Top of Form



**The Royal College of Physicians and Surgeons of Canada**

**Department of Family & Community Medicine \* University of Toronto**

**Senior Management and Administration Specific - Public Health and Preventive Medicine**

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| **Rotation Service** | : | \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ |
| **Period** | : | \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ |
| **Trainee** | : | \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ |
| **Teacher/Supervisor** | : | \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ |
| **Hospital/Site** | : | \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ |

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| |  | | --- | | **This form must be completed in conjunction with the objectives form. A copy of the completed objectives form must be submitted with this evaluation.** | |  |  |  | | --- | | **What are the goals of the ITER?**  This ITER has been designed to serve the following purposes:  1. To provide a framework for assessment of the resident’s skills and performance in relation to the rotation objectives.  2. To facilitate feedback to the resident by the supervisor, using other sources of feedback wherever possible.  3. To serve as a record of the resident’s demonstration of competencies and areas for future focus across Royal College, program and personal objectives, and CanMEDS roles. This record may be used by the resident, the Program Director, and the Residency Program Committee (if required following the rotation and for input into the FITER). | |  |  |  | | --- | | **Guidelines for ranking performance**  The evaluation should be completed by the supervisor with the expectations for the resident's level of training in mind. For instance, one would not expect a PGY3 to have the same knowledge or skill level as a PGY5. A judgment should be made as to whether the resident is at an acceptable stage on their developmental trajectory.  **Outstanding**- A resident’s achievement in this category would be described as outstanding or clearly exceptional. The quality of the resident’s performance consistently exceeds the level normally expected for trainees in this postgraduate year. The expectation is that relatively few residents should fall in this category, eg < 5%.  **Exceeds expectations**- A resident’s achievement in this category would be described as superior. Quality of performance can be generally described as above average relative to the level normally expected for trainees in this postgraduate year. The expectation is that about 10- 20% of residents should fall in this category.  **Meets expectations**- Quality of performance in this category is consistent with the level normally expected for trainees in this postgraduate year. A resident in this category is competent and is on track for the successful completion of residency. The expectation is that most residents should fall in this category. | |  |  |  | | --- | | **Needs improvement**- This aspect of the resident’s performance is lower than the level expected for trainees in this postgraduate year and levels of proficiency relating to relevant educational objectives have not been fully achieved. Deficiencies are not extreme and it is anticipated that acceptable levels of performance can be achieved within the regular program. Deficiencies should be brought to the resident's attention and a process for facilitating improvement initiated. A resident’s performance in this category would be described as somewhat less than adequate. The expectation is that few residents should fall in this category. \*Specific written feedback is required for this category.  **Unsatisfactory**– This aspect of performance is significantly lower than the level normally expected for trainees in this postgraduate year. Most or all objectives related to this category have not been achieved. Deficiencies identified would likely not be remediable within the regular program. The expectation is that only in exceptional cases (<5%) will residents be classified as unsatisfactory. \*Specific written feedback is required for this category.  **N/A ratings**- Should be recorded where the resident has not had the opportunity to acquire and/or demonstrate skills and knowledge in this category. | |  |  |  | | --- | | **When and why should the supervisor and resident add comments?**  Space is provided at the end of the ITER for comments to be added by the supervisor to provide an overall sense of the performance of the resident and to provide specific examples of achievements, deliverables, and competencies demonstrated. The comments are valuable as a means to provide the resident and the Program Director with additional insight into strengths (including notable achievements) and areas that require further attention. In addition, space is provided for the resident to add his/her comments.  The resident and supervisor should aim to collate feedback from multiple sources for the evaluation including resident self assessment, supervisor assessment, team members’ feedback, evaluations from presentations, publications, practice exams, etc. | |  |  |  | | --- | |  | | **MEDICAL EXPERT** | |  |  |  |  | | --- | --- | | **Please enter the start and end date of this rotation:** | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |  |  | | --- | | **Activity** | |  |  |  | | --- | | **Discuss and apply in practice the health services organization aspects applicable to management and administration, including policy formulation and analysis, ethics, Canadian health care systems, and community health systems in Canada.**  Was achieved? |  |  |  |  | | --- | --- | --- | |  | O | Yes | |  | O | No |  |  | | --- | | **Discuss and apply in practice the community health intervention programs/strategies applicable to management and administration.**  Was achieved? |  |  |  |  | | --- | --- | --- | |  | O | Yes | |  | O | No |  |  | | --- | | **Discuss and apply in practice the program planning, implementation, and evaluation aspects applicable to management and administration.**  Was achieved? |  |  |  |  | | --- | --- | --- | |  | O | Yes | |  | O | No |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | |  | **Unsatisfactory** | **Needs Improvement** | **Meets Expectations** | **Exceeds Expectations** | **Outstanding** | **N/A** | | **1** | **2** | **3** | **4** | **5** | **N/A** | | Scientific concepts | O | O | O | O | O | O | | Use of Information: assesses and applies to the practice of CM | O | O | O | O | O | O | | Technical skills qualitative and quantitative methods, effective use of IT economic analysis | O | O | O | O | O | O | | Decision making: integrating across Community Medicine objectives | O | O | O | O | O | O | | Emergency response/on call | O | O | O | O | O | O |  |  | | --- | |  | | **COMMUNICATOR** | |  |  |  | | --- | | **Activity** | |  |  |  | | --- | | **Discuss and apply in practice the community health methods applicable to health planning, including leadership, and communication.**  Was achieved? |  |  |  |  | | --- | --- | --- | |  | O | Yes | |  | O | No |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | |  | **Unsatisfactory** | **Needs Improvement** | **Meets Expectations** | **Exceeds Expectations** | **Outstanding** | **N/A** | | **1** | **2** | **3** | **4** | **5** | **N/A** | | Obtains and conveys information in written and verbal formats | O | O | O | O | O | O | | Establishes relationships with media | O | O | O | O | O | O | | Establishes relationships with public | O | O | O | O | O | O | | Listening effectively | O | O | O | O | O | O |  |  | | --- | |  | | **COLLABORATOR** | |  |  |  | | --- | | **Activity** | |  |  |  | | --- | | **Describe the organization of community health and social services, including the not-for-profit sector, volunteers and other service agencies, in at least one province.**  Was achieved? |  |  |  |  | | --- | --- | --- | |  | O | Yes | |  | O | No |  |  | | --- | | **Discuss and apply in practice the health services organization aspects applicable to management and administration, including policy formulation and analysis, ethics, Canadian health care systems, and community health systems in Canada.**  Was achieved? |  |  |  |  | | --- | --- | --- | |  | O | Yes | |  | O | No |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | |  | **Unsatisfactory** | **Needs Improvement** | **Meets Expectations** | **Exceeds Expectations** | **Outstanding** | **N/A** | | **1** | **2** | **3** | **4** | **5** | **N/A** | | Contribute to Senior Agency Interdisciplinary Team | O | O | O | O | O | O | | Engagement of community agencies/ stakeholders | O | O | O | O | O | O | | Consulting skills at a senior resident level: assessment and interventions | O | O | O | O | O | O | | Knowledge of health care system and public health system | O | O | O | O | O | O |  |  | | --- | |  | | **MANAGER** | |  |  |  | | --- | | **Activity** | |  |  |  | | --- | | **Describe the organization of workplace health services in the placement agency if present.**  Was achieved? |  |  |  |  | | --- | --- | --- | |  | O | Yes | |  | O | No |  |  | | --- | | **Understand the development and implementation of a strategic plan through discussion and application in practice of the agency’s principles of strategic planning, mission statement, specific objectives, management philosophy, and program styles.**  Was achieved? |  |  |  |  | | --- | --- | --- | |  | O | Yes | |  | O | No |  |  | | --- | | **Discuss the agency’s development, maintenance, and implementation of its strategic plan.**  Was achieved? |  |  |  |  | | --- | --- | --- | |  | O | Yes | |  | O | No |  |  | | --- | | **Participate in common human resource management functions, including (but not limited to) hiring, firing, performance appraisal, supervision, discipline and staff development of staff. Assess a personnel policy.**  Was achieved? |  |  |  |  | | --- | --- | --- | |  | O | Yes | |  | O | No |  |  | | --- | | **Understand the development and management of a budget through discussion and application in practice of the agency.**  Was achieved? |  |  |  |  | | --- | --- | --- | |  | O | Yes | |  | O | No |  |  | | --- | | **Understand the impact of various leadership styles and apply them appropriately in a variety of community and organizational settings. Assess the structure of an organization and apply principles of organizational design and behaviour.**  Was achieved? |  |  |  |  | | --- | --- | --- | |  | O | Yes | |  | O | No |  |  | | --- | | **Discuss and apply in practice operational planning, financial budgeting and monitoring, labour relations information systems, role of the Chief Executive Officer and other senior management positions, policy and procedure development, accreditation and procedures record keeping.**  Was achieved? |  |  |  |  | | --- | --- | --- | |  | O | Yes | |  | O | No |  |  | | --- | | **Understand the techniques of conflict management, including negotiation and arbitration. Discuss and apply in practice management of change. Assess the impact of a significant change in an organization and develop a strategy for addressing it.**  Was achieved? |  |  |  |  | | --- | --- | --- | |  | O | Yes | |  | O | No |  |  | | --- | | **Discuss and apply in practice the community health methods applicable to health planning, including leadership.**  Was achieved? |  |  |  |  | | --- | --- | --- | |  | O | Yes | |  | O | No |  |  | | --- | | **Set an agenda and chair a meeting, act as secretary.**  Was achieved? |  |  |  |  | | --- | --- | --- | |  | O | Yes | |  | O | No |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | |  | **Unsatisfactory** | **Needs Improvement** | **Meets Expectations** | **Exceeds Expectations** | **Outstanding** | **N/A** | | **1** | **2** | **3** | **4** | **5** | **N/A** | | Resource utilization within agency and within system | O | O | O | O | O | O | | Program design and implementation | O | O | O | O | O | O | | Budget and Human Resources | O | O | O | O | O | O | | Quality Improvement | O | O | O | O | O | O | | Organizational effectiveness | O | O | O | O | O | O | | Leadership | O | O | O | O | O | O |  |  | | --- | |  | | **HEALTH ADVOCATE** | |  |  |  | | --- | | **Activity** | |  |  |  | | --- | | **Discuss and apply in practice the health determinants applicable to management and administration, including Health Service Organizations.**  Was achieved? |  |  |  |  | | --- | --- | --- | |  | O | Yes | |  | O | No |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | |  | **Unsatisfactory** | **Needs Improvement** | **Meets Expectations** | **Exceeds Expectations** | **Outstanding** | **N/A** | | **1** | **2** | **3** | **4** | **5** | **N/A** | | Knowledge of determinants of health | O | O | O | O | O | O | | Contributes effectively to improve health of population | O | O | O | O | O | O | | Policy analysis | O | O | O | O | O | O | | Takes and defends a position | O | O | O | O | O | O | | Advocacy | O | O | O | O | O | O |  |  | | --- | |  | | **SCHOLAR** | |  |  |  | | --- | | **Activity** | |  |  |  | | --- | | **Participate in the following personnel activities: staff development.**  Was achieved? |  |  |  |  | | --- | --- | --- | |  | O | Yes | |  | O | No |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | |  | **Unsatisfactory** | **Needs Improvement** | **Meets Expectations** | **Exceeds Expectations** | **Outstanding** | **N/A** | | **1** | **2** | **3** | **4** | **5** | **N/A** | | Education of agency professionals and public | O | O | O | O | O | O | | Critical Appraisal | O | O | O | O | O | O | | Research participation | O | O | O | O | O | O | | Self directed learning | O | O | O | O | O | O |  |  | | --- | |  | | **PROFESSIONAL** | |  |  |  | | --- | | **Activity** | |  |  |  | | --- | | **Participate in the following personnel activities: staff development and performance appraisal.**  Was achieved? |  |  |  |  | | --- | --- | --- | |  | O | Yes | |  | O | No |  |  | | --- | | **Discuss and apply in practice the keeping of appropriate records.**  Was achieved? |  |  |  |  | | --- | --- | --- | |  | O | Yes | |  | O | No |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | |  | **Unsatisfactory** | **Needs Improvement** | **Meets Expectations** | **Exceeds Expectations** | **Outstanding** | **N/A** | | **1** | **2** | **3** | **4** | **5** | **N/A** | | Ethics Practice | O | O | O | O | O | O | | Diversity competency | O | O | O | O | O | O | | Self assessment | O | O | O | O | O | O | | Responsibility | O | O | O | O | O | O | | Professional Behavior | O | O | O | O | O | O |  |  | | --- | |  | | **PERSONAL OBJECTIVE** | |  |  |  | | --- | | **Personal Objective:** | |  |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | |  | **Unsatisfactory** | **Needs Improvement** | **Meets Expectations** | **Exceeds Expectations** | **Outstanding** | **N/A** | | **1** | **2** | **3** | **4** | **5** | **N/A** | | Personal Objective | O | O | O | O | O | O |  |  | | --- | |  | | **OVERALL EVALUATION** | |  |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | |  | **Unsatisfactory** | **Needs Improvement** | **Meets Expectations** | **Exceeds Expectations** | **Outstanding** | **N/A** | | **1** | **2** | **3** | **4** | **5** | **N/A** | | What is your overall rating for this resident’s performance on the senior management rotation? | O | O | O | O | O | O |  |  | | --- | | **For a rating of N/A above please select one of the reasons below:** |  |  |  |  | | --- | --- | --- | |  | O | Not in objectives | |  | O | No learning/assessment opportunity | |  | O | Other |  |  | | --- | |  | | **GENERAL COMMENTS** | |  |  |  | | --- | | **General Comments:** Include development during the rotation, strengths and areas requiring improvement. | |  |  |  | | --- | | **Sources of Information:** | |  |  |  | | --- | | **Committee Feedback:** | |  |  |  | | --- | | **Direct Observation by Supervisor:** | |  |  |  | | --- | | **Other:** | |  |  |  | | --- | | **Portfolio Achievements (reports, media releases, videotapes etc):** | |  |  |  | | --- | | Please select other Teachers/Supervisors who contributed to this evaluation: |  |  |  |  | | --- | --- | --- | |  | **X** | None | |



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