

Queen's PHPM Strategic Plan 2021-2026

Finalized by resident group 2021-10-29

Endorsed by Residency Program Committee 2021-11-03

Mission & Vision Statements 2021

Mission

Queen's PHPM Public Health and Preventive Medicine provides leadership in public health physician training through delivering an innovative curriculum, developing special expertise, and emphasizing diversity of experience.

Vision

Innovative public health physicians striving for better health for all.



Values 2021

- Advocacy
- Collaboration
- Diversity
- Equity
- Flexibility
- Fun
- Innovation
- Leadership

Strategic Directions 2021

- Pioneer creative curriculum and excellence in education
- Ensure comprehensive training experiences
- Promote social engagement and equity
- Foster special expertise and interests
- Enhance connections within the program and the profession



SD1:

Pioneer creative curriculum
and excellence in education

SD1

Implementation Vision and Objectives

SD1 vision: if we successfully implement this strategic direction, it would mean that **the Queen's PHPM program will be recognized as a national leader in PHPM training.**

Our objectives for SD1 include:

- SD1.1: Develop, implement, and disseminate innovative educational tools
- SD1.2: Advance competence-by-design
- SD1.3: Enhance and refine structural supports* for learning
- SD1.4: Generate new evidence for public health training

*Structural supports include faculty development, policies, administrative support, evaluation tools, and research.

SD1 Milestones, Activities, and Targets

To be successful, we need to do the following tasks, according to this timeline and with the stated resources, while monitoring specific outcomes/metrics.

Activity	Timeline	Resources	Outcome / Metric
Review and update curriculum map to identify gaps (SD1.1)	Annually	<ul style="list-style-type: none"> Existing curriculum map Standing item at curriculum subcommittee 	<ul style="list-style-type: none"> Updated curriculum map Annual report of new gaps and previous gaps addressed
Develop and implement new educational tools to fill gaps (SD1.1)	Annually / as needed based on gaps	<ul style="list-style-type: none"> Educational consultant PD / APD Lead / all residents 	<ul style="list-style-type: none"> Uptake / completion rate Resident evaluation (satisfaction / newly gained competency)
Plan and conduct research on PHPM education and disseminate learning / innovation (SD1.1 / SD1.4)	Annually	<ul style="list-style-type: none"> External grants Internal funding Recruit faculty and staff interested in educational research 	<ul style="list-style-type: none"> Presentations at ICRE, NRC, PHPC, PD, and other meetings Published reports and peer-reviewed articles

SD1 Milestones, Activities, and Targets

To be successful, we need to do the following tasks, according to this timeline and with the stated resources, while monitoring specific outcomes/metrics.

Activity	Timeline	Resources	Outcome / Metric
Keep updated on RC CBD progress through annual AHD updates on CBD (SD1.2); assess and report on the Queen's experience with CBD (SD1.2 / SD 1.4)	1 year	<ul style="list-style-type: none"> • PD / ADP • Standing item at RPC meetings • Interested residents 	<ul style="list-style-type: none"> • One AHD pre rounds every six months on CBD updates to residents • Report to RCPSC and / or peer-reviewed article on Queen's experience with CBD
Identify learning needs of faculty and develop plan for faculty development (SD1.3)	1 year	<ul style="list-style-type: none"> • New RPC subcommittee tasked with this activity 	<ul style="list-style-type: none"> • Quarterly updates to RPC • Faculty development plan
Review and update / discard program policies, and update Elentra (SD1.3)	Annually	<ul style="list-style-type: none"> • RPC + lead residents • Administrative support 	<ul style="list-style-type: none"> • Up-to-date policies on Elentra & website • AGM for housekeeping and admin tasks
Review and restart AHD evaluations (SD1.3)	Now	<ul style="list-style-type: none"> • PD / APD / Admin 	<ul style="list-style-type: none"> • AHD evaluation completion rate
Scale up admin support to full-time (SD1.3)	Now	<ul style="list-style-type: none"> • Money 	<ul style="list-style-type: none"> • Full-time admin support



SD2:

Ensure comprehensive
training experiences

SD2

Implementation Vision and Objectives

SD2 vision: if we successfully implement this strategic direction, it would mean that **QPHPM graduates are prepared to succeed in a variety of public health roles at the local, provincial, national, and international level.**

Our objectives for SD2 include:

- SD2.1: Provide graduated responsibility leading to independent decision-making
- SD2.2: Offer integrated and opportunistic training experiences
- SD2.3: Ensure strong clinical skills to inform public health practice
- SD2.4: Provide exposure to provincial, national, and international public health institutions

SD2 Milestones, Activities, and Targets

To be successful, we need to do the following tasks, according to this timeline and with the stated resources, while monitoring specific outcomes/metrics.

Activity	Timeline	Resources	Outcome / Metric
Survey recent graduates to identify training gaps (SD2.1-4)	Annually	<ul style="list-style-type: none"> Recent graduates CSC 	<ul style="list-style-type: none"> Survey responses
Enhance AA meetings and ensure training plans align with program objectives (SD2.1/2/4)	Quarterly / Bi-annually	<ul style="list-style-type: none"> AA binder Competency committee 	<ul style="list-style-type: none"> Learning plans AA assessments
Initiate and maintain living resource of rotation activities for resident and preceptor guidance (SD2.1/2/4)	Annually	<ul style="list-style-type: none"> Current and recent residents Preceptors 	<ul style="list-style-type: none"> Source document
Improve pre / post rounds planning to supplement gaps (SD2.2)	Quarterly / by AHD block	<ul style="list-style-type: none"> External / internal expert guests for rounds Lead / all residents 	<ul style="list-style-type: none"> Resident evaluations of pre / post rounds

SD2 Milestones, Activities, and Targets

To be successful, we need to do the following tasks, according to this timeline and with the stated resources, while monitoring specific outcomes/metrics.

Activity	Timeline	Resources	Outcome / Metric
Maintain and expand MOUs with provincial, national, international partners (SD2.4)	Annually	<ul style="list-style-type: none"> • Current MOUs • PD / APD • Program administrator 	<ul style="list-style-type: none"> • MOUs
Develop program policy for resident rotation requirements at core sites* (SD2.1/2)	Developed over next six months & reviewed annually	<ul style="list-style-type: none"> • Lead / all residents • PD / APD • Program administrator 	<ul style="list-style-type: none"> • Program policy document
Implement policy requiring senior residents to develop personal clinical training plan for applicable PGY4 / 5 core rotations (SD2.3)	Six months	<ul style="list-style-type: none"> • CSC to refine • Approval by RPC 	<ul style="list-style-type: none"> • Program policy document • Resident clinical training plans



SD3:
Promote social engagement
and equity

SD3

Implementation Vision and Objectives

SD3 vision: if we successfully implement this strategic direction, it would mean that **we will deliver more opportunities for residents to participate directly in social engagement and health equity issues; and our residents will have a passion for and expertise in social engagement and equity issues.**

Our objectives for SD3 include:

- SD3.1: Have consistent opportunities for resident learning experiences with Indigenous and priority populations
- SD3.2: Encourage representation on equity and diversity groups and committees within Queen's University
- SD3.3: Create processes and learning environments for diverse trainees & faculty within our program

SD3 Milestones, Activities, and Targets

To be successful, we need to do the following tasks, according to this timeline and with the stated resources, while monitoring specific outcomes/metrics.

Activity	Timeline	Resources	Outcome / Metric
Integrate priority populations within AHD sessions and rotation activities (SD3:1)	July 2022	<ul style="list-style-type: none">• PD• Residents	<ul style="list-style-type: none">• Post-rounds and end-of-rotation surveys with questions on priority population content
Increase Indigenous content within our academic curriculum (SD3.1)	July 2022	<ul style="list-style-type: none">• RC Primer• DFM and Indigenous Health Lead - Dr. Sarah Funnell• PD / APD, CSC, lead residents• Four Directions (Queen's University)• Other Canadian PHPM programs	<ul style="list-style-type: none">• Formal Indigenous learning plan
Reconcile program activities with TRC Calls to Action (SD3.1)	2024	<ul style="list-style-type: none">• TRC Calls to Action relevant to health care workers• Queen's University and FHS TRC resources	<ul style="list-style-type: none">• TRC Calls to Action Plan

SD3 Milestones, Activities, and Targets

To be successful, we need to do the following tasks, according to this timeline and with the stated resources, while monitoring specific outcomes/metrics.

Activity	Timeline	Resources	Outcome / Metric
Create a catalog of various EDI opportunities available for residents to participate in (SD3.2)	June 2022	<ul style="list-style-type: none">• Lead residents• Associate Program Director	<ul style="list-style-type: none">• Regular presentation to residents (post rounds)
Review and revise CaRMS selection and interview process to support program diversity (SD3.3)	Spring 2022	<ul style="list-style-type: none">• RPC• Fareen Karachiwalla	<ul style="list-style-type: none">• Revised CaRMS selection process



SD4:
Foster special expertise
and interests

SD4

Implementation Vision and Objectives

SD4 vision: if we successfully implement this strategic direction, it would mean that **residents are encouraged to develop specialized expertise beyond core competencies.**

Our objectives for SD4 include:

- SD4.1: Encourage residents to discover and nurture individual and professional interests
- SD4.2: Allow flexibility to pursue training opportunities in diverse fields
- SD4.3: Adapt educational experiences to professional interests

SD4 Milestones, Activities, and Targets

To be successful, we need to do the following tasks, according to this timeline and with the stated resources, while monitoring specific outcomes/metrics.

Activity	Timeline	Resources	Outcome / Metric
Generate and maintain list of atypical electives, Master's / academic experiences, career paths (SD4.1, 4.3)	Updated annually	<ul style="list-style-type: none">• Faculty• Alumni• Lead/all residents	<ul style="list-style-type: none">• Source document
Institute annual survey of recent graduates about gaps/ opportunities for developing specialized expertise (SD4.3)	Updated annually	<ul style="list-style-type: none">• Recent graduates• Lead residents	<ul style="list-style-type: none">• Survey responses

SD4 Milestones, Activities, and Targets

To be successful, we need to do the following tasks, according to this timeline and with the stated resources, while monitoring specific outcomes/metrics.

Activity	Timeline	Resources	Outcome / Metric
Facilitate relationships with academic advisors / mentors with similar interests (SD4.1)	Annually	<ul style="list-style-type: none">• AAs• Residents	<ul style="list-style-type: none">• List of academic advisors / potential mentors with brief bios• Program policy to help residents connect with advisors, and protocol on how to change AAs
Maintain flexibility with elective time during FM and senior years, and with academic year (SD4.2,4.3)	Ongoing	<ul style="list-style-type: none">• Program administration• PD / APD• DFM	<ul style="list-style-type: none">• Program policy on elective rotations and academic year



SD5:
Enhance connections
within the program
and the profession

SD5

Implementation Vision and Objectives

SD5 vision: if we successfully implement this strategic direction, it would mean that **Queen's PHPM residents would be interconnected and have a supportive environment for the practice of public health.**

Our objectives for SD5 include:

- SD5.1: Foster social and mentorship connections within the program
- SD5.2: Create connections for residents for academic and research opportunities, job opportunities, and to enhance knowledge

SD5 Milestones, Activities, and Targets

To be successful, we need to do the following tasks, according to this timeline and with the stated resources, while monitoring specific outcomes/metrics.

Activity	Timeline	Resources	Outcome / Metric
Maintain hybrid format for social events and academic activities (SD5.1)	Now	<ul style="list-style-type: none">• Social representative• Lead residents	<ul style="list-style-type: none">• Zoom links provided• Resident attendance and satisfaction
Retain and engage graduating residents as faculty in Queen's PHPM program (SD5.1, SD5.2)	Ongoing and July 2022	<ul style="list-style-type: none">• Current faculty• Recent graduates• Residents	<ul style="list-style-type: none">• # of graduates who become faculty• # of faculty experts invited to AHD session
Implement formal mentorship program between junior and senior residents (SD5.1)	January 2022	<ul style="list-style-type: none">• Social representative• Lead residents	<ul style="list-style-type: none">• # of check-ins with junior resident quarterly• Annual post-rounds session to evaluate mentorship program

SD5 Milestones, Activities, and Targets

To be successful, we need to do the following tasks, according to this timeline and with the stated resources, while monitoring specific outcomes/metrics.

Activity	Timeline	Resources	Outcome / Metric
Implement evaluation of the Academic Advisor Program (SD5.1, SD5.2)	Annually	<ul style="list-style-type: none">• PD / APD• Faculty and residents• RPC	<ul style="list-style-type: none">• Final evaluation report
Initiate networking session at the National Review Course (SD5.2)	Annually	<ul style="list-style-type: none">• Faculty and residents• NRC planning committee	<ul style="list-style-type: none">• Networking session and attendee evaluation
Formalize the role of Social Representative within the program: Junior Chief as default unless another resident interested (SD5.1)	Annually	<ul style="list-style-type: none">• PD / APD, PD• Lead residents	<ul style="list-style-type: none">• Bimonthly social and journal club sessions



DEPARTMENT OF
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