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 Final

- Advocacy
- Collaboration
- Diversity
- Equity
- Flexibility
- Fun
- Innovation
- Leadership
Strategic Directions 2021 Final

● Pioneer creative curriculum and excellence in education (Golden)
● Ensure comprehensive training experiences (Kathryn)
● Promote social engagement and equity (Lindsay)
● Foster special expertise and interests (Kathryn)
● Enhance connections within the program and the profession (Lindsay)
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, 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

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| Review and update curriculum map to identify gaps (SD1.1)                | Annually                      | ● Existing curriculum map  
● Standing item at Curriculum Subcommittee | ● 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 | ● Educational consultant  
● PD / APD  
● Lead / all residents | ● 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                     | ● External grants  
● Internal funding  
● Recruit faculty and staff interested in educational research | ● Presentations at ICRE, NRC, PHPC, PD, and other meetings  
● Published reports and peer-reviewed articles |
# SD1 Milestones, Activities and Targets

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| 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    | ●  PD / ADP  
●  Standing item at RPC meetings  
●  Interested residents | ●  One AHD pre rounds every 6 mo 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    | ●  New RPC subcommittee tasked with this activity              | ●  Quarterly updates to RPC  
●  Faculty development plan                                                     |
| Review and update / discard program policies, and update Elantra (SD1.3) | Annually  | ●  RPC + lead residents  
●  Administrative support                                                         | ●  Up-to-date policies on Elantra & website  
●  AGM for house keeping and admin tasks                                           |
| Review and restart AHD evaluations (SD1.3)                               | Now       | ●  PD / APD / Admin                                            | ●  AHD evaluation completion rate                                                |
| Scale up admin support to full-time (SD1.3)                              | Now       | ●  Money                                                      | ●  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

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<tr>
<td>Survey recent graduates to identify training gaps (SD2.1-4)</td>
<td>Annually</td>
<td>● Recent graduates&lt;br&gt;● CSC</td>
<td>● Survey responses</td>
</tr>
<tr>
<td>Enhance AA meetings and ensure training plans align with program objectives (SD2.1/2/4)</td>
<td>Quarterly / Bi-annually</td>
<td>● AA binder&lt;br&gt;● Competency committee</td>
<td>● Learning plans&lt;br&gt;● AA assessments</td>
</tr>
<tr>
<td>Initiate and maintain living resource of rotation activities for resident and preceptor guidance (SD2.1/2/4)</td>
<td>Annually</td>
<td>● Current and recent residents&lt;br&gt;● Preceptors</td>
<td>● Source document</td>
</tr>
<tr>
<td>Improve pre / post rounds planning to supplement gaps (SD2.2)</td>
<td>Quarterly / by AHD block</td>
<td>● External / internal expert guests for rounds&lt;br&gt;● Lead / all residents</td>
<td>● Resident evaluations of pre / post rounds</td>
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**SD2 Milestones, Activities and Targets**

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| Maintain and expand MOUs with provincial, national, international partners (SD2.4) | Annually                                          | ● Current MOUs  
● PD / APD  
● Program administrator | ● MOUs                                              |
| Develop program policy for resident rotation requirements at core sites* (SD2.1/2) | Developed over next 6 months & reviewed annually | ● Lead / all residents  
● PD / APD  
● Program administrator | ● Program policy document  
● Program policy document                                     |
| Implement policy requiring senior residents to develop personal clinical training plan for applicable PGY4 / 5 core rotations (SD2.3) | 6 months                                         | ● CSC to refine  
● Approval by RPC | ● Program policy document  
● Resident clinical training plans  
● Program policy document                                      |
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

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| Integrate Priority Populations within AHD sessions and rotation activities (SD3:1) | July 2022 | ● PD  
● Residents                                                           | ● Post rounds and end of rotation surveys with questions on priority population content |
| Increase indigenous content within our academic curriculum (SD3.1)       | July 2022 | ● RC Primer  
● DFM and Indigenous Health Lead - Dr. Sarah Funnell  
● PD / APD, CSC, Lead Residents  
● Four Directions (Queen’s University)  
● Other Canadian PHPM Programs | ● Formal Indigenous learning plan |
| Reconcile program activities with TRC calls to action (SD3.1)            | 2024     | ● TRC Calls to Action relevant to Healthcare workers  
● Queen’s University and FHS TRC resources                              | ● TRC Calls to Action Plan |
# SD3 Milestones, Activities and Targets

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| Create a catalog of various EDI opportunities available for residents to participate in (SD3.2) | June 2022 | ● Lead Residents  
● Associate Program Director | ● Regular presentation to residents (post-rounds) |
| Review and revise CaRMS selection and interview process to support program diversity (SD3.3) | Spring 2022 | ● RPC  
● Fareen Karachiwalla | ● 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

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<tr>
<td>Generate and maintain list of atypical electives, Master’s / academic experiences, career paths (SD4.1, 4.3)</td>
<td>Updated annually</td>
<td>● Faculty ● Alumni ● Lead/all residents</td>
<td>● Source document</td>
</tr>
<tr>
<td>Institute annual survey of recent graduates about gaps/opportunities for developing specialized expertise (SD4.3)</td>
<td>Updated annually</td>
<td>● Recent graduates ● Lead residents</td>
<td>● Survey responses</td>
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## SD4 Milestones, Activities and Targets

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<td>Facilitate relationships with academic advisors / mentors with similar interests (SD4.1)</td>
<td>Annually</td>
<td>● AAs</td>
<td>● List of academic advisors / potential mentors with brief bios</td>
</tr>
<tr>
<td></td>
<td></td>
<td>● Residents</td>
<td>● Program policy to help residents connect with advisors, and protocol on how to change AAs</td>
</tr>
<tr>
<td>Maintain flexibility with elective time during FM and senior years, and with academic year (SD4.2,4.3)</td>
<td>Ongoing</td>
<td>● Program administration</td>
<td>● Program policy on elective rotations and academic year</td>
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<tr>
<td></td>
<td></td>
<td>● PD / APD</td>
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<td></td>
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<td>● DFM</td>
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SD5: Enhance connections within the program and the profession
SD5 Implementation Vision and Objectives

SD2 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 enhance knowledge
# SD5 Milestones, Activities and Targets

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<tr>
<td>Maintain hybrid format for social events and academic activities (SD5.1)</td>
<td>Now</td>
<td>● Social Representative ● Lead Residents</td>
<td>● Zoom links provided ● Resident attendance and satisfaction</td>
</tr>
<tr>
<td>Retain and engage graduating residents as faculty in Queen’s PHPM program (SD5.1, SD5.2)</td>
<td>Ongoing and July 2022</td>
<td>● Current faculty ● Recent graduates ● Residents</td>
<td>● # of graduates who become faculty ● # of faculty experts invited to AHD sessions</td>
</tr>
<tr>
<td>Implement formal mentorship program between junior and senior residents (SD5.1)</td>
<td>January 2022</td>
<td>● Social Representative ● Lead Residents</td>
<td>● # of checks in with junior resident quarterly ● Annual Post Rounds session to evaluate mentorship program</td>
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<td>Implement evaluation of the Academic Advisor Program (SD5.1, SD5.2)</td>
<td>Annually</td>
<td>● PD / APD, ● Faculty and residents, ● RPC</td>
<td>● Final Evaluation Report</td>
</tr>
<tr>
<td>Initiate networking session at the National Review Course (SD5.2)</td>
<td>Annually</td>
<td>● Faculty and Residents, ● NRC planning committee</td>
<td>● Networking session and attendee evaluation</td>
</tr>
<tr>
<td>Formalize the role of Social Representative within the program: Junior Chief as default unless another resident interested (SD5.1)</td>
<td>Annually</td>
<td>● PD / APD, PD, ● Lead Residents</td>
<td>● Bimonthly social and journal club sessions</td>
</tr>
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