
DEPARTMENT OF MEDICINE SENIOR PROMOTIONS WORKSHOP

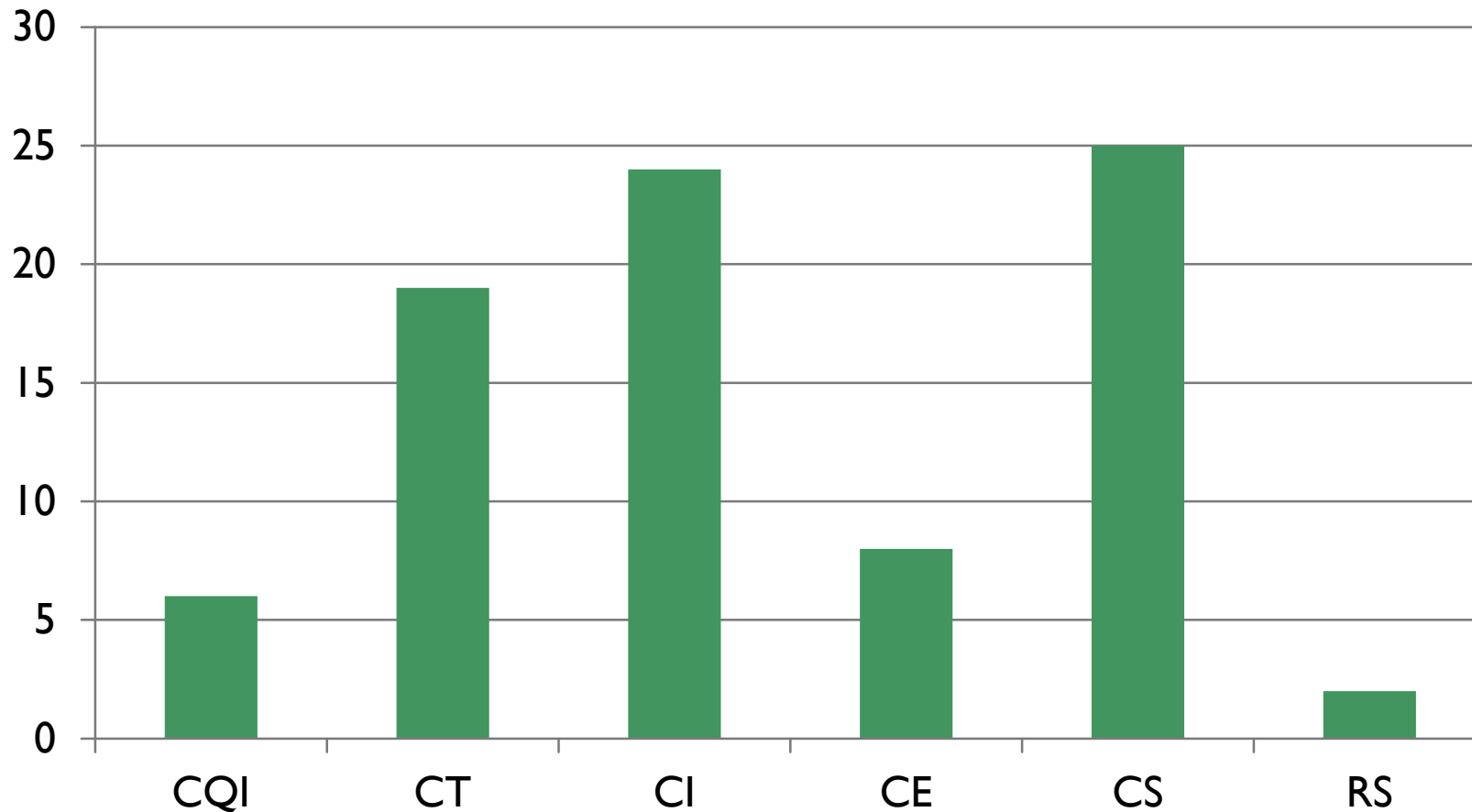
THURSDAY NOVEMBER 8TH 2018



TO BE COVERED TODAY

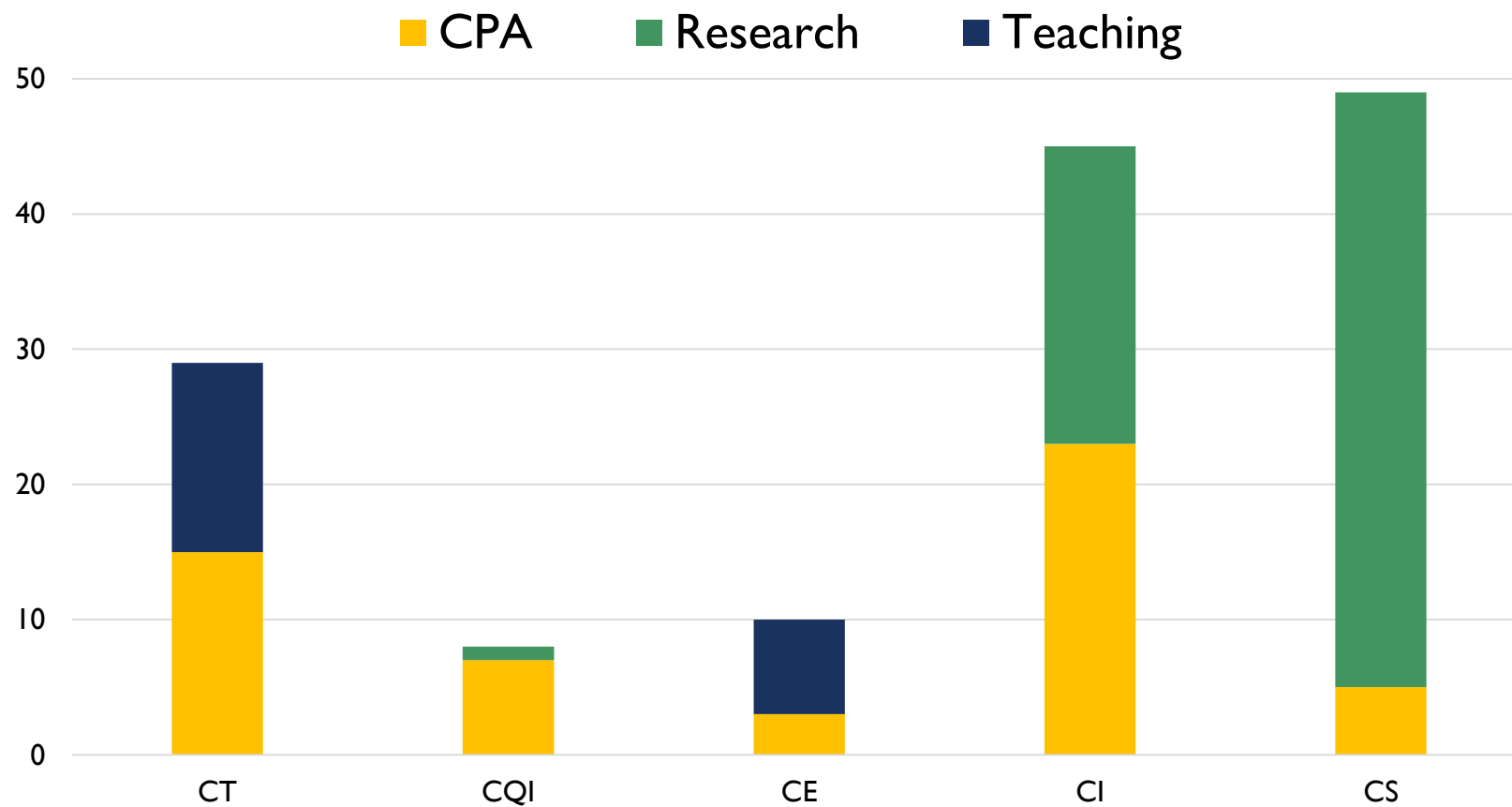
- Senior Promotion:
 - Assistant to Associate
 - Associate to Full Professor
- It's all in the *Manual for Academic Promotion* (revised 2018)
- And online at: <http://www.deptmedicine.utoronto.ca/senior-promotion>

SENIOR PROMOTIONS 2016-18



- ~ 90% success at DoM; 100% at Decanal
- Median 9.0 years to Associate Prof (5-18)
- Median 7.0 years for Full Prof (5-17)

CRITERIA FOR SENIOR PROMOTION BY POSITION DESCRIPTION (N=141)



OVERVIEW

- Criteria for Promotion
- Writing your candidate's statement
- Preparing your CV (Web CV)
- Identifying referees
- Timeline (deadlines)

PROMOTION CRITERIA

- **Excellence** in at least ONE of:

- Research

- Creative Professional Activity

- Teaching (sustained excellence in teaching)

Excellence is defined based on demonstration of **national or international reputation** – **external referees** required

Excellence based on teaching evaluations, honours & awards, student testimonials – **internal referees**; external referees waived

+ demonstrated **competence** as a teacher (if excellent in research or CPA)

+ **administrative service** to the University (citizenship)

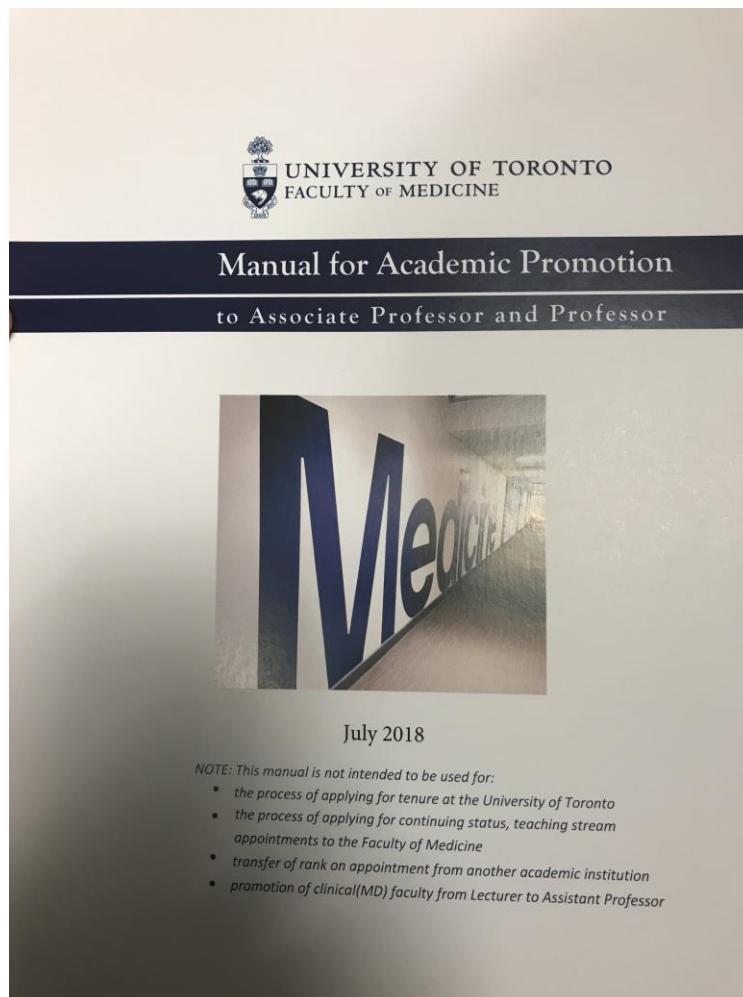
HOW IS EXCELLENCE DEFINED?

- Research & CPA
 - Evidence of a national (Assoc Prof) or international (Full Prof) reputation
 - External referee letters
 - Leadership roles nationally/internationally
 - Invited presentations
- Sustained Excellence in Teaching
 - Evidence of sustained (years) of excellence as a teacher
 - Teaching awards & honours
 - Student testimonials
 - TES scores & comments
 - Internal referee letters

Innovations in education, leadership in education, scholarship in education is CPA or Research... not teaching!

MANUAL FOR ACADEMIC PROMOTION

- Read it....



WHAT IS CREATIVE PROFESSIONAL ACTIVITY?

- Activities that advance your profession / professional practice, e.g. clinical practice guidelines, advances in clinical practice, new therapies, curriculum design and implementation, clinical practice innovations, etc. etc.

TYPES OF CREATIVE PROFESSIONAL ACTIVITIES

- Contributions to the *Development* of Professional Practices
 - *Leadership* in profession or professional societies, associations, or organizations *that influences standards / effectiveness of discipline (not simply admin role)*
- Exemplary Professional Practice
 - Practice has been *recognized by peers* as exemplary AND been *emulated or otherwise impacted practice*
- Professional *Innovation & Creative Excellence*
 - Inventions, new techniques, conceptual innovations, educational programs (all target audiences)

WHAT DOCUMENTS ARE REVIEWED?

- Candidate's Statement
- Curriculum Vitae (Web CV + additional text)
- Teaching reports
- Student testimonials
- Referee letters
 - External referees - Research & CPA
 - Internal referees - SET





THE CANDIDATE'S STATEMENT

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CANDIDATE'S STATEMENT

- What do you do?
- What have you done?
 - *Succinct, simple language*
- Why is it important?
 - *Don't assume they know*
- What **impact** has it had?
 - *Provide hard evidence*





Brian M. Wong, MD FRCPC

Director, Continuing Education and Quality Improvement
General Internal Medicine, Sunnybrook HSC
Department of Medicine, University of Toronto



Edward Etchells, MD FRCPC MSc

Senior Mentor, CQUIPS
General Internal Medicine, Sunnybrook HSC
Department of Medicine, University of Toronto

November 30th 2018

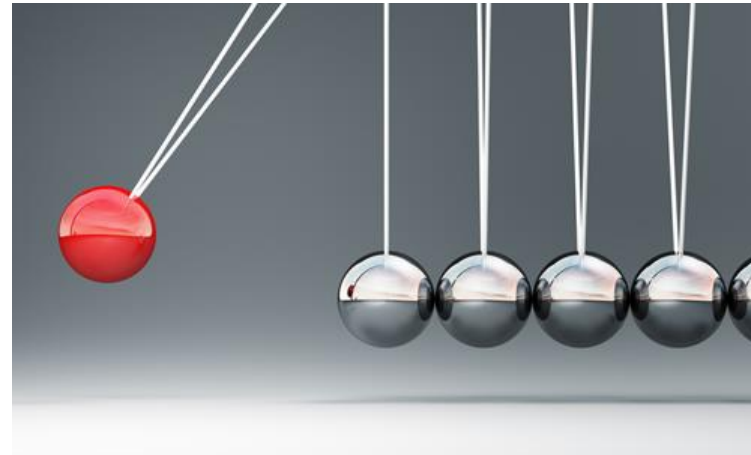
WHAT IS YOUR FOCUS?

- Critical to be able to clearly articulate the main focus of your scholarly work
- In general, less is more (i.e., try to have no more than 1-2 main themes)
- Make sure that people who are not in your field can understand the importance of your work



WHAT IS YOUR IMPACT?

- Impact means that your work has improved thinking/research, care or education in some tangible way
- Often requires demonstration of leadership (you made it happen)
- Work recognized as exemplary by peers or emulated by others
- Impact should have a thematic connection (i.e., focus!!)



EVIDENCE OF YOUR NATIONAL / INTERNATIONAL REPUTATION

- Scholarly publications: papers, books, chapters, monographs
- Non peer-reviewed and lay publications
- Invitations as a visiting professor or scholar
- Guidelines and consensus conference proceedings
- Development of health policies
- Evidence of dissemination of QI/educational innovation through adoption or incorporation either within or outside the university
- Evidence of leadership that has influenced standards and /or enhanced the effectiveness of health professional education
- Leadership roles in professional organizations
- Contributions to editorial boards of peer-reviewed journals
- Unsolicited letters
- Awards or recognition for CPA role by the profession or by groups outside of the profession
- Invitations to consult/advise (e.g., with a quality improvement project or educational curriculum at another institution)
- Appointment to decision making bodies, advisory committees, or task forces related to the focus of one's CPA

See the
handbook for
full list



SOME EXAMPLES

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TELLING YOUR STORY: RESEARCH EXAMPLE (GEOFF LIU - CS)

FOCUS	ACCOMPLISHMENTS	DEMONSTRATED IMPACT	DEMONSTRATED REPUTATION
<p>Discovery of genomic biomarkers that have potential for use in personalized cancer therapy</p>	<ul style="list-style-type: none"> Used xenografts (human tumors implanted into immunocompromised mice) to recapitulate human tumors and identify biomarkers of patient and tumour response in a number of cancer types, including esophageal cancers, lung cancer and mesothelioma Conducted secondary analyses of observational & trials' datasets to evaluate the impact of genetic variation and tumor genomics on treatment response, survival and toxicity Peer-review grants & publications 	<ul style="list-style-type: none"> Identified promising biomarkers that have been targeted for drug development and subsequently tested in clinical trials (fibulin-3 as a serologic marker for mesothelioma diagnosis; osteopontin as a prognostic marker of mesothelioma survival; and new clinical markers for head and neck cancers) Graduate supervision (trainee success) Related CPA 	<ul style="list-style-type: none"> Invited presentations Leadership of national/international groups Research awards & honours External referee letters

TELLING YOUR STORY: CPA EXAMPLE (CHRISTINE SOONG - CQI)

FOCUS	ACCOMPLISHMENTS	DEMONSTRATED IMPACT	DEMONSTRATED REPUTATION
<p>To promote appropriate use of resources through leadership, research and education</p>	<ul style="list-style-type: none"> • Co-chaired the creation of the CSIM and CSHM Choosing Wisely Canada (CWC) lists • Created a toolkit for the CWC website to support other institutions seeking to reduce BZD use in hospital • U ofT Division of GIM grant to support QI project to reduce unnecessary blood work (\$20,000) 	<ul style="list-style-type: none"> • Download X times • QI project on reducing unnecessary sedative hypnotics featured in HQO report on CWC (1 of 4 projects) 	<ul style="list-style-type: none"> • Visiting professor and grand rounds presentation at Johns Hopkins University • External referee letters

TELLING YOUR STORY: CPA EXAMPLE (MARY BELL - CI)

FOCUS	ACCOMPLISHMENTS	DEMONSTRATED IMPACT	DEMONSTRATED REPUTATION
<p>Continuing professional development (CPD) to advance patient-centered care and self-management for people with arthritis</p>	<ul style="list-style-type: none"> Developed, implemented & evaluated a workshop for primary care providers - “Getting a Grip on Arthritis” on diagnosis & Rx of arthritis (J Rheum 2005) Led international development and validation of an Early Inflammatory Arthritis (EIA) Detection Tool (BMC Musculoskel Disord 2010) Implemented & evaluated a Peer-to-Peer (P2P) Mentoring Program for persons with early RA Peer-review grants and publications 	<ul style="list-style-type: none"> Funded by Health Canada to implement Getting a Grip across Canada (\$3.8M) EIA tool has been cross-culturally adapted for use in other countries, e.g. US, Taiwan & Saudi Arabia Initial P2P feasibility work highlighted on CIHR website http://www.cihr-irsc.gc.ca/e/47127.html#6 P2P program adapted for other conditions, e.g. social media in adolescents, US colleagues for SLE 	<ul style="list-style-type: none"> Dave Davis CME Research Award (2006-2008) 2012 Colin R. Woolf Award for Long-Term Contribution to Continuing Education from the Faculty of Medicine 2015 Division of Rheumatology Dafna Gladman Award 2015 Ontario Rheumatology Association Rheumatologist of the Year External referees

TELLING YOUR STORY: CPA EXAMPLE (CATHERINE YU - CE)

FOCUS	ACCOMPLISHMENTS	DEMONSTRATED IMPACT	DEMONSTRATED REPUTATION
<p>Optimizing diabetes care by helping patients, providers and health care teams apply clinical practice guidelines in clinical practice, using educational and technologic innovations</p>	<p>Led the national dissemination and implementation of the Canadian Diabetes Association 2013 Clinical Practice Guidelines</p>	<p>Increased international and national awareness of existence of CDA 2013 CPG as evidenced by:</p> <ul style="list-style-type: none"> • Number of media impressions (list) • Website usage statistics (e.g. total usage, use by country) • Number of app purchases • User testimonials (colleague letters) • National survey results (list) • Non-peer-reviewed publications (list) <p>Peer-reviewed publications</p>	<ul style="list-style-type: none"> • Invited international/national presentations (list) • External referee letters

TELLING YOUR STORY: SET EXAMPLE (RAJ GUPTA - CT)

FOCUS	ACCOMPLISHMENTS	DEMONSTRATED IMPACT	DEMONSTRATED REPUTATION
Teaching in undergraduate and post-graduate medical education, particularly at pre-clerkship and clerkship levels	<ul style="list-style-type: none">• Numerous leadership roles related to the medical clerkship program (list)• Developed and implemented the structured oral examination that became the standard skills examination for the DoM for many years• As Director of the Remediation Program for UGME, provided individualized tutoring to >60 medical students	<ul style="list-style-type: none">• High pass rate for these students.• His remediation model has served as the exemplar for programs university-wide.	<ul style="list-style-type: none">• Numerous teaching awards and nominations (list)• Teaching effectiveness scores (comparison with peers)• Student testimonials and TES comments

TELLING YOUR STORY

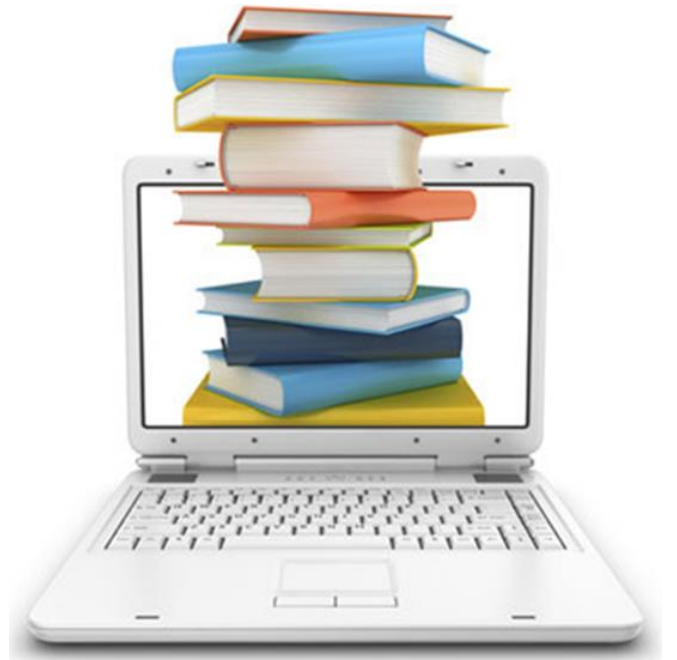
- Put it into prose
- Lay language
- No need to include 'everything'
- Explain blips in productivity, teaching quality or quantity
 - e.g. due to illness, family stresses, pregnancy /childbirth /adoption, injuries, etc.



QUESTIONS?

PREPARING YOUR CURRICULUM VITAE

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HONOURS & AWARDS

- Your awards

- International
- National
- Provincial
- Local

2016 **Alanna Weisman, MD: Dr. Fernand Labrie Fellowship Research Award, The Canadian Society of Endocrinology and Metabolism.** Ontario Ministry of Health, Clinician Investigator Program, Canada

2013 **Bheeshma Ravi, MD: Gallie-Bateman Award,** Awardee Name: Bheeshma Ravi. University of Toronto, Toronto, Ontario, Canada *Awarded third prize for poster presentation: - Total Joint Arthroplasty Appears Cardioprotective In Patients With Moderate-Severe Osteoarthritis: - A Propensity-Score Matched Analysis.*

- Your trainees' awards

- International
- National
- Provincial
- Local

PROFESSIONAL AFFILIATIONS AND ACTIVITIES

- Ensure all national / international leadership roles documented
- Ensure your role is clear, e.g. Chair, Co-Chair, Member...
 - Clarify your role if unclear

RESEARCH & CPA STATEMENTS

- Within WebCV
- 1-1/2 pages each max
- What is your focus, what do you do/have you done, what impact has it had, what is your next step?

RESEARCH FUNDING

- Peer-review separate from non-peer-review and industry

2016 - 2019 **Co-Investigator.** Using Knowledge Translation Theory to Inform the Development of Interventions to Improve management of Early Osteoarthritis. **Canadian Institutes of Health Research (CIHR)**. PI: Mackay, CJ. 156,667 CAD. I was the primary supervisor for CJ MacKay on this project, which comprised her post-doctoral work.

TEAMWORK

- Provide details re your contribution & independence if large team (or working with former supervisor, or industry sponsored etc.) e.g. role in design, conduct, analysis, publication



SALARY SUPPORT & OTHER FUNDING

- Personal Salary Awards
- Trainee Salary Awards

PUBLICATIONS

- **Follow the format in Handbook p33**
- Document your role on *each publication* as per Promotions Handbook
- Proof read carefully
 - Ensure publications under correct headings
 - Original research vs Others
- AFTER the data is uploaded & BEFORE clicking 'save', add the PMID to the "**Rest of citation**" on the publication input page
- Include journal impact factor
- Note widely cited papers & papers accompanied by editorials (insert text post webcv export)
- Calculate your h-index (career, since last promotion)

Kendzerska T, King L, Lipscombe L, Croxford R, Stanaitis I, **Hawker G**. The Impact of Hip and Knee Osteoarthritis on the Subsequent Risk of Incident Diabetes: A Population-Based Cohort Study. *Diabetologia* 61(11):2290-2299; 2018
Coauthor or Collaborator. (IF 6.2)

PUBLICATIONS – YOUR ROLE

- Senior Responsible Author (SRA) **generally last author**
 - Initiates & obtains study funding
 - Establishes setting in which the project is conducted
 - Plays major role in analysis and manuscript preparation
 - Is the Corresponding Author for publication of the manuscript
- Principal* Author (PA) **generally first author**
 - Carries out the research, data analysis, manuscript preparation (e.g. trainee)
- Co-principal Author (Co-PA)
 - Has role in experimental design & conducting the research, analysis of data & manuscript preparation
 - Project would be compromised seriously without the Co-PA
- Collaborator (COLL) or Co-Author (CA)
 - Contributes experimental material, assays, patients, existing data (e.g. registry or database) to the study, but no major conceptual role

AUTHORSHIP

- Clark, JP., Hudak, PL., **Hawker, GA.**, Coyte, PC., Mahomed, NN., Kreder, HJ., Wright, JG. The moving target: A qualitative study of elderly patients' decision-making regarding total joint replacement surgery. J Bone Joint Surg 2004; 86-A(7): 1366-74. **Coauthor or Collaborator.**
- **Hawker, GA.**, Wright, JG., Badley, EM., Coyte, PC., for the Toronto Arthroplasty Health Services Research Consortium. Perceptions of, and willingness to consider, total joint arthroplasty in a population-based cohort of individuals with disabling hip and knee arthritis. Arthritis Rheum 2004; 51(4): 635-41. **Principal Author.**
- Cadarette, SM., Beaton, DE., **Hawker, GA.** Osteoporosis Health Belief Scale: Minor changes were required after telephone administration among women. J Clin Epidemiol 2004; 57:154-66. **Senior Responsible Author.**

What does the online journal say?

TOP FIVE PAPERS

- Should be recent (within time period of promotion)
- Senior author, first author – YOUR original contribution
- You can update Big paper under review gets accepted

PRESENTATIONS & SPECIAL LECTURES

- International
 - Invited lectures, e.g. plenary or keynote presentation, medical grand rounds, etc.
 - Invited meetings & working groups, e.g. clinical guidelines panel, policy advisory group, etc.
 - Papers and posters presented at meetings and symposia, e.g. abstracts presented
- National
- Provincial
- Local

International meetings held in Toronto....



TEACHING AND EDUCATION

Shiphra Ginsburg, MD FRCPC

Director, Education Scholarship

Division of Respiriology, Sinai Health System/Mt. Sinai Hospital

Department of Medicine, University of Toronto

COMPETENCE IN TEACHING

- EVERYONE must have demonstrated competence as a teacher
- Formal & informal teaching
- Quality (evaluations; testimonials)
- Quantity (meets expectations of position description)
- Teaching Philosophy

Sustained *Excellence* in Teaching

- Academic achievement in *teaching alone, sustained over many years (~ 10 years)*
 - Outstanding teacher
 - Teaching awards (received and nominations)
 - Consistently high evaluations / comments
 - Power & MEDSIS
 - CME
 - Student testimonials

DOCUMENTATION OF TEACHING

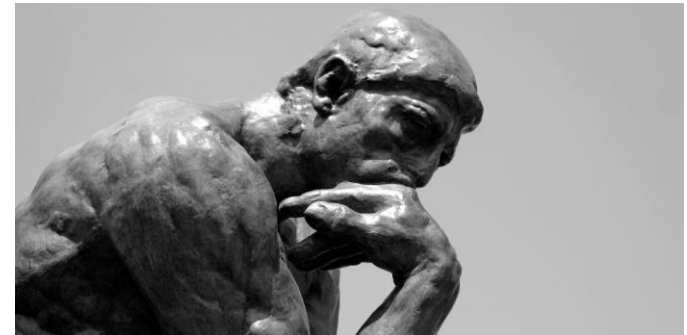
- Teaching evaluations
- Teaching Philosophy/Statement – *reflect on negative comments*
- Teaching report – generated from Web CV

TEACHING EVALUATIONS

- POWER & Clerkship evaluations will be obtained by DoM and sent to you, your PIC/Chief, your DDD
- **Pre-clerkship** (MEDSIS) evaluations and any evaluations from non U of T activities must be obtained by YOU
 - If you have enough internal evaluations you need not go searching for extra
- Carefully review ALL evaluations for “red flags”
 - Appeal if appropriate
 - Reflect on negative comments, if any, in your teaching philosophy

TEACHING PHILOSOPHY

- Identify your aims, values, and beliefs about teaching
- Highlight key aspects of your approach to teaching (e.g., specific teaching methods, assessment approaches)
- Specific contextual factors that affect or modify your approach (e.g., audience, discipline, purpose)
- Create an authentic, coherent story of who you are as a teacher
- Be reflective – include areas in which you want/need to improve



TEACHING AND EDUCATION REPORT

- Introduction and Teaching Philosophy
- Teaching Landmarks: pulls data from WebCV
 - Education/teaching awards
 - Innovations and developments in T & E
 - Leadership and administrative service in education
- Breakdown of education by LEVEL (multi-level, undergrad, post-grad, graduate, CPD, FD, etc)
 - Within each level activities are listed by ACADEMIC YEAR (most recent year first)
 - Within each Academic Year activities are listed by TYPE (e.g., seminars, lectures, clinical supervision, innovations/development, admin service, presentations, etc)

TEACHING DATA SUMMARY TABLE

Year	Level	Program	Type of Teaching	Total Hours	Total Number of Students	Teaching Evaluation Score (if applicable)
2011 - 2012	Multilevel Education	Faculty of Medicine, Dept of Medicine	Formal Teaching Rounds (Scheduled Centrally)	4.0	12	N/A
			Abstracts and Other Papers	5.5	N/A	N/A
			Invited Lectures and Presentations	2.0	200	5.9/6
	Undergraduate MD	Faculty of Medicine, Dept of Medicine, Respiriology	Lectures	2.0	20	4.3/5
	Faculty Development	Faculty of Medicine	Workshops	4.0	18	Very good to excellent
		Faculty of Medicine, Wilson Centre for Research in Education	Workshops	20.0	25	Excellent qualitative feedback
		Faculty of Medicine, Dept of Medicine	Workshops	2.0	16	N/A
			Invited Lectures and Presentations	2.0	20	Excellent qualitative feedback
	Patient and Public Education		Media Appearances	0.3		N/A
	2010 - 2011	Multilevel Education	Faculty of Medicine, Dept of Medicine	Formal Teaching Rounds (Scheduled Centrally)	1.0	50
Faculty of Medicine, Dept of Medicine, Respiriology			Formal Teaching Rounds (Scheduled Centrally)	1.0	12	N/A
			Abstracts and Other Papers	3.5		
			Invited Lectures and Presentations	7.5	A. 50 B. 75 C. 20 D. 40	A. 4.6/5 B. N/A C. D. 9.75/10

You need to add your teaching scores

DO NOT INCLUDE

- Schedules of rounds with your name on it
- Emails/messages confirming times/dates of talks
- Copies of talks, presentations, papers

DOCUMENTING CPA

- We do NOT use the Web CV CPA report
- Embed within your CV + CPA statement
- Example:

Administrative Activities - Provincial

2017 Apr - present

Member. Health Quality Ontario: QBP bundle for hip/knee replacement.

Based on my expertise in the field of arthroplasty appropriateness, I was invited to participate on the Steering Committee to advise the MOHLTC on its approach to evaluating the implementation of bundled payments for hip/knee replacement in the province. I was the only rheumatologist appointed to the committee.

ADMINISTRATIVE SERVICE

- Activities that benefit your career advancement e.g. chairing scientific conference, should be discussed under CPA or Research....
- Here we are talking about things you do to be a good citizen, e.g. REB committee, CIHR grant panel, Royal College Examiner
- Not on its own sufficient for promotion

EXTERNAL REFEREES

- *At least THREE letters required – submit min. 6-8 names*
 - They do NOT need to know you....
 - We need names from you and separately from your PIC/DDD – share!
- What we expect from them
 - Establishes your reputation nationally or internationally
 - Help to frame value add of your work (why is what you do important?)
 - Would you be promoted to Associate/Full Professor at their University
- Eligibility
 - At arm's length - no collaboration in the past 5 years
 - Senior experts in your field (can attest to your accomplishments and reputation)
 - **At or above the rank you aspire to**
 - If going forward to Full Professor it is expected that your external referees be international

EXTERNAL REFEREES

- Referees should NOT be former supervisors or mentors even if you haven't published with them in the past five years
- Suggestions for finding eligible referees
 - Speak with DDD and local experts in your field
 - Conduct *PubMed* search
 - Ask your international colleagues for names

WAIVER OF EXTERNAL REVIEW

- Should be sought when the promotion will be based on
 - *Sustained Excellence in Teaching*
- Submit Letter of Request & Full CV to:
 - The Dean,
 - c/o Dr Gillian Hawker, Chair of Medicine
 - Example letter: <http://www.deptmedicine.utoronto.ca/required-documentation#WaiverExt>

If ANY chance that CPA will be included,
obtain external letters

INTERNAL REFEREES

- *At least THREE letters required – submit min. 6 names*
- What we expect from them
 - – Corroborate your reputation, eligibility for promotion
- Eligibility
 - Faculty in DoM or other U of T departments, e.g., Surgery
 - **Not in your university division or hospital**
 - NOT close colleagues, collaborators, teachers, mentors, supervisors, friends
 - NOT members of the DoM promotion committee
 - No collaboration in the past 5 years

STUDENT TESTIMONIALS

- EIGHT names required from you
 - Current and former trainees *since your last promotion*
 - Ideally across multiple levels
 - Attest to your attributes as an effective teacher, educational scholar and mentor

PRODUCED FROM WEBCV

Document	Excellence or Competence in:		Competence in Teaching	Sustained Excellence in Teaching
	Research	CPA		
Most Significant Publications	X	X	X	X
Data Summary Sheets (research)				
Awards (grants)	X	X		If relevant
Supervision	X	X		X
Peer-review publications	X	X		X
Data Summary Sheet (teaching)				
Teaching & Education report	X	X	X	X

Do NOT produce a CPA report

SENIOR PROMOTION PROCESS

- Department of Medicine promotions review committee
 - 3 meetings October-November
 - 2 independent reviewers – discuss – consensus recommendation OR requires revision and re-review at third meeting
 - Meeting 3 – recommendation to Chair (candidate may appeal decision)
 - Chair letter to Dean and final promotion documents submitted by first week of January
- Decanal Committee
 - Independent review by 2 reviewers (not Medicine) January-March
 - Letter to Chair re providing additional justification Feb (no news is good news) to present to committee in person in March
 - Final recommendation given to Dean
- Dean reviews & makes recommendation for/against promotion effective July 1

What Is MY ROLE?

- Web CV perfecto!
- Prepare and edit your documents & submit on time to your hospital administrator!!
- Provide referees (but do NOT contact them):
 - EXTERNAL REFEREES – 6 names (share with DDD and PIC)
 - INTERNAL REFEREES - 6 names “”
 - STUDENTS for TESTIMONIALS - 8 names

WHERE CAN I GET HELP?

- DoM Website:
 - <http://www.deptmedicine.utoronto.ca/senior-promotion>
- FoM Handbook:
 - <http://www.deptmedicine.utoronto.ca/sites/default/files/2016%20Academic%20Promotions%20Manual.pdf>
- Hospital
 - Department Promotions Administrator
 - Hospital Promotion Mentor (should be assigned to you)
- University DoM
 - University DoM Promotions Administrator: Lilian Belknap dom.srpromotion@utoronto.ca

WHERE CAN I GET HELP?

Department Promotion Committee Administrators		
HOSPITAL	NAME	CONTACT INFO
Baycrest	Vicki Corris	416-785-2500 ext. 2073 vcorris@baycrest.org
MSH-UHN-TRI	Mena Suh	416-340-4479 Mena.Suh@uhn.ca
SHSC	Denise Campbell	416-480-6100 ext. 2007 Denise.Campbell@sunnybrook.ca
SMH	Julia Stratta	416-864-5810 StrattaJ@smh.ca
WCH	Monica Khalil	416.323.7722 Monica.khalil@wchospital.ca

University Department Promotion Committee Administrator	
NAME	CONTACT INFO
Lilian Belknap	416-978-6834 dom.srpromotion@utoronto.ca

TIMELINE AND DEADLINES:

- Promotions Timeline: <http://www.deptmedicine.utoronto.ca/promotion-process>
- Submission Deadlines:
 - Contact your Hospital Promotions Administrator!
 - Deadlines vary by hospital and are earlier than those listed on the DoM website.
- DoM Deadlines: <http://www.deptmedicine.utoronto.ca/submission-deadlines-0>

DOCUMENTATION SPECIFIC TO CPA

- Appendix: 5 pgs max.
 - ONLY if you think your case has not already been made through other documents

<http://www.deptmedicine.utoronto.ca/required-documentation>

QUESTIONS?

