



Department of  
Family Medicine





## OUR VISION

*The Department of Family  
Medicine at Queen's  
University is a leader,  
striving for excellence in  
patient-centred health care,  
education and research.*

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## MESSAGE FROM THE DEPARTMENT HEAD



**Dr. Glenn Brown**

*Department Head*

It has been a year of significant achievement in the Queen's Department of Family Medicine, notwithstanding unexpected funding constraints.

Funding reductions are a reality. Chief among them was the failed negotiations between the Ontario Medical Association and the Ministry of Health and Long-term Care, which resulted in fee cuts to physician services. The department also saw its educational activities' funding tightened, leading us to strategically readjust our resources. With that in mind, we have begun reviewing all our activities with the view to identifying efficiencies and developing revenue streams to support our valued programs and services. While I predict these current and ongoing financial challenges will remain with us for some time, I remain confident that the department is well positioned to address them.

It is important to note that the adjustments we have made have not affected the quality of our educational offerings nor restricted our clinical services. We can rise to these challenges because of exceptional faculty and staff members who are willing and able to meet them.

In her role as Postgraduate Program Director, Dr. Karen Schultz's constant strive for excellence serves to motivate the entire education team. In every conversation I have with our postgraduate trainees, I am reminded that the backbone of our education program is the exceptional teaching that our family physicians provide. The role of our community physicians in sharing their professional expertise and ensuring the strength of the medical profession for future generations is remarkable. I express sincere thanks to the community physicians who continue to play this pivotal role. Of course, I also extend thanks to our specialist colleagues, who provide clinical experiences in our teaching hospitals and our community settings. We get tremendous feedback from our residents about these rotations and the continuing effort of our colleagues to tailor some of their educational time to residents' specific needs.

To our postgraduate trainees, I would like to express thanks for making this a dynamic environment in which to work. Your contributions are critical to our success and to the care of our patients.

Dr. Shayna Watson's exceptional leadership as Undergraduate Program Director has contributed significantly to the rewarding experience Queen's medical students enjoy in our discipline. Again, the role of our community preceptors in providing superb clinical experiences is central to medical education at Queen's University. We also appreciate the insight and support of Dr. Tony Sanfilippo, Associate Dean, Queen's Undergraduate Medicine Program, for ensuring all medical students receive an early and foundational family medicine experience.

The department's Centre for Studies in Primary Care continues to thrive under the leadership of Dr. Richard Birtwhistle. The research centre has successfully secured funding for a variety of projects, and we continue to see our funded research grow.

Our clinical program, the platform on which we teach our learners, serves the needs of our community well. Dr. Karen Hall Barber continues to expand our clinical services, and keeps quality improvement a priority.

The department continues to receive honours that reflect our leadership to our profession, our communities, our students and our patients. I encourage you to read a list of Accolades (opposite) as testament to these successes.

Something that stands out for me this year is the number of faculty members and residents who have spoken to me about our collegial working environment. It is clear that this declared goodwill and shared commitment to our mission propel us to support our talented, passionate colleagues. I think we all feel honoured to play a role in this important enterprise, and I certainly share this sentiment.

## Promotions to Associate Professor

**Dr. Ian Casson:** Effective July 1, 2016 (Assistant Professor with Queen's Department of Family Medicine since 1989)

**Dr. Ruth Dubin:** Effective July 1, 2016 (Adjunct 1 Lecturer with Queen's Department of Family Medicine from 1988 to 2011 and Adjunct 1 Assistant Professor since 2011)

**Dr. Karen Hall Barber:** Effective July 1, 2015 (Assistant Professor with Queen's Department of Family Medicine since 2007)

## Awards and Accomplishments

**Dr. Richard Birtwhistle**, Director of the Centre for Studies in Primary Care, and **Dr. Walter Rosser**, Chair of the Canadian Primary Care Sentinel Surveillance Network's Surveillance and Research Standing Committee (SRSC), were named among the College of Family Physicians of Canada's Top 20 Pioneers of Family Medicine Research in Canada. Dr. Birtwhistle received this honour in recognition of his work with the Canadian Primary Care Sentinel Surveillance Network (CPSSN); Dr. Rosser for his research with Practice Based Research Networks (PBRNs) and research in non-university-affiliated practices.

The College also bestowed upon Dr. Birtwhistle a Lifetime Achievement Award in Family Medicine Research.

**Dr. Ian Casson** co-authored a report in *Intellectual and Developmental Disabilities* about the need for individuals with intellectual and developmental disabilities to receive regular health checks, and has played a lead role in developing a Health Checks toolkit to help primary health-care providers in caring for this patient population. The Health Checks program, developed by the Health Care Access Research and Developmental Disabilities (H-CARDD) program, is part of a larger research study Dr. Casson led in conjunction with the Centre for Addiction and Mental Health. The Health Checks program was piloted at the QFHT and St. Michael's Academic Family Health Team.

**Sherri Elms**, QFHT pharmacist, and **Dr. Karen Hall Barber**, QFHT lead physician, received their Master of Science in Healthcare Quality (MSchQ) at Queen's. This interdisciplinary part-time program specializes in linking theory and practice in quality, risk and safety in health care. It's the only program in Canada to address the growing need for interactions across disciplines, professions and communities.

**Dr. Meg Gemmill**, the department's Intellectual and Developmental Disabilities Program Director, earned Queen's Undergraduate Medical Education's (UGME) teaching award for the 2014-2015 academic year. Dr. Gemmill teaches the second-year UGME Clinical and Communication Skills Program.

**Dr. Michael Green**, Associate Director, Centre for Studies in Primary Care, was granted a \$770,000 IMPACT Award to assess diabetes among Ontario's First Nations peoples. The three-year project, funded through the Ontario SPOR SUPPORT Unit, is a partnership with the Chiefs of Ontario, the Northern Ontario School of Medicine, Nipissing University and the Institute for Clinical Evaluative Studies. Dr. Green also co-authored *Health and Health Care Implications of Systemic Racism on Indigenous Peoples in Canada*, prepared by the CFPC's Indigenous Health Working Group and Indigenous Physicians Association of Canada, in which systemic racism is identified as a major barrier to positive relationships between family physicians and Indigenous patients and their care.

**Dr. Liz Grier**, senior advisor for the department's Intellectual and Developmental Disabilities Program, received the College of Family Physicians of Canada's 2015 Bruce Halliday Award for Care of the Disabled. This award recognizes the achievements of a family physician who is making an exceptional contribution to the welfare of the disabled in his or her community through practice, teaching, research or advocacy.

**Francine Janiuk**, QFHT Nursing Manager, completed her Master in Public Administration (MPA) degree at Queen's. With a focus on policy analysis, development and implementation, this three-year part-time program is a bridge between the worlds of academia and public affairs.

**Dr. Nadia Knarr**, Belleville-Quinte site faculty member and Queen's residency program graduate, was elected to the College of Family Physicians of Canada's 2015-2016 Board of Directors.

**Dr. Robert Webster**, Site Director, Belleville-Quinte site, was one of 40 physicians accepted into the Ontario Medical Association-Canadian Medical Association Physician Leadership Development Program for 2015-2016. This master's program was established in 2010 to address the ongoing physician leadership needs within the OMA, as well as to create a community of leaders who will influence the transformation of Ontario's health-care system.



**Dr. Ruth Wilson** was named July 1, 2015, as a Member of the Order of Canada for her contributions to improving primary care in Ontario and for her leadership in family medicine. The cornerstone of the Canadian Honours System, the Order of Canada recognizes outstanding achievement, dedication to the community and service to the nation.

## PARO Awards

The department's Postgraduate Education program earned the 2015 PARO (Professional Association of Residents of Ontario) Residency Program Excellence Award again this year, making it the first program to win twice. The program won this resident-nominated award in 2012, and was nominated in 2013 and 2015. (The department's Belleville-Quinte site was nominated in 2014.) This award is given each year to one Ontario program that has consistently provided an exceptionally positive and rewarding experience while producing expertly trained physicians.

## CFPC Resident Awards

(One resident from each family medicine program across Canada is selected for each award each year.)

**Dr. Matthew Clarke:** (Kingston 2015 graduate): Family Medicine Resident Award for Scholarly Achievement

**Dr. Laura Shoots:** (Kingston 2015 graduate): Family Medicine Resident Leadership Award

**Dr. Jessica Ladouceur** (Belleville 2015 graduate and Belleville faculty member): AMS-Mimi Divinsky Award for History and Narrative in Family Medicine for her story, *The Dance*. (Awarded annually to a family medicine resident or medical student.)

## CFPC Student Awards

(One medical student from each family medicine program across Canada is selected for each award each year.)

**Amanda Murdoch:** Leadership Award for Medical Students

**Lauren Welsh:** Medical Student Scholarship

## OCFP Resident Awards

**Dr. Katrin Dolganova** (Kingston 2015 graduate; PGY3 Care of the Elderly): Winner, Family Medicine Forum 2015 Resident Research Competition, for her oral presentation of her PGY2 project, *Interpretation of Urine Drug Screens in Patients on Opioids for Chronic Nonmalignant Pain: Practical Tools*.

## Queen's University Awards

**Dr. Benjamin Frid** (Queen's Meds Class of 2015; Kingston PGY1): Queen's Agnes Benidickson Tricolour Award. Chosen by fellow students, this award is the highest honour given to a Queen's student for non-academic, non-athletic activities.

## Queen's Research Awards

The Centre for Studies in Primary Care hosted its annual Primary Care Research Day on February 26, 2016. The winners for best overall project included:

**Dr. Iris Chin** (Kingston)

"Evidence for Probiotics in Constipation"

**Dr. Johnny Nguyen** (QBOL)

"Anti-Virals and Macrolides in the Treatment of Pityriasis Rosea"

**Dr. Jaclyn Oldham** (Kingston)

"Mom Guilt: Ensuring a Nourished Body and Mind during Pregnancy"

**Dr. Theresa Robertson** (Peterborough)

"An Exploration of Physician and Resident Attitudes toward Performing Pap Tests in the Emergency Department on High Risk Women Undergoing Pelvic Examinations"

## Queen's Family Medicine Awards (Annual)

**Dr. Maria Bastin-Millar** (Kingston PGY2) and **Dr. Carolyn Pasko** (Kingston 2015 graduate; PGY3 Rural Skills): Janet Sorbie Award in Family Medicine – Awarded to a family medicine resident who has undertaken original research in the field of women's health, care of the elderly or palliative care.

**Dr. Hartley Garfield**, Associate Professor, Department of Paediatrics, University of Toronto: Dr. John T. Tweddell Memorial Teaching Award – Awarded to recognize specialty preceptors who exemplify teaching excellence to family medicine residents.

Graduates **Dr. Sabra Gibbens** and **Dr. Jeff Wachsmuth** (Kingston); **Dr. Allison Laine** (Peterborough); **Dr. Denise Pitre** (Belleville); and **Dr. Nathalie Ranger** (QBOL): Fred Allan Vokes Memorial Fund Award – Awarded to family medicine residents who, at the end of two or three years in the program, have demonstrated overall excellence and achievement as family physicians.

**Dr. Steve Griffin**, Bancroft Family Health Team, and **Dr. Jennifer Webster**, Queen's Family Health Team (Belleville-Quinte site): Dr. Donald L. Potvin (former Residency Director of the Queen's Department of Family Medicine) Memorial Teaching Award.

**Dr. John Harding** (PHPM): Dr. Harold Latham Award in Family Medicine – Awarded to a PGY2 resident in family medicine who has completed the best-quality academic project dealing with mental health issues in family medicine.

**Jessica Hughson** (Belleville-Quinte Site Co-ordinator): Resident Experience Enhancement Award – Awarded to an allied health or administrative professional who has brought significant enhancement to the residency experience.



PGY 1&2

Kingston-Thousand Islands Site

Belleville-Quinte Site

Peterborough-Kawartha Site

Queen's Bowmanville-Oshawa-  
Lakeridge Site

Public Health and Preventive  
Medicine

Enhanced Skills

Undergraduate Education

# EDUCATION





# EDUCATION

## Message from the Program Chief



**Dr. Martin Badowski**  
*Program Chief*

The 2015-2016 academic year has been a great year of growth for the Queen's Department of Family Medicine (DFM).

### Resident Wellness

A large focus of the resident leadership team this year was resident wellness. With the many challenges the program faced this year, residents felt supported through every step by all members of the DFM. Other resident-wellness initiatives this year focused on issues such as winter driving safety and travel reimbursements. Finally, the Temagami Wilderness retreat in September 2015 was an outstanding experience that many residents have noted as the highlight of the year.

### Fostering Resident Ideas

The DFM has been extremely receptive to fostering resident ideas and initiatives. This year saw the development of the Queen's Family Medicine Investment Club, created by Alex Leung (PGY1 KTI), which focuses on financial topics related to family medicine residents.

The Family Medicine Readiness in Advanced Practices (FM:RAP) group, which focuses on teaching residents more specialized topics/ techniques related to practising in rural settings, saw further growth this year and held workshops including Ultrasound AAA and FAST, vaginal laceration repair, advanced laceration repair and regional anesthesia techniques.

Finally, Peterborough residents worked in collaboration with various community partners to set up The Peterborough Refugee Health Program. With the help of local family doctors and Queen's faculty, the program has helped more than 20 refugees access primary care.

### CaRMS

CaRMS is the most obvious involvement residents have with the program's future residents. Under the leadership and role modelling of Dr. Karen Schultz, the DFM resident ambassadors certainly helped create a very welcoming environment for students – undoubtedly contributing to another full match for the department this year.

The new anonymous resident panel at this year's interview day was very well received. Prospective residents saw it as a move towards an honest resident-feedback experience.

### Nomination (and Win!) for PARO Residency Program of the Year

This academic year saw many positives and challenges that the DFM has worked through in a very supportive manner for residents. With the excellent consistent academic experiences across all sites and support provided by all department members, Queen's family medicine residents were glad to nominate the program for the PARO Residency Program of the Year, and thrilled to learn that the program won this year's award, making it the first department to win the award twice since it was launched in 2006.

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**Program Chief Resident:** Martin Badowski  
**KTI Site Chiefs:** Brittany Tarras and Megan Gao  
**Belleville Site Chief:** Amy Kluftinger  
**Peterborough Site Chief:** Theresa Robertson  
**QBOL Site Chief:** Natasha Aziz



## KINGSTON - THOUSAND ISLANDS PGY1



Shiva  
Adel  
Cohort A - 2WestB



Sarah  
Albadry  
Cohort A - Haynes Hall A



Hannen  
Al-Gerrah  
Cohort B - 1North



Yousef  
Alkurdi  
Cohort A - 2NorthA



Reid  
Barker  
Cohort A - 1North



Justin  
Bell  
Cohort A - 2NorthA



Peter  
Bettie  
Cohort B - 2WestA



Harrison  
Bishop  
Cohort A - 2WestA



Michelle  
Borghese  
Cohort A - Haynes Hall A



Samantha  
Buttner  
Cohort A - 2WestB



Steven  
Chen  
Cohort B - 2NorthB



Emily  
Cheung  
Cohort B - Haynes Hall A



Anthony  
Coquenco  
Cohort B - 1North



Alanna  
Durand  
Cohort A - Haynes Hall B



Jessica  
Firus  
Cohort B - 2NorthB



Benjamin  
Frid  
Cohort B - 1North



Lindsey  
Griffith  
Cohort B - 2WestA



Hugh  
Guan  
Cohort B - 2WestB



Paige  
Hacking  
Cohort B - 1WestA



Alaa  
Haddad  
Cohort A - Haynes Hall B



Jojo  
Jiang  
Cohort B - Haynes Hall B



Christina  
Klassen  
Cohort B - 1WestB



Joanne  
Lau  
Cohort B - 2NorthA



Alexander  
Leung  
Cohort B - 1WestA



Rachel  
Li  
Cohort A - 1WestA



Justin  
Logan  
Cohort B - 1WestA



Katie  
Matthews  
Cohort A - 2WestA



Julie  
McCarthy  
Cohort B - Haynes Hall B



Allison  
McKnight  
Cohort A - 2NorthB



Nicholas  
McPhail  
Cohort B - 1North



Julie  
Mersereau  
Cohort B - 2NorthB



Maria  
Merzotis  
Cohort B - 1North



Michael  
Obeda  
Cohort A - Haynes Hall B



Gavindra  
Prashad  
Cohort A - 1WestA



Daniel  
Robinson  
Cohort B - 1WestA



Dibangshu  
Roy  
Cohort A - 1WestB



Rimi  
Sambi  
Cohort A - 1North



Heather  
Sawula  
Cohort A - 1WestB



Reece  
Schemmer  
Cohort A - Haynes Hall A



Shruti  
Sebastian  
Cohort B - 2WestB



Stephanie  
Shorter  
Cohort A - 1North



Ruhi  
Siddiqui  
Cohort A - 2NorthB



Balraj  
Singh  
Cohort A - 2WestB



Derek  
Smith  
Cohort A - 2NorthB



Belle  
Song  
Cohort A - 2NorthA



Joshua  
Tobe  
Cohort B - Haynes Hall A



David  
Wonnacott  
Cohort B - 2NorthA



Yuchen  
Wu  
Cohort B - 1WestA



Daniel  
Zimmerman  
Cohort B - Haynes Hall B



Nicole  
Zito  
Cohort B - 2WestB

## KINGSTON - THOUSAND ISLANDS PGY2



Ryan Alders



Melodie Adler



Andrew Armstrong



Laura Arul



Martin Badowski



Maria Bastin-Millar



Stephen Bathe



Nicholas Baxfield



Ana Blagojevic



Stephanie Brass



Laura Butler



Alexa Caturay



Iris Chin



Ren Ee Choo



Deborah Curry



Erica Farnworth



Megan Gao



Vikram Gill



Matthew Goodmurphy



Waleed Janjua



Blair Jarrett



Maaz Kamal



Maria Kovalik



Laura Kroeker



Sarah Le Blanc



Ryan Lee



Christine Lefebvre



Linna Li



Justin Losier



Nancy Luong



Cameron MacLean



Nora Magyarody



Marie-Pier Marleau



Geoffrey Martin



Jeffery Martin



Aaron McGregor



Laura Mechefske



Jason Murray



Mario Nucci



Jaclyn Oldham



Lemesko Olga



Anna Osadchuk



Sonal Patel



Michael Pham-Nguyen



Timothy Roche



Liad Salz



Ryan Shields



Maria Steimbrecher



Brittany Tarras



Courtney Thompson



Bianca Tomsa



Harpal Ubhi



Iain Vergie



Sean Wang



Matthew Ward



Drew Webster



Heidi Wells



Erin White



Warren Whitsitt



Sarah Wilkinson



Joanna Willms



Jennifer Wilson



Shannon Winterburn



Kenneth Woo



Kristine Wyss

**BELLEVILLE - QUINTE PGY1**



Eric  
Blanchard



Angela  
Cavanagh



Spencer  
Chau



Robin  
Morin



Vanessa  
Slayter



Patricia  
Wong

**BELLEVILLE - QUINTE PGY2**



Emily  
Selby



Kara  
Fauser



Jennifer  
Gerasimoff



Amy  
Kluftinger



Danelle  
Martin



Beth  
Perrier



Keegan  
Selby



Tania  
Wall

**BOWMANVILLE - OSHAWA - LAKERIDGE PGY1**



Nanette  
Gad



Perry  
Guo



Saleha  
Gangat



Michael  
Kim



Kinsey  
Lam



Kevin  
Lee



Amy  
Toderian



Richard  
Wang

**BOWMANVILLE - OSHAWA - LAKERIDGE PGY2**



Elizabeth  
Ackloo



Natasha  
Aziz



Jill  
Caines



Alexander  
Chun



Katrina  
De Luna



Felicia  
Presenza



Christine  
Jebakumar



Johnny  
Nguyen



Carly  
Willemsma

**PETERBOROUGH - KAWARTHA PGY1**



Brenden  
Bechamp



Tiffany  
Chow



Chloé  
Corbeil



Brendan  
Irish



Amanda  
Murdoch



Mimmi  
Thompson



## EDUCATION

### PETERBOROUGH - KAWARTHA PGY2



Penny  
Forth



Michelle  
Fraser



Andrew  
Jeffery



Colin  
Matheson



Theresa  
Robertson



Alexander  
Weiler

### EMERGENCY MEDICINE PGY3



Nicholas  
Cornell



Kathleen  
Crawford



Rowan  
Henry



Adam  
Jones-Delcorde



Allison  
Lainey



Michael  
Mason



Amy  
Olver



Abhi  
Sethi



Jeff  
Wachsmuth

### PUBLIC HEALTH AND PREVENTIVE MEDICINE



Sara-Anne  
Arul  
PGY4



Michelle  
Borghese  
PGY1



Samantha  
Buttemer  
PGY1



Alexa  
Caturay  
PGY2



Emily  
Groot  
PGY4



Hugh  
Guan  
PGY1



John  
Harding  
PGY3



Jennifer  
Horton  
PGY5



Linna  
Li  
PGY2



Daniel  
Warshafsky  
PGY3



Ariella  
Zbar  
PGY5

### ENHANCED SKILLS PGY3



Laura  
Arul (RS)



John  
Davey (PC)



Katrin  
Dolganova (COE)



Darren  
Gilmour (RS)



Tara  
McGregor (RS)



Jaimi  
Heidman (PC)



Ali  
Mohamed (RS)



Carolyn  
Pasko (RS)



Sonal  
Patel (RS)



Stephanie  
Roman (WH)



Samantha  
Sacks (DD)



Zahra  
Sharif (WH)



Lisa  
Trojnar (A)



Allison  
Tsang (RS)



Tanya  
Viaznikova (RS)

# POSTGRADUATE EDUCATION

## PGY 1&2



**Dr. Karen Schultz**  
*Program Director  
Postgraduate Education*

### Competency-Based Medical Education

Queen's Family Medicine (QFM) continues to further develop its competency-based medical education (CBME) approach, a stated goal for all Queen's postgraduate medical-education programs, and a national and international initiative. This type of education "is an approach to preparing physicians for practice that is fundamentally oriented to graduate outcome abilities and organized around competencies derived from an analysis of societal and patient needs. It de-emphasizes time-based training and promises greater accountability, flexibility, and learner-centredness." (Frank et al, *Med Teacher* 2010; 32: p.636).

Queen's Family Medicine was an early adopter of this approach, starting in 2010, and has CBME foundations well established. These foundations include articulated objectives and competencies graduating residents need to start practice anywhere in Canada, and a curriculum that deliberately builds these competencies; a system that ensures reliable assessment of residents' competence building; a process to individualize residents' training to best meet their educational needs; and an encompassing structure that builds preceptors' expertise in CBME, supports research to better understand the needs and outcomes of CBME, and supports quality-assurance processes to evaluate program outcomes.

In working to refine and explore further ways to build on these foundations, the program continually seeks feedback from residents and faculty, looking for improvement strategies. Dr. Brent Wolfrom, QFM Curriculum Director, ably piloted a rigorous quality-assurance process this year. Data from multiple sources was gathered on all aspects of the program, and is now being used to inform curricular and assessment change. Last year's "Matrix Retreat" at Isaiah Tubbs resort in Picton was so successful that the department

supported the education team in hosting it again this year at the same venue. This two-day meeting brings together the program's directors, site leads in all matrix areas (curriculum, assessment, research and faculty development) and other education leaders to brainstorm innovative new approaches for the program. Last year's projects were reviewed, and again leads in each matrix area decided on a new project to work on over the coming year, with a focus on collaboration across the sites and matrix areas to strengthen each project.

Queen's Family Medicine Assessment Director Dr. Jane Griffiths, assisted by software designer Rachelle Porter, continues to creatively improve the department's assessment processes. A number of important and impactful initiatives this year include the development of a hand-held application for cell phones that enables preceptors in any setting to easily document resident assessment; further refinement of the electronic portfolio all residents use to, among other things, store their assessment data; and initiatives to improve the quantity and quality of feedback preceptors are providing residents.

In addition, Drs. Jeff Sloan, Ian Casson and Ruth Wilson have been exploring ways to provide faculty development to continue to build upon the teaching and assessment skills of the department's many and widely dispersed preceptors. This has included site visits and exploration with community preceptors about preferred methods for faculty development as well as consideration of building a structured faculty-development program. Faculty engagement and expertise in competency-based teaching and assessment is a critical part of any CBME program, highlighting the importance of these initiatives.

In support of the program's continued growth in its medical education research portfolio, the department has funded research associate Dr. Han Han and PhD educator Dr. Nancy Dalgarno to



*The residents' Wilderness Emergency Medicine weekend at Lake Temagami presents an opportunity for fostering a genuine sense of camaraderie*

assist faculty members with their medical education research, and their positive impact is already being felt. Through Dr. Dalgarno, the program is liaising with the Queen's Office of Health Sciences Education, a collaboration that is also anticipated to improve the quantity and quality of medical-education research the department conducts. With oversight from Dr. Michael Green, QFM Associate Director, Research, site research leads Dr. Patrick Esperanzate and Dr. Mike Ward have also applied for a medical education grant. Having the department's newly established sites begin to take on research is an exciting development.

All of these aforementioned efforts are having many positive results. On the resident front, like last year, the program filled during the 2016 CaRMS match on first iteration. This year's 2016 CaRMS application and interview cycle saw a large number of strong candidates applying to the program. Interviewing more than 500 candidates would not be possible without all the education staff, under the expert guidance of Karen Zuliniak and Judy Sakell, working flat-out to provide a welcoming, very well-organized experience for the candidates.

The graduating residents were very successful on their certification exam, exceeding the national average. Thanks to our residents' nomination, the program won PARO's Residency Program Excellence Award this year, making it the first program to earn this award twice since PARO launched it in 2006. (The program also won in 2012.) This nomination, in itself, is a great honour, as it is testament that all the education team's great work is translating to a program residents feel support their

learning and growth. The core program underwent a successful internal review in the fall (and the enhanced-skills program is to follow in the spring). Queen's Family Medicine's research and academic work in CBME has resulted in a successful grant application, with two further grants in submission, three published papers in Academic Medicine, and numerous national and international presentations.

## Valued Community Family Medicine Preceptors

The immense value of community family medicine preceptors in the development of the program's residents in becoming confident, competent family physicians is clear. A recent QFM research project on residents' identity formation as family physicians highlighted the importance of the second-year residents' community family medicine rotations. Repeatedly, residents identify this experience as solidifying their sense of themselves as family physicians and their confidence in doing this work. All residents evaluate their community preceptors and these rotations. Comments such as "excellent preceptor, a joy to work with, ready to provide support yet challenged me to increase my independence, highlighted all that a family doctor can do, awesome rotation — thanks!" are often seen on these evaluations. The program is indebted to the very important work of its community family medicine colleagues. The Rural Ontario Medical Program and Eastern Regional Medical Education Program support and facilitate many of these community rotations, which is also highly valued.



## Voice of Residents Critical to Success

Queen's Family Medicine residents continue to consistently offer a strong and creative voice to the program. Many are involved in providing balanced feedback and innovative ideas in areas of curriculum, assessment, web design and wellness, to name a few. The site chief residents and program chief, as well as other resident leaders, comprise an amazing group that enriches the program in infinite ways.

Sincere gratitude is extended to outgoing (and some ongoing) resident leaders for their invaluable contributions this year:

**FM Program Chief:** Martin Badowski

**KTI Site Chiefs:** Megan Gao and Brittany Tarras

**BQ Site Chief:** Amy Kluftinger

**PK Site Chief:** Theresa Robertson

**QBOL Site Chief:** Natasha Aziz

**PGY3 Chief:** Jeff Wachsmuth

**PHPM Chiefs:** Linna Li and Ariella Zbar

**OCFP Resident Representatives:** Alex Leung and Bianca Tomsa

**CFPC Resident Representatives:** Martin Badowski and Ben Frid

**PARO Resident Representatives:** Paige Hacking, Justin Losier, Cameron MacLean and Danny Zimmerman

In addition, a number of residents have started interest groups, including an investment club and Family Medicine-Readiness in Advanced Practice (FM-RAP), both of which are primarily resident-organized and have very well-attended sessions.

## Queen's Family Medicine Recognizes Vibrant Team

Queen's Family Medicine continues to recognize that one of its greatest assets is the strength of its program leaders and education staff members at all four sites, all of whom are creative and committed to the work they do.

Finally, the program acknowledges the invaluable work of Jennifer Brierley (senior program co-ordinator), Jennifer Wells (evaluation and assessment), Sarah Snodgrass (residency program assistant – curriculum), Dana Doll (enhanced-skills program co-ordinator), Carla Evaristo (undergraduate and accommodations co-ordinator) and Karen Zuliniak (recruitment and orientation co-ordinator).

Department Head Dr. Glenn Brown		Director of Education Dr. Geoff Hodgetts		Regional Education Co-ordinator Dr. Jeff Sloan	
	Queen's Family Medicine Program	BQ	PK	QBOL	KTI
<b>Directors</b>	Dr. Karen Schultz	Dr. Robert Webster	Dr. Kim Curtin	Dr. Wei-Hsi Pang	Dr. Geoff Hodgetts
<b>Curriculum</b>	Dr. Brent Wolfrom	Dr. Rob Pincock	Dr. Sandy Khan	Dr. Aubrey Kassirer	Dr. Ian Sempowski
<b>Assessment</b>	Dr. Jane Griffiths	Dr. Jennifer Webster	Dr. Natalie Whiting	Dr. Charlene Lockner	Dr. Jane Griffiths
<b>Research</b>	Dr. Michael Green	Dr. Patrick Esperanzate	Dr. Ben Chan	Dr. Michael Ward	Dr. Michael Green
<b>Faculty Development</b>	Dr. Ian Casson Dr. Ruth Wilson	Dr. Jennifer Webster Dr. Robert Webster	Dr. Natalie Whiting	Dr. Ed Osborne	Dr. Ian Casson Dr. Ruth Wilson
<b>Resident Chief</b>	Dr. Martin Badowski	Dr. Amy Kluftinger	Dr. Theresa Robertson	Dr. Natasha Aziz	Dr. Megan Gao Dr. Brittany Tarras
<b>Administration</b>	Judy Sakell (Manager of Education)	Christina Kerr (Jessica Hughson)	Chantal Van Parys	Julie Hodges (Suzanne McKay)	Cindy Boyce Jennifer Brierley Dana Doll Carla Evaristo Sue Jarzylo Sarah Snodgrass Jennifer Wells Karen Zuliniak

# KINGSTON-THOUSAND ISLANDS SITE



**Dr. Geoff Hodgetts**  
*KTI Site Director*

Fresh from the recently released CaRMS match results, Queen's can now say, "Three years in a row!" After filling in the first round again in 2015, the Kingston-Thousand Islands (KTI) site has once again matched for 2016 with 35 Canadian graduates, 10 IMGs, two PHPM positions and three supplementary positions for military residents. These residents will come from almost every medical school in Canada. This match was also notable for filling at the lowest number on the rank order list in recent memory. This reflects on the Queen's program's positive reputation among Canadian medical students, and clearly speaks to the amazing efforts of program staff under the leadership of Recruitment and Orientation Co-ordinator Karen Zuliniak, the host of happy residents greeting applicants, and the engagement of community and Queen's Family Health Team (QFHT) preceptors over four busy days.

The academic year began with the tragic death of one of the program's incoming residents, which made the supportive aspect of the transition

period of boot camp even more important. This was the second running of KTI Boot Camp, once again organized under the direction of Dr. Ian Sempowski. Feedback from last year's PGY1 residents was unanimous that, apart from the great value placed on the front-loading of the simulation courses, the value of having a transition period into residency and the opportunity for coming together socially while settling into their new home was immense.

Our many resident representatives on committees and working groups have been extremely valuable again this year. Dr. Megan Gao and Dr. Brittany Tarras provided excellent resident leadership throughout the year as KTI co-chief residents.

Very few issues of concern were noted overall in an internal review conducted in May 2015, with no major problems identified for the KTI site. Despite the reassurance that the KTI site program is meeting accreditation standards, a number of initiatives have been launched to further strengthen some areas of concern. Working with leadership from the Northern Ontario School



*Kingston PGY1 resident physicians Dr. Christina Klassen (left), Dr. Justin Bell and Dr. Alanna Durand spend a day on the slopes at Calabogie Peaks Resort during a ski trip funded through the department's Resident Wellness program*

of Medicine (NOSM) family medicine program, a strategy for increasing access for KTI residents to northern locations with greater exposure to Indigenous populations is underway.

In co-operation with KFL&A Public Health, the Street Health Centre and Kingston homeless shelters, a working group of faculty and residents has been developing a Shelter Health Initiative that will provide meaningful experience for residents and practical assistance to those who are homeless. Following a needs assessment last fall and the assignment of a nurse practitioner from Street Health to work in the shelter, further work is now underway to establish a working base for a clinic that will provide a new horizontal experience for PGY1 residents.

To bolster the teaching resources for obstetrics and pediatrics – two areas of chronic challenge – further meetings have been held with senior staff at the new Humber River Hospital in northwest Toronto. In co-operation with Dr. Phil Wattam, Assistant Dean, Distributed Medical Education, it will be possible to regularly schedule as many as four KTI residents at Humber, opening access to a large volume of obstetrical experiences and a wealth of pediatrics clinics. Because this area of Toronto

is defined by its very culturally diverse population, this will also expand the experience for residents beyond what Kingston and southeastern Ontario can offer.

It has long been recognized that KTI residents spend a lot of time during their core family medicine experiences managing patient problems outside of the time spent face-to-face with their patients. In February 2016, one resident in each clinic area at the QFHT was asked to track the time spent on all non-face-to-face activities over a typical one-week period. This data will be analyzed and provided to the Blue Sky Curriculum working group, which comprises those who have led responsibilities for the KTI curriculum, resident volunteers and a recent graduate of the program. With a loose agenda, the intention is to take a high-level view of the curriculum's structure, the rationale for its content and problem areas or vulnerabilities that have surfaced from DOCC reviews, and then to assemble collective wisdom about how things could be improved. It has been an exciting process, and one that will address first and foremost the question of how well the program is addressing social accountability in 2016.

## BELLEVILLE-QUINTE SITE



**Dr. Robert Webster**  
BQ Site Director

### Curriculum

The Belleville-Quinte (BQ) site continued to innovate over the year in its goal to improve the horizontal-integrated curriculum. In January 2015 the program returned to its original family medicine-led hospitalist model for the residency program. Dr. Ryan Hall and Dr. Kristy Lafrance took over from Dr. Robert Webster to lead the site's "Nightmare" simulation program. Dr. Webster continued to provide his Advanced Practice Management to the Belleville site residents, and in July 2015 presented a modified version to all four Queen's Family Medicine sites for the PGY2 residents.

### Assessment

The program continues to use primary preceptors as the central assessors for all family medicine residents. This is part of the overall resident assessment under the capable guidance of Dr. Jennifer Webster.

### Research

Primary Care Research in February 2016 was once again a great success, with the BQ residents presenting a variety of interesting projects. In addition, Dr. R. Webster, along with the entire Queen's Family Health Team – Belleville Site (Dr. C. Donnelly, A. Leavitt, C. Adams, N. Bobbette, S. Lynch, Dr. Y. Cao, J. Proulx, K. Levasseur and A. DiGiovanni) were awarded a Centre for Studies in Primary Care grant for their project *Multidimensional Outcomes in Primary Care – Part 2*.

### Faculty Development and New Faculty

Drs. Robert and Jennifer Webster took over from Dr. Robert Pincock to provide faculty development for all area faculty members in conjunction with Dr. Lois McDonald. Dr. Ryan Hall and Dr. Jessica Ladouceur (both former BQ residents) joined the teaching group at Belleville Queen's University Family Medicine Centre during the 2015-2016 year.





*Belleville PGY1 residents enjoy a visit to a nearby park during their weekly academic teaching*

## Postgraduate Education Site Committee

The BQ Postgraduate Education Site Committee (PGE-S) provides advice to the family medicine program director through regular review of program goals, objectives and resident evaluation methods. Committee membership includes Dr. Robert Webster, Site Director; Dr. Jennifer Webster, Resident Assessment Lead; Dr. Patrick Esperanzate, Research Lead; Dr. Joey Bonacci, Resident Wellness and Resiliency Lead; and Dr. Lois McDonald, Regional Education; along with Drs. Robert and Jennifer Webster sharing the Faculty Development Co-ordinator role. Dr. Robin Morin replaced Dr. Amy Kluftinger as the BQ chief resident. Special thanks to Dr. Kluftinger for her valuable leadership during her time as chief resident. Abby Leavitt continues to represent the team as program manager, along with Catherine Donnelly, occupational therapist.

## Awards/Notables

**Dr. Jennifer Webster** and **Dr. Steve Griffin** were awarded the 2015 Department of Family Medicine Community Preceptor Excellence award in June 2015.

**Dr. Jessica Ladouceur** was awarded the "Mimi Divinsky History and Narrative" award at Family Medicine Forum 2015.

**Queen's Family Health Team – Belleville Site** was nominated for an AFHTO Bright Lights award for its *Multidimensional Outcomes in Primary Care* in 2015.

**Dr. Robert Webster** co-presented at Health Quality Ontario 2015 – *The Collective Implementation and Impact of Health Links*. He also became the South East LHIN Primary Care Co-Lead for Prince Edward Hastings in February 2015 and was accepted into the Schulich OMA/CMA Physician Leadership Development Program – Cohort #6 for Fall 2015-Summer 2016. Dr. Webster was also accepted into the South East LHIN Rotman Advanced System Leadership Program for the 2015-2016 year.

**Dr. Nadia Knarr** was elected as a board member of the College of Family Physicians of Canada at Family Medicine Forum 2015.

The *Canadian Family Physician*, the official journal of the College of Family Physicians of Canada, featured **Dr. Jennifer Whelan** on the front page of its November 2015 issue.

## Residents

The BQ site's graduating residency class of 2015 maintained its 100-per-cent pass rate on both the MCC LMCC Part 2 and the CFPC's CCFP exam. For the third straight year, all six of the site's resident placements were filled in the first round of CaRMS.

## Queen's Family Health Team – Belleville Site

The Queen's Family Health Team – Belleville Site continues to enhance resident teaching opportunities and provide an improved multidisciplinary patient care experience. Under the leadership of Program Manager Abby Leavitt, the team added a registered nurse, system navigator.

**Multidisciplinary clinical programs now include:**

- the point of care anti-coagulation program (INR), led by nursing and pharmacy
- smoking cessation using the University of Ottawa Heart Institute model
- patient falls assessment and prevention, primarily through home visits conducted by occupational therapists
- mental health counselling services by social workers and a psychiatrist
- nutritional counselling by dietitian
- child psychologist providing a much-needed community service for the assessment of learning and developmental disabilities
- a monthly memory clinic introduced in 2014 to address a specific patient need given the large elder population served by the Belleville group. Dr. Robert Webster and Dr. Nadia Knarr have led the team in assessing more than 30 patients to date. Dr. Knarr is stepping down from her role, and Dr. Jennifer Webster and Dr. Robert Pincock have participated in training and will join the memory clinic team under its lead physician.

## PETERBOROUGH-KAWARTHA SITE



**Dr. Kim Curtin**  
*PK Site Director*

The Peterborough-Kawartha (PK) site has celebrated many successes over the past 12 months. Eight PK residents passed their spring 2015 exams and are now practising and learning in a number of local communities.

The program has been fortunate to have many recent graduates establish practices in Peterborough and the environs. Dr. Heather McLaughlin has joined a FHO in Peterborough, Dr. Laura Millson has established a FHO practice in Lindsay, and Dr. Darren Gilmour completed several blocks of enhanced skills PGY3 training through Queen's Department of Family Medicine (DFM) and is now practising comprehensive family medicine in Haliburton. Dr. Ashley Coulter has returned to her hometown of Collingwood to practise hospital- and office-based family medicine. Drs. Allison Lainey and Abhi Sethi are completing a PGY3 year in emergency medicine and plan to join the emergency department staff at Peterborough Regional Health Centre (PRHC) upon graduation. Dr. Britt Lehmann-Bender is working as a hospitalist physician at PRHC and also venturing to northern communities such as Sioux Lookout for rural remote work, while Dr. Kathleen Nichols has opened a FHO family practice in Peterborough.

Faculty and staff members at the Peterborough-Kawartha site are extremely pleased for all recent program graduates and are proud that they have

chosen to work in such varied, comprehensive areas of care.

The PK Site Committee membership has remained stable, with Drs. Natalie Whiting (Assessment, Faculty Development), Sandy Khan (Curriculum), Ben Chan (Research) and Kim Curtin (Site Director) as well as Chantal Van Parys (Site Co-ordinator). Appreciation is extended to Dr. Theresa Robertson, who was a fantastic advocate for her fellow residents as PK chief resident. Dr. Tiffany Chow is welcomed as the incoming chief resident.

There are several new curriculum initiatives underway at Peterborough-Kawartha. Residents at the PK site have initiated and led a refugee health initiative that has matched new refugee families with a resident/preceptor team for the provision of primary care. As Peterborough has recently been named as a government-sponsored refugee site, PK residents will be participating in refugee health care through a clinic the Peterborough Family Health Team is operating. Global health is an area of particular interest at the PK site, and all residents received teaching regarding the Ontario College of Family Physicians' Poverty Tool. Resident physician Dr. Michelle Fraser (PGY2) has a particular passion for serving street-involved individuals, and has created a proposal to provide service to this vulnerable population through the Family Health Organization model.





*Peterborough PGY1 and PGY2 residents (and family) make good use of Resident Wellness funds to enjoy a Haliburton cottage weekend*

The PK program has continued to be successful in recruiting physician teachers to the program. For July 2016, the site is pleased to welcome new family medicine preceptors Dr. Jessi Dobyns (PK graduate 2014), Dr. Heather McLaughlin (PK graduate 2015) and Dr. Andrew Romanowski. The site has also welcomed two new pediatrician preceptors, two new geriatrician preceptors, a new orthopedic surgeon and several new emergency medicine physician preceptors.

Congratulations are extended to Peterborough-Kawartha Site Co-ordinator Chantal Van Parys, who was awarded the PARO 2015 Lois H. Ross Resident Advocate Award. The site's residents nominated Chantal to recognize her tireless work to support the site's learners. Dr. Kathleen Nichols, a Peterborough-Kawartha 2016 graduate, was also awarded a resident research award for her excellent project on Dementia and Driving.

CaRMS 2016 was very busy with ever-increasing interest in the four Queen's sites and a full match for all Queen's DFM spots. This year the PK program had more than 430 applicants, and is pleased to have the following six new residents join the team in July 2016: Hannah Buhariwalla, Merry Guo and Shain Thakrar from the University of Ottawa; Mathew Moore and Madura Sundaeswaran from the University of Alberta;

and Angela Coccimiglio from NOSM. Many PK preceptors and residents participated in the CaRMS process through file review and interviews, and served as excellent ambassadors for the program. Appreciation is extended to Recruitment and Orientation Co-ordinator Karen Zuliniak, who did a fantastic job organizing such a complex event, as well as Postgraduate Education Program Director Dr. Karen Schultz, whose leadership throughout CaRMS serves to inspire and motivate others.

The major event of the year was the Peterborough-Kawartha site's five-year anniversary, marking the start of the program in July 2010. A very packed, boisterous gathering was held at Dr. Kim Curtin's home to celebrate the occasion, and all were pleased to have Dr. Schultz and Queen's Family Medicine Department Head Dr. Glenn Brown in attendance for the celebration. Preceptors who have been program champions and longtime teachers were honoured with paddles emblazoned with a DFM logo, and current and past residents joined in the merriment. A number of other regular events were also held throughout the year, including the annual skating party at Dr. Bob Neville's house and monthly journal club evening sessions, which provide learning as well as socializing for residents and community physicians.



## QUEEN'S BOWMANVILLE- OSHAWA-LAKERIDGE SITE



**Dr. Wei-Hsi Pang**  
*QBOL Site Director*



*QBOL PGY1 residents  
Drs. Michael Kim, Kinsey  
Lam, Nanette Gad and  
Richard Wang at the  
Wilderness Emergency  
Retreat in Temagami*

The Queen's Bowmanville-Oshawa-Lakeridge site (QBOL) has had another successful year, with residents again having a full pass rate on the certification exam. Six out of the eight graduates stayed in local communities after graduation – Scarborough, Bowmanville, Oshawa and Newcastle – where they have been wonderful additions. The other two graduates started PGY3 Enhanced Skills programs in addictions medicine and global health.

Site alumni Dr. Kate Newton and Dr. Brenna Ammons have joined Dr. Aubrey Kassirer in launching Great Expectations Durham, a group of family physicians sharing antenatal, intrapartum, postpartum and newborn care at Lakeridge Health. The QBOL site residents have already started working and learning in this exciting family physician-led model.

The current PGY2 residents recently presented their research projects at the annual Primary Care Research Day, and QBOL again shared some wonderful projects and findings. Congratulations to Dr. Johnny Nguyen, who won a research award for his project – a review of macrolides and antivirals in the treatment of pityriasis rosea. Two QBOL PGY2 residents will be pursuing additional emergency medicine training, and one matched to rural skills.

In the spirit of ongoing improvement, new curriculum offerings at QBOL have been plentiful. Besides Great Expectations Durham, residents began working in a set of new pediatric

experiences covering NICU, inpatient care and outpatient clinics including a rapid assessment clinic. Dr. Alex Chun, PGY2, spearheaded an initiative for hands-on bedside ultrasound teaching, taught by Dr. Nedalina Alexieva. Dr. Charlene Lockner has set up a weekly clinic at Cornerstone Men's Hostel, which has been an eye-opening experience for residents.

The QBOL family continues to grow with new additions Anastasia, Abigail, Aaron and Avery over the past year. On a related note, the site welcomed back Suzanne McKay as site co-ordinator to cover Julie Hodges' maternity leave. The site has been fortunate to have such dependable and enthusiastic people in this vital support role.

It has been an exciting year at QBOL. Now that the site has been running for a few years, it really seems to be hitting its stride. Outgoing site chief resident Dr. Natasha Aziz, who personified the site's excitement and energy, clearly voiced resident feedback to the program and strongly supported resident wellness initiatives all year. Congratulations to Dr. Richard Wang, who takes over as site chief resident for the coming year.

The QBOL site again matched fully in the first round of CaRMS, and looks forward to welcoming these new residents.

All of these successes would not have been possible without the fantastic teamwork between the Department of Family Medicine, QBOL Site Committee, preceptors, residents and administrative staff.

# PUBLIC HEALTH AND PREVENTIVE MEDICINE



**Dr. Kieran Moore**  
PHPM Program Director



*H. Guan (PGY1), A. Caturay (PGY2), E. Groot (PGY5), I. Gemmill (2009-2013 Program Director), S. Buttemer (PGY1), A. Zbar (PGY5) and M. Foote (PGY1) at 2015 Annual Resident Retreat*

## Overview

The mission of the Queen's Public Health and Preventive Medicine (PHPM) program is to train innovative and highly competent practitioners of public health for Ontario, Canada and abroad. The program's vision is to strive for excellence in training and creative thinking in its graduates. In that light, it's a pleasure to report that all graduates are practising in local public-health agencies in Ontario and/or at Public Health Ontario. These graduates are all in leadership roles, functioning as medical officers of health, associate medical officers of health and consultants.

The Queen's PHPM program continues to draw strong interest from medical students across Canada, with 11 choosing it as an elective in 2015. The program ensures that any student wanting an elective can work at a local public-health agency to gain an understanding of public-health practice, as well as the opportunity to experience the residency program and discuss residency-training options with current residents. The program also accepted eight Master of Public Health (MPH) students from the Department of Public Health Sciences at Queen's University to complete their

practicums in the spring and summer of 2015. These MPH students attended weekly PHPM rounds and liaised with current residents.

The PHPM Residency Program Committee continues to meet regularly to assist with the program's development, operation and planning. Appreciation is extended to committee members Dr. Glenn Brown, Dr. Geoffrey Hodgetts and Dr. Duncan Hunter (Queen's); Dr. Ian Gemmill (KFL&A Public Health); Dr. Ian Johnson (Public Health Ontario), Dr. Howard Njoo (Public Health Agency of Canada), Dr. Rosana Salvaterra (Peterborough County-City Health Unit) and Dr. Paula Stewart (Leeds, Grenville & Lanark District Health Unit). The committee has met on three occasions since May 1, 2015. Members' feedback and input has been instrumental in improving the program, and their advice ensures the program continuously strives to improve and to be a national leader in education.

## Co-Chiefs

This year's PHPM co-chief residents, Dr. Ariella Zbar and Dr. Linna Li, provided excellent leadership and played vital roles in helping with all aspects of the program, including curricula development, academic sessions, the annual retreat and the

CaRMS interviews. They have been tireless in their efforts to improve the residency program and to unite the program's junior and senior residents.

## 2015 Annual Resident Retreat

The PHPM program's annual retreat was held in Picton on September 16 and 17, 2015. The curriculum included the following themes:

- Public health law; focus on HIV
- Public health bioethics; focus on HIV
- Panel discussion on public health and HIV
- Strategic planning workshop
- Hot topics in communicable disease
- Media training

Special thanks to Ariella Zbar, co-chief resident, for co-ordinating this excellent event.

## PHPM National Review Course

The Queen's Department of Family Medicine and the Public Health and Preventive Medicine Residency Program hosted the first national public health and preventive medicine review course from October 26 to 30, 2015, in Kingston, and all Queen's PHPM residents attended. Hence, the program's first-year residents will have five intensive educational events outlining the national curricula and will understand the specialty's core knowledge base. This will assist residents through their family-medicine training and their MPH program as they will understand the core content they must learn throughout their five-year residency program and have a solid base on which to prepare for their exams. This course was also offered to all residents from other Royal College training programs in public health and preventive medicine. In total, 40 residents attended from across Canada.

National-level teachers were selected to instruct this course, and the objectives were created using the PHPM Royal College objectives of training based on the CanMEDS framework. The program also identified entrustable professional activities and core curricula linked to each topic. Session and topic themes were created from Public Health Agency of Canada core competencies for public health in Canada (the set of minimum competencies for medical officers of health in Canada), and a review of the American College of Preventive Medicine review course syllabus and the Association of Faculties of Medicine of Canada Primer on Population Health. All who attended can access the lecture series, and as the speakers' voices were electronically recorded, each presentation is available via podcast for residents preparing for their final exams.

Course evaluations were very positive, with feedback encouraging that the program continues.

Special thanks to KFL&A Public Health for hosting the course at its facility; Ms. Emily Dawson, Public Health Officer, for her work in organizing the course; and the course instructors, who generously gave their time and expertise:

- Dr. David Buckeridge, Associate Professor, Department of Epidemiology and Biostatistics, McGill University
- Dr. Raymond Copes, Chief Environmental and Occupational Health, Public Health Ontario
- Dr. Ian Gemmill, Medical Officer of Health, KFL&A Public Health
- Dr. Matthew Hodge, Consultant and Emergency Physician
- Ms. Michele Lawford, Lawford Professional Corporation
- Dr. Michael McIsaac, Assistant Professor, Department of Public Health Sciences, Queen's University
- Dr. Barry Pakes, Program Director, Public Health and Preventive Medicine Residency Program, University of Toronto
- Dr. Michael Rachlis, Health Policy Analysis
- Dr. Brian Schwartz, Chief Communicable Diseases Emergency Preparedness and Response, Public Health Ontario
- Dr. Michael Schwandt, Deputy Medical Health Officer, Saskatoon Health Region, Population and Public Health
- Dr. Ingrid Tyler, Public Health Physician, Public Health Ontario

## CaRMS Match Results

For the third consecutive year, the PHPM program filled both positions in the first iteration. The program also accepted two transfer residents this year – one in PGY1 and one in PGY4. Hence, the program is beyond its normal capacity of 10 residents.

## Entrustable Professional Activities (EPAs)

The program continues to build on the national conference on EPAs, which was supported with funding from the Queen's Postgraduate Medical Education office. EPAs are being integrated into the objectives of training for each rotation, as well as into the national review course and weekly academic half-day sessions. The program will ensure that during the annual retreat and academic full-day sessions, the EPAs are clearly listed. During the oral practice examination process, the program will ensure that all residents are tested appropriately for EPAs.



## Quarterly Academic Full-Day Sessions

The PHPM program continues to provide quarterly academic full-day sessions. Topics will be generated after a review of curricula and after the residents and residency program committee have identified the learning needs. These sessions will fill in any identified curricula gaps. The program has developed a curriculum sub-committee of the residency program committee to review this core content both for the academic full-day sessions and the annual retreat.



*Residents operate health surveillance system for Pan Am/Parapan Am Games*

## Surveillance Operations Centre

The program's residents supported and operated a real-time digital health surveillance system for the 2015 Pan Am and Parapan Am Games in Toronto. KFL&A Public Health, along with the support of community, provincial and federal partners, designed two platforms: the Acute Care Enhanced Surveillance (ACES) and Public Health Information Management System (PHIMS). ACES monitors visits to hospitals and emergency medical facilities in real time to identify serious health events. PHIMS is built to monitor real-time environmental changes that may affect the public. Both platforms integrate Geographic Information System (GIS) into their design to capture, store, manipulate, analyze, manage and present all types of spatial or geographical data.

The platforms monitor for a number of potential emergencies, including early-warning systems for emerging pathogens (e.g. food-borne outbreak), routine monitoring of respiratory and gastrointestinal illnesses, accidents and injuries, and public emergencies such as extreme weather events and deleterious air quality. The early identification of serious health events helps decision-makers prepare, prevent and respond to emergencies.

Special thanks to all contributing members of the project, including KFL&A Public Health, the Ontario Ministry of Health

and Long-Term Care, Queen's University, the Public Health Agency of Canada, Health Canada, Environment Canada and Kingston General Hospital.

## Public Health Simulation Laboratory

The Department of Family Medicine has supported the PHPM program to develop Canada's first public-health emergency simulation laboratory. The program has worked diligently with the Public Health Informatics team at KFL&A Public Health, which has created an electronic simulation tool. In partnership with the Public Health Agency of Canada, the program will work to create the 10 initial population-based emergency threat scenarios to be used to simulate these public-health emergencies. The data will be integrated into ACES and PHIMS. Hence, resident learners will see, in real time, the public-health emergency event, both temporarily and spatially, and be able to monitor the associated environmental data.

The program received a second grant from the Queen's Postgraduate Medical Education office to bring together international, national and local leaders in public-health emergency management to create a best-practice document – against which resident learners' performance will be assessed – for each scenario. This is an essential component of expanding training and assessment methodology, as most residents during their five years of training may not be exposed to a significant public-health emergency. As a result, the program has created a tool that will demonstrate food- and water-borne outbreaks, extreme-weather events (e.g. tornadoes, hurricanes and heat waves), acts of bioterrorism, chemical exposures at a population level and other mass-casualty incidents. This tool fills a significant gap in residents' training, development and competency-based medical education. It is the program's anticipated goal to share the national review course and simulation tool with practising physicians to ensure ongoing competencies during and after transition to practice.

## National Examinations

Through efforts of the Royal College's PHPM Specialty Committee, an initiative was created to establish a national curriculum for all PHPM programs in Canada. Program directors, led by Queen's, gathered for a one-day workshop in November 2015 to establish the major themes and core content identified with each theme. This established a first-ever national curriculum by which academic calendars can be set. As well, a gap was identified in evaluating residents at a national level to ensure consistency across PHPM programs. As a result, the Queen's PHPM program took the initiative to organize the creation of a national written and oral exam, the first of which occurred in February 2016. There were 10 major core content themes created, with specific questions in each theme that can

be integrated into the final program exam. This exam, which has been circulated to program directors for feedback and will be implemented on the same date across the country, will be used for residents' formative and summative evaluations. It is anticipated that this practice will continue each year.

In addition, a databank has been created for oral-exam preparedness that can test and assess EPAs. It is the anticipated goal to test this through the national simulation tool and the oral exam processes. This databank will also be shared with program directors across the country and will be updated annually. Hence, the program's residents will have a consistent national-level written and oral exam to assess their performance and guide their educational plans.

Appreciation is extended to all preceptors who have dedicated their time to broaden the knowledge of residents at the national, provincial and local level. Residents have also had opportunities to train internationally at the World Health Organization, working on polio eradication, as well as in the Falkland Islands to do a health needs assessment. The program will continue to offer these unique opportunities.

## Medical Student Electives

To strengthen interest at the undergrad level, KFL&A Public Health provided up to 10 electives to medical students. Program residents played an important and integral role in mentoring and supervising these medical students.

## RESIDENT RESEARCH AND SCHOLARLY ACTIVITY

### Samantha Buttemer

"Death of a 29-year-old male from undifferentiated sepsis." Case Report. *Canadian Journal of Infectious Diseases and Medical Microbiology*. In press. A descriptive analysis of a resident-led continuous quality-improvement initiative for smoking-cessation services in a tertiary-care academic hospital.

### Michelle Foote

A feasibility project for the effectiveness of smoking-cessation interventions targeting multi-unit dwellings.

### Emily Groot

Bogoch, I.; Brady, Oliver J.; Kraemer, M.; Groot, E.; Watts, A. and Khan, K. Anticipating the international spread of Zika virus from Brazil. *Lancet*. 2016 January; 387(10016): 335-336.

Groot, E.; Kouyoumdjian, F. and Kiefer, Persaud, N. 2006-2013: Review of Coroner's Cases. In press.

### Hugh Guan

"Monitoring and evaluation of a neonatal Hepatitis B vaccination program in Karenni (Kayah) State, Myanmar" with Dr. Eva Purkey, Dr. Colleen Davison and Dr. Susan Bartels.

### John Harding

The potential impact of a naloxone distribution program based on opioid-prescribing rates, tertiary-care access and opioid-related mortality data.

Leung, L.K and Harding, J. A chemical mixer with dark-green nails. *BMJ Case Rep*. 2015 Jun 3; 2015. pii: bcr2014209203. doi: 10.1136/bcr-2014-209203.

### Jennifer Horton

Horton J., Eds: Edwards, B. and Loh, L. Health priorities and engagement framework for non-communicable disease prevention & health promotion in the Falkland Islands. Responding to a polio outbreak: Standard operating procedures for a new polio outbreak or event in a polio-free country. V 2.0

Agampodi, S.B.; Horton, J.; Wickramasinghe, N.D.; Dharshika, I. and Agampodi, T.C. Productivity cost of post partum ill health in rural Sri Lanka. Manuscript drafted for submission (May 2015).

Child, J.C.; Naker, D.; Horton, J.; Walakira, E.J. and Devries, K.M. Responding to abuse; children's experiences of child protection in a central district, Uganda. *Child Abuse & Neglect*. 2014 Oct;38(10):1647-1658.

Horton, J.; Knight, L.; Sturgess, J. and Devries, K. Children's experience of violence in Luwero Uganda: Exploring the characteristics of children referred to counselling and follow-up services. Primary Care Research Day. 2015 Feb. (Oral)

Horton, J.; Agampodi, T.C., Wickramasinghe, N.D.; Dharshika, I. and Agampodi, S.B. Burden and implications of postpartum ill health in rural Sri Lanka: A cross-sectional study. World Congress on Public Health. Kolkata. 2015 Feb. (Poster)

### Ariella Zbar

Zbar, A.; Surkan, P.J.; Fombonne, E. and Melchior, M. Early emotional and behavioral difficulties and adult educational attainment: An 18-year follow-up of the TEMPO study. Submitted for publication.

# ENHANCED SKILLS



**Dr. Geoff Hodgetts**  
ES Program Director

The Department of Family Medicine Enhanced Skills (ES) programs continued to thrive in 2015-2016. The College of Family Physicians of Canada (CFPC) divides ES programs into Category One and Category Two programs. Category One programs include those that have agreed upon national standards and curriculum, and the College has approved six such programs. Queen's offers four – Emergency Medicine, FP-Anesthesia, Care of the Elderly and Palliative Medicine – all of which applicants continue to actively seek. This past year, the department received a record number of applications for all Queen's Category One programs, and this pattern seemed to be prevalent across Canada. Category Two programs are more loosely defined, and individual universities can offer any program it chooses as long as it meets specific accreditation standards. For many years, Queen's has successfully offered five programs, some being inactive from time to time. In the past year, three programs were active: Intellectual and Developmental Disabilities (IDD), Women's Health and the self-designed partial or full-year program in Rural Skills. The Global Health and Indigenous Health programs were inactive.

In January 2016, the CFPC released its new accreditation standards, ending almost two years of intensive work by a small sub-committee of its accreditation committee. Based on these standards, sub-committee member and Queen's ES Program Director Dr. Geoff Hodgetts also drafted a new pre-survey questionnaire (PSQ) that programs will use when they undergo an internal or external accreditation review. As Queen's conducted an internal review of its ES program in April 2016, the CFPC requested that the program be used to field-test these new standards and PSQ. Preparation for the internal review has helped define areas of both strength and opportunity for future improvement, and has highlighted the creative work that program directors and their colleagues are doing in all of the programs.

Dana Doll continues to provide excellent program support as ES program co-ordinator. Dr. Jeff Wachsmuth served as the ES chief resident,

representing all PGY3 residents, and will turn these duties over to Dr. Barbara Tatham for the coming year. Dr. Martin Badowski, Queen's Family Medicine chief resident, has also participated in all ES program committee meetings this year. Dr. Ben Frid will assume this position for the coming year. Appreciation is extended to all residents who have contributed greatly to all ES programs' success.

As Queen's moves to a completely competency-based medical education framework for all its postgraduate programs by 2017, it will be important to establish common approaches to defining and assessing competencies between the Royal College programs and the CFPC Enhanced Skills programs to which they are closely connected. This will be particularly true for the Emergency Medicine and Family Practice-Anesthesia (FP-A) programs. A strategic approach to ensuring this congruence is being developed.

The following table looks back over the past few years and ahead to next year, showing the distribution of residents in the ES programs.

## Queen's ES Programs 2014-2017

Number of Filled Positions  
and (Number of Individuals)

PROGRAM	2014-15	2015-16	2016-17
Emergency Medicine	9	8	8
Care of the Elderly	1.5 (2)	1	1
FP-Anesthesia	2	1	2
Palliative Care	2	1	1
Women's Health	0	8	.75
IDD	0.5	1	0
Rural Skills	3 (9)	1	3.25 (13)
Indigenous Health	0	1	0
Global Health	1	0	0



## SPOTLIGHT:

## EMERGENCY MEDICINE

**Dr. Karen Graham**

*Emergency Medicine  
Program Director*

The Queen's Department of Family Medicine Emergency Medicine (FM-EM) program has had a long-standing proud tradition, with the first graduates completing the program almost 35 years ago. Department Head Dr. Glenn Brown and faculty member Dr. Ian Sempowski are counted amongst the former graduates.

This year, eight residents will graduate in July, joining the program's many former grads who are now working in every province in Canada. The Queen's CFPC-EM program has graduated 196 residents since its inception in 1981, many of whom continue to take part in the program as preceptors, teachers and practice examiners.

The program has evolved over the years, and has become a leader in initiatives such as ultrasound and the use of simulation as a teaching tool. All residents graduate with certification in ED Ultrasound, and some become certified as teachers in order to bring this skill to colleagues in their future communities.

The Queen's Department of Emergency Medicine is fortunate to have three staff members with fellowships in ED Ultrasound: Dr. Louise Rang, Dr. Conor McKaigney and Dr. Joey Newbigging. In addition to a formal curriculum, the FM-EM residents are able to practise advanced ultrasound skills through weekly sessions offered with individualized, hands-on teaching.

Simulation-based teaching is now fundamental to the FM-EM program. Weekly senior resuscitation rounds provide an ideal means for teaching more advanced critical-care skills in a safe and supportive environment. A simulation-based trauma curriculum was introduced three years ago that involves monthly two-hour sessions and culminates in a rural trauma simulation day facilitated by Dr. Fil Gillic. Residents also take part

in simulation teaching in both the Family Medicine Nightmares course and weekly junior resuscitation rounds at the Clinical Simulation Centre. Twice yearly, residents undergo simulation-based OSCE exams to test their resuscitation skills and critical-care clinical reasoning.

Like the core family medicine program, the FM-EM program involves many community sites that offer an excellent clinical experience. The core rotation sites include Belleville, Brockville, Peterborough, Oshawa, Napanee and Ottawa (CHEO). Electives are taken in a variety of settings including toxicology in New York City and trauma in South Africa. At the time of this writing, Dr. Jeff Wachsmuth (FM-EM chief resident) is completing a trauma rotation at the Baltimore Shock Trauma Center.

The FM-EM program is fortunate to be part of a strong Enhanced Skills program under the direction of Dr. Geoff Hodgetts, who has been fundamental in fostering a supportive environment. In addition, the program has benefitted from an excellent relationship with the Queen's Department of Emergency Medicine. The FM-EM residents enjoy a close working relationship with the FRCP residents, and both programs benefit from many shared activities and teaching sessions.

After 10 years as program director, Dr. Karen Graham will step down in July but will remain closely associated with the program. Dr. Joey Newbigging, a former program graduate and the previous assistant program director, will take the helm along with Dr. Matt Stacey, also a former graduate, as his assistant. Both Dr. Newbigging and Dr. Stacey have been longstanding advocates of the program and will continue the tradition of excellence and the close ties with former residents that the program has always enjoyed.

## Care of the Elderly

Program Director: Dr. Agata Szlanta

2015-2016: One resident

Dr. Agata Szlanta completed her first year as director of the Care of the Elderly (COE) program supported by a strong residency program committee. In January 2016, the program held a retreat to review all learning objectives, curriculum and program evaluation. Resident Dr. Katrin Dolgonova won top prize in the Ontario College of Family Physicians' Family Medicine Resident Research Competition. Congratulations to Katrin! The program has been fortunate in past to have recruited many of its graduates into teaching and clinical positions. This provides for excellent programmatic and educational continuity for both the core family medicine residents and the COE fellows.

## Family Practice — Anesthesia

Program Director: Dr. Valerie McLeod

2015-2016: One resident

Dr. Valerie McLeod continues to provide strong leadership to this program, which thrives amidst an atmosphere provincially that has challenged other universities' programs. The demand for FP-A at Queen's rose dramatically this year, with a record number of excellent applicants from many universities. Two candidates were selected for the coming academic year.

## Intellectual and Developmental Disabilities

Program Director: Dr. Meg Gemmill

2015-2016: One resident

As part of the development of broader campus-wide initiatives in teaching and research into intellectual and developmental disabilities (IDD), as well as further strengthening of the core teaching of care of the IDD population, the name of this ES program was changed to include intellectual challenges. Dr. Meg Gemmill, a graduate of the program in 2014, assumed the leadership of this ES program, taking over from Dr. Ian Casson who provided not only local leadership, but provincial and national engagement in advocating for improved care for the IDD population. This year's IDD resident, Dr. Samantha Sacks from McGill University, is planning to return to Montreal to assume a significant role in the care of its citizens with IDD. With no applications to date for next year's program, Canadian residents need to be made more aware of its availability. Working with national family medicine program directors and the PGME office, new strategies for publicizing the program will be instituted for the next recruitment cycle.

## Palliative Medicine

Program Director: Dr. Ingrid Harle

2015-2016: One resident

The Palliative Care program will continue to operate as a conjoint training program of both the Royal College and the CFPC for one more year before the two palliative care programs are separated. The Royal College will move to a two-year certificate program while the CFPC will retain the present one-year structure. This will not lead to significant changes for the ES program, as most preceptors are based in family medicine and the curriculum is geared towards a primary-care approach.

## Rural Skills

Program Director: Dr. Geoff Hodgetts

2015-2016: Seven residents (partial or full year)

The demand for supplementary training through the rural skills programs continues to grow, with a record number of 21 applications for next year from Queen's residents alone. This rising demand may reflect several factors, including the uncertainty over practice entry that recent political pronouncements from the Ministry of Health and Long-Term Care have caused. It could also reflect relative lack of confidence after the two core years in specific areas, such as low-risk obstetrics and hospitalist care, as well as, more positively, a growing interest in working in more challenging settings. There were seven residents sharing the equivalent of 2.5 positions this year, and this will climb to 13 residents sharing just under four positions next year. Again, there is great demand for more obstetrical training, and skills targeted towards hospital and urgent care.

## Women's Health

Program Director: Dr. Susan Phillips

2015-2016: Two residents

There were two residents in Women's Health this year, one for half-a-year and the other for the full year. While both have been successfully pursuing advanced skills in their self-designed programs, there have been continued challenges with gaining access to valuable experiences outside of Kingston, mainly in Toronto. Because of the potential for competition with the Royal College Obstetrics and Gynecology (OB&G) program for relatively scarce clinical resources, it has rarely been possible for Women's Health residents to work in many of the important clinics available locally. Following a January meeting with the OB&G program director, there is great optimism that Queen's residents will have the opportunity to gain many of the program's required skills and experiences here in Kingston.

# UNDERGRADUATE EDUCATION



Photo: Fei Ou (Medical Student, Class of 2017)

Making a home call in Brockville with preceptor Dr. Andy Thomas

## Dr. Shayna Watson

Undergraduate  
Education  
Program Director

The goal of the department's Family Medicine Undergraduate Education Committee is to ensure each Queen's undergraduate student has opportunities to witness the vast scope of practice possibilities family medicine offers, to experience the range of skills that family doctors use every day, and to consider selecting a career in family medicine.

In order to accomplish these goals, the department seeks to create and support opportunities for students to experience and learn family medicine.

## Pre-Clerkship Teaching

Queen's medical students are exposed to family medicine from the very beginning of first term when they encounter Meds 115, a full-term course about approaches in family medicine, led this year by Dr. Fil Gilic and Dr. Matt Simpson.

Student course evaluations show that students appreciate the course's pedagogical approach

– the case-based development of approaches to common problems using self-study, web-based media created specifically for this course, classroom discussion and small-group learning. They find the approach to be effective, challenging and enjoyable:

*"It was a great way to introduce us to medicine. Small-group learning was very helpful to work through cases pertaining to the material."*

*"The combination of videos, slides and dynamic review at the beginning of class has been really helpful in learning the material . . . it took some challenging concepts and broke it down very well."*

*"...both theoretical and practical . . . makes you feel like you're learning skills you'll use in practice . . . I took hands-on skills away from this course."*

*"Absolutely loved this course and all the content we learned from it."*



Many of the department's faculty members made key contributions to the undergraduate program by dedicating time each week to small-group teaching – clinical skills, facilitated small-group learning, the first patient program and critical enquiry supervision. In these ways, faculty members teach, role model and mentor medical students from the very beginning of medical school.

## After Hours Clinic

All full-time faculty members work with medical students through observerships in the Queen's Family Health Team (QFHT) After Hours Clinic. This is very popular with the students, and rewarding for the residents and faculty who work with them.

From their first weeks learning about approaches to common presentations, students are encountering those problems in real life, with real patients, under the practiced supervision of the postgraduate team in the evening clinic.

Though it is early in their medical education, medical students are able to apply and consolidate what they have learned in clinical skills and in the classroom:

*"It has been great doing observerships and applying content... from the family medicine course."*

## Community Week

Community Week is a wonderful bookend to the first-year students' experience in family medicine. It is the last official part of the curriculum in first year, and what many describe as the best week of med school. All 100 students get to practise their clinical skills and their budding diagnostic skills in small communities in Ontario. With the invaluable help of regional providers – the Eastern Regional Medical Education Program (ERMEP) and the Rural Ontario Medical Program (ROMP) – the students spend a concentrated five days in active clinical work in smaller communities.

## Observerships

Once again, the department opened its doors for pre-clerkship and clerkship students to experience family medicine as part of its award-winning family health team. Nine Queen's students were welcomed into the QFHT for two-week electives, and three had electives with community practices in Kingston. In addition, many faculty members accepted students for half-day observerships in their own clinic – providing the kind of mentorship opportunity that comes up while teaching undergraduate students in clinical skills or small groups.

In response to a call from students for more family medicine observerships, undergrad and postgrad collaborated to create an observership for medical students in second year to be

paired with a PGY1 resident in the QFHT. The 15 participants of last year's pilot received it well, and the collaboration is running again this year. Through this partnership, residents have the opportunity to teach medical students and be evaluated by their clinic preceptor, and medical students are welcomed into an established practice, and see continuity of care and established therapeutic relationships.

## Family Medicine Interest Group (FMIG)

Alex Trajkovski (class of 2018) and Andrew Kwan (class of 2019) have provided leadership to the Queen's Family Medicine Interest Group (FMIG), which promotes family medicine as a top career choice. This year's activities focused on:

- exploring what it means to be a family physician in rural, community and city settings;
- examining the value and role of primary care in the health-care system, and;
- showcasing the scope and diversity of practice in family medicine.

The Queen's FMIG had a very busy year and achieved consistently high attendance at each of its speaker series from both the first- and second-year classes. The breadth and depth of family medicine was promoted through talks from a family medicine perspective on topics such as global health, addictions and street health, rural practice, and psychotherapy in family practice. The talks reflect the importance of comprehensive family medicine, and the connection between family medicine and the community. Students were also interested in talks on careers in family medicine and the "+1" program options.

The FMIG hosts popular technical skills events taught by family medicine residents, beginning with suturing in the fall semester and continuing with venipuncture, IV insertions, and joint injections and aspirations in the winter semester.

Seventy-five per cent of the incoming medical student class, as well as a number of upper-year students, attended the annual meet-and-greet mingler with family medicine faculty and residents at the University Club in September.

## Clerkship

Family medicine is proud to offer a distributed community-based clerkship experience to all 100 students. This core rotation exists because of the dedication of community faculty – students experience the rich variety of family medicine working side-by-side with expert clinicians who are also wise and gifted teachers. Preceptors from across the province welcome students into their practices and provide remarkable and valuable

experiences that consolidate learning and demonstrate what it means to be a family physician.

Most of the students complete their family medicine rotation in a six-week block, but 18 students complete an “integrated” clerkship, which places them for longer periods in one of three communities – Picton, Perth or Brockville/Prescott – to complete their family medicine, psychiatry and pediatrics rotations. This option is very popular with students and highly regarded by those heading to careers in family medicine and all other disciplines. On the integrated rotation, students are able to settle into the placement and participate in the life of medical practice and the broader community. They develop deeply meaningful relationships with their preceptors over the course of the rotation.



Christian Montgomery had this to say about his four-month integrated clerkship experience in Brockville:

*“I would like to express my gratitude to both Dr. (Carla) Trail and Dr. (Andy) Thomas (as well as their staff!) for my very enjoyable experience. Both Dr. Trail and Dr. Thomas encouraged me to spend time with other allied health professionals (examples include days with a nurse practitioner and a chiropractor) to get a better understanding of the roles that they play in the health-care system as well as to get a better understanding of their scope of practice. For the chiropractor specifically, I knew very little of what they offered and their role in health care, but will now be much more comfortable including . . . chiropractors in the care of my patients.”*

Fei Qu, class of 2017, also spent her integrated clerkship in Brockville/Prescott, and recalls the significant learning that came from attending home visits with her preceptors:

*“During integrated rotation, I have had the privilege of walking into homes of many people with my preceptors. Patients are people before they are patients. Their home is a good depiction of that.”*

Of the roughly 80 students completing family medicine as a single block, most students were placed in smaller communities across Ontario. The recruitment of preceptors and logistics of student placements is carried out by regional providers ROMP, ERMEP and NOSM (Northern Ontario School of Medicine). This year, through the Regional Education Office at Queen’s, ERMEP was designated as the primary regional provider for Queen’s students. As in previous years, one student per block had the opportunity to learn in Moose Factory at Weeneebayko General Hospital, and often had the opportunity to visit a coastal community for a few days of clinical work with a staff physician and the local health-care team.



No matter where students were located geographically, all were assessed for their one-on-one work with their preceptors as well as for written submissions that included five case reflections, a mini-scholar critical appraisal exercise and a reflection about their community and its health-care needs.

Student evaluations include comments such as:

*“I enjoyed this rotation a lot and really feel like it made me a much better clinician . . . the wide range of presentations and opportunities to get involved in assessments and procedures was unparalleled.”*

*“With few or no other learners around, there were ample opportunities to be actively involved in assessments and procedures. There was, what I found to be, a perfect balance of supervision and responsibility.”*



*"Fantastic one-on-one time with preceptor; lots of patient interaction."*

The preceptors welcome the students as learners and junior colleagues, and this makes all the difference in their learning and development as physicians, whatever discipline they enter. It is thanks to each one of the devoted community preceptors and medical programs that the family medicine clerkship continues to earn top marks in student evaluations, and the faculty review committee has recognized it as offering "excellent experience and teaching."

## Award Winners

From a list of excellent candidates from the graduating class of 2015, the following were chosen for family medicine awards:

**Ben Frid:** Pamela C. Williams Memorial Award

**Amanda Lepp:** G.H. Ettinger Research Scholarship

**Pepi (Elsbeth) McTavish:** The Matthews Medal in Family Medicine

**Amanda Murdoch:** CFPC Student Leadership Award and Macdonnell Memorial Award

**Dan Newman:** Rattray Scholarship in Family Medicine

**Nathan Roth:** Professor's Prize in Family Medicine

**Lauren Welsh:** CFPC Student Scholarship

**Elaine Xie:** SS Robinson Award

**Shelinna Xu:** James Walker Wood Scholarship

## 2016 Match

In the recent match, 34 Queen's graduates were matched to family medicine residency positions across the country. This

speaks to the commitment of all preceptors and teachers who act as ambassadors for family medicine, but especially to the dedication of the community preceptors who invite the students into their practices and show them what it means to practise broad-scope family medicine as part of a community.

## Leadership in 2015/2016

Dr. Fil Gilic and Dr. Matt Simpson provide leadership to the successful family medicine course in first year.

The Family Medicine Undergraduate Committee bid farewell to Dr. Ruth Wilson and Dr. Ian Casson, who after many years of dedication to the committee will continue their contributions to undergraduate medical education through classroom and clinical teaching as well as many other points of contact with the medical school and learners. Dr. Meg Gemmill and Dr. Susan Macdonald joined the committee as faculty representatives. Residents Drs. Joanne Lau, Rachel Li, Maria Merziotis and Rimi Sami have provided great input and are a collegial and mentorly point of contact for the medical student leaders of the FMIG. Trevor Morey and Lauren Welsh, the clerkship representatives for family medicine, joined the committee and brought the voice of clerks to its meetings. Dr. Shayna Watson, Undergraduate Education Program Director, has provided overall leadership as she has continued her work as director of clerkship.

Finally, the success of the undergraduate program would not be possible without the dedication, organization and care for each student and preceptor that Carla Evaristo, Residency Program Assistant, Undergraduate and Accommodations, brings to her work.





# CLINICAL SERVICES

Queen's Family Health Team

# QUEEN'S FAMILY HEALTH TEAM



**Diane Cross**  
*Clinic Manager*



**Dr. Karen Hall Barber**  
*Physician Lead*



*Dr. Meg Gemmill with a patient at the Queen's Family Health Team*

*Photo: Taylor Studios*

Queen's Family Health Team (QFHT) provides clinical services at sites in Kingston and Belleville. Collaborative, integrated patient-centred care continues to be the goal of clinical care services, consistent with the department's strategic plan goals for 2013-2017. Faculty, medical residents and staff are committed to improving the health of individual patients, their families and their communities. Ongoing quality-improvement (QI) initiatives are consistent with the Ministry of Health and Long-Term Care's Excellent Care for All Act, as well as regional and provincial initiatives related to Health Links.

## New Faces at QFHT Kingston

This year will be remembered as the year of resilience for the Kingston site. In March 2015, Danyal Martin, the team's clinical program co-ordinator of six years, left the QFHT to join the senior ranks of Health Quality Ontario (HQO) in Toronto. Having completed her Master of Science in Healthcare Quality while working at the QFHT, it was not surprising to see Danyal's career flourish in the QI sector. Jennifer Berry, nurse practitioner at the QFHT for five years who worked as the team lead for diabetes care, left in May 2015 to work with Health Canada and the Government of Nunavut. During the spring and summer, a number of unexpected and tragic personal events

for key QFHT administrative and clinical staff led to extended absences. The term "holding the fort" took on a new meaning as staff (led by Francine Janiuk, Nursing Manager) stepped in to manage day-to-day operations and ensure clinical programs/services continued and Ministry requirements were upheld.

The Kingston site welcomed Jennifer MacDaid, Clinical Program Co-ordinator, in August 2015 and Susan Peters, Nurse Practitioner, as the diabetes and chronic disease lead in September 2015. Faculty physician positions were stable this year, with two locums, Dr. Tara McGregor and Dr. Jennifer Pope, providing extended coverage during the sabbaticals of Dr. Ian Casson and Dr. Ruth Wilson. Working through the remainder of the year with a full complement of staff enabled the clinic to welcome 868 new patients. Regular communication with Health Care Connect, emergency department personnel and Kingston Health Links co-ordinators has ensured that patients without a family physician are matched to a QFHT physician as quickly and seamlessly as possible. Dr. Eva Purkey, Global Health physician lead, also co-ordinated a process for accepting new Syrian refugee patients to the clinic with the support of six QFHT physicians and four resident volunteers for translation services.

**Section 1: Contacting Us**

**Q1. How was the appointment for your most recent visit made?**

☐ I didn't have an appointment – I just dropped-in (**SKIP TO QUESTION Q2b**)

☐ I called and set it up

☐ I emailed and set it up

☐ I set it up at my last visit

☐ You called me to set it up

☐ Other (please specify): \_\_\_\_\_

**Q2. Thinking about your most recent visit, on a scale of poor to excellent, how would you rate the following...?**

		Poor	Fair	Good	Very Good	Excellent
a.	The length of time it took between making your appointment and the visit you just had	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b.	Your overall experience accessing the office/ clinic	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Quality Improvement at QFHT Kingston

This year marked the third year the QFHT submitted a formal Quality Improvement Plan (QIP) to HQO as part of the requirements under the Excellent Care for All Act. The QFHT has completed a QIP since 2008, and this document continues to guide and influence activities for patient service improvements. The QIP is structured around key domains of quality, including safety, effectiveness, patient-centredness, access and integration. The plan represents issues that staff members, clinicians and patients have identified as being fundamental to the delivery of excellent-quality care, and are aligned with HQO objectives and the Department of Family Medicine and Faculty of Health Sciences strategic plans.

The results from this year's patient-experience surveys provided useful information regarding patients' perspective, access to clinicians, patient involvement in their care decisions and whether their provider spent enough time with them. The patient surveys were conducted in spring 2015 and again in February 2016. The most recent survey sent via email to patients who had an appointment in the previous month had an impressive response rate of 27 per cent.

Overall, 73 per cent of patients would definitely recommend QFHT services to others. Patients also responded positively that:

- the doctor spends enough time with them (87 per cent);
- they have the opportunity to ask questions about recommended treatment (88 per cent);
- they are involved in decisions regarding their care and treatment (90 per cent).

Patients' feedback on their ability to access an appointment on the same or next day was not entirely favourable. This is a multi-faceted issue, as it's difficult to know if the patients' responses are reflective of seeing residents (versus their family physician), nurse practitioner or other allied health professional. Communication with respect to After Hours Clinic times and the availability of other clinicians will continue via phone conversations, waiting room screens, the QFHT's twice-annual newsletter and on-call service responses.

Patients also provided many comments related to things that are done particularly well at the QFHT:



- Concerned, friendly staff; professional and personable;
- Knowledge and understanding of my medical history;
- Never feel rushed during my appointment; I feel that all staff have a genuine concern for me;
- Residents have always been very considerate and eager to help;
- I love the fact that this is a teaching clinic; I feel that I get more thorough investigation and that no problem is left unattended;
- Love the nurses – they are always awesome.





When asked what two things could be improved at the QFHT, some of the patients' responses included:

- Less waiting time in the waiting room and to get an appointment;
- Residents rotate too quickly; I just get used to one and they are replaced;
- Reminder calls, especially when it is two to three months between visits;
- Extended hours for those who work nine-to-five;
- I wish my doctor was available by email to answer questions; are phone consultations with a physician possible if I just want to know if my test results require any follow-up?;
- Difficult to find parking that is accessible when dropping off seniors.

The results of the patient experience surveys are shared with each clinic team and the QFHT Advisory Board, and provide direction for potential changes in the co-ordination and delivery of services. This annual patient survey is reported to HQO as one component of the team's QIP. Communications with patients include a twice-annual newsletter that highlights program/ service updates, health promotion and prevention resources, and a patient profile. Clinic waiting rooms include LCD screens with rotating information on upcoming events and special activities (for example, flu clinic, healthy eating suggestions, etc.). Information and resource links are also available on the QFHT website. New in March 2016, the patient website and waiting room screens will feature a "Program of the Month" to promote the work of the QFHT's interdisciplinary teams.

Specific program patient surveys are also completed regularly (e.g., foot care, anti-coagulation program, smoking cessation, etc.) and provide valuable feedback on areas of excellence and need for improvement.

Residents, who must complete a QI project during their first year, are strongly encouraged to select a topic that relates to the QIP. A key part of their project is engaging the broader interdisciplinary team through surveys, focus groups and team meetings. While they are not expected to completely eliminate the challenges they discover as part of this project, they are expected to thoroughly investigate the problem and recommend solutions. The residents present to the interdisciplinary quality committee and to department faculty, staff and residents at grand rounds. These projects have made an impressive contribution to improving care in the clinic, and some proceed to a research project publication or presentation.

## Programs/Services at QFHT Belleville-Quinte

Two new physicians joined the Belleville site in 2015. Dr. Erin Falconer joined the Connor House site and Dr. Jessica Ladouceur practises at the Station Street site. Both physicians are former Queen's residents who trained in Belleville. Dr. Norma Charriere has relocated to Prince Edward County.

In fall 2015, the Belleville site hired a registered nurse as a system navigator to work with socially and medically complex patients including Health Links patients. Occupational therapy and pharmacy students completed placements at the Belleville site.

The site also received a research grant (OCEAN) to review "multidimensional outcomes in primary care." There are a number of clinical indicators for how well family health teams are performing, but often these do not reflect the actual work of interdisciplinary team members. During the summer of 2015, the QFHT created a logic model that represented the input activities, outputs and outcomes of its services. Based on this work, the group has decided to focus on each patient's quality of life. The World Health Organization Quality of Life Survey will be used to capture the patient experience. This survey will be administered via OCEAN (tablet given to patients to complete survey while in the waiting room; results are saved in research database). Work on this project continues.

Community events this year included staff donations to Three Oaks Foundation, a local women's shelter. Eight garbage bags containing used clothes, shoes and new hygiene/toiletries were donated. For the third consecutive year, the team and patients contributed to the Alzheimer Society Coffee Break, raising more than \$250 for the local Alzheimer Society. Finally, the Belleville team raised more than \$600 for the Adopt a Child campaign to provide warm clothes for children in need.

The QFHT Belleville site also collaborated with the Community Advocacy and Legal Centre in a justice/health partnership. The purpose of the Rural Justice & Health Partnerships project is to improve health outcomes among low-income, vulnerable and marginalized patients while simultaneously increasing their access to justice. It can be difficult to treat patients' health concerns without addressing the underlying social conditions that give rise to poor health, including unresolved legal issues. At the same time, the project is expected to prevent the escalation of legal problems and promote early intervention, resulting in patients' improved legal and medical well-being. This project aligns directly with many of the QFHT's patients, and especially the complex health needs of the Health Link patients.



Photo: Rob Whelan Photography

*QFHT Advisory Board Chair Rob Wood leads members in discussion during one of four meetings held during the year*

## QFHT Advisory Board

The QFHT Advisory Board continued to meet four times in 2015 under the leadership of Rob Wood, Chair. Meeting discussions included a report on the quality plan and annual priorities, strategic plan review, the provincial evaluation of family health teams (Conference Board of Canada report), primary health-care reform initiatives (Patient Care Groups report), and staff engagement with respect to “old-world” structures that may impede or hinder “new-world” organizations. Board members have participated in regional (SE LHIN) meetings and collaborative discussions regarding the Ministry of Health’s Patients First discussion paper.

Board members provide advice and contributions with respect to strategic and collaborative initiatives for the QFHT. They bring a broad and diverse set of skills, resources and knowledge to each meeting discussion, with representation from Queen’s Policy Studies; Providence Care; St. Lawrence College; KFL&A Public Health; consulting and communications organizations; Kingston hospital, long-term care and government community retirees; and Queen’s Family Health Team faculty and staff members. Community expertise is also provided through invitations to key external guests who participate in discussions on various specific topics. The board has endorsed the addition of a patient representative, with an expectation of realization for the 2016 meetings.

## Recognition

- Support for continuing education was exemplified through Dr. Karen Hall Barber, Physician Lead, and Sherri Elms,

Pharmacist, earning their Master of Science in Healthcare Quality degree, and Francine Janiuk, Nursing Manager, earning her Queen’s Master of Public Administration degree.

- Dr. Nadia Knarr was elected as a board director for the College of Family Physicians of Canada in December 2015.
- The Belleville-Quinte site was nominated for an Association of Family Health Teams of Ontario Bright Lights Award for its Multidimensional Outcomes in Primary Care in fall 2015.

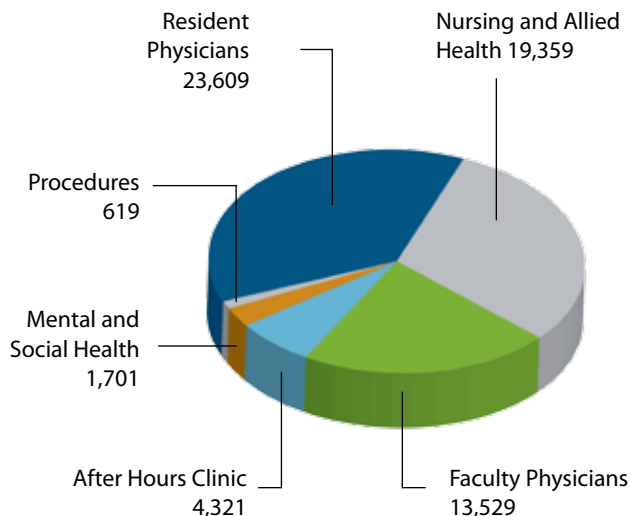
## PROGRAMS AND SERVICES AT QFHT KINGSTON AND BELLEVILLE

Interdisciplinary programs and services continue to support patient needs and provide additional opportunities for resident education. Collaborative programs with local and regional family health teams, the Kingston Community Health Centres, KFL&A Public Health and other health-service partners have increased in the past year as the QFHT works to improve access to services and to reduce duplication of resources. Given the number of changes since the initial launch of the family health team in 2007, a survey was designed to gather opinions and perspectives from physicians, nurses, allied health professionals and clerical staff regarding clinical programs and services offered to QFHT patients. The survey, completed in early 2016, requested input/feedback regarding the value of current programs and services, and potential additions to the clinic’s current offerings. The results will inform decisions about possible additional or realigned services.

## QUEEN'S FAMILY HEALTH TEAM Kingston Site

Total Patient Visits between April 1, 2015,  
and March 31, 2016

**Over 63,100 Visits**



### Interdisciplinary programs in 2015-2016 included:

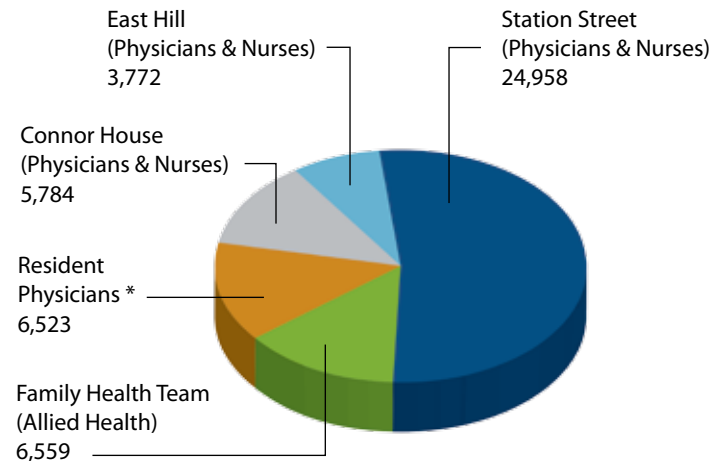
#### Kingston and Belleville Sites:

- Anti-coagulation management (point-of-care testing for monitoring patients on warfarin therapy)
- Cancer screening (preventive care)
- Chronic pain management (Stanford chronic pain self-management program, and mindfulness-based chronic pain management offered both in person and via OTN sites)
- Health Links co-ordinated care plans (complex, vulnerable patients offered care plan review with links provided to community resources and care co-ordination)
- Influenza immunization (seasonal flu vaccines offered with a focus on patients 65+)
- Mental health services (social work counselling, psychiatry and psychologist assessments)
- Nutritional services (individual and group counselling for weight loss, food allergies, special diets and chronic disease management)
- Pharmacist consults (comprehensive medication reviews)
- Smoking cessation (partnerships with Ottawa Model for Smoking Cessation and Centre for Addiction and Mental Health, providing free nicotine-replacement therapy)

## QUEEN'S FAMILY HEALTH TEAM Belleville Site

Total Patient Visits between April 1, 2015,  
and March 31, 2016

**Over 47,500 Visits**



\* Residents move from building to building and sometimes patient appointments are not scheduled directly with the resident. Residents actually see more patients than indicated on this chart, with these visits included in the location totals.

### Belleville Site:

- Craving Change (group program to assist with emotional eating)
- Falls screening (occupational therapy assessment, walking program)
- Group Wellness (partnership with Quinte Sports & Wellness Centre; includes FHIT together, walking group and well-being workshops)
- Occupational therapy services (home safety, education, assessments)
- Memory clinic (early diagnosis of memory impairment)

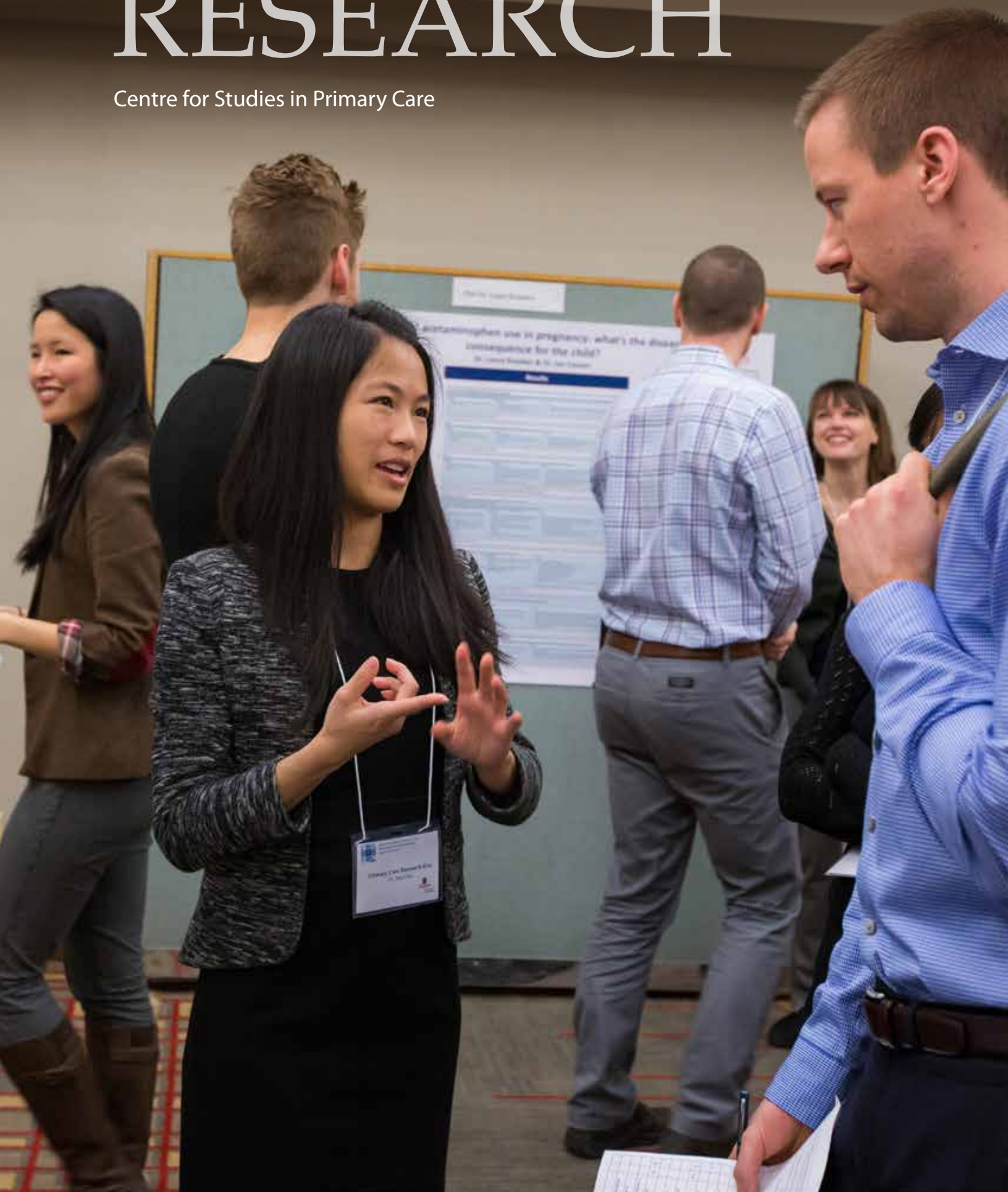
### Kingston Site:

- Comprehensive 18-month well-baby check (toddler review includes immunizations, social and communication milestones, nutritional assessment, school-readiness)
- Diabetes program (care for patients with diabetes, insulin management, nutritional education and support)
- Foot-care services (in-clinic and home visits offered)
- Intellectual and developmental disability (annual review for adult patients with I/DD)
- Lactation support services (pre-natal and post-partum visits)



# RESEARCH

Centre for Studies in Primary Care



# CENTRE FOR STUDIES IN PRIMARY CARE



Photo: Rob Whelan Photography

(Left to right) CSCP faculty and staff members Mary Martin, Ken Martin, Dr. Nancy Dalgarno, Rachael Morkem, Dr. Walter Rosser, Dr. David Barber, Marissa Beckles, Lorne Kinsella, Emily Pollock, Dr. Richard Birtwhistle, Dr. Han Han, Dr. John Queenan and Dr. Colleen Grady. Missing: Dr. Michael Green, Dr. Lawrence Leung and Fred Zeltser



**Dr. Richard Birtwhistle**  
CSCP Director

The Centre for Studies in Primary Care (CSPC) acts as the research arm of the Queen's Department of Family Medicine. As such, the CSPC provides the department with research development and support, directs the resident research-teaching program, convenes Primary Care Research Day, and helps to build capacity in primary care research by providing an environment that supports research training and academic excellence. The CSPC's research activities are in areas relevant to the practice of primary health care, primary care chronic disease surveillance, health services research, population health, health promotion, use of electronic medical records, family medicine education research, program evaluation and evidence assessment for clinical practice. The primary research portfolios

the CSPC holds include educational research, community and program evaluation, intellectual and developmental disabilities, global health, and the Canadian Primary Care Sentinel Surveillance Network (CPCSSN).

Over the last two years, the CSPC has focused on building the department's research capacity. The centre oversees a peer-reviewed seed-granting competition and provides research support for the department's faculty members. Through this year's competition, the CSPC funded four new projects. Project investigators are from across the regional teaching sites and include allied health professionals within the department. Details of these projects are highlighted in the following table.

Principal Investigator	Co-Investigators		Project Title	Funding Amount
Dr. Eva Purkey	Dr. Susan Bartels Dr. Colleen Davison Dr. T. Hugh Guan Shruti Sebastian		Monitoring and Evaluation of Neonatal Hepatitis B Immunization Project in Karenni State, Myanmar	\$16,900
Dr. Meg Gemmill	Dr. Ian Casson Dr. Liz Grier		Implementation and Evaluation of Health Links' Coordinated Care Plans Tailored for Adults with Intellectual and Developmental Disabilities	\$19,278
Dr. Jane Griffiths	Dr. Nancy Dalgarno Dr. Catherine Donnelly		Competency-Based Medical Education Implementation: How are We Shifting Assessment Culture? Part 2	\$13,103
Dr. Robert Webster	Dr. Catherine Donnelly Abby Leavitt Cindy Adams Nicole Bobbette Stephanie Lynch	Andrea DiGiovanni Yan Cao Ashleigh Wolfe Judith Proulx	Multidimensional Outcomes in Primary Care: Part 2	\$12,588

In 2015, the CSPC had its third five-year review. The Senate Advisory Research Committee unanimously recommended that the senate approve the centre's renewal for a further five-year period. In its recommendation, the committee highlighted the centre's evolution over the past 15 years, during which it has enhanced its impact, funding and presence in primary care research. The committee congratulated CSPC Director Dr. Richard Birtwhistle for his outstanding leadership and long list of achievements that reflect well on the centre. Effective change management was also highlighted, as CPCSSN will transfer assets and continued leadership to Queen's University from the College of Family Physicians of Canada (CFPC). Finally, as the CSPC has assisted the department in meeting SEAMO-related research deliverables, the committee underscored the centre's valuable role within the department and the Queen's Faculty of Health Sciences.

## Honours & Awards

In honour of the 20th anniversary of the CFPC's Section of Researchers, the College named **Dr. Richard Birtwhistle** and **Dr. Walter Rosser** as two of the Top 20 Pioneers of Family Medicine Research in Canada for their contributions to advancing health care in Canada and globally. Dr. Birtwhistle was honoured for his accomplishments in advancing technology through the development of CPCSSN. Dr. Rosser was recognized for his research with Practice-Based Research Networks, teaching evidence-based medicine and building capacity in family medicine. The CFPC also gave Dr. Birtwhistle a lifetime achievement award this year for his contribution to family medicine research.

**Dr. Michael Green** won an IMPACT Award to assess diabetes among Ontario's First Nations peoples and to help develop new

programs and policies. This project has been funded for three years through the Ontario SPOR SUPPORT Unit (OSSU), and is a partnership with the Chiefs of Ontario, the Northern Ontario School of Medicine, Nipissing University and the Institute for Clinical Evaluative Studies. The project aims to produce a comprehensive assessment of diabetes, its complications and related health services for First Nations peoples across Ontario.

The Ontario College of Family Physicians named **Dr. Katrin Dolganova** winner of the Resident Research Competition at the Family Medicine Forum. Dr. Dolganova was nominated for her postgraduate year-two resident research project, *Interpretation of Urine Drug Screens in Patients on Opioids for Chronic Non-Malignant Pain: Practical Tools*, for which she also won best academic project at Primary Care Research Day in 2015.

## Staff Changes

The CSPC is thrilled to announce the addition of three new faces. Department of Family Medicine faculty member **Dr. Lawrence Leung** has joined the centre as the assistant director of clinical research. In this new position, Dr. Leung will facilitate the resident research training program and help build capacity for research among community preceptors at the department's three distributed training sites: Queen's Bowmanville-Oshawa-Lakeridge (QBOL), Peterborough-Kawartha and Belleville-Quinte. Specifically, Dr. Leung plans to support learners and colleagues from the stage of initial research idea to proposal development and grant application completion, where applicable. Additionally, he will facilitate the process of applying for conference presentations and preparation of manuscripts for publication. Dr. Leung has a broad scope of personal research interests including dermatology, chronic pain, First Nations health and efficacy of clinical teaching.



**Dr. Colleen Grady** has joined the CSPC as the new research manager. She comes to Queen's from the Loyalist Family Health Team in Amherstview, where she was executive director. With a doctorate in business administration, Dr. Grady brings with her significant leadership and management experience.

**Dr. Nancy Dalgarno** joins the CSPC as a part-time education researcher and consultant. With a PhD in education, she brings with her significant experience in program evaluation, curriculum development and research. Dr. Dalgarno splits her time between the CSPC and Queen's Office of Health Sciences Education.

The department bid farewell to Jyoti Kotecha, Assistant Director, Centre for Studies in Primary Care, this year as she assumed the role of Director of the Queen's International Centre. Jyoti, who joined the CSPC in 2007, was a major and valuable contributor to the centre's success.

To learn more about the CSPC's research activities and project highlights, consult the CSPC's website at [www.queensu.ca/cspc/](http://www.queensu.ca/cspc/) and follow along on Twitter @CSPC\_QueensU.



Dr. Aaron McGregor (Kingston PGY2) presents his research at Primary Care Research Day

Photo: Rob Whelan Photography

## PUBLICATIONS & PRESENTATIONS

This has been a busy year for publications and conference presentations. Thirty peer-reviewed articles were published through the work of the CSPC, including three resident publications. Forty-six oral or poster presentations were presented at national and international research conferences.

### Publications 2015-2016

1. Adibi F, Leung L. The obvious versus not so obvious. *J Fam Med* 2015; 2(5):1038
2. Birtwhistle R, Barber D, Drummond N, Godwin M, Greiver M, Singer A, Lussier MT, Manca D, Natarajan N, Terry A, Wong S, Martin RE, Mangin D. Horses and buggies have some advantages over cars, but no one is turning back. *Can Fam Physician* 2015;61(5):416-9.
3. Birtwhistle R, Godwin M, Leggett JA, Martin K. Linking health databases for research. *Can Fam Physician* 2015; 61(4):382.
4. Bosma R, Mojarad E, Leung L, Pukall C, Staud R, Stroman P. Neural correlates of temporal summation of second pain in the human brainstem and spinal cord. *Hum Brain Mapp* 2015 Dec; 36(12):5038-50. doi: 10.1002/hbm.22993
5. Brown G, Park K, Bicknell RT. Management of occupational shoulder injuries in primary care. *J Musculoskelet Disord Treat* 2015 Sept 25; 1:1.
6. Davidson C, Pulver A, Parpia A, Purkey E, Pickett W. Nonmedical use of prescription opioids and injury risk among youth. *Journal of Child and Adolescent Substance Abuse*. [In press]
7. Frank C, Wilson CR. Models of primary care for frail patients. *Can Fam Physician* 2015; 61(7): 601-6.
8. Griffiths J, Luhanga U, McEwen L A, Schultz K, and Dalgarno N. (Accepted). Promoting quality feedback: A tool for reviewing feedback given to learners by teachers. *Can FamPhysician*.
9. Guedes DT, Alvarado BE, Phillips SP, Curcio CL, Zunzunegui MV, Guerra RO. Socioeconomic status, social relations and domestic violence against elderly people in Canada, Albania, Colombia and Brazil. *Arch of Gerontol Geriatr* 2015; 60(3):492-500. doi: 10.1016/j.archger.2015.01.010

10. Hall Barber K, Schultz K, Scott A, Pollock E, Kotecha J, Martin D. Teaching quality improvement in graduate medical education: an experiential and team-based approach to the acquisition of quality improvement competencies. *Acad Med* 2015; 90(10): 1363-7.
11. Jain S, Ward MA. HDL and its role in cardiovascular disease: a primary care perspective. *J Fam Med Community Health* 2015 June;2(3):1037.
12. Keshavjee K, Williamson T, Martin K, Truant R, Aliarzadeh B, Ghany A, Greiver M. Getting to usable EMR data. *Can Fam Physician* 2014 Apr;60(4): 392.
13. Kotecha J, Han H, Green M, Russell G, Martin MI, Birtwhistle R. The role of the practice facilitators in Ontario primary healthcare quality improvement. *BMC Fam Pract* 2015 July;16:93. doi: 10.1186/s12875-015-0298-6
14. Leung L, Han H, Martin M, Kotecha J. Mindfulness-based stress reduction (MBSR) as sole intervention for non-somatisation chronic non-cancer pain (CNC): protocol for a systematic review and meta-analysis of randomized controlled trials. *MBJ Open* 2015;5:e007650. DOI: 10.1136/bmjopen-2015-007650.
15. Leung LK, Harding J. A chemical mixer with dark-green nails. *BMJ Case Rep* 2015 June; 2015. doi:10.1136/bcr-2014-209203.
16. McColl MA, Aiken A, Smith K, McColl A, Green M, Godwin M, Birtwhistle R, Norman K, Brankston G, Schaub M. Actionable Nuggets: Knowledge translation tool for the needs of patients with spinal cord injury. *Can Fam Physician* 2015;61:e240-e248.
17. McEwen LA, Griffiths J, Schultz K. Developing and successfully implementing a competency-based portfolio assessment system in a postgraduate family medicine residency program. *Acad Med* 2015;90(11):1515-26.
18. Miszkurka M, Steensma C, Phillips SP. Correlates of partner and family violence among older Canadians: a lifecourse approach. *Health Promotion and Chronic Disease Prevention in Canada* 2015; (in press)
19. Patricio AC, Zunzunegui MV, Li A, Phillips SP, Guralnik J, Guerra R. Association between C-reactive protein and physical performance in older populations: Results from the International Mobility in Aging Study (IMIAS). *Age Ageing* 2016; 45(2):274-80. doi: 10.1093/ageing/afv202.
20. Phillips SP, Carver L. Early parental Loss and self-rated health of older women and men: a population-based, multi-country study. *PLoS ONE* 2015; 10(4): e0120762. doi:10.1371/journal.pone.0120762.
21. Phillips SP, Hamberg K. Women's relative immunity to the socio-economic health gradient: artifact or real? *Glob Health Action* 2015 May;8:27259.
22. Phillips SP, Hamberg K. Doubly blind: a systematic review of gender in randomized controlled trials. *Glob Health Action* 2015 May; 8:27259. doi: 10.3402/gha.v8.27259.
23. Phillips SP, Swift SA. Therapeutic abortion counseling and provision: are Canadian educational institutions opting out? *Can Fam Physician* 2016; epub ahead of print.
24. Queenan JA, Williamson T, Khan S, Drummond N, Garies S, Morkem R, Birtwhistle. Representativeness of patients and providers in the Canadian Primary Care Sentinel Surveillance Network: a cross-sectional study. *CMAJ Open* 2016 Jan;4(1):E28-E32
25. Ranger NS, Ward MA. A Comparison of the direct oral anticoagulants in treatment of acute deep vein thrombosis for primary care physicians. *J Family Med Community Health* 2015;2(2):1032.
26. Sacks J, Valin S, Casson RI, Wilson CR. Are 2 heads better than 1? Perspectives on job sharing in academic family medicine. *Can Fam Physician* 2015;61(1):11-13.
27. Schultz K, Griffiths J. Implementing competency-based medical education in a postgraduate family medicine residency training program: a stepwise approach, facilitating factors and processes or steps that would have been helpful. *Acad Med* 2015. Epub ahead of print.
28. Schultz K, Griffiths J, Lacasse M. A practical application of entrustable professional activities to inform competency decisions in a family medicine training program. *Acad Med* 2015; 90(7):888-97.
29. Schultz K, Griffiths J, McEwen L. Applying Kolb's Learning Cycle to competency-based residency education. *Acad Med* 2016; 91(2):284.
30. Sethi A, Hughes P. Celiac disease and attention deficit hyperactivity disorder: a systematic review of the literature. *J Fam Med Community Health* 2015;2(8): 1069.
31. Squizzato V, Brown G, Baxter S. Get out of scrape! An approach to corneal foreign bodies and abrasions for the primary care physician. *Occup Med Health Aff* 2015;3:3.
32. Wolfrom B, Hodgetts G, Kotecha J, Pollock E, Han H, Martin M, Morrisette P. (Accepted). Satisfaction with civilian family medicine residency training: Perspectives from serving General Duty Medical Officers in the Canadian Armed Forces. *Can Fam Physician*.



## Presentations 2015-2016:

1. Barber D, Morkem R, Queenan J, Zeltser F. Using trends in HbA1c test results to predict diabetes onset. Poster session presented at: NAPCRG Annual Meeting; 2015 Oct 24-28; Cancun, Mexico.
2. Barber D, Morkem R, Queenan J, Janssen I, Kotecha J, Zeltser F. The Role of antibiotic administration on childhood weight. Paper presented at: NAPCRG Annual Meeting; 2015 Oct 24-28; Cancun, Mexico.
3. Birtwhistle R, Glazier R, Green M, Dahrouge S, Martin K, Barber D, Terry A, Greiver M, Frymire E. Lessons learned in linking an EMR with health administration data: The case of ICES and CPCSSN. Poster session presented at: NAPCRG Annual Meeting; 2015 Oct 24-28; Cancun, Mexico.
4. Birtwhistle R, Green M, Dahrouge S, Frymire E, Terry A, Barber D, Greiver M, Glazier R. Linking electronic medical records with administrative data: Diabetic control and hospital and emergency room utilization. Poster session presented at: NAPCRG Annual Meeting; 2015 Oct 24-28; Cancun, Mexico.
5. Birtwhistle R, Green ME, Glazier RH, Dahrouge S, Greiver M, Barber D, Martin K, Terry A, Chiarella L, Frymire E. Lessons learned in linking an EMR with health administration data: the case of ICES and CPCSSN. Poster session presented at: NAPCRG Annual meeting; 2015 Oct 24-28; Cancun, Mexico.
6. Birtwhistle R, Green ME, Glazier RH, Dahrouge S, Greiver M, Barber D, Martin K, Terry A, Frymire E. Linking Electronic Medical records with administrative data: diabetic control and hospital and emergency room utilization. Poster session presented at: NAPCRG Annual meeting; 2015 Oct 24-28; Cancun, Mexico
7. Birtwhistle R, Green ME, Glazier RH, Dahrouge S, Greiver M, Barber D, Martin K, Terry A, Frymire E. Linking electronic medical records with administrative data: diabetic control and hospital and emergency room utilization. Poster session presented at: Trillium Annual Conference; 2015 Jun 20; Toronto, Ontario.
8. Brown G, Laughlin B, Blaney B, Smythe J, Zeltser F. Assessing the impact of incorporating self-compassion training into cognitive-behavioral therapy groups for adolescents with anxiety disorders. Poster session presented at: NAPCRG Annual Meeting; 2015 Oct 24-28; Cancun, Mexico.



9. Casson I, Gemmill M, Grier E, Green L. Using EMR tools to improve the primary care of adults with developmental disabilities. Paper presented at: Family Medicine Forum; 2015 Nov 11-14; Toronto, Ontario.
10. Craig, W., Cummings, J., & Dalgarno, N. Scaffolding, social architecture, and classroom management to address bullying and victimization. Full day workshop presented at: Promoting Relationships and Eliminating Violence (PrevNET); 2015 Nov; Toronto, Ontario, CA.
11. Dahrouge S, Rolfe D, Muldoon L, Kotecha J, Birtwhistle R, Barber D, Dolovich L, Liddy C, Kaczorowski J. Using automated, regularly extracted electronic medical record (EMR) data for intervention research. Presented at: Family Medicine Forum; 2015 Nov 11-14; Toronto, Ontario.
12. Dahrouge S, Muldoon L, Heale R, Green M, Tranmer J, Howard M, Mark A, Taljaard M, Brown J, Johnston S, Agarwal G. Creating meaningful composite scores for primary care. Poster session presented at: NAPCRG Annual Meeting; 2015 Oct 24-28; Cancun, Mexico.
13. Dahrouge S, Rolfe D, Muldoon L, Kaczorowski J, Dolovich L, Liddy C, Kotecha J, Barber D. Optimizing the reach of population-based cardiovascular awareness interventions. Poster session presented at: NAPCRG Annual Meeting; 2015 Oct 24-28; Cancun, Mexico.
14. Donnelly C, Boudreau ML, Garand I, Mitchell B, Letts L. Falls screening in primary care: The missing link. Poster session presented at: NAPCRG Annual Meeting; 2015 Oct 24-28; Cancun, Mexico.
15. Donnelly C, Watson S, Brander R, O'Riordan A, Murphy S, Chapman C. Compassionate collaborative primary care. Poster session presented at: NAPCRG Annual Meeting; 2015 Oct 24-28; Cancun, Mexico.
16. Gemmill M, Grier E, Bobbette N, Martin M, Casson I. Family physician and allied health provider attitudes and perceptions of the identification of adults with suspected mild intellectual disability. Poster session presented at: NAPCRG Annual Meeting; 2015 Oct 24-28; Cancun, Mexico.
17. Gozdyra P, Glazier R, Dahrouge S, Green M, Frymire E, Muldoon L, Tranmer J. Geographic availability, proximity and accessibility to primary care (PC) doctors - review and application of methods. Workshop at: NAPCRG Annual Meeting; 2015 Oct 24-28; Cancun, Mexico.
18. Guedes D, Alvarado B, Phillips SP, CL Curcio, Zunzunegui MV, Guerra RO. Socioeconomic status, social support and domestic violence against elderly people in Canada, Albania, Colombia and Brazil. Workshop at: American Gerontological Society Annual Conference; 2015 Nov 18-22; Orlando, FL.
19. Han H, Martin M, Van-Melle E, Schultz K, Griffiths J, Hodgetts G. From family medicine residency to independent practice: How are transitions experienced? Poster session presented at: NAPCRG Annual Meeting; 2015 Oct 24-28; Cancun, Mexico.
20. Kotecha J, Lévesque L, Martin M, Viaznikova T. Patient perspectives of the importance of physical activity counselling in primary care settings. Poster session presented at: NAPCRG Annual Meeting; 2015 Oct 24-28; Cancun, Mexico.
21. Kotecha J, Martin M, Han H, MacLaren S, Christie E, Green M, Birtwhistle R. Cost to provide allied healthcare to patients in a rural Hospital-at-Home demonstration program in Prince Edward County, Ontario, Canada. Poster session presented at: NAPCRG Annual Meeting; 2015 October 24-28; Cancun, Mexico.
22. Kotecha J, Phillips S, Kukkar R, Martin M, Han H, Pollock E. Connecting seniors to care: Strengthening links through primary care. A scoping review. Poster session presented at: Trillium Primary Health Care Research Day; 2015 June 4; Toronto, Ontario.
23. Leung L. Red and Itchy: How to approach and manage common skin conditions and avoid pitfalls. Presentation at: Family Medicine Forum; 2015 Nov 11-14; Toronto, Ontario.
24. Leung L. Fire over ice: In the face of recalcitrant non-genital warts. Presentation at: Family Medicine Forum; 2015 Nov 11-14; Toronto, Ontario.
25. Leung L. Odd and scary: How to approach and manage unusual skin conditions and avoid pitfalls. Presentation at: Family Medicine Forum; 2015 Nov 11-14; Toronto, Ontario.
26. Martin M, Kotecha J, Han H, MacLaren S, Christie E, Green M, Birtwhistle R. Cost to provide allied healthcare to patients in a rural Hospital-at-Home demonstration program in Prince Edward County, Ontario, Canada. Poster session presented at: NAPCRG Annual Meeting; 2015 Oct 24-28; Cancun, Mexico.
27. Morkem R, Barber D, Williamson T, Patten S. Antidepressant prescribing to children and adolescence in Canadian primary care. Paper presented at: NAPCRG Annual Meeting; 2015 Oct 24-28; Cancun, Mexico.
28. Morkem R, Barber D, Queenan J, Janssen I, Kotecha J, Zeltser F. The role of antibiotic administration on childhood weight. Paper presented at: NAPCRG Annual Meeting; 2015 Oct 24-28; Cancun, Mexico.
29. Morkem R, Barber D, Queenan J, Zeltser F. Using Trends in HbA1c Test Results to Predict Diabetes Onset. Poster session presented at: NAPCRG Annual Meeting; 2015 Oct 24-28; Cancun, Mexico.

30. Phillips S. Can we correct inequalities via medical practice? Workshop at: Family Medicine Forum; 2015 Nov 11-14; Toronto, Ontario. .
31. Phillips S, Byrnes M. Continuity of care and hospital utilization – a new report from CIHI. Paper presented at: Trillium Primary Health Care Research Day; 2015 June 4; Toronto, Ontario.
32. Phillips S. Death of a parent in childhood and health in old age. Presented at: Association for Medical Education in Europe; 2015 Sept 5-9; Glasgow, UK.
33. Phillips S. Workshop for teachers of IMGs. Workshop at: Family Medicine Forum; 2015 Nov 11-14; Toronto, Ontario.
34. Phillips S. Psychometric properties and confirmatory analysis of BEM sex role inventory in an international sample of older adults. Poster session presented at: American Gerontological Society Annual Conference; 2015 Nov 18-22; Orlando, FL.
35. Perez Zepeda MU, Zunzunegui MV, Phillips SP, Ylli A, Guralnik J. Self-rated health maintains a consistent relationship with physical performance across countries. Workshop at: American Gerontological Society Annual Conference; 2015 Nov 18-22; Orlando, FL.
36. Purkey E, Patel R, Beckett T, Mathieu F. Trauma-informed care: why it matters for you and your patients. Paper presented at: Family Medicine Forum; 2015 Nov 11-14; Toronto, Ontario.
37. Schultz K, Griffiths J. Implementing competency based medical education. Workshop at: Association for Medical Education in Europe; 2015 Sept 5-9; Glasgow, UK.
38. Schultz K., Griffiths J. Transforming your program to be competency-based: An interactive workshop to explore strategies and solutions. Workshop at: Association for Medical Education in Europe; 2015 Sept 5-9; Glasgow, UK.
39. Schultz K., Griffiths J. Transforming your program to be competency-based: An interactive workshop to explore strategies and solutions. Workshop at: International Conference on Residency Education. 2015 Oct 22-24; Vancouver, British Columbia.
40. Sousa ACP, Guerra RO, Tu MT, Phillips SP, Guralnik J, Zunzunegui MV. Lifecourse adversity and physical performance across countries among men and women aged 65-74. Workshop at: American Gerontological Society Annual Conference; 2015 Nov 18-22; Orlando, FL.
41. Sousa ACP, Zunzunegui MV, Li A, Phillips SP, Gomez JF, Guralnik J, Guerra RO. C reactive protein and physical performance in elderly populations: Results from the IMIAS Study. Workshop at: American Gerontological Society Annual Conference; 2015 Nov 18-22; Orlando, FL.
42. Vakil C. Radiation and health. Paper presented at: World Uranium Symposium; 2015 Apr 14-16; Quebec City, Quebec.
43. Vance L, Howse K. Personal healthcare practices in residency: A cross-sectional survey. Poster session presented at: Family Medicine Forum; 2015 Nov 11-14; Toronto, Ontario.
44. Van Melle, E., & Dalgarno, N. Family medicine residents' perceptions of patient-centred care: Is it time to make the implicit explicit? Workshop presented at: Family Medicine Forum; 2015 Nov 11-14; Toronto, Ontario, CA.
45. Webster R, Chapman C. The implementation and impact of Health Links. Paper presented at: Health Quality Transformation; 2015 Oct 14; Toronto, Ontario.
46. Webster R, Chapman C, Page-Brown J. The Collective implementation an impact of Health Links: A formative evaluation of the South East Local Health Integration Network Health Links. Poster session presented at: South East LHIN Primary Health Care Forum; 2015 Sept 22; Kingston, Ontario.
47. Wolfrom B, Hodgetts G, Pollock E, Martin M, Han H, Kotecha J. Satisfaction of military family medicine practitioners with family medicine residency training. Poster session presented at: NAPCRG Annual Meeting; 2015 Oct 24-28; Cancun, Mexico.
48. Wolfrom B, Pollock E, MacPherson D, Sauerbrei E, Kotecha J. Introducing diagnostic ultrasound in an academic family health team. Poster session presented at: NAPCRG Annual Meeting; 2015 Oct 24-28; Cancun, Mexico.





# INSIDE THE DEPARTMENT

Human Resources

Faculty Development

Faculty Recruitment

Information Management Committee

Risk Management, Physical Plant and Workplace Safety

Partnerships and Planning Activities



# HUMAN RESOURCES



*The department's Christmas party brings faculty, staff and residents together to celebrate and to raise money for a good cause*



**Vanessa Patterson**  
*Human Resources  
Co-ordinator*

Staffing this year remained at steady levels within the department's USW, OPSEU and ONA employee working groups. New hires included Jennifer MacDaid, who joined the team in August as the Queen's Family Health Team's new clinical program co-ordinator, and Colleen Grady, who joined the Centre for Studies in Primary Care as research manager following the promotion and transfer of her predecessor, Jyoti Kotecha, to the Queen's International Centre.

After a year-long pilot of Give a Wow, the department's staff recognition program, the WorkLife Balance Committee reviewed the performance of this web-based, social-media-style program and will be conducting a survey of all program participants. While usage has tapered off, initial feedback about

Give a Wow was positive and it was noted that the program's automatic generation of service awards was particularly well received.

**“**  
*I would like to express how grateful I am to work in a place where you are recognized in such a meaningful way. Knowing you are appreciated is a wonderful feeling!*  
**”**

“I would like to express how grateful I am to work in a place where you are recognized in such a meaningful way,” said Michelle Little, clinic clerk. “Knowing you are appreciated is a wonderful feeling!”

Pending the combined results of the review and survey, the committee will consider modifications to the program to ensure staff recognition remains a valued and steadfast aspect of day-to-day life in the workplace.

“Employees have expressed deep appreciation and gratitude for being recognized,” said Vanessa Patterson, Human Resources Co-ordinator and Chair, WorkLife

Balance Committee. “They feel a strong sense of belonging, and that what they do here matters. As a result of our department’s attention to recognition, we’ve seen a significant upswing in morale over the past few years.”

The WorkLife Balance Committee continued its mission of promoting worker satisfaction, work-life balance and healthy lifestyles by implementing a new program, Wellness Rounds. Launched in spring 2015, this series of workshops offers education on a variety of topics designed to address the mind, body, spirit and wellness of all departmental staff, faculty and residents.

Topics covered to date include:

- Mindfulness: Tools for Self Care
- Eating 9 to 5: Inspiration to Eat Healthier During Your Workday
- Garden Box Gardening: How to Build and Harvest Your Own Garden Box
- Defining and Learning the Value of Emotional Intelligence

The one-hour sessions held over the lunch hour were very well received, and plans are in the works to continue this programming for 2016-2017.



“

*As a result of our department’s attention to recognition, we’ve seen a significant upswing in morale over the past few years.*

”

One aspect of the department’s mission, “to be dedicated to social responsibilities and service, acting as advocates for our patients and as champions for issues that affect health so as to improve society and better care for vulnerable and underserved populations, locally and abroad,” continues to be actively supported via the department’s Charity of the Year program. To

date, the department has raised close to \$1,000 for the local Clothes for Kids campaign through the various efforts of the WorkLife Balance Committee.

“The organizers were stunned and very appreciative to have received such a generous donation from us at a time when they were afraid they would fall short of meeting the needs of our community,” said Paule Turnbull, administrative assistant and liaison with Corus Entertainment, which oversees this charity effort.

More fundraising opportunities will be offered to staff at various departmental events. With months left in the program’s fundraising

year, the department is well on its way to meeting its \$1,500 goal.

Another aspect of the department’s mission statement is the cultivation of “... a highly collaborative environment ... that enables and sustains outstanding teamwork and performance.” While there are many examples of outstanding teamwork and performance evident on a daily basis within the department, of particular note is the strong team dynamic that spills over to the annual Christmas party. Each year, the department’s clinical, research, resident, faculty and administrative teams participate in a showcase of video presentations. This friendly contest has become one of the highlights of the department’s social calendar as teams endeavour to outdo one another with their unique, highly creative and sometimes Academy Award-worthy performances. The competition is fierce but friendly and always great fun, capturing the essence of collaboration and teamwork.

*The department’s WorkLife Balance Committee plans a variety of social events for faculty, staff and residents throughout the year, and encourages participation in Halloween fun*

# FACULTY DEVELOPMENT



**Dr. Ruth Wilson**  
*Faculty Development  
Co-ordinator*



**Dr. Ian Casson**  
*Faculty Development  
Co-ordinator*



*The department's faculty development retreat at Isaiah Tubbs in Picton was a family affair*

The department's faculty development program supports faculty members in their roles as teachers, scholars and leaders. Through a variety of formats and methods, formal and informal, group and individual, the program offers seminars, retreats, individual support, informal mentorships and, for new teachers, orientation to faculty roles. Activities are directed to geographic full time (GFT) teachers in Kingston and adjunct teachers at all sites where the department's residents are based.

## Co-ordination

Regular faculty development teleconferences for site leads connect and support faculty development activities across the department's Kingston and three satellite sites. Site leads are Dr. Ian Casson and Dr. Ruth Wilson for Kingston-Thousand Islands, Drs. Robert and Jennifer Webster for Belleville-Quinte, Dr. Natalie Whiting for Peterborough-Kawartha and Dr. Ed Osborne for Queen's Bowmanville-Oshawa-Lakeridge. From July 2015 to December 2015, Dr. Jeff Sloan served as the overall faculty development co-ordinator. Angie Mahoney is the department's faculty development administrative assistant.

## Liaison with Queen's Offices and Beyond

Dr. Richard van Wylick, Director of Faculty Development, Faculty of Health Sciences, joins in program teleconferences, as well as Dr. Phillip Wattam, Assistant Dean, Regional Education, to co-ordinate faculty development efforts. Because of the objective-setting and evaluation components of the seminars and retreats, and the collaboration of the Faculty of Health Sciences Faculty Development Office and the Department of Family Medicine faculty development co-directors, participants are eligible to claim Mainpro-M1 credits if they are College of Family Physicians of Canada members. Royal College members who are teaching family medicine residents are similarly eligible to claim Maintenance of Certification (MOC) credits.

Faculty development resources organized by these two offices – as well as by the Faculty of Health Sciences' Office of Health Sciences Education and the Queen's Centre for Teaching and Learning – are available to the department's faculty members at all four sites.



## Seminars and Workshops

Among all four program sites, the department supports travel for faculty development activities and events. Postgraduate Education Program Director Dr. Karen Schultz and Resident Evaluation Co-ordinator Dr. Jane Griffiths support all faculty members and preceptors throughout the year. Sessions are also shared between sites via teleconference or videoconference. Individual sites also provide local sessions:

### Kingston-Thousand Islands (KTI)

Seminars the site leads organize in Kingston are primarily attended by Kingston-based family physicians and interdisciplinary health professionals who teach family medicine residents. As examples, recent seminars have included:

- Learner Centred Teaching  
(Dr. Ian Sempowski, October 2015)
- What do Adult Learners Want  
(Dr. Brent Wolfrom, November 2015)

### Belleville-Quinte (BQ)

- Hospitalist Teaching on the Fly  
(Dr. Jennifer Webster, January 2016)
- Patients Behaving Badly  
(Dr. Susan Phillips, April 2016)

### Peterborough-Kawartha (PK)

- Combining Resident Wants, Preceptor Realities and Program Needs – Can it be Done?  
(Dr. Karen Schultz, May 2015)
- One on One Orientation for New FP Preceptors Regarding Intranet Resources and Online Field Notes  
(Dr. Natalie Whiting, May 2015)
- Learner Centred Teaching  
(Dr. Ian Sempowski – Teleconferenced from Kingston, October 2015)
- Emergency Department Preceptors – Time Efficient Teaching and Effective Feedback  
(Dr. Natalie Whiting and Dr. Kim Curtain, February 2016)
- Making the Most of the Teachable Moment  
(Dr. Natalie Whiting, April 2016, Primary Health Care Services Peterborough Grand Rounds)

### Queen's Bowmanville-Oshawa-Lakeridge (QBOL)

- Essentials for Successful Teaching at Queen's  
(Dr. Richard Van Wylick and Dr. Phil Wattam, June 2015)

- Session for Obstetricians: "Resident Evaluation: The What, Wherefore and Why?"  
(Dr. Charlene Lockner, September 2015)
- Session for Pediatricians: "Resident Evaluation: The What, Wherefore and Why?"  
(Dr. Charlene Lockner, December 2015)

## Retreats

The department's retreats provide an opportunity to offer joint faculty development for GFT and regional community-based faculty. A two-day retreat at Isaiah Tubbs Resort in Picton, May 1-3, 2015, offered a variety of topics designed for all faculty members to share ideas and develop relationships.

## Website

The department's faculty development website provides links to online resources for self-directed learning, organized under learning objectives specific to Queen's faculty members.

## Individual Teaching and Mentoring

Individual teaching and mentoring occurs in all sites. As examples, the QBOL site lead has been doing one-to-one teaching, as has the PK site lead, the latter in the form of "house calls" to faculty on the use of field notes.

## New Faculty Orientation

As new GFT and community-based faculty begin their work, the faculty development site leads provide orientation to their academic roles and promote mentorship opportunities. A resource manual for faculty is available to support this and is available online. The School of Medicine also provides a new faculty orientation program for GFTs each year.

## Funding for Faculty Members

In the past year, funding was provided for:

- Family Medicine Forum (FMF): Drs. Richard Birtwhistle, Michael Green, Jane Griffiths, Geoffrey Hodgetts, Kelly Howse, David MacPherson and Susan Phillips: November 2015, Toronto, Ontario
- North American Primary Care Research Group Annual Meeting (NAPCRG): Drs. Richard Birtwhistle, Glenn Brown, Michael Green and David MacPherson: October 2015, Cancun, Mexico
- International Conference on Residency Education (ICRE): Dr. Jane Griffiths: October 2015, Vancouver, BC
- International Association for Medical Education (AMEE): Drs. Jane Griffiths and Susan Phillips: September 2015 Glasgow, Scotland

# FACULTY RECRUITMENT



**Laura Kennedy**  
*Faculty Support  
Co-ordinator*

The department continues recruitment efforts for a family physician in the following role:

**Academic (Research) Family Physician:** The incumbent will be responsible primarily for providing patient care to individuals rostered to the Queen's Family Health Team. The incumbent will also participate in various academic responsibilities as set out by the department. The academic responsibilities for this position will be primarily in research.

The successful candidate will have a combination of academic and clinical responsibilities with the department.

The department continues to employ an exceptional group of physicians within its faculty associate (locum) resource pool. This group of

early-career to retired physicians provides first-class patient care, as well as outstanding teaching and mentoring to the department's residents. The employment of these highly respected physicians enables regular faculty members to attend to the many academic and educational responsibilities they hold. Recruitment for the faculty associate resource pool is an ongoing initiative co-ordinated by the faculty support co-ordinator.

Additionally, the department awards faculty appointments to physicians within the community who have involvement with the undergraduate or postgraduate program, or who supervise residents. Many community preceptors hold Adjunct 1 appointments in acknowledgement of their role in the department.

# INFORMATION MANAGEMENT COMMITTEE



**Dr. David Barber**  
*Physician Lead, IMC*

The year has been a very busy one for the Information Management Committee (IMC) with major changes to all IT infrastructure, governance and electronic medical record (EMR) support. To help facilitate these major changes, the department engaged with consultants, first with the help of Queen's IT services, and then with a private consultant.

The department currently has the SunRay system, an end-of-life product underpinning the IT infrastructure. Although this product has served the department well in that it allowed users to easily move between devices, it was time to look at new technologies. With the help of consultants and department administration, a solution has been identified that will provide new technologies to elevate support to the department's research, clinical, teaching and administration endeavours. This cutting-edge solution will be implemented in late spring this year.

The IMC's governance will be completely revamped this spring. Again with the help of consultants, a framework for such governance has been developed in alignment with the department's strategic objectives to ensure that the IT infrastructure continues to support the department's needs, and that relationships will be built across the region to maintain the department's leadership in the health IT field.

The department's EMR, OSCAR, will have a new service provider this spring that will allow for more flexibility and expediency in the development of new features. The department's ties to the OSCAR community will strengthen significantly with this new partnership, and great new features and increased stability are the major goals of this transition.

The department continues to be seen as a leader in using EMRs to improve patients' quality of care, and this move to a new service provider will ensure this leadership continues.

# RISK MANAGEMENT, PHYSICAL PLANT AND WORKPLACE SAFETY

## Vicky Garrah

*Risk Management,  
Physical Plant & Workplace  
Safety Co-ordinator*

A 2015 staff survey to assess overall safety culture indicated that, in general, staff was very satisfied that senior management and others involved in safety within the department provided a climate that promotes patient safety. Staff also responded that safety incidents are taken seriously and addressed appropriately, that management considers staff suggestions around safety initiatives, and that safety-related errors are analyzed thoroughly.

The survey also indicated that some staff members were not comfortable completing incident reports and that they were not sure about where to obtain them. As a result of this survey, the Quality Assurance Committee has been working to provide more information and create a process map for incident reporting, which will soon be shared department-wide. The committee is also looking at ways to make incident reporting more efficient by creating a desktop document that can easily be completed and submitted simultaneously. Work is being done to have this ready with the implementation of new computer hardware in 2016.

In 2015, the workplace safety co-ordinator contacted all hub site administrators to provide updated health and safety information, documents and resources. The overall goal is to create a regular and consistent liaison with the department's hub sites to ensure employees outside of Kingston remain informed and

connected with all Queen's health and safety initiatives.

Further to very well-received crisis intervention training sessions initiated for all clinical staff in 2014, work has begun to provide supplementary workshops and training for clinical staff and others within the department who would benefit from this type of training.

In late 2015, the workplace safety co-ordinator became chair of the Southeast LHIN Regional Privacy Advisory Group. This overall LHIN initiative was created to build privacy capacity within the region by providing privacy officers with in-depth training and knowledge around the Personal Health Information Protection Act. The advisory group was struck to provide strategic and operational advice on the development and implementation of regional privacy initiatives. Group members will also have the authority to approve or recommend the adoption of regional privacy initiatives within their health organizations. More information will be shared with the department and surrounding region soon.

Renovations of various areas within 220 Bagot Street and 115 Clarence Street (Haynes Hall) have begun again. Several projects are planned for both buildings to enhance the facilities' esthetics, and to provide safer areas for patients and staff. A clinical room will also be added to one of the clinic areas at Haynes Hall. Work will continue through 2016 to complete all projects.



# PARTNERSHIPS AND PLANNING ACTIVITIES

## Allen McAvoy

*Strategic Relations  
Manager*

Over the past year, the Department of Family Medicine has been developing innovative clinical and academic partnerships.

For example, it submitted its hospitalist medicine proposal to SEAMO's Strategic Priorities and Recruitment Committee earlier this year as part of the department's three-year physician staffing and recruitment plan. The proposal recommends the implementation of hospitalist programs at Kingston General Hospital and Providence Care. This educational and clinical opportunity would provide family medicine residents with an innovative inpatient, medical education experience. The department continues to work with its academic and community partners in moving this proposal forward. A strategic element of the proposal would see the department establish a division of hospitalist medicine, which would represent a significant milestone.

Looking beyond Kingston, the department has initiated discussions with a number of countries to welcome their residents into the program at its Kingston site. The proposed postgraduate family medicine program would see its first residents enter the program next year. This initiative is not new to Queen's University, which has welcomed visa-sponsored residents from several countries over the past several years. However, for capacity reasons, the department has not been able to accept sponsored medical residents until recently. These residents, known informally as visa-sponsored trainees, enrol in the School of Medicine's various postgraduate medical education programs through sponsorship agreements with their embassies, universities or employers in their home countries.

Of course, such strategic partnerships are made possible by engaging and involving excellent faculty. While the department has outlined future faculty needs in its three-year physician staffing and recruitment plan, it must also separately, but relatedly, consider faculty succession. Indeed, within the next few years, the need to recruit and appoint faculty to fill senior administrative leadership positions is anticipated. Currently, a departmental task force is developing a process to guide Department Head Dr. Glenn Brown in understanding the essential skills and desired experiences needed to ensure orderly succession. The task force's membership comprises the department's senior administrative and management leadership, as well as a senior member within the Faculty of Health Sciences.

Finally, the department is entering the final year of its five-year strategic plan. Significantly, it has achieved – or will realize over the coming months – most, if not all, of the stated goals outlined under its four strategic pillars. From the strategic plan, faculty and staff prepare an annual operating plan, which is important as the department grows within the restrained financial climate. However, as was the case in 2012, the next strategic plan will undoubtedly flow from the strategic planning process that the Faculty of Health Sciences will undertake later this year. Beyond monitoring, managing and meeting its strategic plan goals, the department has remained attentive to its department-specific SEAMO obligations and deliverables. This diligence will only continue to strengthen as SEAMO introduces new academic research and postgraduate education deliverables for clinical departments later this year.

# THE DFM IN THE COMMUNITY

Intellectual & Developmental Disabilities Program



# INTELLECTUAL AND DEVELOPMENTAL DISABILITIES PROGRAM



**Dr. Meg Gemmill**  
IDD Program Director



Photo: Taylor Studios

*Dr. Ian Casson and resident physician Dr. Christina Klassen (Kingston PGY1) with a patient from Ongwanada Kingston*

The Intellectual and Developmental Disabilities (IDD) Program has had another successful year, with several new initiatives as well as advancement of several research and education projects. The program continues to have regular meetings to discuss ongoing clinical, research and educational projects.

## Research and Other Scholarly Activity

**Health Check Project** – The Health Check project is in its third year of investigating the implementation of annual comprehensive health reviews for adults with IDD. It is a pilot project for the Health Care Access Research and Developmental Disabilities (HCARDD) program, now in its third and final year of funding from the Ontario Ministry of Health and Long-Term Care (\$2 million). Dr. Ian Casson is the lead for the Queen's Family Health Team's project of this

multi-component research program. At Queen's, the project involves in-training competency-based assessment of family medicine residents, as well as a chart review to look at various clinical parameters before and after the program's implementation.

**Unidentified IDD Project** – In November 2014, Dr. Meg Gemmill, Dr. Liz Grier and Dr. Casson, along with Nicole Bobbette, an occupational therapist at the Queen's Family Health Team's (QFHT) Belleville site, received a Centre for Studies in Primary Care Research Initiation Grant of \$17,812 for their proposal entitled *Primary Care Physician and Allied Health Provider Attitudes and Perceptions of the Identification of Adults with Suspected Mild Intellectual Disability*. Over the past year, a survey was sent to Kingston-area physicians to determine attitudes and experiences in caring for adults who have a suspected IDD but who have never been diagnosed. The second part of the project was a



focus group that was held with local community developmental service agencies in March 2016 to further explore this issue in primary care.

**Pregnancy and IDD Project** – Elaine Xie, a second-year medical student at Queen's, received the S.S. Robinson Summer Studentship in Family Medicine to support her project – under the supervision of Dr. Gemmill – looking at pregnancy in women with IDD. Her chart review looked at both quantitative and qualitative aspects of the patients' experiences in pregnancy. Dr. Gemmill presented the project's results at a Queen's Department of Family Medicine grand rounds in December 2015.

**New Research Grants** – Dr. Gemmill, Dr. Casson and Dr. Grier received a Centre for Studies in Primary Care Research Initiation Grant of \$19,278 for their proposal entitled *Implementation and Evaluation of Health Links' Coordinated Care Plans Tailored for Adults with Intellectual and Developmental Disabilities*. This exciting project links the South East Local Health Integration Network's Health Links program to create co-ordinated care plans for patients with complex health needs with patients the Ministry of Community and Social Services has identified as having complex needs. The team also applied for and recently was awarded a SEAMO Innovation Fund grant for \$97,343 to further expand the project.

**Presentations** – The IDD program disseminated the final results of the Health Check project this year. In October 2015, Dr. Casson presented a poster with the results provincially at the Association of Family Health Teams of Ontario's annual conference, and Dr. Gemmill and Dr. Grier, with colleagues from the HCARD program and the St. Michael's Academic Family Health Team, presented the results in a workshop at the University of Toronto's Health and Wellbeing in Developmental Disabilities conference. Dr. Casson also presented the project's results at three international conferences in November and December 2015: the Family Medicine Experience (the American Association of Family Physicians Annual Meeting), the World Association of Family Doctors (WONCA) Europe Conference, and the Academy of Family Physicians of India Conference of Family Medicine and Primary Care.

Dr. Gemmill presented the survey results from the Unidentified IDD Project in posters at Family Medicine Forum in October 2015, and Queen's Centre for Studies in Primary Care research associate Mary Martin presented the results at the North American Primary Care Research Group annual meeting in Cancun, Mexico, in October 2015.

Finally, Dr. Gemmill and several colleagues presented a case-based workshop on the social determinants of health in patients with IDD at the University of Toronto's Health and Wellbeing in Developmental Disabilities conference in October 2015.

## Education

**Undergraduate Medical Education** – Teaching by members of the department's IDD program is part of the core curriculum of the Queen's undergraduate medical program. This year, Dr. Grier co-ordinated a successful new curriculum initiative for second-year medical students. The IDD Advanced Communication session was part of the students' clinical skills course, and provided the students with the opportunity to have clinical encounters with volunteer patients who have a developmental disability and their families. Under the supervision of family physicians and allied-health providers who work with people with IDD, the students took histories and did physical exams, and were taught strategies for effective communication with people with IDD. The program received excellent feedback from patients and their families, as well as from the students.

Dr. Grier also continues to teach a session on disabilities for second-year medical students in the population health curriculum. This session highlights equity in access to health-care services and the importance of social determinants of health to people with IDD. Under the developmental disabilities thread in the undergraduate medical education curriculum, Dr. Gemmill and Dr. Grier were also involved in developing a "case of the month" for the second-year medical students about a sepsis in a patient with a developmental disability.

**Family Medicine Core Residency** – Family medicine PGY1 residents take part in an orientation workshop covering guidelines and tools for the care of adults with IDD. The goal of this session is to give them the background information about effective care of adults with IDD, and to prepare them for their clinical experience with the Health Check program. Family medicine PGY2 residents take part in a seminar on disability in general and another seminar focused on IDD case-based learning.

Clinically, in their first year in the Queen's Family Health Team, all PGY1 residents perform an evidence-based Health Check on a patient with a developmental disability. This competency-based experience is evaluated in the residents' portfolio using Dr. Jane Griffiths' electronic field note form and entrustable professional activity evaluation template. Residents in most teams will also have clinical responsibilities for patients who live in group homes. This year, a horizontal learning experience was established in which residents who did not have ongoing group home responsibilities were able to see group home patients over two half-day sessions to perform Health Checks and medication reviews.

The IDD curriculum was reviewed this year under the umbrella of the Global Health program and has been updated to reflect the current program objectives and activities.

### **Family Medicine Developmental Disabilities Enhanced Skills (PGY3) Program**

– Dr. Gemmill took over the program director role for this postgraduate education (residency) program in April 2015. This year the resident was Dr. Samantha Sacks, who completed seven months of her training in Kingston and has gone on to do further training through the program in Toronto, Montreal and Westchester, New York. Dr. Sacks will return to Montreal in July 2016 at the completion of her program to establish a new clinical program for persons with IDD. Drs. Gemmill and Grier's list of priority topics for the PGY3 year continues to help guide curriculum. The comprehensive residency rotation in Primary Care of Adults with IDD (the only full-time rotation of its kind in Canada) is ongoing, serving as the core rotation for the PGY3 training, and is also available as a one-month elective for residents in the core two years of their family medicine program. It includes continuing care of complex patients with IDD, an IDD consult clinic and psychiatry clinics.

Graduates of the Queen's Family Medicine IDD PGY3 Enhanced Skills program continue to provide leadership in a variety of settings locally, provincially and nationally. Dr. Grier is chair of the College of Family Physicians of Canada's DD Communities of Practice in Family Medicine, and provides co-ordination for the developmental disabilities program at the annual Family Medicine Forum, which was in Toronto in 2015. She is also the stakeholder representative for developmental disabilities on the Primary Health Care Council of the South East Local Health Integration Network. Dr. Kyle Sue has a mixed practice of primary care, palliative care and care of adults with IDD that spans Canada in Nunavut, St. John's and Ottawa. Dr. Ullanda Neil continues her clinics for persons with IDD in her family practice at the Scarborough Centre for Healthy Communities. She is specifically involved in transitions of youth with IDD to adult medical services. Dr. Stephanie MacDonnell serves people with IDD in her family practice in the Ottawa area and has been involved in teaching with the University Of Ottawa Department of Family Medicine. Dr. Gemmill's leadership role at Queen's DFM is noted above.

**Continuing Medical Education** – Dr. Grier and Dr. Casson collaborated with Dr. Kerry Boyd from McMaster's AMS Phoenix Project, Curriculum of Caring, to produce online educational videos on interprofessional care and facilitate clinical encounters for patients with developmental disabilities. Dr. Grier also sits on the Ontario Working Group on Mental Health and Adults with Autism Spectrum Disorder, and helped co-ordinate the 2016 conference in February. She joined Dr. Niel and Dr. Sacks to present a workshop, Primary Care Medical Homes for Adults with ASD – Ensuring Access, Managing Common Physical Conditions, Supporting through Transitions.

## **Clinical Activity**

**Queen's Family Health Team (QFHT)** – Queen's Family Health Team attending physicians, residents and allied-health professionals continue to provide primary care for residential patients of Ongwanada, a developmental service agency based in Kingston, as well as other QFHT patients with IDD. In October 2015, QFHT attending physicians took over the primary care of five Ongwanada group homes when a local community physician retired, which helped to reinforce and formalize the strong partnership between Ongwanada and the Department of Family Medicine. The department's attending physicians now provide primary care for a total of 15 Ongwanada group homes. This partnership, and the new clinical, educational and research collaborations that will come from it, is exciting for the IDD program.

The IDD Health Check project is in its third year, proactively offering comprehensive annual health reviews to QFHT patients with IDD and guided by the Canadian consensus guidelines on Primary Care of Adults with Developmental Disabilities. The QFHT's Quality Improvement Plan again included the Health Check program, and both goals were achieved: to perform Health Checks on over 75 per cent of QFHT patients with IDD, and to have 100 per cent of QFHT attending physicians review their lists of patients identified as having IDD to ensure that Health Checks were being offered to the appropriate patients.

### **Adult Developmental Disabilities Consultations in Kingston**

– Both Dr. Grier and, more recently, Dr. Gemmill provide consultations for adults with IDD for local family physicians and for the Dual Diagnosis Consultation Outreach Team (DDCOT), a psychiatry service through Providence Care for adults with a diagnosis of both IDD and a mental-health concern. They provide advice on a range of physical and mental-health issues pertinent to this population.

## **Other Health Policy/Patient Advocacy**

This year completed Dr. Casson's term as Ongwanada chief of medical staff, chair of its medical advisory committee and a member of its board of governors. He remains a member of the medical advisory committee, along with Dr. Grier and Dr. Gemmill.

Dr. Grier, Dr. Casson and Dr. Gemmill liaise with Queen's Department of Psychiatry's Division of Developmental Disabilities at its monthly meetings.



# THE DFM GLOBALLY

Global Health Curriculum

Falkland Islands-Queen's FM Program

WONCA Promotes Value of Family Doctors



# GLOBAL HEALTH CURRICULUM



**Dr. Eva Purkey**  
*Global Health Director*

It's been an exciting year in Global Health. First of all, as a result of tremendous support and interest from staff, faculty and residents, the global health committee has been working on the operationalization of the 2015-2017 strategic plan, with regular meetings pushing forward the four core pillars of **education, research, patient care and community health, and partnership and programming**. The Department of Family Medicine website now has a dedicated Global Health section, with information on all areas of the program and communications about upcoming community, national and international events of relevance to global health.

## Education

Following a review in 2015 of all four sites, the entire educational curriculum is now on solid ground, with strengths and areas for improvement identified at each site. All sites will be looking at improving Indigenous health curriculum over the next few years, although the curriculum in Belleville is stronger due to the in-depth immersion sessions offered in partnership with nearby Tyendinaga.

Four Directions Aboriginal Student Centre at Queen's has been instrumental in providing cultural safety training for the majority of PGY1 residents this year, and the hope is to implement this for all residents in future. Dr. Shayna Watson has taken the lead on developing pre-departure preparation for residents going on remote First Nations Health electives from all sites, and this will begin this July. In partnership with KFL&A Public Health, the Street Health Centre and In from the Cold, a local leader in shelter for the homeless, the Kingston site is looking at a homelessness health initiative. The Peterborough site has also had several new additions, including a more robust developmental disabilities curriculum, increased resident exposure to newly arrived refugees, and sessions on poverty and health modelled on the Ontario College of Family Physicians' (OCFP) "Treating Poverty" workshop, held in Kingston in May 2016.

Residents have been increasingly involved in the Queen's Global Health program, including leadership in LGBTQ issues such as positive-space training for staff and residents and increasing academic day sessions that include LGBTQ care, slow but steady leadership in the homelessness initiative, participation in the Syrian refugee health initiative, and research projects in Myanmar. It is anticipated that such resident involvement will continue in the coming years.

Internationally, residents have been involved in Myanmar (described below), and five residents will complete a two-block remote family medicine experience in the Falkland Islands this year as well.

Department faculty members continue to be involved in the undergraduate Population Health course and speak to a variety of student groups on global health issues, from QPID (Development Studies) to the undergraduate medicine global health interest group. Faculty members also presented at the annual Queen's Health and Human Rights Conference.

## Research

Internationally, the department supported Dr. Eva Purkey on a trip to Thailand and Myanmar in June 2015, with the goal of seeking out international partnerships for research and education. This trip led to a research partnership (described below) and several other promising opportunities on the research and partnership front. Meetings were held with Canadian embassy officials in Thailand and Myanmar, as well as international NGOs such as UNICEF and local health organizations in both countries.

Important university partnerships have been made in research, with funding received from the Centre for Studies in Primary Care for a monitoring and evaluation project looking at prevention of mother-to-child transmission of hepatitis B in Myanmar in partnership with colleagues in the Queen's Department of Public Health Sciences and Department of Emergency Medicine. This project involved PGY1 residents Dr. Shruti Sebastian

and Dr. Hugh Guan in a partnership between Queen's, the small American NGO B.K. Kee Foundation, and the local health leadership in Karenni State, Myanmar. A second trip to Myanmar in January 2016 seeded this research project and provided an opportunity for colleagues from different schools within the Faculty of Health Sciences to investigate the opportunity to develop ongoing global health research partnerships in this area of Southeast Asia.

Other possible project opportunities include a health systems strengthening project with ethnic health leaders on the Thai-Myanmar border and a proposal to Queen's Office of Research Services for a Queen's Global Health Research field office in Mae Sot, Thailand, both in partnership with colleagues from the Faculty of Health Sciences. A locally oriented project is moving forward to look at the implementation of a poverty screening tool among primary health-care providers in Kingston.

## Partnership and Programming, Patient Care and Community Health

In addition to these university, community and international partnerships, the department is working on bringing the OCFP "Treating Poverty" workshop to Kingston. This workshop seeks to educate primary-care physicians in the importance and usefulness of screening patients for poverty, and provide them with concrete tools to intervene to improve patient health. With respect to provincial initiatives, Dr. Purkey sits on Health Quality Ontario's Health Equity Advisory Committee on behalf of Queen's, seeking to integrate an equity lens into measures of health quality within the Ontario health-care system.

Internally, the energy and creativity of department staff, faculty and residents is evident in the global health committee. Members have started to think about how to identify patient populations who might be vulnerable from a health-equity perspective in order to ensure programs are appropriately tailored to meet their needs. Finally, with the influx of Syrian refugees into Kingston, department staff, faculty and residents took a lead along with Kingston Community Health Centres to ensure adequate provision of health-care services for this population. Faculty in Peterborough and Belleville undertook a similar initiative in their communities.

## Looking Ahead

Looking ahead to 2016-2017, the Queen's Global Health program will continue to implement its operational plan, with increased focus on Indigenous Health curriculum; getting a better sense of the patient population from a health-equity perspective to better implement programs; increasing the profile of activities within the department through development of a quarterly newsletter; and continuing to seek to develop more national and international partnerships. Program faculty and staff members are excited by all the work and progress of the last year, and expect a busy year going forward.

For more information on Queen's Global Health, visit [familymedicine.queensu.ca/home/global\\_health](http://familymedicine.queensu.ca/home/global_health).

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*Following a successful training session, the whole team poses outside the Civil Health and Development Network office, Loikaw, Karenni State, Myanmar*



# FALKLAND ISLANDS – QUEEN’S FM ENHANCED TRAINING PROGRAM



*Dr. Andrew Jeffrey (Peterborough PGY2) practising “patient care” in the Falkland Islands*



**Dr. Geoff Hodgetts**

*Enhanced Skills  
Program Director*

It is now well into the first year of the Queen’s – Falkland Islands program, developed to assist with the training and recruitment of family physicians with the skills necessary to work in this remote setting. In February 2015, Dr. Glenn Brown and Dr. Geoff Hodgetts conducted a site visit to the Falklands to assess the services and specific needs for provision of quality medical care, and to establish a working agreement for Queen’s residents to complete a rural component of their core training in the Falklands.

This year has been one of field testing the potential for a continuing teaching relationship and working through the logistics of organizing the residents’ travel, accommodations and communication challenges at such a distance, as well as the day-to-day implementation of assessment methods.

One Queen’s Public Health and Preventive Medicine (PHPM) program resident and five family medicine residents will complete experiences

in the Falklands this year. In October 2015, Dr. Jennifer Horton, PGY5 in the PHPM program, spent six weeks assessing public-health needs in the Falklands and helping to draft a responsive strategic plan. It is hoped that another PHPM resident will pick up this program and help with its continuance. To date, three family medicine residents have completed their two-block rural family medicine experience there, with a fourth currently on site. They have certainly faced some interesting clinical problems, including a bite wound from an elephant seal – a challenge not normally seen in rural Ontario!

Looking ahead, there will be six PGY2 residents travelling to the Falklands next academic year – the maximum number possible. There are no applications for the PGY3 scholarship to date, but it is hoped one of these six will be bitten by the Falklands bug and will take on that training in future.



## WONCA PROMOTES VALUE OF FAMILY DOCTORS



**Dr. Ruth Wilson**  
President, North  
American Region,  
WONCA

The goal of the World Organization of Family Doctors (WONCA) is to promote the value of family doctors to the health-care system around the world. As WONCA President, North American Region, Dr. Ruth Wilson, Professor, Queen's Family Medicine, represents the continent's member organizations on the world executive, and works to encourage and enhance family medicine in North America and globally.

The World Health Organization (WHO) recognizes the need to strengthen family medicine and primary care in countries throughout the world. Unlike Canada, where 50 per cent of physicians are family doctors, the role of family medicine in the health-care system is not yet valued and understood in many countries.

This year, Dr. Wilson represented WONCA at the World Health Assembly. The United Nations has introduced so-called Sustainable Development Goals; goal three is to "ensure healthy lives and promote well-being for all at all ages." Currently, there are no measures of primary care in the

indicators being developed to gauge progress towards this goal; lobbying for inclusion of this key metric has been a particular focus for WONCA.

Along with representatives of other international health professional organizations, Dr. Ruth Wilson also attended the High-Level Commission on Health Employment and Economic Growth: Health Professional Associations' Consultation – a WHO event on planning the global health workforce.

Dr. Wilson also served this year as an external examiner for family medicine in the Caribbean at the University of the West Indies, and she gave a keynote address at the second all-India conference of family physicians in New Delhi. She also spoke about the work of WONCA at meetings in Istanbul, Geneva (where she was the conference organizer for a meeting on person-centred care), Denver and Toronto. This work is aimed at sharing knowledge, information and best practices to ensure that the goal of every family around the world having a family doctor may someday be achieved.



Dr. Ruth Wilson and Dr. Ian Casson (far right) attend the second all-India conference of family physicians in New Delhi

## GEOGRAPHIC FULL-TIME FACULTY

Birtwhistle, Richard ..... Professor  
 Hodgetts, P. Geoffrey ..... Professor  
 Phillips, Susan ..... Professor  
 Wilson, C. Ruth ..... Professor  
 Brown, Glenn ..... Associate Professor  
 Casson, R. Ian ..... Associate Professor  
 Green, Michael ..... Associate Professor

Hall Barber, Karen ..... Associate Professor  
 Leung, K.C. Lawrence ..... Associate Professor  
 MacDonald, Susan ..... Associate Professor  
 Schultz, Karen ..... Associate Professor  
 Sempowski, Ian ..... Associate Professor  
 Barber, David ..... Assistant Professor  
 Gemmill, Meg ..... Assistant Professor

Griffiths, Jane ..... Assistant Professor  
 Howse, Kelly ..... Assistant Professor  
 Purkey, Eva ..... Assistant Professor  
 Simpson, Matthew ..... Assistant Professor  
 Vakil, Cathy ..... Assistant Professor  
 Watson, Shayna ..... Assistant Professor  
 Wolfrom, Brent ..... Assistant Professor

## ADJUNCT FACULTY

### A

Abbud, Saad ..... Assistant Professor  
 Abdel Hadi, Farid ..... Assistant Professor  
 Abramenko, Heather ..... Assistant Professor  
 Adamson, Charles ..... Assistant Professor  
 Adel, Anoushirvan ..... Assistant Professor  
 Adelman, Karin ..... Assistant Professor  
 Ademidun, Aderotimi ..... Assistant Professor  
 Adetola, Ejibunmi ..... Assistant Professor  
 Affoo, Clifford ..... Assistant Professor  
 Agoston, Hanga ..... Assistant Professor  
 Ahluwalia, Nalin ..... Assistant Professor  
 Akingbola, Rotimi ..... Assistant Professor  
 Alexieva, Nedalina ..... Assistant Professor  
 Allin, Jeffery ..... Assistant Professor  
 Andrawis, Mamdouh ..... Assistant Professor  
 Aniol, Wojciechm (Vick) ..... Assistant Professor  
 Archibald, Wallace ..... Assistant Professor  
 Arcieri-Piersanti, Vincent ..... Assistant Professor  
 Arrowsmith, Sarah ..... Assistant Professor  
 Ashbury, Janet ..... Assistant Professor  
 Aspy, William ..... Assistant Professor  
 Asrat, Getnet ..... Assistant Professor  
 Athaide, Gregory ..... Assistant Professor  
 Avers, Henry ..... Assistant Professor

### B

Bailey, Allan ..... Assistant Professor  
 Bal, Sharon ..... Assistant Professor  
 Baldisera, Tara ..... Assistant Professor  
 Banayan, Charleen ..... Assistant Professor  
 Baran, Gregory ..... Assistant Professor  
 Barber, Albert ..... Assistant Professor  
 Barnabi, Francesco ..... Assistant Professor  
 Barnard-Thompson, Kathleen ..... Assistant Professor

Barnes, Christopher ..... Assistant Professor  
 Bartlett, Norman ..... Assistant Professor  
 Bartlett, Leah ..... Assistant Professor  
 Battel, Luigi ..... Assistant Professor  
 Bayer, Michael W. .... Assistant Professor  
 Bayoumi, Imaan ..... Assistant Professor  
 Beach, David A. .... Associate Professor  
 Beamish, John ..... Assistant Professor  
 Beattie, David ..... Assistant Professor  
 Beattie, Erin ..... Assistant Professor  
 Beaubien, Eliot Rene ..... Assistant Professor  
 Beckett, Tracey ..... Instructor  
 Belanger, Sara ..... Assistant Professor  
 Belhaj, Abdelbaset ..... Assistant Professor  
 Beliveau, James ..... Assistant Professor  
 Bell, Thomas ..... Assistant Professor  
 Bell, Peter W. .... Assistant Professor  
 Bell, Allan ..... Assistant Professor  
 Bengough, Michael ..... Assistant Professor  
 Bernes, Carolyn ..... Assistant Professor  
 Bhan, Heather ..... Assistant Professor  
 Bhatia, Jaspreet ..... Assistant Professor  
 Bhatt, Gunvant ..... Assistant Professor  
 Bhatt, Nikhil ..... Assistant Professor  
 Bishop, Greg ..... Assistant Professor  
 Blackmore, Elizabeth ..... Assistant Professor  
 Blanchard, Stephen F. .... Assistant Professor  
 Bolton, Craig ..... Assistant Professor  
 Bonacci, Giuseppe ..... Assistant Professor  
 Bond, Andrew ..... Assistant Professor  
 Bonn, John M. .... Assistant Professor  
 Borins, Carolyn ..... Assistant Professor  
 Boronowski, Peter ..... Assistant Professor  
 Borzecki, Mark ..... Assistant Professor  
 Bourne, Mary Elizabeth ..... Assistant Professor

Bowering, Evelyn M. .... Assistant Professor  
 Boyce, Debra ..... Assistant Professor  
 Boyle, Patrick ..... Assistant Professor  
 Brankston, Edwin R. .... Assistant Professor  
 Brar, Deepinderjit Singh ..... Assistant Professor  
 Briggs, Debbi ..... Assistant Professor  
 Broderick, David ..... Assistant Professor  
 Brown, Marty ..... Assistant Professor  
 Brown, Robyn ..... Assistant Professor  
 Brown, Merrilee ..... Assistant Professor  
 Brown, Jamie ..... Assistant Professor  
 Brown-Shreves, Danielle ..... Assistant Professor  
 Bryson, Julie ..... Assistant Professor  
 Burgham, Ian ..... Assistant Professor  
 Burke, Howard ..... Assistant Professor  
 Burns, Brenda ..... Assistant Professor  
 Bushby, Barbara ..... Assistant Professor  
 Butan, Radu ..... Assistant Professor  
 Buxton, Max ..... Associate Professor

### C

Callow, John ..... Assistant Professor  
 Cambridge, Mary ..... Assistant Professor  
 Campbell, Joseph ..... Assistant Professor  
 Campbell, Barbara E. .... Assistant Professor  
 Carr, David ..... Assistant Professor  
 Cescon, Mel ..... Assistant Professor  
 Cescon, Maria ..... Assistant Professor  
 Chabikuli, Sibomana ..... Assistant Professor  
 Chan, Tak-Leung ..... Assistant Professor  
 Chan, Tony Hong-Bun ..... Assistant Professor  
 Chan, Benedict ..... Assistant Professor  
 Chanda, Melanie ..... Assistant Professor  
 Chandra, Mark ..... Assistant Professor  
 Chandrarajan, Leonard ..... Assistant Professor

Charriere, Norma ..... Assistant Professor  
 Chawla, Bharat ..... Assistant Professor  
 Chen, Richard ..... Assistant Professor  
 Cherla, Kiran ..... Assistant Professor  
 Cheung, Vincent ..... Assistant Professor  
 Chou, Angela ..... Assistant Professor  
 Chow, Allison ..... Assistant Professor  
 Christie, Elizabeth ..... Assistant Professor  
 Chu, Robert Wei Xian ..... Assistant Professor  
 Clarke, Janet ..... Assistant Professor  
 Cleminson, Doug ..... Assistant Professor  
 Cluett, Helen ..... Assistant Professor  
 Cohen, Michelle ..... Assistant Professor  
 Colapinto, David ..... Assistant Professor  
 Colby, Joshua ..... Assistant Professor  
 Collins, Celeste ..... Assistant Professor  
 Conley, Douglas ..... Assistant Professor  
 Connidis, Stephanie ..... Assistant Professor  
 Cook, Douglas ..... Assistant Professor  
 Coolican, Paul ..... Assistant Professor  
 Corpus, Teofilo ..... Assistant Professor  
 Coulas, Denise ..... Assistant Professor  
 Cozens, Karen ..... Assistant Professor  
 Crane, Jordon ..... Assistant Professor  
 Cristoveanu, Nicholas ..... Assistant Professor  
 Crosby, John ..... Assistant Professor  
 Cunniffe, Aidan ..... Assistant Professor  
 Curran, Daniel ..... Assistant Professor  
 Curtin, Kimberley A. .... Assistant Professor

**D**

Dallaire, Stephane ..... Assistant Professor  
 Damji, Zumil ..... Assistant Professor  
 Darling, Jennifer ..... Assistant Professor  
 Daskalopoulos, Rina ..... Assistant Professor  
 Dason, Jeyapandy ..... Assistant Professor  
 Dayal, Amita ..... Assistant Professor  
 De Francesco, Nicole ..... Assistant Professor  
 De La Roche, Michael ..... Assistant Professor  
 Deacon, James ..... Assistant Professor  
 Defoort, Ericka ..... Assistant Professor  
 Deichert, Ken ..... Assistant Professor  
 Delva, M. Dianne ..... Professor  
 Dempsey, Laurel J. .... Associate Professor  
 Denton, Richard ..... Assistant Professor  
 Devins, Robert ..... Assistant Professor  
 Devost, Nicole ..... Assistant Professor  
 Dhiraj, Navraj ..... Assistant Professor  
 Di Quinzio, Laura ..... Assistant Professor  
 Di Stefano, Matt ..... Assistant Professor

Dillon, Kirk ..... Assistant Professor  
 Dixon, Heather ..... Assistant Professor  
 Dobbs, Ryan ..... Assistant Professor  
 Dobson, J. Crawford ..... Assistant Professor  
 Doell, Donald ..... Assistant Professor  
 Donald, Douglas ..... Assistant Professor  
 Dong, Jihao (Jay) ..... Assistant Professor  
 Doobay, Calesh ..... Assistant Professor  
 Dorman, Kathryn ..... Assistant Professor  
 Drummond, Alan ..... Assistant Professor  
 D'Souza, Mark ..... Assistant Professor  
 Dubin, Ruth ..... Associate Professor  
 Ducharme, James ..... Professor  
 Dukesz, Peter ..... Assistant Professor  
 Dumas, Matthew ..... Assistant Professor

**E**

Ebisuzaki, Lawrence ..... Assistant Professor  
 Edwards, Rebecca ..... Assistant Professor  
 Ehrat, Caroline ..... Assistant Professor  
 Elahi, Mahmood ..... Assistant Professor  
 Elcock, Sherwood ..... Assistant Professor  
 Eldjama, Tarik ..... Assistant Professor  
 Elia, Eshay ..... Assistant Professor  
 Elms, Sherri ..... Instructor  
 Erb, John ..... Assistant Professor  
 Esperanzate, Patrick ..... Assistant Professor  
 Essak, Mark ..... Assistant Professor  
 Everett, Andrew ..... Assistant Professor

**F**

Fantus, Claire ..... Assistant Professor  
 Farnell, Barbara ..... Assistant Professor  
 Farnell, Brian ..... Assistant Professor  
 Ferdman, Doron ..... Assistant Professor  
 Fern, Ken ..... Assistant Professor  
 Finn, Brian ..... Assistant Professor  
 Forster, Lisa ..... Assistant Professor  
 Foster, Laura ..... Assistant Professor  
 Francoeur, Maeve ..... Assistant Professor  
 Freeman, Kenneth ..... Assistant Professor  
 Freeman, Christine ..... Assistant Professor  
 French, John ..... Assistant Professor  
 French, Robert ..... Assistant Professor  
 Friesen, Dale ..... Assistant Professor  
 Friesen, Reinhard ..... Assistant Professor  
 Fuller, Benjamin ..... Assistant Professor  
 Fuller, Barbara ..... Assistant Professor  
 Fullerton, James ..... Assistant Professor  
 Fuoco, Gabriel ..... Assistant Professor

**G**

Gabriel, Claudia ..... Assistant Professor  
 Gallupe, Paul ..... Assistant Professor  
 Gandhi, Sohail ..... Assistant Professor  
 Garfield, Hartley ..... Associate Professor  
 Gasparelli, Rudy ..... Assistant Professor  
 Gazendam, Mary K. .... Assistant Professor  
 Geddes, John A. .... Assistant Professor  
 Gee, David ..... Assistant Professor  
 Gemmill, H. Ian M. .... Associate Professor  
 Gevorgyan, Artur ..... Assistant Professor  
 Ghadai, Talha ..... Assistant Professor  
 Ghatavi, Kayhan ..... Assistant Professor  
 Gibb, Graham ..... Assistant Professor  
 Gibson, Michelle ..... Assistant Professor  
 Gibson, Michael ..... Assistant Professor  
 Gibson, Kevin ..... Assistant Professor  
 Gibson, Glenn ..... Assistant Professor  
 Gilic, Filip ..... Assistant Professor  
 Ginzburg, Val ..... Assistant Professor  
 Goldwater, Amy ..... Assistant Professor  
 Gonu, Crystal ..... Assistant Professor  
 Good, Louise ..... Assistant Professor  
 Gooderham, Melinda ..... Assistant Professor  
 Goodwin, Beverly J. .... Assistant Professor  
 Goswami, Dibyendu ..... Assistant Professor  
 Gow, Barbara ..... Assistant Professor  
 Gow, Erin ..... Assistant Professor  
 Graham, Kevin ..... Assistant Professor  
 Grant, F. Curry ..... Assistant Professor  
 Grant, Anna ..... Assistant Professor  
 Graves, Lisa ..... Assistant Professor  
 Gray, Aileen ..... Assistant Professor  
 Green, Gordon ..... Assistant Professor  
 Green, Michael ..... Assistant Professor  
 Grier, Elizabeth ..... Assistant Professor  
 Grieve, Geoffrey ..... Assistant Professor  
 Grieve-Elgin, Leandra ..... Assistant Professor  
 Griffin, Steven ..... Assistant Professor  
 Griffin, Glenn ..... Assistant Professor  
 Gruder, Alicja ..... Assistant Professor  
 Gulati, Meena ..... Assistant Professor

**H**

Hacking, Jennifer ..... Assistant Professor  
 Haigh, Kim ..... Assistant Professor  
 Hainer, Steven ..... Assistant Professor  
 Hall, Ryan ..... Assistant Professor  
 Halladay, Mark ..... Lecturer



Hameed, Asiya .....Assistant Professor  
Hameed, Faiza .....Assistant Professor  
Hanson, Garth .....Assistant Professor  
Harrington, Brian .....Assistant Professor  
Hartleib, Michael .....Assistant Professor  
Hasan, Shauknt .....Assistant Professor  
Hassan, Hanadi .....Assistant Professor  
Hataley, Joy .....Assistant Professor  
Haunts, Kirk .....Assistant Professor  
Hayward-Stewart, Amber .....Assistant Professor  
Hebert-Croteau, Nicholas .....Assistant Professor  
Heid, Robert .....Assistant Professor  
Henderson, Robert .....Assistant Professor  
Hendry, Graeme .....Assistant Professor  
Henry, David .....Assistant Professor  
Henstock, Jennifer .....Assistant Professor  
Hepburn, Douglas .....Assistant Professor  
Hicks, Lisa .....Assistant Professor  
Higgins, Greg A. ....Assistant Professor  
Hill, Arnold .....Assistant Professor  
Hill, Gary Vernon .....Associate Professor  
Himann, Joan .....Assistant Professor  
Ho, Grant .....Assistant Professor  
Ho, Vincent .....Assistant Professor  
Hobbs, Cynthia .....Assistant Professor  
Hogan, Jeff .....Assistant Professor  
Holmes, Rebecca .....Assistant Professor  
Holmes, Roger .....Assistant Professor  
Holowaty, Melissa .....Assistant Professor  
Horsey, Mike .....Assistant Professor  
Hota, Ven S V B .....Assistant Professor  
Hotson, Kenneth .....Assistant Professor  
Haupt, Daniel .....Assistant Professor  
Hsu, Chia-Wen .....Assistant Professor  
Hughes, Brendan .....Assistant Professor  
Hughes, Carol A. ....Assistant Professor  
Hughes, Peter .....Assistant Professor  
Hurst, David .....Assistant Professor  
Husain, Aisha .....Assistant Professor  
Hutchings, Leslie .....Assistant Professor

## I

Ibrahim, Abdulmajid .....Assistant Professor  
Ingram, Jennifer .....Assistant Professor  
Ingram-Crooks, Jennifer .....Assistant Professor  
Irish, Leon .....Assistant Professor  
Irvine, Rebecca .....Assistant Professor  
Ivanovich, Den .....Assistant Professor

## J

Jaffer, Zahra .....Assistant Professor  
Jamieson, Brett .....Assistant Professor  
Jana, Elizabeth .....Assistant Professor  
Janikowski, Andrew .....Assistant Professor  
Jechel, Peter .....Assistant Professor  
Jefferson, Debra .....Assistant Professor  
Jeffery, Anthony .....Assistant Professor  
Jegen, Dominika .....Assistant Professor  
Jensen, Carlye .....Assistant Professor  
Jeyaraj, Hamilton .....Assistant Professor  
Jilani, Amer .....Assistant Professor  
Joannou, Manuela .....Assistant Professor  
Johnson, Ian .....Associate Professor  
Johnson, C. Anthony .....Professor Emeritus  
Joshi, Virat .....Assistant Professor  
Joynt, Meileen .....Assistant Professor

## K

Kain, Brian .....Assistant Professor  
Kakavand, Farid .....Assistant Professor  
Kalchbrenner, Joan .....Assistant Professor  
Kalyniuk, Alanna .....Assistant Professor  
Kammila, Srinu .....Assistant Professor  
Karn, Heather .....Assistant Professor  
Kassirer, Aubrey .....Assistant Professor  
Kazarian, Nancy .....Assistant Professor  
Kellman, George .....Assistant Professor  
Kelly, Janet .....Assistant Professor  
Kennedy, Michael Geoffrey .....Assistant Professor  
Kennedy, Joel .....Assistant Professor  
Kennedy, Michael .....Assistant Professor  
Kenneth, Collins .....Assistant Professor  
Kennie, Robin .....Assistant Professor  
Khan, Danish .....Assistant Professor  
Khan, Sandra .....Assistant Professor  
Kilpatrick, Katherine .....Assistant Professor  
King, Crystal .....Assistant Professor  
Kizoff, Peter .....Assistant Professor  
Klein, Anna .....Assistant Professor  
Knarr, Nadia .....Assistant Professor  
Knight, Drew .....Assistant Professor  
Kondor, Natalie .....Assistant Professor  
Kos, Antonio .....Assistant Professor  
Kotecha, Jyoti .....Lecturer  
Koval, Donald .....Assistant Professor  
Kraulis, John Erik .....Assistant Professor  
Krete, Derek .....Assistant Professor

## L

Ladak, Rahim .....Assistant Professor  
Ladouceur, Jessica .....Assistant Professor  
Lafrance, Kristy .....Assistant Professor  
Lajoie, Lucie .....Assistant Professor  
Langley, Hugh G. ....Assistant Professor  
Langlois, Stephanie .....Assistant Professor  
Lapena, Elsa .....Assistant Professor  
Lapena, Hilario .....Assistant Professor  
Larmer, James .....Assistant Professor  
Lau, Ho Yin .....Assistant Professor  
Lawler, Michelle .....Assistant Professor  
Leahy, Patrick .....Assistant Professor  
Leahy, Natalie .....Assistant Professor  
Lee, Linda Li-Wen .....Assistant Professor  
Lee, Carl .....Assistant Professor  
Lees, Ronald E.M. ....Professor Emeritus  
Lennox, Catherine .....Assistant Professor  
Leonard, Greg .....Assistant Professor  
Lerm, Leon .....Assistant Professor  
Lett, Darren .....Assistant Professor  
Leventis, Tom .....Assistant Professor  
Leyton, Edward .....Assistant Professor  
Li, Chien .....Assistant Professor  
Li, David .....Assistant Professor  
Lindsay, Brian .....Assistant Professor  
Linett, Lauren .....Assistant Professor  
Lingertat, John .....Assistant Professor  
Lockner, Charlene .....Assistant Professor  
Loeb, Graham .....Assistant Professor  
Loh, Lawrence .....Assistant Professor  
Loiskandl, Rainer .....Assistant Professor  
Lokanathan, Vanita .....Assistant Professor  
Lombardi, Rocco .....Assistant Professor  
Lotfallah, Talaat Kamel .....Assistant Professor  
Lottering, Wilraad .....Assistant Professor  
Lynch, Jennifer .....Assistant Professor

## M

Ma, Elaine .....Assistant Professor  
MacEwan, Elspeth .....Assistant Professor  
MacGillis, Murray .....Assistant Professor  
Mackenzie, Meredith .....Assistant Professor  
Mackesy, Derek .....Assistant Professor  
Mackinnon, Laura .....Assistant Professor  
MacPherson, David .....Assistant Professor  
MacPherson, Colin .....Assistant Professor  
MacTavish, James .....Assistant Professor  
MacTavish, Alison .....Assistant Professor  
Mahadevan, Varagunan .....Assistant Professor

## FACULTY STAFF

Mahim, Ardavan .....Assistant Professor  
 Mahoney, Brian .....Assistant Professor  
 Maini, Bharat .....Assistant Professor  
 Majeed, Sonilla .....Assistant Professor  
 Mak, Mabel .....Assistant Professor  
 Makary, David .....Assistant Professor  
 Malevich, Victoria .....Assistant Professor  
 Malhotra, Gurpreet .....Assistant Professor  
 Malinowski, Jason .....Assistant Professor  
 Mallin, Constantine (Dan) .....Assistant Professor  
 Mallory, Jonathan .....Assistant Professor  
 Maltman, Craig .....Assistant Professor  
 Mansworth, Colman .....Assistant Professor  
 Maraschiello, Mark .....Assistant Professor  
 Marshall, Bryan .....Associate Professor  
 Martens, Benjamin .....Assistant Professor  
 Mascan, Lavinia .....Assistant Professor  
 Maskens, Peter D. ....Assistant Professor  
 Mathur, Arun .....Assistant Professor  
 May, Terry .....Assistant Professor  
 Mayr, Michael .....Assistant Professor  
 Mazzoli, Paul .....Assistant Professor  
 McAllister, Caroline .....Assistant Professor  
 McBride, Allen .....Assistant Professor  
 McCall, Marnie .....Assistant Professor  
 McDonald, Lois .....Assistant Professor  
 McDonald, Maureen .....Assistant Professor  
 McGarry, Patrick .....Assistant Professor  
 McGarry, Ursula .....Assistant Professor  
 McGorman, James .....Assistant Professor  
 McGregor, Penelope .....Assistant Professor  
 McGregor, Tara .....Assistant Professor  
 McIlquham, Ross .....Assistant Professor  
 McIlreath, Sean .....Assistant Professor  
 McIntosh, Kimberley .....Assistant Professor  
 McIntosh, Douglas .....Assistant Professor  
 Mclean, Ross R. ....Lecturer  
 McLeod, Valerie .....Assistant Professor  
 McMurray, Stephen .....Assistant Professor  
 McNally, Ed .....Assistant Professor  
 McNamara, Martin .....Assistant Professor  
 Mian, Ahmed .....Assistant Professor  
 Mikula, Lynn .....Assistant Professor  
 Milio, Hany .....Assistant Professor  
 Miller, Christine .....Assistant Professor  
 Miller, Paul .....Assistant Professor  
 Miller, Thomas .....Assistant Professor  
 Milner, Rick .....Assistant Professor  
 Milone, Stephen .....Assistant Professor  
 Milone, Stephanie .....Assistant Professor

Miron, Michele .....Assistant Professor  
 Mitchell, Wade .....Assistant Professor  
 Mitchell, Jessica .....Assistant Professor  
 Moeck, Lori .....Assistant Professor  
 Mohr, Veronica .....Assistant Professor  
 Molson, Jenny L. ....Assistant Professor  
 Momi, Rajinder .....Assistant Professor  
 Montgomery, Christopher .....Assistant Professor  
 Moore, Kieran .....Associate Professor  
 Moreau, Monique .....Assistant Professor  
 Morgan, Jonathan .....Assistant Professor  
 Morris, Madeline .....Assistant Professor  
 Morrison, Cynthia .....Assistant Professor  
 Morrison, Kimberley .....Assistant Professor  
 Mount, Victoria .....Assistant Professor  
 Moxon, Richard .....Assistant Professor  
 Muldowney, Siobhan .....Assistant Professor  
 Munoz, Michael .....Assistant Professor  
 Murphy, Carla .....Assistant Professor  
 Muselius, Brendas .....Assistant Professor

### N

Nancekievill, Elizabeth A. ....Assistant Professor  
 Naoum, Susanne .....Assistant Professor  
 Narini, Philip P. ....Instructor  
 Nasarullah, Fareeha .....Assistant Professor  
 Neelamkavil, Mirian .....Assistant Professor  
 Neufeld, Troy .....Assistant Professor  
 Neville, Robert J. ....Assistant Professor  
 Nevins, Tara .....Assistant Professor  
 Newman, Adam .....Assistant Professor  
 Newport, David .....Assistant Professor  
 Newton, Kathryn .....Assistant Professor  
 Ngo, Susan .....Assistant Professor  
 Nicholson, Joanne .....Assistant Professor  
 Nicoara, Lucia Viorica .....Assistant Professor  
 Nicula, Mihaela .....Assistant Professor  
 Nijhawan, Monica .....Assistant Professor  
 Nijmeh, Larry .....Assistant Professor  
 Nimigan, Andre .....Assistant Professor  
 Ninan, Thomas .....Assistant Professor  
 Noulty, Elizabeth .....Assistant Professor  
 Nugent, Zoe .....Assistant Professor  
 Nuttall, John .....Assistant Professor  
 Nyholt, Noranda .....Assistant Professor

### O

O'Connor, Linda .....Assistant Professor  
 O'Connor, Emily .....Assistant Professor  
 Odlozinski, Michael .....Assistant Professor

O'Donnell, Patricia .....Assistant Professor  
 Ohrling, David .....Assistant Professor  
 Oluyole, Oluwakemi .....Assistant Professor  
 Osborne, Edward .....Assistant Professor  
 Ostic, Heather .....Assistant Professor  
 Overington, Nancy .....Assistant Professor

### P

Paidra, Erik .....Assistant Professor  
 Pajot, Denise .....Assistant Professor  
 Pakenham, Susan .....Assistant Professor  
 Paki Javan, Abdolreza .....Assistant Professor  
 Pancer, Larry .....Assistant Professor  
 Pang, Wei-Hsi .....Assistant Professor  
 Parbtani, Anwar .....Assistant Professor  
 Parker, Barbara .....Assistant Professor  
 Patel, Rupa .....Assistant Professor  
 Patey, Greg M. ....Assistant Professor  
 Paulsen, Tennille .....Assistant Professor  
 Pawley, Amanda .....Assistant Professor  
 Pedretti, Luigi .....Assistant Professor  
 Pellizzari, Rosana .....Assistant Professor  
 Penney, Brian .....Assistant Professor  
 Pepper, Erin .....Assistant Professor  
 Perry, Jennifer .....Instructor  
 Petersen, Karin .....Assistant Professor  
 Philpott, Jane .....Assistant Professor  
 Pickle, Andrew .....Assistant Professor  
 Pike, Malcolm .....Assistant Professor  
 Pincock, Robert .....Assistant Professor  
 Pinkerton, David .....Assistant Professor  
 Pinto, Sebastian .....Assistant Professor  
 Pitre, Denise .....Assistant Professor  
 Poonja, Zahir .....Associate Professor  
 Pope, Jennifer .....Assistant Professor  
 Post, Ellen .....Assistant Professor  
 Potvin, William .....Assistant Professor  
 Poyner, Matthew .....Assistant Professor  
 Prince, Timothy .....Assistant Professor  
 Prins, Henry .....Associate Professor  
 Pritchett, Sean .....Assistant Professor  
 Proulx, Christian .....Assistant Professor  
 Psarras, Tom .....Assistant Professor  
 Pun, Christine .....Assistant Professor  
 Purvis, Jane .....Assistant Professor  
 Pyle, Adam .....Assistant Professor

### R

Ragaz, Stephan .....Assistant Professor  
 Rahil, Preetinder .....Assistant Professor

Rahim, Sherali.....Assistant Professor  
 Rajendran, Bahe.....Assistant Professor  
 Raleigh, John P.....Assistant Professor  
 Ramachandran, Sanjay.....Assistant Professor  
 Ramirez, Oswaldo.....Assistant Professor  
 Ranade, Sudit.....Assistant Professor  
 Rand, Juri.....Assistant Professor  
 Rathwell, Jonathon.....Assistant Professor  
 Razvi, Yasar.....Assistant Professor  
 Read, James.....Assistant Professor  
 Reade, Mauianne.....Assistant Professor  
 Ready, Eric.....Assistant Professor  
 Reesor, John.....Assistant Professor  
 Reinhartz, Abraham.....Assistant Professor  
 Remington, Jeffrey.....Assistant Professor  
 Revel, Lillian.....Assistant Professor  
 Rice, Brenda.....Assistant Professor  
 Rice, Clifford G.....Assistant Professor  
 Richard, Thomas.....Assistant Professor  
 Rizvi, Shahbano.....Assistant Professor  
 Robertson, Margaret.....Assistant Professor  
 Robinson, Hilary.....Assistant Professor  
 Robson, Mark.....Assistant Professor  
 Rockwell, Helen Audrey.....Assistant Professor  
 Rosebush, David.....Assistant Professor  
 Ross, Andrew.....Assistant Professor  
 Rosser, Walter.....Professor Emeritus  
 Rowan, Declan.....Assistant Professor  
 Rowe, Charles.....Assistant Professor  
 Rowland, Mary.....Assistant Professor  
 Rowland, Richard.....Assistant Professor  
 Rubenstein, Beth.....Assistant Professor  
 Rubenzahl, Steven.....Assistant Professor  
 Rukholm, Gavin.....Assistant Professor  
 Ruparelia, Meera.....Assistant Professor  
 Russell, Deanna.....Assistant Professor  
 Russell, Lois.....Assistant Professor  
 Rutledge, David.....Assistant Professor

## S

Sajed, Sina.....Assistant Professor  
 Salji Halili, Elvira.....Assistant Professor  
 Sangster-Gibson, Susan.....Assistant Professor  
 Schabas, Richard.....Associate Professor  
 Schatzmann, Markus.....Assistant Professor  
 Scher, Kim.....Associate Professor  
 Schriver, Christine.....Assistant Professor  
 Scooley, Jessica.....Instructor  
 Scott, Gregory.....Assistant Professor

Scotton, Paul.....Assistant Professor  
 Scrivens, Blair.....Assistant Professor  
 Selvarajah, Prrasonna.....Assistant Professor  
 Seybold, William Davidson.....Assistant Professor  
 Shack, Jason.....Assistant Professor  
 Shah, Natavarlal.....Assistant Professor  
 Shah, Nikhil.....Assistant Professor  
 Shahzad, Karina.....Assistant Professor  
 Shaikh, Muhammed.....Assistant Professor  
 Shannon, William.....Assistant Professor  
 Sharma, Shalini.....Assistant Professor  
 Shephard, Suzanne.....Assistant Professor  
 Shew, Raphael.....Assistant Professor  
 Shipley, William.....Assistant Professor  
 Shoucri, Rami.....Assistant Professor  
 Shourdeh-Ziabari, S.M. Amir.....Assistant Professor  
 Simpson, Craig.....Assistant Professor  
 Simpson, John.....Assistant Professor  
 Singh, Davindra.....Assistant Professor  
 Sladic, Sabina.....Assistant Professor  
 Sloan, Jeffrey.....Assistant Professor  
 Smith, Karen.....Assistant Professor  
 Snarr, Michelle.....Assistant Professor  
 Snider-Adler, Melissa.....Assistant Professor  
 Sosnowski, Chris.....Assistant Professor  
 Spacek, Kimberly.....Assistant Professor  
 Spacek, Stan Zdenek.....Assistant Professor  
 Spink, Donald.....Assistant Professor  
 Stanford, Timothy.....Assistant Professor  
 Stanners, Bruce.....Assistant Professor  
 Stelzer, Hans.....Assistant Professor  
 Stephenson, Christina.....Assistant Professor  
 Stewardson, Julie.....Assistant Professor  
 Stewart, G. Ivan.....Assistant Professor  
 Stewart, Adam.....Assistant Professor  
 Stewart, Paula.....Assistant Professor  
 Steyn, Jacobus.....Assistant Professor  
 Stirtzinger, Ruth.....Assistant Professor  
 Stone, Anthony.....Assistant Professor  
 Struthers, Emma.....Assistant Professor  
 Stubbins, Robert.....Assistant Professor  
 Stuparyk, Robert.....Assistant Professor  
 Suhadolc, Thomas.....Assistant Professor  
 Sun, Christina.....Assistant Professor  
 Sundaram, Manickavasagam.....Assistant Professor  
 Swift, Valerie.....Assistant Professor  
 Sylvester, Michael.....Assistant Professor  
 Szlanta, Agata.....Assistant Professor

## T

Tahir, Ferhana.....Assistant Professor  
 Takhar, Baldeep.....Assistant Professor  
 Tancon, Scott.....Assistant Professor  
 Tatham, Nancy.....Assistant Professor  
 Tauseef, Nazia.....Assistant Professor  
 Taylor, Okuda.....Assistant Professor  
 Tebbenham, Troy.....Assistant Professor  
 Thassanapaff, Vatinnee.....Assistant Professor  
 Therrien, Arawn.....Assistant Professor  
 Thomas, Andrew James.....Assistant Professor  
 Thomas, Richard.....Assistant Professor  
 Thomson, Linda.....Assistant Professor  
 Thornton, Mary.....Assistant Professor  
 Tigchelaar, Tim.....Assistant Professor  
 Tillman, William.....Assistant Professor  
 Touzel, Elizabeth.....Assistant Professor  
 Touzel, Thomas A.....Lecturer  
 Trail, Carla.....Assistant Professor  
 Tram, Carolyn.....Assistant Professor  
 Tromp, Margaret M.....Associate Professor  
 Troughton, Kevin Mark.....Assistant Professor  
 Trozzi, Mark.....Assistant Professor  
 Tuppal, Raj.....Assistant Professor  
 Turner, Paul.....Assistant Professor

## U

Udoeyop, Emmanuel.....Assistant Professor

## V

Vaga, Kristin.....Assistant Professor  
 Vajid, Muhammad.....Assistant Professor  
 Van Driel, Marie Lousie (Mieke)  
 .....Assistant Professor  
 Van Melle, Elaine.....Assistant Professor  
 Vanderkamp, Nick.....Assistant Professor  
 Vandersluis, Rudy.....Assistant Professor  
 Vanderwater, Charles.....Assistant Professor  
 Vanier, Kelly.....Assistant Professor  
 VanNoppen, Bob.....Assistant Professor  
 Verma, Geetika.....Assistant Professor  
 Veselskiy, Oleg.....Assistant Professor  
 Viaznikova, Tanya.....Assistant Professor  
 Vieira, Rose-Anne.....Assistant Professor  
 Vilcini, Michelle.....Assistant Professor  
 Vincent, David.....Assistant Professor  
 Voinov, Valentin.....Assistant Professor  
 Vu, John.....Assistant Professor  
 Vukojevic, Duska.....Assistant Professor



## FACULTY STAFF

### W

Wahay, Leigh.....	Assistant Professor
Waldin, Amelie .....	Assistant Professor
Waldron, Mark .....	Assistant Professor
Ward, Michael.....	Assistant Professor
Warder, Lindsay.....	Assistant Professor
Warwick, Kim.....	Assistant Professor
Webb, Katie .....	Assistant Professor
Webster, Robert .....	Assistant Professor
Webster, Lindsay.....	Assistant Professor
Webster, Jennifer.....	Assistant Professor
Webster, Colleen .....	Assistant Professor
Weir, Martina .....	Assistant Professor
Weir, Erica.....	Assistant Professor
Weir, Michael .....	Assistant Professor
Weisbaum, Karen.....	Lecturer
West, Robert D. ....	Assistant Professor
Whately, Richard.....	Assistant Professor
Wheeler, Jesse.....	Assistant Professor
Whelan, Jennifer.....	Assistant Professor

Wherrett, Laurie J.....	Assistant Professor
White, Carol A. ....	Assistant Professor
White, Stephen F.....	Assistant Professor
White, Nancy .....	Assistant Professor
Whitehead, Sara .....	Assistant Professor
Whiting, Natalie.....	Assistant Professor
Wiebe, Arthur .....	Assistant Professor
Wiginton, Richard .....	Assistant Professor
Wilkins, Warren .....	Assistant Professor
Wilson, Colin .....	Assistant Professor
Wilson, Kaetlen.....	Assistant Professor
Withers, Martin.....	Assistant Professor
Wlodarski, Martin.....	Assistant Professor
Wong, King .....	Assistant Professor
Wong, Patrick .....	Assistant Professor
Wong, Richard.....	Assistant Professor
Wonnacott, Matthew .....	Assistant Professor
Wynd, Henriette.....	Assistant Professor
Wynd, Kimberly .....	Assistant Professor

### Y

Yamashiro, Hirotaka .....	Assistant Professor
Yates, Stephen.....	Assistant Professor
Yau, Joyce.....	Assistant Professor
Yee, Ernest.....	Assistant Professor
Yousefi, Vandad.....	Assistant Professor
Ywakim, Fikry.....	Assistant Professor

### Z

Zahradnik, Joseph.....	Assistant Professor
Zbar, Ariella .....	Assistant Professor
Zekek, Barbara .....	Assistant Professor
Zeni, Deborah.....	Assistant Professor
Zeni, Paul.....	Assistant Professor

## DEPARTMENT STAFF

(Effective April 30, 2016)

### KINGSTON SITE

Allen, Cindi.....	Billing Clerk
Bain, Carly .....	Clinic Clerk
Banks, Michelle.....	Clinic Clerk/Medical Office Assistant (Casual)
Batchelor, Diane .....	Nurse Practitioner
Beckett, Tracey .....	Social Worker
Beckles, Marissa.....	CSPC Administrative Assistant
Biggs Kendra .....	Clinic Clerk
Bowering, Evelyn .....	Assistant Professor, Social Worker
Boyce, Cindy.....	Clinic Clerk (Referral Clerk)
Brierley, Jennifer.....	Senior Program Co-ordinator
Butler-Patterson, Lisa .....	Registered Practical Nurse (Foot Care)
Cavanaugh, Rebecca.....	Clinic Clerk
Chick Lorraine.....	Nurse Practitioner
Coates, Steve .....	Stocking Clerk/Medical Office Assistant
Corrigan, Joe .....	IT Administrator
Cross Diane.....	QFHT Clinic Manager
Cutrona, Edwin.....	Finance Co-ordinator
Dalgarno, Nancy.....	Health Researcher
DeBlois, Judy.....	Revenue and Compensation Administrator
Deir, Julie.....	Registered Practical Nurse (Casual)
Doherty, Mitch.....	Manager of Operations

Doll, Dana.....	PGY3 Program Co-ordinator
Elms, Sherri .....	Pharmacist
Evaristo, Carla .....	Residency Program Assistant
Faroldi, Roberta.....	Registered Nurse (Casual)
Fisher, Marjorie .....	Finance Clerk
Fournier, Sarah .....	Clinic Clerk
Friske, Pat .....	Registered Nurse
Garrah, Vicky .....	Workplace Safety Co-ordinator
Giles, Margaret .....	Registered Nurse
Grady, Colleen .....	CSPC Research Manager
Graves, Grace.....	Medical Office Assistant (Casual)
Han, Han .....	CSPC Research Associate
Harris, Karen.....	Registered Nurse (Casual)
Hasselaar, Reza.....	Administrative Assistant
Hillhorst, Amanda.....	Clinic Clerk (Casual)
Hughson, Elizabeth.....	Registered Nurse
Janiuk, Francine .....	Nursing Manager
Jarzylo, Susan.....	Administrative Assistant
Kennedy, Laura.....	Faculty Support Co-ordinator
Kinsella, Lorne.....	CSPC Data Manager
Koen, Rosemary .....	Registered Nurse (Casual)

## DEPARTMENT STAFF

Kopecki, Cecilia .....Clinic Clerk  
 Lamont, Lisa .....Registered Practical Nurse  
 LeBlanc, Peter .....Stocking Clerk  
 Little, Allison .....Dietitian  
 Little, Michelle .....Clinic Clerk (Referral Clerk)  
 Lloyd, Brooke .....Clinic Clerk (After Hours Clinic)  
 Long, Jennifer .....Registered Practical Nurse  
 MacDaid, Jennifer .....Clinical Program Co-ordinator  
 Mahoney, Angie .....Administrative Assistant  
 Martin, Ken .....CSPC Senior Data Manager  
 Martin, Mary .....Research Assistant  
 McAvoy, Allen .....Manager, Strategic Relations & Planning  
 McHugh, Sara .....Clinic Clerk  
 McQuarrie, Lynne .....Registered Practical Nurse  
 Miller, Rose .....Registered Practical Nurse  
 Morkem, Rachael .....Research Associate  
 Murray, Jessica .....Clinic Clerk (Referral Clerk)  
 Parr, Tammy .....Clinical Administrative Assistant  
 Patterson, Vanessa .....Human Resources Co-ordinator  
 Peruelo, Angeline .....Registered Practical Nurse  
 Peters, Susan .....Nurse Practitioner  
 Pollock, Emily .....Research Assistant  
 Powell, Carolyn .....Administrative Assistant (Department Head)  
 Purdon, Kayla .....Registered Nurse (Casual)  
 Queenan, John .....Epidemiologist  
 Robinson, Christina .....Medical Office Assistant (Casual)  
 Sabo, Cindy .....Registered Nurse (Casual)  
 Sakell, Judy .....Manager of Education  
 Scott, Abigail .....Data & Quality Improvement Analyst  
 Shinniman, Gail .....Registered Practical Nurse  
 Smith, Tess .....Clinic Clerk (Medical Records)  
 Snodgrass, Sarah .....Residency Program Assistant (Curriculum)  
 Turnbull, Paule .....Administrative Assistant  
 VanKougnett, Amy .....Registered Practical Nurse  
 Van Luven, Ashleigh .....Clinic Clerk

Villeneuve, Amanda .....Clinic Clerk  
 Wallace, Kim .....Medical Office Assistant  
 Ware, Lily .....Registered Practical Nurse  
 Weaver, Tracy .....Communications Co-ordinator  
 Wells, Jennifer .....Assessment & Evaluation Co-ordinator  
 White, Kerry .....Registered Practical Nurse  
 Zeltzer, Fred .....Research Associate  
 Zuliniak, Karen .....Recruitment & Orientation Co-ordinator

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### BELLEVILLE-QUINTE SITE

Adams, Cindy .....Registered Nurse  
 Bobbette, Nicole .....Occupational Therapist  
 Cao, Dr. Yan .....Psychologist  
 DiGiovanni, Andrea .....Social Worker  
 Donnelly, Catherine .....Occupational Therapist  
 Hughson, Jessica .....Site Co-ordinator (Shared 2015-2016)  
 Kerr, Christina .....Site Co-ordinator (Shared 2015-2016)  
 Leavitt, Abby .....Program Manager  
 Levasseur, Katrina .....Social Worker  
 Lynch, Stephanie .....Pharmacist  
 Proulx, Judith .....Dietitian  
 Richardson, Raquel .....Program Assistant (Shared 2015-2016)  
 Vance, Jessica .....Program Assistant (Shared 2015-2016)  
 Wolfe, Ashleigh .....Registered Nurse (System Navigator)

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### PETERBOROUGH-KAWARTHA SITE

Van Parys, Chantal .....Site Co-ordinator

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### BOWMANVILLE-OSHAWA-LAKERIDGE SITE

Hodges, Julie .....Site Co-ordinator (Shared 2015-2016)  
 McKay, Suzanne .....Site Co-ordinator (Shared 2015-2016)

## SECTION COVER PHOTOGRAPHY

**Education:** Community preceptor Dr. Fil Gilic serves as the perfect patient at the residents' Temagami wilderness retreat

**Clinical Services:** Dr. Walter Rosser attends to a delightful young patient of the Queen's Family Health Team;  
*Photo Scott Adamson*

**Research:** Dr. Iris Chin (Kingston PGY2) presents her research at Primary Care Research Day; *Photo Rob Whelan Photography*

**Inside the Department:** Haynes Hall; Queen's Family Health Team, Kingston; *Photo Rob Whelan Photography*

**The DFM in the Community:** Dr. Paige Hacking (Kingston PGY1), right, and Dr. Meg Gemmill with a patient from Ongwanada Kingston; *Photo Taylor Studios*

**The DFM Globally:** Local health workers learn about monitoring and evaluation while Burmese colleagues look on in Loikaw, Karenni State, Myanmar

## OUR MISSION

*To be recognized as opinion leaders and valued partners, advancing the discipline of family medicine and health-care systems within Queen's, locally, regionally, nationally and internationally;*

*To be committed to a distinctive, foundational education program that prepares family doctors to be competent, confident generalists who are responsive to the needs of the communities they serve – from urban settings to small towns, rural or remote regions of Canada;*

*To act as a model of outstanding patient-centred health care;*

*To contribute to improving the health of individuals and populations by supporting our researchers and the Centre for Studies in Primary Care;*

*To be dedicated to social responsibilities and service, acting as advocates for our patients and as champions for issues that affect health so as to improve society and better care for vulnerable and underserved populations, locally and abroad;*

*To cultivate a highly collaborative environment where personnel are integrated into the clinical, education and research processes, and to foster a work environment that enables and sustains outstanding teamwork and performance.*





Department of  
Family Medicine

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