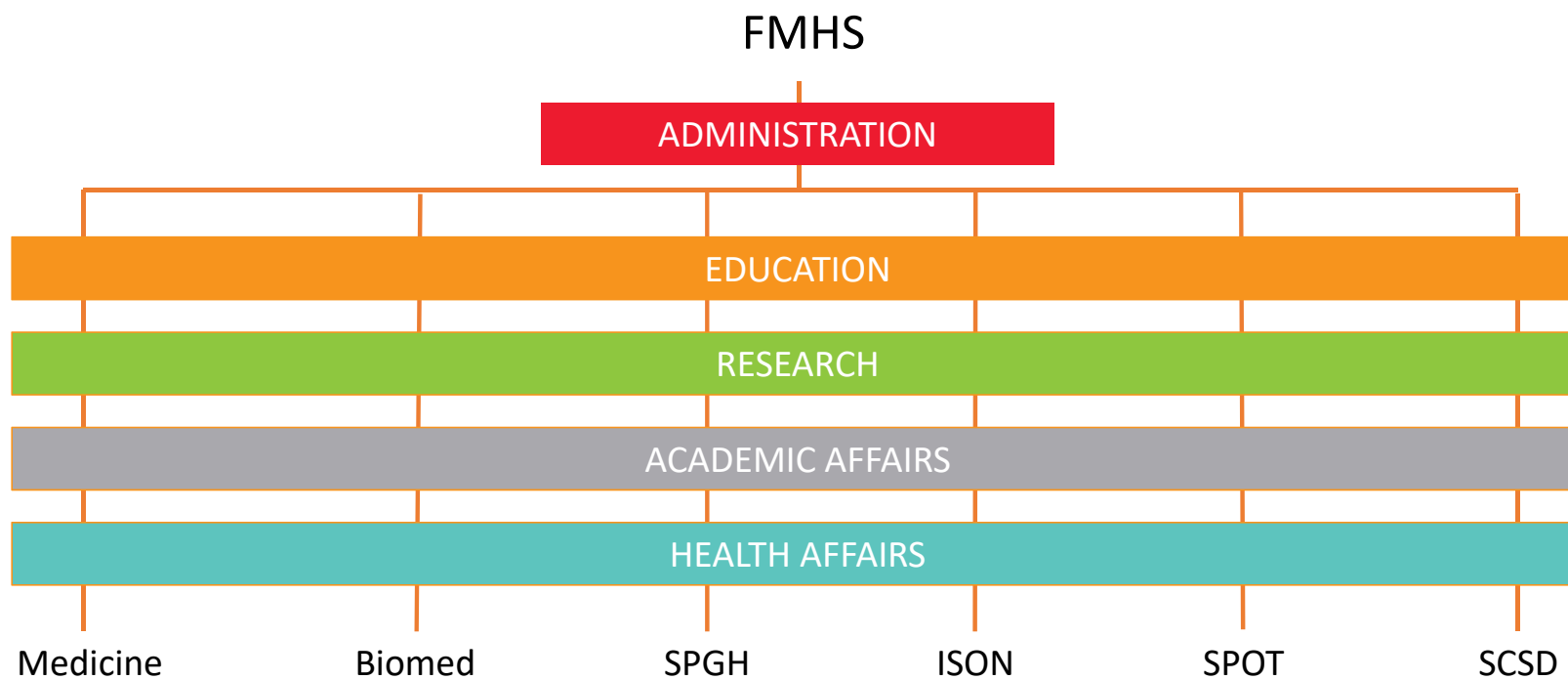
Forums to promote cross-cutting activities

- Office of Interprofessional Education
 - Includes all professional programs + those outside FMHS
- Standing Committee on Research
 - Represents all the key institutional research stakeholders
- Biomedical Science Council
 - Brings together biomedical researchers from across the FMHS

FMHS Governance



Faculty Matrix





What's in a name?

Faculty of Medicine is a misnomer

Alternatives:

- Faculty of Health
- Faculty of Health Sciences
- Faculty of Medicine and Health Sciences



2019: Extensive and Broad Consultation

Participants	Date
School of Biomedical Science (retreat) <ul style="list-style-type: none">• Reps from Basic Science Depts and Faculty of Science• Town Hall	February 25 May 10
School of Medicine <ul style="list-style-type: none">• Reps from Committee for Medical Education Governance and clinical chairs (retreat #1)• All Academic and admin leadership (retreat #2)	March 26 May 17
Project Renaissance (initiating the closing stages) <ul style="list-style-type: none">• Senate• Faculty of Medicine, Faculty Council• Board of Governors	May 15 May 21 May 23