The importance of the "hidden" curriculum in medical school and beyond

In their 2009 paper in *Academic Medicine*, Wear and Skillicorn defined at least three aspects to the medical curriculum: the *formal* curriculum (i.e. a medical school's explicitly defined plan for the course of study including the objectives, content, teaching and assessment methods, etc.); the *informal* curriculum (which describes the unscripted learning experiences that take place in clinical settings, and are guided by what teachers think students need to learn); and finally, the *hidden* curriculum.

The hidden curriculum is a critical aspect of the medical learning experience, and its importance is not always appreciated. It may be *hidden*, but it certainly exists - it is addressed in one of the undergraduate medical education accreditation standards, and is acknowledged in the affiliation agreements between clinical learning sites and the Faculty of Medicine.

Just what is the "hidden curriculum?"

Dr. Wade Gofton and Dr. Glenn Regehr (Dept. of Psychiatry) writing for the U of T Wilson Centre for Research in Education, University Health Network, defined it as the "unintended, often unrealized transmission of implicit beliefs, attitudes, and behaviours." Inui, a well-known American internist and medical educator, describes it as "students' exposure to what we actually do in our day-to-day work with patients and one another - not what we say should be done when we stand behind podiums in lecture halls…[For example,] whatever we say about the need to conduct thorough informed consent discussions, it is the hurried 'Mr. Owens, we need you to sign this form so we can replace your central line' that teaches students how we actually complete this task." It is also informed by the structures and processes of the settings in which we practice and how they reinforce certain values and attitudes about patient care.

Given the powerful influence of this hidden curriculum, what should a medical school and its teachers do to ensure that students are exposed to the skills, behaviour and practices that will make them great physicians?

First, it is important for everyone to be aware of the impact that this "hidden curriculum" has on learners, and for all teachers to reflect on how their behaviour and contexts are being perceived. Teachers can use this awareness to explicitly role model *positive* professional behaviours.

Second, U of T Medicine is surveying students to try to better understand the learning environment. Students are
being asked their views of their teachers as professional role models and about their teachers' contribution to the learning environment. Students are also being asked to directly evaluate the learning environment itself.

Third, the Faculty recently sought the opinions of faculty members about the learning environment, asking for feedback on: whether the Faculty is welcoming and supportive of diversity; the degree to which research and teaching are valued; and, their views on the learning environment in clinical and classroom settings. As one example, in response to the statement "I believe the learning environment in clinical settings promotes appropriate professional attitudes and behaviours," 87% of faculty members either agreed or strongly agreed (and only 2% disagreed) which is quite encouraging.

Finally, from time to time, the Faculty has conducted larger projects to tackle specific issues. One example was the Generalism Task Force, which reported in 2006 on how to support generalism in the UME program, including how to foster positive attitudes towards primary care. This led directly to several positive changes in the Undergraduate Medical Education (UME) program, including the introduction of the Family Medicine Longitudinal Experience (a six half-day experience during which second year medical students observe the work of community family physicians) and the lengthening of the Family & Community Medicine Clerkship from four to six weeks. The number of U of T medical graduates choosing family medicine as a career has risen significantly in the last five years. As a second example, advocacy by students and faculty has brought about changes in the profiles of patients featured in teaching cases used throughout the UME program to better reflect the ethnic, sexual and socioeconomic diversity of the population.

We are fortunate at the U of T to attract the brightest learners in all of our academic programs. It is our responsibility to ensure that the education they receive prepares them for their future careers with the knowledge, skills, and attitudes that exemplify our institution. To do so, we must all contribute to understanding and shaping a positive learning environment.

**Catharine Whiteside**
Dean, Faculty of Medicine
Vice-Provost, Relations with Health Care Institutions

**References**


**IN THE NEWS:**

A mindless future: How will smart technologies affect our cognitive ability?

The Fifth Estate: Time Bomb, the OxyContin Epidemic

If you would like to have a

**TABLE OF CONTENTS:**

1. In Memoriam
2. Academic Appointments
3. Honours and Awards
4. Announcements
5. Call for Applications

6. Call for Nominations

7. Around Campus

8. Medicine Research Online

EVENTS CALENDAR

MEDEMAIL ARCHIVE

1. In Memoriam
Back to Top

Dr. June Engel (1927 – 2012)

Dr. June Engel, born June 5th 1927, passed away at home Sunday March 11, 2012. Many will remember her deep connection to U of T Medicine, where she spent over 20 years editing "Health News" - once the Faculty's bi-monthly newsletter. She won many awards for her work in such areas as breast cancer awareness and women's health, and is noted for her authorship of *The Complete Canadian Health Guide*. Throughout her life she remained active in writing and speaking, writing several magazine articles on subjects such as Diabetes and Multiple Sclerosis. Born in London, England, June trained as a biochemist, receiving a PhD from University College, London, before emigrating to Canada in 1965 with her husband Raoul Engel. A time to remember and celebrate June's life will be held on May 5th. To receive an announcement regarding this event, or to pass along thoughts to the family, send an email to: only1steffie@cogeco.ca. For service details and more information about Dr. Engel's remarkable life, click here for the full notice printed in the Globe and Mail.

2. Academic Appointments
Back to Top

Graduate Affairs and Dalla Lana School of Public Health

I am pleased to announce that Academic Board has approved the extension of Professor Avrum Gotlieb's term as Acting Vice Dean, Graduate Affairs. He will continue in this role until December 31, 2012, while Professor Andrea Sass-Kortsak continues her secondment as Associate Director and Graduate Coordinator for the Dalla Lana School of Public Health. I am grateful to both Professor Gotlieb and Professor Sass-Kortsak for continuing in these key roles.

Undergraduate Medical Education

Academic Board has also approved the appointment of Professor Patricia Houston as Acting Vice Dean of Undergraduate Medical Education from September 1, 2012 to February 28, 2013, while Professor Jay Rosenfield is on administrative leave.
Dr. Patricia Houston is a Professor in the Department of Anesthesia, Faculty of Medicine. She is currently Vice President, Education at St. Michael's Hospital, where she also serves as Anesthetist-in-Chief at St. Michael's. Professor Houston has been deeply engaged in medical education throughout her career including serving as Vice Chair, Education in the Department of Anesthesia from 2004-2011. She has received numerous teaching awards including the Canadian Anesthesiologists Society Clinical Teacher Award. She co-chairs, with the Associate Vice Provost, Health Professions Education, the Education Committee of the Toronto Academic Health Sciences Network (TASHN-e). Dr. Houston graduated in Medicine from the University of Toronto in 1978 and completed her anesthesiology residency in Toronto in 1983. In addition, she holds a Masters in Education from the University of Toronto and is a Fellow of the Royal College of Physicians and Surgeons of Canada.

Please join me in thanking Professor Houston for assuming this important role.

Sincerely,

Catharine Whiteside, MD, PhD, FRCPC
Dean, Faculty of Medicine
Vice-Provost, Relations with Health Care Institutions

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### 3. Honours and Awards

**Pioneer in Medicine Award - Society of Brain Mapping and Therapeutics**

**Dr. Andres Lozano** (Dept. of Surgery, Toronto Western Research Institute) has been selected as a recipient of the prestigious Pioneer in Medicine Award from the Society of Brain Mapping and Therapeutics (SBMT), to be presented as part of their 9th Annual World Congress in Toronto in June 2012. This award is presented to individuals who have significantly contributed to scientific advancements in the fields of medicine and image guided therapy through a multi-disciplinary approach. Dr. Lozano is noted as one of the foremost authorities in the field of Deep Brain Stimulation (DBS), and is being recognized for breaking new ground in the treatment of depression, obesity and Alzheimer's disease using DBS.

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**Excellence in Education Award - Nursing Network on Violence against Women**

**Dr. Robin Mason** (Dept. of Psychiatry, Dalla Lana School of Public Health, Women's College Research Institute) has been selected to receive the Excellence in Education Award at the 18th annual Nursing Network on Violence against Women International Conference in Charlottesville, Virginia. The award recognizes Dr. Mason's many important contributions to educate health-care professionals about how to better support women who are experiencing violence. Dr. Mason has done this in part by developing the on-line program, *Responding to Domestic Violence in Clinical Settings*, and more recently through the development of the curriculum *Making Connections: When Domestic Violence, Mental Health, and Substance Use Problems Co-Occur*.

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**Canada Research Chairs**

**Prof. Andreas Laupacis** (Dept. of Medicine, St. Michael's Hospital) was awarded the Canada Research Chair in Health Policy and Citizen Engagement, and **Prof. Milica**
Radisic (Institute of Biomaterials and Biomedical Engineering) received the CRC in Functional Cardiovascular Tissue Engineering.

Twelve other U of T Faculty of Medicine researchers received CRC renewals:

- Gabrielle Boulainne of molecular genetics and the Hospital for Sick Children (CRC in Molecular and Developmental Neurobiology)
- Warren Chan, Institute of Biomaterials and Biomedical Engineering (CRC in Nanomedicine)
- Leah Cowen of molecular genetics (CRC in Microbial Genomics and Infectious Disease)
- Joseph Culotti of molecular genetics and Mount Sinai Hospital (CRC in Molecular Neurogenetics)
- Daniel Dumont of medical biophysics and the University Health Network (CRC in Angiogenic and Lymphangiogenic Signalling)
- John Floras of medicine and Mount Sinai Hospital (CRC in Integrative Cardiovascular Biology)
- Cheryl Grady of psychiatry and Baycrest (CRC in Neurocognitive Aging)
- Thomas Kislinger of medical biophysics and the University Health Network (CRC in Proteomics in Cancer Research)
- Freda Miller of molecular genetics and the Hospital for Sick Children (CRC in Developmental Neurobiology)
- Jennifer Ryan of psychiatry and Baycrest (CRC in Cognitive Neuroscience of Memory)
- Simon Sharpe of biochemistry and the Hospital for Sick Children (CRC in Structural Biology of Membrane Active Proteins)
- Juan-Carlos Zúñiga-Pflücker of immunology and Sunnybrook Health Sciences Centre (CRC in Developmental Immunology)

2012 CMA Award for Young Leaders

Dr. Sanjeev Sockalingam (Dept. of Psychiatry, University Health Network) has been selected by the Canadian Medical Association (CMA) to receive the 2012 CMA Award for Young Leaders in the early career category. This prestigious award is intended to celebrate the efforts of young physician leaders of tomorrow. Dr. Sockalingam is being recognized for his achievements as an award-winning teacher and mentor, an acknowledged medical education scholar locally and nationally, and for his role in the development of innovative educational and clinical programs.

2012 CMA May Cohen Award for Women Mentors

Dr. Mary Gospodarowicz (Dept. of Radiation Oncology, University Health Network) has been awarded the 2012 CMA May Cohen Award for Women Mentors recognizing her many years of outstanding mentoring that have changed the lives and careers of so many. The award is presented to a woman physician mentor who has contributed to the success of mentees through career and leadership support, sharing of knowledge and perspective, and the building of networks of relationships to support mentees.

2012 CAME Certificate of Merit Award

Dr. Brian Wong (Dept. of Medicine, Sunnybrook Research Institute), Dr. Jamie
Meuser (Dept. of Family and Community Medicine), and Dr. Debra Elman (Dept. of Family and Community Medicine, Sunnybrook Research Institute) have been selected among this year's recipients of the 2012 CAME Certificate of Merit which promotes, recognizes and rewards faculty committed to medical education in Canadian medical schools. These deserving colleagues will be recognized at the upcoming CAME Annual General Meeting which is held in conjunction with the Canadian Conference on Medical Education (CCME) in Banff, Alberta on Sunday, April 15, 2012.

Canadian Anesthesiologists' Society 2012 Clinical Teacher Award

Dr. Mary Ellen Cooke (Dept. of Anesthesia, University Health Network) has received the 2012 CAS Clinical Teacher Award recognizing excellence in the teaching of clinical anesthesia. Dr. Cooke has mentored and taught generations of anesthesiologists and will receive the award on June 18, 2012 during the CAS Annual Meeting in Quebec City.

Skills for Change Pioneer for Change Award

Dr. Alex Jadad (Dept. of Anesthesia and Chief Innovator and Founder of the Centre for Global eHealth Innovation at University Health Network) has been selected by the Skills for Change Board of Directors as a Pioneer for Change in recognition of his extraordinary contributions to Canadian diversity in his many roles as a physician, educator, researcher and public advocate. Skills for Change is a charitable organization focused on driving social impact and positive change for people from around the world who have made Canada their home.

2012 Chancellor's Award

Heather Drouillard (Division of Teaching Laboratories (DTL), Medicine) has been selected to receive the University of Toronto's 2012 Chancellor's Award recognizing administrative staff members for exceptional leadership in their role in advancing the University's mission.

2012 Gordon Cressy Student Leadership Awards

The University of Toronto Gordon Cressy awards recognize students who have made outstanding extra-curricular contributions to their college, faculty or school, or to the University as a whole. Through these awards, student and new alumni involvement is fostered across the University. This year, the following students from the Faculty of Medicine are being recognized by the University for their outstanding contribution to our faculty:

Jeffrey Alfonsi (MD)
Ishraq Alim (Physiology)
James Campbell (Physical Therapy)
Sagar Dugani (MD/PhD)
Jane Dunstan (MD)
Manuela Ferrari (Dalla Lana School of Public Health)
Daipayan Guha (MD)
Mohammad Hajiha (MD)
Katelyn Jutzi (Occupational Science & Occupational Therapy)
Jovana Kalujerovic (Nutritional Sciences)
Shannon Kerr (Speech-Language Pathology)
4. Announcements

Chair, Department of Medical Biophysics

Prof. Peter Burns will be completing his first 5-year term as Chair of the Department of Medical Biophysics on June 30, 2012 and is eligible for reappointment. An Advisory Committee has been struck to recommend either that Professor Burns be reappointed for a second 5-year term or to guide the search for a successor.

The composition of the Advisory Committee, which has been approved by the Vice-President and Provost, is as follows:

- Catharine Whiteside (Chair) - Dean
- Alison Buchan - Vice-Dean, Research and International Relations
- Gregory Anderson - PhD Candidate, Toronto Centre for Phenogenomics; Vice-President, (Downtown) Graduate Student Executive
- Merle Casci - Business Manager, Dept. of Medical Biophysics
- Stuart Foster - Dept. of Medical Biophysics
- Avrum Gotlieb - Acting Vice-Dean, Graduate Affairs
- Thomas Kislinger - Dept. of Medical Biophysics
- Fei-Fei Liu - Dept. of Medical Biophysics
- Anne Martel - Dept. of Medical Biophysics
- Ben Neel - Director, Ontario Cancer Institute, Princess Margaret Hospital
- Megan Nelles - Postdoctoral Fellow, Ontario Cancer Institute, Princess Margaret Hospital
- Linda Penn - Dept. of Medical Biophysics
- Reinhart Reithmeier - Chair, Dept. of Biochemistry

The Advisory Committee encourages and welcomes input. Please send comments to Dean Catharine Whiteside (c/o Anastasia Meletopoulos, anastasia.meletopoulos@utoronto.ca). Your opinions will be treated in the strictest confidence and will be made known only to the Advisory Committee for the Appointment of Chair, Department of Medical Biophysics.

5. Call for Applications

Call for Applications - Education Development Fund

The Education Vice-Deans would like to encourage faculty members to apply for this year's Education Development Fund (EDF) for Innovation in Education. The EDF is a
seed fund designed to catalyze initiatives that encourage innovation, integration and impact in education as they pertain to the Faculty of Medicine's Strategic Plan and to foster scholarship with respect to such teaching and learning initiatives. It is funded by the Education Vice-Deans. The EDF is intended to support initiatives that align with our Faculty's strategic directions in education, including knowledge translation and that can be implemented broadly across our academic programs. Funding has traditionally been awarded to initiatives that focus on the design, implementation and evaluation of courses, programs and curricula including faculty development, continuing education and clinical learning initiatives.

The deadline for application is **noon, Monday, May 14, 2012.**

For the revised Terms of Reference and details on the application process, please visit our website.

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**Call for Applications - CIHR Strategic Training for Advanced Genetic Epidemiology**

The CIHR STAGE (Strategic Training for Advanced Genetic Epidemiology) program invites applications from qualified pre- and postdoctoral candidates for a new training and career development opportunity.

The program, hosted at the University of Toronto Dalla Lana School of Public Health, is designed to cross-train individuals at the interface of genetics and population health sciences in genetic epidemiology and statistical genetics - two disciplines facing a massive shortage of qualified individuals in Canada and elsewhere. The program offers a unique and enriched training experience, plus internships, exchanges, competitive stipends, top-ups, and merit awards.

For more information visit our website [www.stage.utoronto.ca](http://www.stage.utoronto.ca). The deadline for application is **April 12, 2012.**

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**6. Call for Nominations**

**2012 Awards of Merit for Excellence in Interprofessional Education**

The University of Toronto, Centre for Interprofessional Education is now accepting nominations for the 2012 Awards of Merit for Excellence in Interprofessional Education in 3 categories:

- Excellence in Interprofessional Education Teaching (Individual or Team)
- Ivy Oandasan Leadership Award for Outstanding Leadership in Advancing Interprofessional Education (Individual)
- Outstanding Role Modeling of Interprofessional Collaboration for Patient-Centred Care to Learners (Team)

Nomination criteria and application forms are available here.

Nominations are due by **Monday April 16, 2012 at 4pm.** Only electronic submissions will be accepted! No late submissions will be considered.

Please forward (1) completed application form and (1) electronic copy of your nomination package to Belinda.vilhena@uhn.ca. Please indicate "Awards Selection"
Committee" in the subject line.

If you require additional information, please contact Belinda.Vilhena@uhn.on.ca or 416-603-5800 x6087.

Office of Continuing Education Research and Development Internal Grants - Spring 2012 Cycle

Just a reminder that we are now soliciting nominations for the Spring 2012 Office of Continuing Education Research and Development Awards. These grants have been offered three times per year since 1997, and are intended to support projects (up to $5,000.00) that directly relate to the planning, implementation, delivery and evaluation of continuing education for health professionals. Examples might include a needs assessment and methods of evaluation to measure the impact of continuing education activities on health professional competence or behaviour.

For further information and details, please click here or contact Vashty Hawkins at vashty.hawkins@utoronto.ca. A downloadable application form and deadlines/criteria are available at the above link, along with a list of past successful grant recipients. A list of past successful recipients can be found here.

Deadline for spring cycle nominations will be Friday, April 20, 2012 at 5:00pm. Should you require an extension, please contact Ms. Hawkins directly.


The Faculty of Medicine Education and Teaching and Awards Committee reviews proposed nominations for external awards twice annually. To ensure sufficient lead time for adjudication and preparation of nomination dossiers, the internal nomination deadlines are set well in advance of deadlines for final submission. The Education Vice-Deans are now calling for internal nominations for the following external awards with fall/winter deadlines:

Association of Faculties of Medicine of Canada (AFMC)
  Award for Outstanding Contribution to Faculty Development in Canada
  Young Educators Award
  John Ruedy Award for Innovation in Medical Education
  May Cohen Gender Equity Award
  President's Award
  E-Health Award

Canadian Association for Medical Education (CAME)
  New Educator’s Award
  Ian Hart Award for Distinguished Contribution to Medical Education

Canadian Medical Association (CMA)
  May Cohen Award for Women Mentors
  Award for Young Leaders

Royal College of Physicians & Surgeons of Canada (RCPSC)
  The Duncan Graham Award

Society for Teaching & Learning in Higher Education (STLHE)
Alan Blizzard Award

University of Toronto

President's Teaching Award

For additional information about eligibility criteria and nomination procedures, click here. Nominations must include:

- the name of the award
- a summary paragraph or statement explaining why the nominee is suitable for this award
- a current CV for the nominee, and
- a teaching dossier (if available).

Please submit nominations electronically to Jeananne Robertson at edudeans@utoronto.ca by end of day on Thursday, May 31st, 2012.

7. Around Campus

Faculty of Medicine Annual Dean's Reception - Banff, Alberta **Note corrected location

Dean Catharine Whiteside invites you to attend the Dean's Reception at the Association of Faculties of Medicine of Canada's Canadian Conference on Medical Education on Saturday, April 14, 6:00 – 8:30pm in the Baron Shaughnessy Room at the Fairmont Banff Springs.

Please join this intimate gathering of the University of Toronto community, including alumni, staff, faculty, students and friends. We look forward to welcoming you as we share our vision for the future and celebrate excellence within the Faculty of Medicine.

Date: Saturday, April 14, 2012
Time: 6 to 8:30 pm
Location: Fairmont Banff Springs, Baron Shaughnessy Room
RSVP: Acceptances online (www.alumni.utoronto.ca/ccme2012) or by phone 416-978-7142.

For more information, please contact Morgan Tilley at morgan.tilley@utoronto.ca

3rd Annual U of T's Got Talent

The University of Toronto International Health Program Books with Wings is hosting the 3rd Annual U of T's Got Talent talent show.

Date: Saturday, March 24
Time: 7:00 pm - 10:00 pm
Location: Isabel Bader Theatre
Tickets: $7 in advance and $10 at the door

Tickets are being sold at Gerstein Library (March 21 & 23) and the Medical Sciences Building (March 22 & 23, near Tim Hortons) from 12 pm - 4pm. For tickets & info,
Visit the website or email uoft.talent@hotmail.com.

Proceeds will go towards ACCESS Charity & Books with Wings, both of which are helping to support education in developing countries. Since 2006, ACCESS (Allowing Children a Chance at Education) Charity has raised thousands of dollars and school supplies towards helping to educate children in developing countries. The non-profit charity is run by youth and believes that education is the key to helping children become successful and capable of helping their communities.

**Arts & Letters Synesthesia Annual Art Show**

Synesthesia is an annual art show that gives faculty and students the opportunity to showcase their talent by displaying their art through paintings, photography, computer graphics, sculpture, or any other form of displayable art work.

This event will take place on **Saturday, April 14, 2012** in the MSB Stone Lobby. We are asking faculty, students and alumni interested in displaying their artistic work to please fill out the online questionnaire. Submissions will be accepted until **March 31, 2012**.

All artists will have the chance to submit their art pieces for a silent auction, with all money raised going to Kids Help Phone. Also, all attendees will be given the chance to vote for their favourite piece of artwork. The piece with the greatest number of votes will be offered the opportunity to be on the cover of next year's Faculty of Medicine Agenda.

**Heart & Stroke/Richard Lewar Centre of Excellence Cardiovascular Science Day**

Heart & Stroke and the Richard Lewar Centre of Excellence will be hosting their annual Cardiovascular Science Day on **Thursday, April 19, 2012** at On the Park Events & Conference Centre (1095 Leslie Street, Toronto, ON). The program runs from 8:15 AM - 5:00 PM and includes the following sessions:

**8:25 am – 12:00 pm**
Atrial Fibrillation Symposium  
Chair: Dr. Paul Dorian,  
Speakers: Dr. Sanjiv Narayan, Dr. Allan Skanes, Dr. Michael Gollob, Dr. Scott Heximer, Dr. Peter Backx

**12:00 pm – 2:15 pm**
Lunch & Poster Sessions

**2:15 pm – 3:45 pm**
Breakout Sessions

**4:00 pm – 4:30 pm**
Dr. Subash C. Verma Award Lecture

**4:30 pm – 5:00 pm**
Presentation of Poster Awards

Deadline for Poster Abstract Submissions: **Thursday, April 5, 2012**
Online Registration Deadline: **Friday April 13, 2012**
Invitation - Education Achievement Celebration

The Education Vice-Deans are pleased to invite members of the Faculty of Medicine community to attend the 10th annual Education Achievement Celebration. This Faculty-wide forum celebrates and recognizes excellence in teaching and education. Poster presentations will showcase some of the innovative educational scholarship within the Faculty.

The Celebration will be held on **Monday, April 30, 2012 from 4:15pm to 7:00pm** in the **Great Hall at Hart House**. The Keynote Address, "I think I can, I think I can" will be given by **Dr. Tom Chau**, Associate Professor, Institute of Biomaterials and Biomedical Engineering and Holland Bloorview Kids Rehabilitation Hospital.

Please RSVP online by April 16th, 2012. For additional information, visit our [event website](#).

8. Medicine Research Online
Back to Top

RESEARCH GRANTS

- Canada Research Chairs – New and Renewals
- CIHR Catalyst Grants - Post Market Drug Safety & Effectiveness in Underrepresented Populations
- CIHR Team Grant: Implementation Research on Hypertension in Low and Middle Income Countries

~ Our congratulations to all! ~

UPCOMING AWARD DEADLINES

March
Canadian Academy of Health Sciences

April
American Academy of Arts & Sciences Fellows

May
World Food Prize
Bower Award
Rolf Luft Award in Endocrinology and Diabetes Research

For any queries regarding awards, please contact:

Heather Drouillard
Email: Heather.Drouillard@utoronto.ca
Phone: 416 978-4660 or

MaryAnn DeFrancis
Email: maryann.defrancis@utoronto.ca
Phone: 416-978-8316

Janet Hyer
Email: Janet.Hyer@utoronto.ca
Phone: 416 978-7342

**Resources:**
- Henry Stewart Talks (University of Toronto Libraries)
- Faculty of Medicine Equipment Repair Centre
- UHN Shanghai Custom Chemical Synthesis

**Regular Departments:**
- Updates from CIHR University Delegate
- Funding News & Opportunities - local, national, international
- Links to Departmental Research Seminars

[Back to Top]