



Anesthesiology & Pain Medicine
UNIVERSITY OF TORONTO



Strategic Plan

2025 to 2027

Leading the pathway
toward excellence in care,
research and education

Temerty **Medicine**

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All photography used in this document were taken during official departmental events or supplied by members within the Department of Anesthesiology & Pain Medicine at the University of Toronto, the Department of Anesthesia & Pain Management at the University of Toronto, and the Department of Anesthesia & Pain Medicine at the Hospital for Sick Children.

Message from the Chair



The Department of Anesthesiology & Pain Medicine, Temerty Faculty of Medicine, University of Toronto, remains unrelenting in our efforts to provide exceptional clinical care and to advance the frontiers of discovery in preclinical and clinical sciences. Our educators are addressing the evolving educational needs of medical students, residents and fellows and are ensuring that our training programs remain highly valued. Trainees' interest in the field of anesthesiology and pain medicine has never been greater, and the department continues to build on its strong foundation to advance patient care.

In 2019, the Department of Anesthesiology & Pain Medicine unveiled its five-year Strategic Plan to guide and focus our efforts. The plan was based on consensus recommendations from more than 75 faculty members, trainee representatives and stakeholders. The following five action priorities of the five-year Strategic Plan have guided and inspired our work:

1. Strengthen recognition and leadership
2. Grow clinical capacity for anesthesiology and pain medicine
3. Advance the perioperative domain as an unprecedented research opportunity
4. Build collective knowledge by creating opportunities for shared education
5. Enhance wellness by supporting a sense of agency and inclusivity

Over the past five years, the department has made significant progress toward fulfilling its strategic goals. The COVID-19 pandemic introduced new challenges unanticipated in the original 2019-2024 Strategic Plan. Nevertheless, we achieved most of our goals. Provided here are several notable examples:

Pandemic Response and Unity

The department's COVID-19 response showcased exceptional unity, creativity and commitment among faculty and trainees, ensuring continuity of care and contributing to public health efforts.

Financial Growth and Academic Advancement

In partnership with the Temerty Faculty of Medicine's Office of Advancement, the department secured new funding sources through named Chairs and Professorships, enhancing academic and operational capabilities.

Excellence in Education

The anesthesia residency program achieved full accreditation from the Royal College of Physicians and Surgeons

of Canada, with a 70% response rate in faculty evaluations of trainees. This reflects a strong commitment to quality education and training.

Rising Popularity

The department's programs are increasingly sought after by undergraduates and postgraduates, highlighting the high-quality education and training offered.

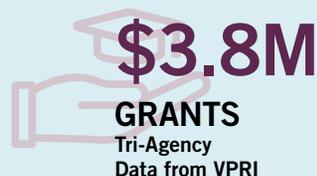
Global Research Leadership

The department leads the world in anesthesiology and pain medicine research, with metrics confirming its unparalleled impact and influence in advancing the field.

This refreshed two-year strategy builds on our previous successes to further establish our department as a global leader in anesthesiology and pain medicine. We will focus on enhancing clinical excellence, advancing research, innovating education, promoting well-being and inclusivity and expanding our leadership. To achieve this, we will leverage our strengths, maximize resources, recruit top talent, build research collaborations and foster a supportive environment. By prioritizing these areas, we are confident that we will continue our global leadership in patient care, research, and education.

Beverley A. Orser
MD, PhD, FRCP, FRSC, FCAHS
Professor and Chair,
Department of Anesthesia

Anesthesiology & Pain Medicine in 2024



Strategic Plan 2025-2027

The Department of Anesthesiology & Pain Medicine at the University of Toronto convened a Leadership Forum on April 20, 2024, to celebrate our achievements, address emerging challenges and update our Strategic Plan for 2025-2027. This forum brought together over 40 faculty and trainee representatives, focusing on the department's key pillars: clinical care, research and education.

The insights gathered from this forum and discussions will shape our path forward, ensuring we continue to lead in our field while adapting to the evolving healthcare landscape.

This report outlines the key discussion points and recommendations from our Leadership Forum, serving as a road map for our department's growth and development over the next two years. It reflects our collective vision for the future of anesthesia care teams, standardization of clinical practices, optimization of research support and enhancement of our educational programs.

As we move forward, we remain dedicated to our mission of providing exceptional patient care, advancing medical knowledge through cutting-edge research and nurturing the next generation of anesthesiologists and pain medicine specialists.

Vision, Mission and Values

Vision

To be the global leader in advancing anesthesiology and pain medicine through innovative research, exceptional education, and compassionate patient care.

Mission

The Department of Anesthesiology & Pain Medicine at the University of Toronto is dedicated to advancing global excellence in patient care, education and research. We deliver world-class clinical services, foster innovative learning, conduct groundbreaking research and promote wellness and inclusivity. Our mission is to develop future leaders in anesthesiology and pain medicine, push scientific boundaries and improve patient outcomes through evidence-based practices. By fostering collaboration, embracing technology and championing diversity, we aim to shape the future of our field while ensuring the highest standards of care and safety.

Values

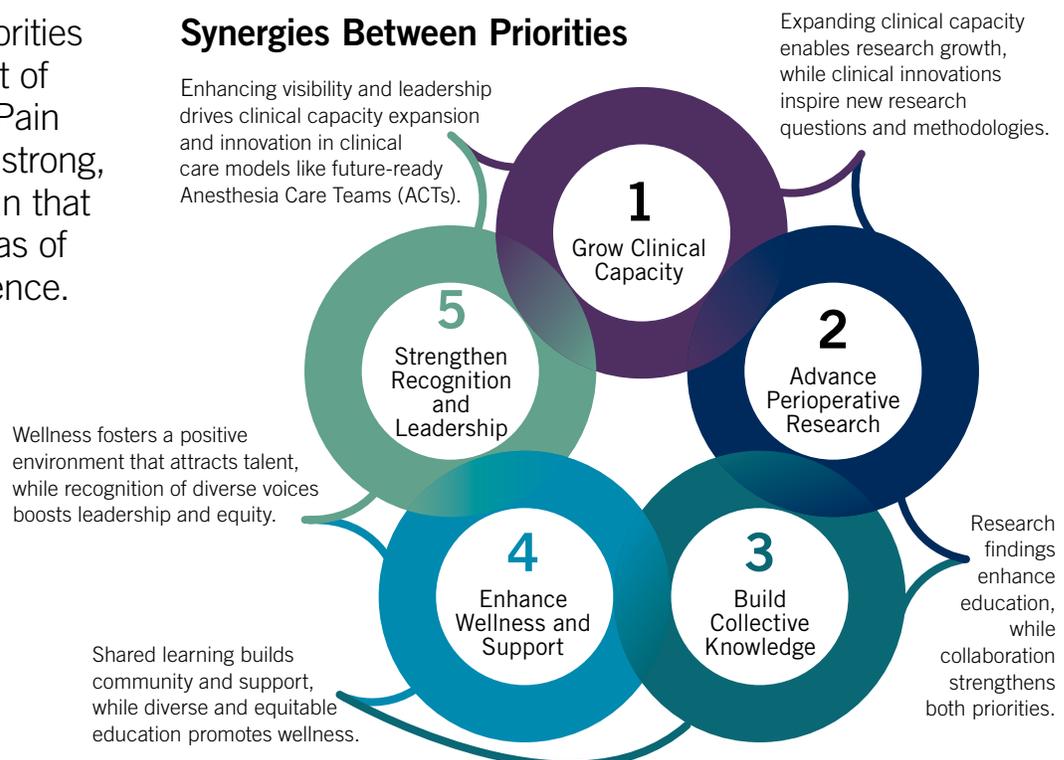
- Excellence in patient care, education and research.
- Innovation in clinical practice and academic pursuits.
- Collaboration across disciplines and institutions.
- Inclusivity, promoting diversity and equity in all activities.
- Wellness, supporting faculty and trainee well-being.
- Leadership in advancing anesthesiology and pain medicine globally.

Clinical Care, Research and Education are the priorities that inform these pillars and our decisions, every step of the way.

Strategic Objectives

The five action priorities for the Department of Anesthesiology & Pain Medicine create a strong, interconnected plan that addresses key areas of growth and excellence.

Synergies Between Priorities



PILLAR

1

Grow clinical capacity for anesthesiology and pain medicine

GOAL: To transform the delivery of anesthesiology and pain medicine through collaboration with family physicians and allied health professionals, expanding access to services. We will strengthen anesthesia care teams (ACTs), enhance the role of pain medicine physicians and strategically recruit new faculty to meet increasing clinical demands while sustaining our commitment to education and research excellence. This will transform patient care and solidify our leadership in the field.

Objectives	Key Initiatives & Impact	
1.1 Expand partnerships and services	<ul style="list-style-type: none"> ✔ Built collaborations with family physicians, pain specialists, allied health and community providers ✔ Launched rural/remote outreach: co-hosted Symposium on Anesthesia Care in Rural/Remote Regions; explored e-learning with Ornge and Canadian Armed Forces for trainee skill development 	<ul style="list-style-type: none"> ✔ Established equity-driven partnerships improving anesthesia access for Indigenous and rural populations 🔄 Collaborated with national organizations to promote equitable access to safe anesthesia and pain medicine for all Canadians, with special focus on Indigenous and rural populations
1.2 Optimize and innovate anesthesia care teams	<ul style="list-style-type: none"> ✔ Enhanced Family Practice Anesthesia (FPA) leadership: launched FPA Rounds; implemented coaching, mentorship, and networking at local/provincial/national levels 	<ul style="list-style-type: none"> 🔄 Expanded care models in collaboration with nurse practitioners and anesthesia assistants 🔴 Developed centralized QI reporting structure across all sites
1.3 Faculty recruitment and development	<ul style="list-style-type: none"> ✔ Implemented best-practice, diversity-focused recruitment protocols with diversity and inclusion lens ✔ Led workforce planning through Faculty Lead appointment for Ontario Anesthesia HR Planning 🔄 Launched faculty mentorship programs to support career growth and retention 	<ul style="list-style-type: none"> 🔄 Increased residency positions for family practice anesthesiologists and specialist anesthesiologists 🔄 Expanded fellowship programs to meet workforce needs 🔴 Extended postgraduate training programs to Scarborough and Trillium sites

✔ Complete 🔄 In Progress 🔴 Planned



We're seeing healthcare equity issues across Canada—particularly in the acute anesthesia workforce faced by healthcare institutions in both urban and rural areas.”

– Leadership Forum, Clinical Care Breakout Sessions



62%

Increase in faculty (2017-2024)

43%

Increase in anesthesia fellows (2017-2024)



What We're Building On

1. Innovative Care Models

Developing new care models in collaboration with allied health professionals, including nurse practitioners and anesthesia assistants, into perioperative care pathways to expand services while ensuring high-quality care and support for complex cases.

2. Faculty Recruitment

Strategizing on faculty recruitment by incorporating best practices at hospital sites.

3. Quality Improvement Initiatives

Faculty-led QI activities at each site will be reported to a central committee chaired by the Vice Chair of Clinical Affairs, focusing on data-driven improvements.

4. Expansion of Education Programs

Increase the number of residency training positions for both family physician anesthetists and specialist anesthesiologists; extend program expansion efforts to the Scarborough and Trillium campuses.

5. Faculty Development

Develop a mentorship program pairing new faculty with experienced mentors to support career growth and retention.

PILLAR

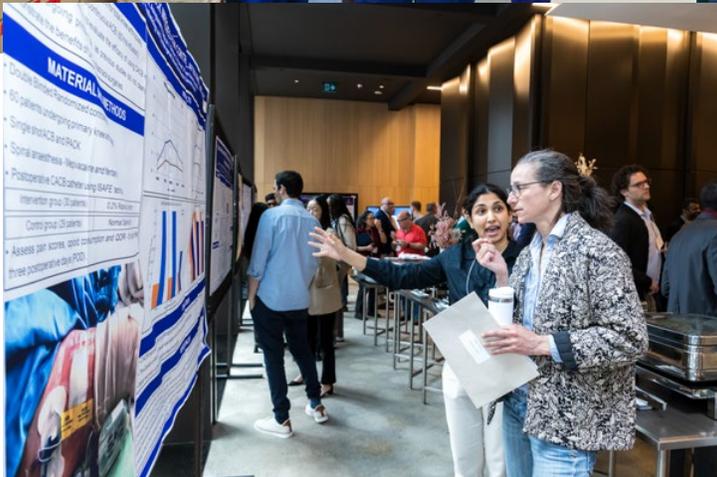
2

Advance the perioperative domain as an unprecedented research opportunity

GOAL: To advance medical research by creating new knowledge about pathophysiology and improving patient outcomes through enhanced research training, focused research clusters, multicentre studies and data sharing, while increasing research funding by securing new resources and strategic partnerships.

Objectives	Key Initiatives & Impact	
2.1 Enhance research training	<ul style="list-style-type: none"> ✓ Delivered targeted research workshops with strong attendance and positive feedback ✓ Expanded and strengthened Clinician Investigator Program and national collaborations 	<ul style="list-style-type: none"> ✓ Streamlined faculty access to resources via digital platforms such as CV platform and SharePoint ✖ Designed structured research mentorship program
2.2 Grow research leadership and collaboration	<ul style="list-style-type: none"> ✓ Research leadership infrastructure developed: Appointed Vice Chair of Research, established Research & Innovation Committee and named site research directors ✓ Collaborate with the university advancement team 	<ul style="list-style-type: none"> ✓ Designed four new professorships/ chair programs across university and TAHSN sites 🟡 Built strategic collaborations with other clinical departments 🟡 Funding pipelines and stewardship enhanced
2.3 Develop focused research clusters and streamline operations	<ul style="list-style-type: none"> ✓ Created interdisciplinary research clusters to drive collaborative projects 	<ul style="list-style-type: none"> 🟡 Streamlined ethics approvals, service agreements, and data-sharing processes 🟡 Expanded themed research rounds and regular city-wide joint meetings
2.4 Increase funding and enable innovation	<ul style="list-style-type: none"> ✓ Allocated over \$5M through enhanced Merit Award program to support collaborative research ✓ Expanded supports for early-career investigators 	<ul style="list-style-type: none"> 🟡 Increased inclusiveness for early-career researchers 🟡 Improved transparency for non-clinical time (NCT) allocation and resource distribution 🟡 Established a sustainable, well-funded, innovation-driven research environment

✓ Complete
🟡 In Progress
✖ Planned



Groundbreaking research is fundamental to training future physicians and maintaining the position as the world's most impactful anesthesiology research department.”

– Leadership Forum, Research Breakout Sessions

\$5M+ 
Merit Award funds allocated through new funding sources

47%



Increase in number of clinician-scientists/ investigators (from 2017-2023)

What We're Building On

1. Strengthening Research Capacity and Impact

Designing an infrastructure to develop new professorships and research chair programs, enhancing our research capacity and fostering innovation within our academic community. This initiative attracts leading scholars to drive impactful discoveries and advance knowledge in critical fields.

2. Strengthen City-Wide Research Collaboration

Expand themed research rounds and implement regular joint meetings

across Toronto hospitals to foster knowledge sharing and collaboration.

3. Enhance Cross-Site Research Productivity

Establish interdisciplinary research clusters and promote collaborative projects across multiple sites to boost innovation and output.

4. Optimize Multi-Site Research Operations

Streamline processes for ethics approvals, service agreements and data-sharing to improve efficiency in multi-center studies.

5. Forge Strategic Partnerships

Build strong collaborations with other departments to support joint programs and

pioneer interdisciplinary studies in anesthesiology.

6. Enhance NCT Transparency

Implement a transparent system for monitoring and managing non-clinical time to ensure the efficient use of faculty resources.

7. Strengthen Funding Strategies

Design and execute sustainable funding strategies to support ongoing and future research initiatives.

8. Establish Research Mentorship Program

Create a structured mentorship system to guide and support emerging researchers, fostering innovation and academic excellence.

PILLAR

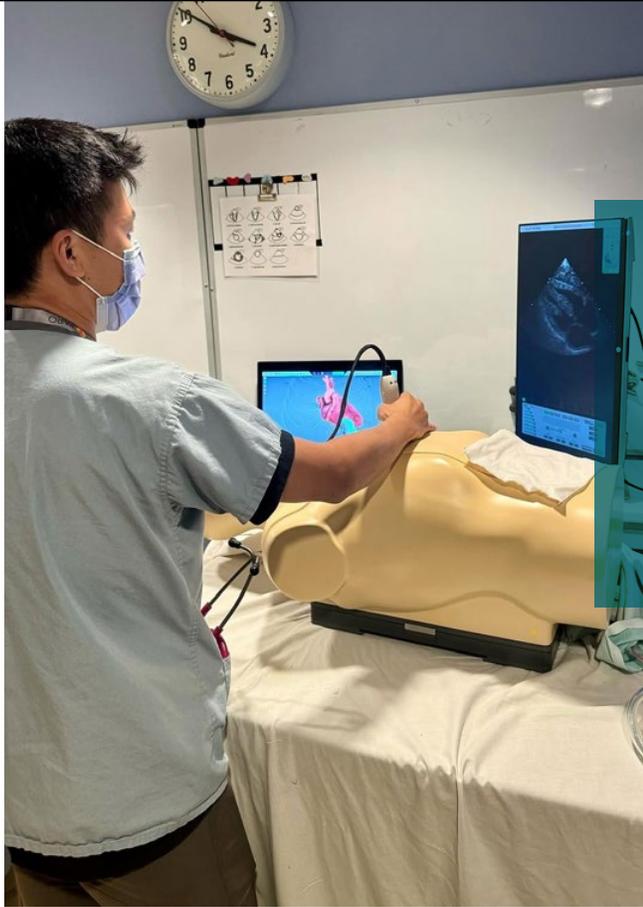
3

Build collective knowledge by enabling shared and collaborative educational opportunities

GOAL: Leverage technology and targeted programs to promote shared learning across hospital sites, benefiting trainees and faculty and apply effective assessments to measure our educational activities to enhance their outcomes.

Objectives	Key Initiatives & Impact	
3.1 Develop faculty teaching and support skills	<ul style="list-style-type: none"> ✔ Over 70% faculty participation in faculty development programs, raising teaching quality ✔ Coaching, feedback and appeals processes promote faculty growth and accountability 	<ul style="list-style-type: none"> ✔ Enhanced trainee supervision: 1:1 operating room supervision for all residents, improving competency and support
3.2 Expand access to shared education	<ul style="list-style-type: none"> ✔ City/province-wide webcasting and e-modules broaden learning community ✔ Faculty Days scaled department-wide to strengthen collective learning 	<ul style="list-style-type: none"> ✔ Online faculty library and redesigned department website launched with high engagement, fostering collaboration and knowledge sharing
3.3 Foster innovation in education	<ul style="list-style-type: none"> ✔ Education & Innovation Grant launched, supporting multiple faculty-led projects and encouraging creative, effective methods 	<ul style="list-style-type: none"> ✔ New teaching methods adopted, improving engagement and learner outcomes
3.4 Innovative curriculum and simulation	<ul style="list-style-type: none"> 🟡 Virtual reality, simulation and interprofessional strategies embedded in core curricula for experiential learning 	<ul style="list-style-type: none"> 🟡 Continuous curriculum updates sustain program excellence 🟡 Positive feedback from accreditation reviews confirms high standards
3.5 Strengthen site education leadership	<ul style="list-style-type: none"> ✔ Medical education directors appointed at all teaching sites, ensuring consistent leadership and quality 	<ul style="list-style-type: none"> ✔ Onboarding of new clinician-teachers and academic alignment with strategic goals accelerated departmental cohesion
3.6 Develop focused research clusters and streamline operations	<ul style="list-style-type: none"> ✔ Appeals mechanism aligned with PGME standards ensures a fair and transparent learning environment 	<ul style="list-style-type: none"> 🟡 Comprehensive reports, coaching, and professional development resources improved faculty satisfaction and retention
3.7 Maintain accreditation and educational quality	<ul style="list-style-type: none"> 🟡 Royal College and external accreditation reviews (2025–2027) underway for all residency programs 	<ul style="list-style-type: none"> 🟡 Continuous improvement and adherence to high standards validated by consistently positive learner and external feedback

✔ Complete 🟡 In Progress 🟡 Planned



We are creating an environment where faculty and trainees feel empowered to embrace bold academic projects, learn from every challenge, and transform failure into the foundation for extraordinary success.”

– Leadership Forum, Education Breakout Sessions



Full Accreditation

Achieved from the Royal College of Physicians and Surgeons of Canada



1:1

Learning model for residents enables better support and teaching

What We're Building On

1. Learning Through Technology

Expanding the integration of advanced technologies, including simulations and virtual reality, to create immersive learning experiences.

2. Department as a Key Resource

Formulating a long-term strategy to establish our department as a key resource for up-skilling in medical education in the Temerty Faculty of Medicine, including the development of a digital e-hub for sharing knowledge among students, residents, fellows and faculty.

3. Enhanced Learning Environment

The learning environment was made to be a psychologically safe space for our learners, by improving

supervision, enhancing teaching and supporting faculty teachers.

4. Patients in Education

Actively involving patients in relevant aspects of education to provide real-world perspectives across all programs, which is currently underway in the Pain Medicine program, and with simulated patients in the undergrad program, exploring opportunities to expand this across all programs.

5. Develop Faculty Evaluation Strategy

Creating a comprehensive faculty evaluation strategy (LACT reports, coaching, e-modules) that provides timely feedback to mentors and program leaders, fostering continuous improvement in teaching quality.

6. Strategic Priorities

Implemented a process to align the academic plans of newly



recruited clinician-teachers with the strategic priorities established by educational leaders, supporting consistent educational objectives.

7. Program Review

Prepare for upcoming external reviews for Anesthesia Residency, Family Practice Anesthesia, and Pain Medicine programs (2025–2027).

8. Program Expansion

Extend program expansion efforts to the Scarborough and Trillium campuses, building on departmental growth in training capacity and innovative teaching methods.

PILLAR

4

Enhance wellness by supporting a sense of control, diversity and equity across the department

GOAL: Foster a department-wide culture of wellness, equity and diversity that empowers all members—faculty, trainees and staff—to thrive and realize their potential, positioning our department as a global leader in inclusive academic excellence.

Objectives	Key Initiatives & Impact	
4.1 Advance holistic wellness	<ul style="list-style-type: none"> ✔ Expanded wellness and peer support programs (mindfulness, drop-in groups, department-led resources) with growing participation and positive well-being survey trends 	<ul style="list-style-type: none"> ✔ Implemented Temerty Faculty of Medicine wellness supports, including counselling and crisis services, with high satisfaction and documented use ✔ Introduced mechanisms for early identification and resolution of bullying/harassment, ensuring timely reporting and follow-up
4.2 Champion equity, diversity and inclusion	<ul style="list-style-type: none"> ✔ Embedded EDI principles in faculty recruitment processes through structured interviews, diverse committees, and candidate support, leading to measurable increases in faculty diversity 	<ul style="list-style-type: none"> ✔ Launched Women in Anesthesiology Initiative with leadership workshops, mentorship and recognition events, boosting women’s participation in QI and leadership ✔ Appointed Wellness Coordinator and Director of EDI to embed equity and wellness into departmental culture
4.3 Strengthen support and professional growth	<ul style="list-style-type: none"> 🟡 Office of Learner Affairs (OLA) providing 24/7 support, counselling, and transparent case follow-up with rising utilization and strong satisfaction scores 🟡 Digital onboarding platform launched for all faculty, covering EDI, wellness and professionalism modules 	<ul style="list-style-type: none"> 🟡 Department-wide culture of feedback established through training, reporting structures and peer recognition, improving communication and support 🟡 Ongoing career development through mentorship, tailored growth plans and longitudinal check-ins
4.4 Align institutional policies with departmental needs	<ul style="list-style-type: none"> 🔴 Centralized digital platform for easy policy access, increasing awareness and transparency 🔴 Improved engagement in policy reviews and timely communication of changes 	<ul style="list-style-type: none"> 🔴 Inclusive, participatory development process with policy updates informed directly by stakeholder feedback

✔ Complete 🟡 In Progress 🔴 Planned



We are committed to becoming an international beacon for equity and diversity, a department where every voice is valued, every individual thrives and together we become an unstoppable force for positive change in healthcare.”

– Leadership Forum, Wellness and Equity Breakout Sessions



63%

Female representation in clinicians in Quality & Improvement

What We’re Building On

1. Women in Anesthesiology Initiative

Launch a multifaceted initiative to empower women in anesthesiology through leadership development, mentorship, and recognition of achievements. This initiative aims to expand female representation among clinicians.

2. Holistic Wellness Programming

Expand wellness initiatives to include mindfulness, peer support and cultural awareness programs, enhancing the mental and physical well-being of department members.

3. Continuous Professional Development

Develop a robust online learning system and career development framework to support faculty growth across all career stages.

4. Digital Onboarding System

Implement a comprehensive digital onboarding platform to streamline the integration of new faculty members into the department.

5. Tailored Institutional Policies

Adapt university-wide policies to meet specific departmental needs, ensuring a supportive and inclusive environment for all members.

Strengthen recognition and leadership

GOAL: Increase awareness of the impact of the faculty’s contributions to clinical services, education and research. Increase leadership roles in decision-making positions in hospitals, the university and at provincial and national levels.

Objectives	Key Initiatives & Impact	
<p>5.1 Amplify recognition of faculty achievements</p>	<ul style="list-style-type: none"> ✔ Monthly newsletter, social media presence, redesigned website and annual Shields Research Day increased faculty visibility and pride 	<ul style="list-style-type: none"> ✔ Monthly “Spotlights” and annual awards strengthened community connection ✔ Enhanced departmental reputation locally, nationally and internationally
<p>5.2 Track and promote academic productivity</p>	<ul style="list-style-type: none"> ✔ Annual reporting of publications, grants, awards and citations enables transparent benchmarking 🟡 Active nomination of faculty for national and international awards increased recognition 	<ul style="list-style-type: none"> 🟡 Year-over-year growth in measurable productivity improves recruitment and retention
<p>5.3 Empower leadership at all career stages</p>	<ul style="list-style-type: none"> ✔ Chief’s Handbook, e-orientation tools, and Faculty Development Day enhanced leadership readiness ✔ More faculty step into leadership roles 	<ul style="list-style-type: none"> ✔ New professorship in leadership diversified leadership pipeline 🔴 Robust peer mentoring and support expanded opportunities at all levels
<p>5.4 Foster data-driven and collaborative decision-making</p>	<ul style="list-style-type: none"> 🟡 User-friendly faculty dashboard introduced for transparent planning and review 🟡 Retention and hiring data informs resource allocation 	<ul style="list-style-type: none"> 🟡 Interdisciplinary project support increased cross-department innovation and collaboration
<p>5.5 Advance department identity and educational innovation</p>	<ul style="list-style-type: none"> ✔ Department rebranded as Anesthesiology & Pain Medicine, reinforcing academic identity ✔ Adoption of Competence by Design positioned department as a leader 	<ul style="list-style-type: none"> ✔ Educational leadership initiatives established model environment for innovation
<p>5.6 Support career advancement</p>	<ul style="list-style-type: none"> ✔ Faculty promotion support through workshops, coaching, CV library and tailored feedback ✔ Strong departmental support for career growth at all stages 	<ul style="list-style-type: none"> ✔ Higher academic promotion rates and improved satisfaction strengthened engagement

✔ Complete 🟡 In Progress 🔴 Planned



We aim to foster new generations of departmental leaders who will champion educational innovation and spearhead cutting-edge initiatives that transform patient care across our programs.”

– Leadership Forum, Faculty Leadership Breakout Sessions

6,000+

Followers on anesthesiagram, social media accounts.



400

attendees, and growing, at the Annual Shields Research Day 2025



What We're Building On

1. Empowered Faculty

A mentorship program is being developed to support new faculty in teaching, drive research excellence and foster groundbreaking clinical innovations.

2. Expand Leadership Development Programs

Leverage the Professorship in Faculty Leadership to create a comprehensive leadership pipeline. Develop tailored programs for

early-career, mid-career, and senior faculty to ensure continuous leadership growth at all levels.

3. Enhance Data-Driven Decision Making

Fully implement and utilize the faculty dashboard to inform strategic decisions, resource allocation and performance evaluations. This will help in identifying areas of strength and opportunities for improvement across education, innovation and research.

4. Strengthen Interdisciplinary Collaboration

Build on the cross-disciplinary collaboration initiatives to foster

innovative research projects and clinical practices that span multiple specialties within anesthesiology and pain medicine.

5. Enhance Digital Presence and Communication Strategies

Partner with the communications team to effectively publicize departmental announcements and recognize faculty achievements. Also, boost social media engagement through coordinated efforts of a communications officer and a network of faculty and trainee social media advocates.

From Framework to Action

We have successfully created a robust framework for our strategic plan, designed by faculty for faculty. This collaborative approach ensures that our priorities align with the needs and aspirations of our department. However, the real work begins now as we move from planning to implementation.

Your Contribution is Key

Your active participation is critical to the success of this strategic plan. Each pillar of our strategy has dedicated leaders spearheading initiatives, and we encourage you to get involved by reaching out to them directly. By doing so, you can:

- Join working groups focused on specific objectives
- Contribute your expertise to task forces
- Help shape the future of our department

Next Steps

1. **Formation of Working Groups:** We will establish working groups for each strategic pillar, enabling focused efforts on specific tasks.
2. **Task Force Assignments:** Specific task forces will be created to address key initiatives within each pillar.
3. **Defining Success Metrics:** Once our working groups and task forces are in place, we will outline clear measures of success for each objective.
4. **Regular Updates:** Stay informed about our ongoing progress and opportunities to contribute through regular communications.

By working together, we can transform this strategic framework into tangible actions and outcomes that will elevate our department's standing in clinical care, research and education.

Your involvement is not just welcome—it is essential. Let's collaborate to ensure that the Department of Anesthesiology & Pain Medicine at the University of Toronto continues to lead the way in exceptional patient care, groundbreaking research and world-class education.



Ready to Get Involved?

Join a working group, shape a task force or connect with a pillar lead. Contact communications.anesthesia@utoronto.ca.



Anesthesiology & Pain Medicine
UNIVERSITY OF TORONTO