



Queen's
UNIVERSITY

Department of
Family Medicine

Annual Report | 2014 • 2015



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

I am very pleased to present the 2014-2015 annual report for the Department of Family Medicine at Queen's University. It has been a year of growth and challenges in the ever-changing environment of academic family medicine, and the department is proud of its achievements.

As a key player in primary care, family medicine is now recognized as the foundation of any effective health care system in Canada and, indeed, around the world. Our department has demonstrated strength in developing the structures needed to ensure ongoing quality of care for our patients, and systems to promote patient safety continue to evolve.

Beyond this, we are well on our way on what will be a long journey to better integrate the primary health care system with our hospitals and community partners. Our leadership and participation in Health Links is an important step in demonstrating how this integration might be realized. For a very long time, we have all recognized how important information technology will be in achieving an integrated system. We are heavily invested in attaining this goal, both within our department and throughout the region. This work will be an important part of our operational plan in the coming year.

Our cornerstone is education. Our role in undergraduate education grows in depth and sophistication. At the postgraduate level, we have developed and implemented a competency-based program at all of our sites. We are well past the basics, and we continue to invest in innovations to support this educational approach. Our work in competency-based education has been recognized both nationally and internationally, and we have renewed our commitment to scholarship in this area.

The Public Health and Preventive Medicine program has found a significant and esteemed place within our department. Under the leadership of Dr. Kieran Moore, Associate Medical Officer

of Health, KFL&A Public Health, this program is carving an important niche in the education landscape for these specialists. We have superb residents, committed teachers and educational opportunities that are truly exceptional, and we are fully committed to the program's continued growth and success.

Special thanks are extended to the department's 700 teachers of family medicine who are engaged in teaching undergraduate students and postgraduate residents. Our learners consistently express their deep gratitude to their teachers, who model excellence in the provision of care and embrace teaching as a key part of their professional activity.

As a university department, we have responsibility for knowledge creation and translation. Our research centre, the Centre for Studies in Primary Care, continues to thrive with an exceptional record in publications and providing residents with an opportunity to engage in research projects. Primary Care Research Day has become a pivotal annual event within the department, with ever-increasing quality of resident research projects that address questions directly relevant to day-to-day practice in family medicine, health policy and education.

Our success naturally leads to new challenges. Our faculty members play key leadership roles in the university, in our provincial and national colleges, and internationally. We are grateful to all partners who support our programs as we accept these challenges and move forward with enthusiasm.

A handwritten signature in black ink, appearing to read 'Glenn Brown'.

Glenn Brown, BSc, MD, CCFP(EM), FCFP, MPH

Head, Department of Family Medicine
Queen's University

Tenure

Dr. Michael Green, Associate Professor and Associate Director, Centre for Studies in Primary Care, was granted tenure effective July 1, 2014.

Awards & Accomplishments

Dr. David Barber was appointed to the newly formed eHealth Ontario Clinician Advisory Council (CAC), which will provide eHealth Ontario with timely strategic recommendations, from a clinician's perspective, on health information technology and information management (IT/IM). The CAC's advice will inform the agency and assist in the development of strategic proposals and the annual business plan the board brings to the Ministry of Health and Long-Term Care.

Dr. Barber was also appointed to the Physician Reference Group (PRG) for the Insights for Care (I4C) program at the Ontario Medical Association. The I4C program is charged with evaluating how data analytics can help improve the care provided to patients. The PRG provides input and advice to the I4C team.

Dr. Glenn Brown, Department Head, was elected secretary-treasurer of the Ontario College of Family Physicians (OCFP). A member of the College's board of directors since 2012, Dr. Brown has also served as chair of the College's Education and Research Committee since 2013.

Catherine Donnelly, occupational therapist at the Queen's Family Health Team's Belleville-Quinte site, earned this year's Queen's Alumni Award for Excellence in Teaching. Dr. Donnelly, PhD, who also teaches at the Queen's School of Rehabilitation Therapy, is the award's first female recipient in 15 years.

Dr. Michael Green, Associate Director, Centre for Studies in Primary Care, was appointed holder of the Clinical Teachers' Association of Queen's (CTAQ) Chair in Applied Health Economics/Health Policy. The establishment of the CTAQ Chair will allow Queen's to take a leadership role in applied health economics and health policy at a national level. It will bring focus and attention to a broad range of issues in this area, such as transitions in care, applied health technology assessment and models of health professional compensation. The chair's academic work will help inform strategic directions for academic physicians.

Dr. Karen Hall Barber, Physician Lead, Queen's Family Health Team (QFHT), was chosen for the Honour Roll – Individual Champion – in the 2014 Minister's Medal Honouring Excellence in Health Quality and Safety program for her work in Leading Quality-Improvement and Patient-Safety Initiatives. Her colleagues at the QFHT nominated her and submitted the

application for this award, which recognizes champions who effectively drive transformational change in the province's health care systems to promote higher-quality, patient-centred care. Award winners demonstrate exceptional work in collaboration and achieved sustainable results, while promoting value and quality in the health care system.

Dr. Hall Barber also received Fellowship in the College of Family Physicians this year.

Dr. Aubrey Kassirer, Curriculum Lead, Queen's Bowmanville-Oshawa-Lakeridge site, received the Queen's Department of Family Medicine 2014 Dr. Donald Potvin Memorial Award (Outstanding Community Family Medicine Preceptor).

Dr. Natalie Kondor was appointed Regional Palliative Care Lead for the South East Local Health Integration Network (LHIN).

Drs. Stephanie and Stephen Milone (Queen's Family Medicine graduates, 2004) jointly earned the OCFP's Family Physicians of the Year for Region 4 in Ontario. The couple shares a practice in Orangeville, Ont.

Dr. Susan Phillips received an honorary doctorate from the Faculty of Medicine at Umeå University in Sweden. Dr. Phillips is recognized internationally for her work on gender, diversity and equality in health, medical care and medical education. Since 2011, she has been a visiting professor at Umeå Centre for Gender Studies (UCGS), a multidisciplinary research centre at Umeå University. Dr. Phillips was one of two individuals to receive this award in 2014.

Dr. Karen Schultz, Program Director, Postgraduate Education, was selected as Queen's recipient of the 2015 Canadian Association of Medical Education's (CAME) Certificate of Merit Award. The award's goal is to promote medical education in Canadian medical schools and to recognize and reward faculty's commitment to medical education.

Dr. Michael Ward, preceptor, Queen's Bowmanville-Oshawa-Lakeridge site, earned the OCFP's Community Teacher of the Year Award.

Dr. Ruth Wilson won this year's College of Family Physicians of Canada (CFPC) Calvin L. Gutkin Family Medicine Ambassador Award. The award recognizes a dynamic leader in Canadian family medicine distinguished for his or her vision, innovation, and relationship-building with organizations that support and positively influence the ever-changing role of the family physician in Canada. It's named in honour of Dr. Calvin Gutkin, CFPC Executive Director and Chief Executive Officer from 1996 to 2012. Dr. Wilson is the first recipient of this award after Dr. Gutkin himself.

Professional Association of Residents of Ontario (PARO) Award

Chantal Van Parys, Site Co-ordinator, Peterborough-Kawartha site, earned the 2015 Lois. H. Ross Resident Advocate Award. This award is bestowed upon one individual in the province each year who has consistently advocated on behalf of residents and resident issues within their role as an administrator, program co-ordinator, teacher or clinician.

Association of Family Health Teams of Ontario Awards

The Queen's Family Health Team (QFHT) earned its fifth award in three years from the Association of Family Health Teams of Ontario (AFHTO) through its Bright Lights Awards program. The program recognizes the leadership, outstanding work and significant progress being made to improve the value that family health teams deliver to patients.

This year's win was for the best submission under Accountability and Governance for Patient-Centred Care, entitled, *With Patients, for Patients: A New Kind of Board of Directors for a New Kind of Care*. The win recognizes the strength and value of the QFHT's advisory board, with representatives from KFL&A Public Health, St. Lawrence College, local hospitals, Queen's University, patients (consumers), QFHT physician and program representatives, and invited guests.

In the previous two years, the QFHT earned awards for its innovation in providing interprofessional and collaborative patient care; its effective use of its electronic medical records system (two awards); and its work in collecting data, co-ordinating improvements and implementing system-wide changes in its care to patients with diabetes.

CFPC Resident Awards

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

Dr. Corey Boimer (Emergency Medicine PGY3): Family Medicine Resident Award for Scholarly Achievement

Dr. Melissa Keith (Emergency Medicine PGY3): Family Medicine Resident Leadership Award

CFPC Student Awards

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

Amanda Lepp: Medical Student Scholarship

Cheromi Sittambalam: Leadership Award for Medical Students

Ontario Medical Association Resident Award

(One resident from each of Ontario's six medical schools is selected for this award each year.)

Dr. Laura Shoots (KTI PGY2 and Program Chief Resident): Resident Achievement Award

Queen's Research Awards

Following Primary Care Research Day on February 26, 2015, the Centre for Studies in Primary Care announced the four resident winners for Best Academic Project:

Dr. Elizabeth Ackloo & Dr. Kevin Graham – Physician Assessment of INR Control

Dr. Matthew Clarke – Canadian Media Adherence to Guidelines on Youth Suicide Reporting

Dr. Ekaterina Dolganova – Using and Interpreting Urine Toxicology Screening: A Learning Module for Residents

Dr. Kathleen Nichols – Normalizing Driving Retirement: Current Practices, Attitudes and Opinions of Primary Healthcare Practitioners in Peterborough

Queen's FD/CPD Awards

The annual Professional Enhancement Recognition Program (PERP), offered through the Queen's Faculty of Health Sciences' Faculty Development office, recognizes faculty members who have shown commitment to the development of their education, research and leadership professional roles.

Diane Batchelor, NP, earned Queen's Continuing Professional Development's (CPD) Dedication to the Planning Committee award, recognizing her "outstanding assistance and support of the CPD office."

Dr. Ian Casson and **Dr. Shayna Watson** earned Level I awards for attendance at faculty development events, and **Dr. Karen Hall Barber** and **Dr. Susan Phillips** earned Level II awards for presentation of faculty development workshops and research.

In addition to these awards, three other department faculty members earned recognition in a new award category offered through the Faculty Development office, the CPD Awards. These awards formally recognize all who have put forth tremendous effort in the development of the Faculty of Health Sciences' continuing professional development programs. In this category, **Dr. James Deacon** was recognized for Dedication to the Planning Committee, **Dr. Ruth Dubin** for Outstanding Support to the CPD Office and **Dr. Arawn Therrien** for Dedication to the Planning Committee.

A photograph of three people outdoors in a grassy area with trees in the background. A man with long brown hair and a red earplug is piggybacking a woman with blonde hair. The woman is piggybacking a third person whose back is to the camera. They are all wearing light blue t-shirts. The man's shirt has a circular logo with trees and the text 'Camp Oconto 2015'. The woman's shirt has a small patch that says 'TAMM'. The third person is wearing a grey sock with a pink logo. The word 'EDUCATION' is overlaid in large white letters across the middle of the image.

EDUCATION

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

**Dr. Laura Shoots***Program Chief*

MESSAGE FROM THE PROGRAM CHIEF

The 2014-2015 academic year has been a great year of growth for the Queen's Department of Family Medicine (DFM). Site Chief Residents Jeff Wachsmuth and Sabra Gibbens (KTI), Nathalie Ranger (QBOL), Allison Lainey (Peterborough) and Denise Pitre (Belleville), together with me – and the amazing dedication of Program Director Dr. Karen Schultz – have worked hard to create many new initiatives for the DFM.

Encouraging Leadership Beyond Chief Resident Roles

In addition to our chief residents, the DFM is very lucky to have an amazing group of resident leaders who also contribute greatly to the program. This year, our program has harnessed these leaders to develop several new initiatives. For instance, the program has created a new role for a social co-ordinator, currently filled by Megan Gao and Alexa Caturay, who have been responsible for ensuring post-academic day fun for residents from all sites. Activities so far have ranged from simple pub nights to karaoke, laser tag and bowling.

The Wellness Committee has also been a very welcomed addition to the DFM. Under the leadership of Dr. Kelly Howse, each of our sites has at least one dedicated resident wellness leader who is responsible for promoting residents' health and wellness. At the Kingston-Thousand Islands (KTI) site, this comes in the form of a monthly "wellness" newsletter with various themes from mental health to giving back to the community.

Easing Transitions

The transition from a medical student to a resident can be a daunting one. The DFM has gone above and beyond to make efforts to ease this transition for students. A new housing database for outgoing residents to advertise their apartments for rent privately to incoming residents, and electronically sending out *Palpate This!*, a very thorough information and welcome manual to incoming residents, are two initiatives that help ease new PGY1s into our program.

Camp Oconto was a wonderful time for all residents from all sites to spend three days together to bond, learn, lead and build relationships.

Engaging Medical Students in the DFM

Site chief residents worked very hard this year to ensure a welcome package was created for elective medical students visiting their site. These packages are aimed at informing students of basic information on the hospital, fun things to do and places to eat, etc., while also providing the chiefs' contact information should the students have any questions.

The department's residents are also actively involved with medical students through the Queen's Family Medicine Interest Group by attending events to promote/discuss residency in family medicine, teaching procedural skills and more.

In our continued efforts to engage medical students, the QFHT at the KTI site will be initiating a new curriculum for excelling residents to take on medical students during regular clinic hours. Supervisors will evaluate residents specifically for their role as teachers. This is an exciting new initiative for residents and medical students alike.

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

EDUCATION

KINGSTON - THOUSAND ISLANDS PGY1



Ryan Aalders
Cohort A - 1 West B



Melodie Adler
Cohort A - Haynes Hall A



Andrew Armstrong
Cohort A - Haynes Hall B



Martin Badowski
Cohort B - 1 West B



Maria Bastin-Millar
Cohort B - 2 North B



Stephen Bathe
Cohort B - 1 West A



Nicholas Baxfield
Cohort B - 2 West A



Ana Blagojevic
Cohort B - 2 North B



Stephanie Brass
Cohort B - 1 West A



Laura Butler
Cohort A - 1 West B



Alexa Caturay
Cohort A - 1 West A



Iris Chin
Cohort A - 2 West A



Ren Ee Choo
Cohort A - 2 West B



Erica Farnworth
Cohort A - 2 North B



Megan Gao
Cohort B - 2 North A



Vikram Gill
Cohort A - 1 West B



Matthew Goodmurphy
Cohort A - 1 North



Waleed Janjua
Cohort A - 2 North A



Maaz Kamal
Cohort B - 2 North A



Maria Kovalik
Cohort A - 2 West A



Laura Kroeker
Cohort A - 2 North A



Sarah Le Blanc
Cohort B - Haynes Hall A



Ryan Lee
Cohort A - 2 North A



Christine Lefebvre
Cohort B - 2 West B



Linna Li
Cohort B - 2 West B



Justin Losier
Cohort B - 2 West B



Nancy Luong
Cohort A - 1 North



Cameron MacLean
Cohort A - 2 North B



Marie-Pier Marleau
Cohort A - 1 North



Geoffrey Martin
Cohort A - 2 West B



Jeffery Martin
Cohort B - 2 North B



Aaron McGregor
Cohort A - 2 North B



Laura Mechefske
Cohort B - Haynes Hall B



Jason Murray
Cohort B - 1 West B



Mario Nucci
Cohort B - 2 West A



Anna Osadchuk
Cohort A - 2 West B



Michael Pham-Nguyen
Cohort B - 2 North A



Timothy Roche
Cohort B - 1 North



Liad Salz
Cohort B - Haynes Hall A



Ryan Shields
Cohort B - 1 North



Maria Steimbrehner
Cohort A - Haynes Hall A



Brittany Tarras
Cohort A - 1 West A



Courtney Thompson
Cohort B - Haynes Hall B



Bianca Tomsa
Cohort A - 1 West A



Harpal Ubhi
Cohort B - 2 North B



Iain Vergie
Cohort B - Haynes Hall B



Sean Wang
Cohort B - Haynes Hall A



Matthew Ward
Cohort A - Haynes Hall A



Drew Webster
Cohort B - Haynes Hall A



Heidi Wells
Cohort B - 2 West A



Erin White
Cohort B - Haynes Hall A



Warren Whitsitt
Cohort A - 2 West A



Sarah Wilkinson
Cohort B - 1 West A



Joanna Willms
Cohort B - 1 North



Shannon Winterburn
Cohort B - 1 West B



Kenneth Woo
Cohort A - Haynes Hall B



Kristine Wyss
Cohort A - Haynes Hall B

KINGSTON - THOUSAND ISLANDS PGY2



Sana Ali



Elizabeth Amos



Laura Arul



Christopher Baker



Sarah Blowers



Harpreet Brar



Hameeda Charania



Matthew Clarke



Colin Cochrane



Shawna Comstock



Christen Cormier



Nicholas Cornell



Deborah Curry



Katrin Dolganova



Karen Enriquez



Sabra Gibbens



Louise Good



Richard Grainger



John Harding



Blair Jarrett



Andrew Kusek



Sarah Kwan



Lauren LaCaprara



Jean-Marc Lafleur



Samuel Lee



Olga Lemeshko



Nora Magyarody



Michael Mason



Tara McGregor



Kirandeep Minhas



Ashley Minuk



Ali Mohamed



Elizabeth Nguyen



Johnny Nie



Jaclyn Oldham



Carolyn Pasko



Sonal Patel



Shauna Peddle



Fraser Pollard



Stephanie Roman



Andrew Ross



Rita Roupael



Fred Sfeir



Laura Shoots



Elvin Tan



Larry Tan



Karl Tennessen



Allison Tsang



Laura Vance



Tanya Viaznikova



Jeff Wachsmuth



Caitlin Wade



Daniel Warshafsky



Brad White



Jennifer Wilson

EDUCATION

BELLEVILLE - QUINTE PGY1



Emily
Bruckschwaiger



Kara
Fauser



Jennifer
Gerasimoff



Amy
Klufftinger



Keegan
Selby



Tania
Wall

BELLEVILLE - QUINTE PGY2



Jason
Booy



Jeremy
Fong



Jessica
Ladouceur



Danelle
Martin



Beth
Perrier



Denise
Pitre

BOWMANVILLE - OSHAWA - LAKERIDGE PGY1



Natasha
Aziz



Jill
Caines



Alexander
Chun



Katrina
De Luna



Felicia
Janulewicz



Christine
Jebakumar



Johnny
Nguyen



Carly
Willemsma

BOWMANVILLE - OSHAWA - LAKERIDGE PGY2



Elizabeth
Ackloo



Brenna
Ammons



David
D'Souza



Gordon
Gaschler



Kevin
Graham



Seema
Jain



Subhra
Mohapatra



Joel
Pariag



Nathalie
Ranger



Trisha
Rys

PETERBOROUGH - KAWARTHA PGY1



Michelle
Fraser



Andrew
Jeffery



Brianne
Lewis



Colin
Matheson



Theresa
Robertson



Alexander
Weiler

PETERBOROUGH - KAWARTHA PGY2



Ashley
Colter



Penny
Forth



Darren
Gilmour



Allison
Lainey



Britt
Lehmann-Bender



Heather
McLaughlin



Laura
Millson



Abhi
Sethi



Kathleen
Nichols

EMERGENCY MEDICINE PGY3



Aran
Balachandran



Neil
Bellack



Elizabeth
Blackmore



Corey
Boimer



Andrea
Hathaway



Melissa
Keith



Samantha
Marriage



Amy
Oliver



Kate
Quirt



Matt
Solomon



Nima
Soudi



Michael
Steedman

PUBLIC HEALTH AND PREVENTIVE MEDICINE



Sara-Anne
Arul
PGY3



Alexa
Caturay
PGY1



Emily
Groot
PGY3



John
Harding
PGY2



Jennifer
Horton
PGY4



Linna
Li
PGY1



Diane
Lu
PGY5



Rashida
Shamshudin
PGY4



Daniel
Warshafsky
PGY2



Ariella
Zbar
PGY4

ENHANCED SKILLS PGY3



Sanea
Abboud (PC)



Alexandre
Atfield (RS)



Michael
Ben-Ezra (A)



Stephanie
Cairns (A)



Jacquelyn
Choi (RS)



Laurence
Dales (RS)



Jessica
Dobyns (RS)



Erin
Falconer (RS)



Jaimi
Heidman (PC)



Alanna
Kalyniuk (RS)



Stephanie
Marshall (RS)



Christine
Miller (COE)



Kathryn
Newton (RS)



Susan
Ngo (COE)



Whitney
Smith (GH)



Kyle
Sue (DD)



David
Urquhart (RS)



Dr. Karen Schultz

Program Director

Postgraduate Education

POSTGRADUATE EDUCATION PGY 1&2

Competency-Based Medical Education

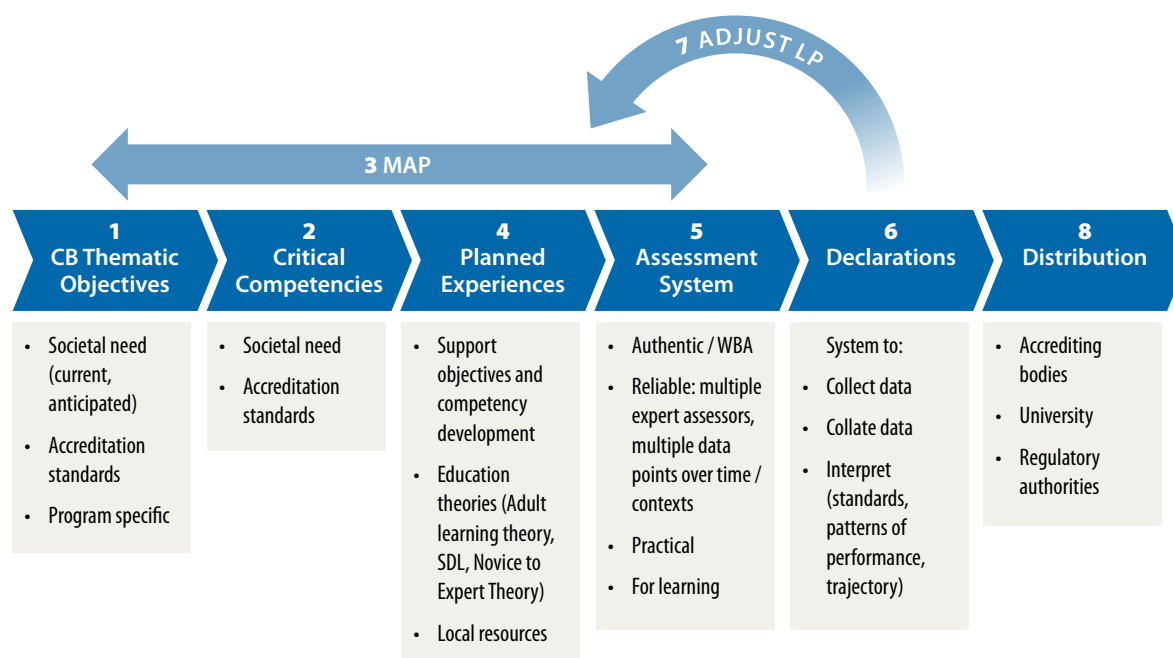
Competency-based medical education (CBME) continues to be a major initiative nationally and internationally for both family medicine programs and Royal College specialty programs. Given the serendipity of the Queen's Family Medicine (QFM) program's new distributed sites opening just as the College of Family Physicians of Canada (CFPC) introduced its competency-based Triple C curriculum (which emphasizes comprehensive training, continuity and family medicine-centredness), the program has been a frontrunner in CBME. Having been engaged in CBME since 2010, this initiative's foundations are firmly set at QFM with work now centring on quality-assurance processes, refinement and research, and summarizing and sharing the QFM experience with colleagues.



Based on the literature and experience at QFM, a conceptual framework of implementation of CBME has been developed:

CBME IMPLEMENTATION

9. Ongoing Processes: Change Management; Faculty Development; Research; Quality Assurance (evaluation and adaptation)



This framework has been presented locally, nationally in Vancouver and Quebec City, and internationally in Milan, Italy. Two upcoming publications in *Academic Medicine* outline this process in more detail.

Dean Richard Reznick has a vision that Queen's will be the first university in Canada to have all residency programs competency based. The Queen's Royal College programs are embarking on the steps needed to be transformed accordingly under the guidance of Dean Reznick; Dr. Ross Walker, Associate Dean of Postgraduate Medical Education; Dr. Leslie Flynn, Vice-Dean of Education; and Dr. Damon Dagnone, Faculty Lead, CBME, Postgraduate Medical Education. Working together to align efforts by FM and Royal College programs will be an important process to ease this transition for clinical preceptors who will be a crucial part of competency-based assessment (CBA).

Valued Preceptors Key to Competency-Based Assessment

It is increasingly clear that the real "instrument" of implementing CBA is the many preceptors observing residents in their clinical work. Increasing the reliability of this "instrument" will involve a number of important processes — multiple preceptors assessing each resident, faculty development to build skills in assessment through an understanding of the expected competencies and standards of performance, provision of feedback and helpful documentation. To that end, the CFPC recently outlined a framework for faculty development that will focus on building critical preceptor skills. In addition, the Queen's Continuing Professional Development office is building new faculty development programs, and Drs. Ruth Wilson and

Ian Casson, QFM Faculty Development Directors, are working with site faculty development leads to meet the needs of each site's preceptors.

Tracking the number and quality of field notes (FN) that document the day-to-day assessments of QFM residents shows an increasing number of high-quality FN (22,000 for 150 residents in the past two years). Dr. Jane Griffiths, Assessment Director, has been working on a number of initiatives – including a “field notes contest” driven by resident submissions – to further promote this important process. The QFM program recently received a special-purpose grant to design and build a hand-held app that community and hospital preceptors anticipate will facilitate their documentation of residents' performance.

The program greatly values the important work that community FM and specialty colleagues play in FM residents' training. To continue to inform these colleagues, initiatives such as the *Preceptor Post*, a twice-yearly information newsletter, and yearly mail-outs of new initiatives linked to preceptor feedback from residents have been undertaken.

In the spirit of ongoing development, refinement and research, QFM held its inaugural “Matrix Retreat” in October 2014. This two-day meeting convened the directors and site leads in all matrix areas (curriculum, assessment, research and faculty development) as well as other program education leaders at the beautiful Isaiah Tubbs resort in Picton. Each matrix area decided on a new project to work on over the upcoming year, with a focus on collaboration across the sites and matrix areas to strengthen each project. This retreat was well received and will be repeated in the coming year. All of this work is being done to ensure quality training for QFM residents.

Program Celebrates Second Consecutive Year of Full CaRMS Match

For the second year in a row, the department fully filled all positions at all sites in CaRMS in first iteration. A total of 71 PGY1 residents – from medical schools across the country as well as eight different countries represented by International Medical Graduate (IMG) residents – will join the program on July 1.

This year saw the trend of increased applicants continue, with another 15-to-20-per-cent increase in applicants to most FM programs across the country. There are likely a number of reasons for this increase, including, significantly, a genuine interest in family medicine.

Queen's FM had more than 780 applicants this year (up from 630 last year), with more than 500 being offered interview spots over four days. This was a massive undertaking with hours and hours of preparation topped by four intensive days involving all site co-ordinators, and many preceptors and residents from all sites. Karen Zuliniak took over for Gabrielle Clarke shortly before this process began, and her impressive organizational skills, as well as fantastic support from the education office staff, made this monumental event flow smoothly. Karen's skills – previously developed as a wedding planner, organizing and calmly dealing with inevitable last-minute glitches – seemed ideally suited to the CaRMS task (especially considering massive winter storms that always seem to occur on one of the interview days!). Equally impressive was the willingness of so many residents and preceptors to be part of this process. Their invaluable input was a true reflection of their engagement with the program, which in turn many candidates said spoke volumes about QFM.

Voice of Residents Critical to Success

Queen's FM residents 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 new initiatives, to name a few. The site chief residents and program chief, as well as other resident leaders, are an amazing group who enrich the program in infinite ways. Appreciation is extended to the residents for nominating the program for the PARO Program of the Year Award. This nomination is a resident-driven initiative and is very gratifying in its reflection of the residents' appreciation of the program.

The program sincerely and gratefully thanks its outgoing resident leaders for their invaluable contributions this year:

FM Program Chief: Laura Shoots

KTI Site Chief: Sabra Gibbens

KTI Site Senior: Jeff Wachsmuth

BQ Site Chief: Denise Pitre

PK Site Chief: Allison Lainey

QBOL Site Chief: Nathalie Ranger

PGY3 Chief Resident: Melissa Keith

PHPM Chiefs: Emily Groot and John Harding

OCFP Resident Representatives: Bianca Tomsa and Sarah Blowers

CFPC Resident Representatives: Sarah Le Blanc and Marcin Badowski

PARO Resident Representatives: Cameron MacLean, Johnny Nie, Justin Losier and Tanya Viaznikova

Queen's Family Medicine Recognizes Vibrant Team

One of QFM's greatest strengths is its program leaders and education staff in all four sites.

Following an intensive review of structure within the postgraduate education office, the program created and/or updated the positions of co-ordinator, evaluation and assessment (Jennifer Wells); senior program co-ordinator (Jennifer Brierley); and residency program assistant – curriculum (Cindy Boyce). The department welcomed Judy Sakell, Manager of Education, and Karen Zuliniak, Recruitment and Orientation Co-ordinator, and said goodbye to Lara McKinlay, Lindsey Jarrett and Gabrielle Clarke.

Suzanne McKay (QBOL site co-ordinator) and Jessica Hughson (BQ site co-ordinator) both seamlessly filled in for Julie Hodges and Christina Kerr respectively during their maternity leaves this year.

Queen's FM is sorry to be saying goodbye to Dr. Jonathan Kerr, who was an integral planning member for the BQ site, the QFM curriculum director and, most recently, the BQ curriculum lead. Dr. Kerr's involvement with the CFPC's planning of the Triple C curriculum, and organizational and motivational skills, will be



sorely missed. The department wishes Dr. Kerr and his family all the best as they embark on a new adventure in British Columbia. Dr. Brent Wolfrom is the new QFM curriculum director and Dr. Rob Pincock, the BQ curriculum lead. Both are already making their positive imprints on the program.

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
Directors	Dr. Karen Schultz	Dr. Robert Webster	Dr. Kim Curtin	Dr. Wei-Hsi Pang	Dr. Geoff Hodgetts
Curriculum	Dr. Brent Wolfrom	Dr. Rob Pincock	Dr. Sandy Khan	Dr. Aubrey Kassirer	Dr. Ian Sempowski
Evaluation	Dr. Jane Griffiths	Dr. Jennifer Webster	Dr. Natalie Whiting	Dr. Charlene Lockner	Dr. Jane Griffiths
Research	Dr. Michael Green	Dr. Patrick Esperanzate	Dr. Ben Chan	Dr. Michael Ward	Dr. Michael Green
Faculty Development	Dr. Ian Casson Dr. Ruth Wilson	Dr. Jennifer Webster Dr. Robert Webster	Dr. Natalie Whiting	Dr. Ed Osborne	Drs. Ruth Wilson and Ian Casson
Resident Chief	Dr. Laura Shoots	Dr. Denise Pitre	Dr. Allison Lainey	Dr. Nathalie Ranger	Dr. Sabra Gibbens Dr. Jeff Wachsmuth
Administration	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, Jennifer Wells, Karen Zuliniak



Dr. Geoff Hodgetts
KTI Site Director



KINGSTON-THOUSAND ISLANDS SITE

Spring 2014 saw the Queen's Postgraduate Education program have its most successful CaRMS match in many years, with the Kingston-Thousand Islands (KTI) site and all three satellite sites filling all positions in the first iteration.

Once again, applicants from across Canada matched to the KTI site, bringing a mix of talents and life experiences to the 36 Canadian graduate positions, 10 IMG positions, two PHPM positions and three supplementary positions for military residents. This result speaks to the reputation of the Queen's programs and to the efforts of all education office staff members, community preceptors, Queen's Family Health Team (QFHT) preceptors and, perhaps most of all, residents.

Dr. Jeff Wachsmuth and Dr. Sabra Gibbens provided excellent resident leadership throughout the year as co-chief residents. They will pass the mantle on to Dr. Megan Gao and Dr. Brittany Tarras for the coming year.

In July 2014, the site's first boot camp program was rolled out. This represented a major new initiative for the curriculum and many days of planning, especially on the part of Dr. Ian Sempowski, KTI Curriculum Lead. The objective of this block is to provide a planned transition into the residency program, with a focus on providing core foundational skills and knowledge before being placed in clinically challenging situations. It is also a time for residents to become familiar with their QFHT team, their LTC patients and the EMR, and to have social time

together. Based on residents' feedback, the block was a great success. Planning for next year's boot camp began immediately after July, with improvements being made based on resident experience.

This year saw some further changes to the faculty and preceptor roster that began last year. Dr. Shanda Slipp, who had assumed Dr. Richard Birtwhistle's clinical responsibilities and had served as the program's academic support preceptor, will be moving to Newfoundland with her family. The department wishes her well with her future career. Dr. Barb Fuller will also be leaving her practice in Haynes Hall after providing many years of excellent teaching, but will continue working with the program as a faculty associate. Joining the department this year is Dr. Matt Simpson, who will take over both Dr. Slipp's and Dr. Fuller's practices. Welcome to Dr. Simpson!

Dr. Jeff Sloan continues to conduct regular visits to KTI's many community teaching sites, reporting on resources, local needs and challenges, and providing faculty development support as needed. To enhance the implementation of the department's competency-based education system, he has also been encouraging the use of field notes in all sites. These site visits are a crucial component of effective program evaluation, as is the process of regularly reviewing the Domains of Clinical Care (DOCCs) at the site level. Under Dr. Brent Wolfrom's leadership, a simplified template was developed to assist the site lead in conducting these reviews. During the year, the KTI Education Committee received review reports on: Care of Vulnerable Populations (Global Health), Surgical and Procedural Care, Physicianship, Palliative Care and Care of Adults.



Dr. Robert Webster
BQ Site Director



BELLEVILLE-QUINTE SITE

Curriculum

This year saw more innovations at the Belleville-Quinte (BQ) site. In July, the program piloted having BQ residents work with two main preceptors for their Emergency experiences to improve supervisor continuity. The care of medical inpatients was converted to an entirely horizontal experience, meaning the program is now 100-per-cent horizontal and integrated. In June, under the lead of Dr. Jonathan Kerr, the BQ residents participated in a unique two-day First Nations' Cultural Sensitivity training session with the local Mohawk First Nation in Tyendinaga.

Assessment

The program continues to use primary preceptors as the central assessors for all family medicine residents. Dr. Jennifer Webster is in the process of making a Team-Based Assessment plan for the residents that includes the primary preceptor and all other faculty members that make up the residents' teaching team.

Research

Primary Care Research Day was a great success, with the BQ residents presenting a variety of interesting projects. Faculty members are also engaged in interesting research. Dr. Catherine Donnelly and Dr. Robert Webster as co-investigators were awarded a 2014 AMS Phoenix Project Grant for *Compassionate Collaborative Primary Care*. 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*.

Faculty Development and New Faculty

Dr. Lois McDonald and Dr. Robert Pincock continue to provide faculty development for all area faculty members. Dr. Rebecca Holmes and Dr. Kristy Lafrance (both former BQ residents) joined the teaching group at Belleville Queen's University Family Medicine Centre during the 2014-2015 year.

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. The committee thanked Dr. Jonathan Kerr for his significant work as a founding member for this site and for his valuable contributions in determining the curriculum. Dr. Robert Pincock transitioned from faculty development to the curriculum lead role. Drs. Robert and Jennifer Webster added the faculty development co-lead roles to their responsibilities. Dr. Amy Kluftinger replaced Dr. Denise Pitre as the BQ chief resident. Special thanks to Dr. Pitre's valuable resident leadership during her time as chief resident. Abby Leavitt continues to represent the FHT as program manager, along with Catherine Donnelly. Belleville Queen's FHO staff members Megan Bridger and Kate Lee have been invaluable in providing feedback to PGE-S.

Awards/Notables

Dr. Robert Webster was awarded the 2014 PARO Excellence in Clinical Teaching Award for Queen's University in Toronto in April 2014.

Dr. Catherine Donnelly (OT, PhD) earned the 2014 Queen's Alumni Award for Excellence in Teaching. Dr. Donnelly is the first female recipient of this alumni award in 15 years. Her teaching in the School of Rehabilitation Therapy – which focuses on the physical determinants of occupations, the lived experience of disability and clinical reasoning – extends to her work at the Belleville site and showing residents ways they can integrate theory into practice.

Dr. Jonathan Kerr provided a TEDx Talk, *How Many Doctors Does it Take to Change a Lightbulb?*

Dr. R. Webster, along with residents Dr. D. Pitre and Dr. J. Fong, presented at the spring M&M Rounds for the Department of Family Medicine at Quinte Heath Care.

Three faculty members announced changes this year that affect the site. Dr. K. Ludlow moved to Burlington at the end of 2014, Dr. J. Kerr moved to B.C. in spring 2015 and Dr. N. Charriere will relocate to Picton this fall.

Residents

All seven of the BQ site's PGY2 residents passed the CFPC/LMCC combined exam in 2014. The 2015 CaRMS match saw the Belleville-Quinte program fill all of its six spots in the first iteration.

Queen's Family Health Team – Belleville Site

The Queen's Family Health Team – Belleville site continues to grow, enhancing resident teaching opportunities and providing an improved multi-disciplinary patient care experience. Under the leadership of Program Manager Abby Leavitt, the FHT now has two full-time social workers and a full-time registered nurse, along with part-time occupational therapists, dietitian, pharmacist, psychiatrist, psychologist and program administration support.

Clinical programs 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 psychiatrist
- nutritional counselling by dietitian
- child psychologist providing a much-needed community service for the assessment of learning and developmental disabilities
- new in 2014, a monthly memory clinic has been developed (Dr. Linda Lee clinical model) with physicians, occupational therapist, social work, nursing, pharmacist and Alzheimer's Society included in the team. This multidisciplinary team approach to a difficult disease has addressed a specific patient need given the large elder population served by the Belleville group.

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

PETERBOROUGH-KAWARTHA SITE



Now in its fifth year, the Peterborough-Kawartha (PK) site has celebrated many successes over the past 12 months. Five PK residents passed the harmonized spring 2014 exams and are now practising in communities near and far. One recent graduate, Dr. Alex Atfield, completed additional rural skills training through Queen's Department of Family Medicine (DFM) and is now practising full-scope family practice in Barry's Bay, Ontario. Another graduate, Dr. Jessi Dobyns, undertook additional training in low-risk obstetrics and maternity care and has joined the family medicine-led Partners in Pregnancy Clinic in Peterborough. A third graduate, Dr. Jaimi Heidman, is completing a PGY3 Palliative Care program at Queen's and intends to return to Peterborough to join her husband, Dr. Scott Heidman, who has started a family practice in the city. Dr. Jesse Zrobach, 2013-2014 chief resident, is practising in Marathon, Ontario, after enjoying a few months of travel and adventure. The preceptors of the Peterborough-Kawartha site are very proud of all graduates.

The PGY2s are making equally exciting plans for after their exams and graduation. Two of these residents will be completing a PGY3 year in emergency medicine through Queen's DFM and one will be acquiring some additional rural skills training through Queen's. Upcoming graduates are considering taking on locums or practices in Peterborough, Haliburton and Collingwood, among other locations.

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. Allison Lainey, who has done a great job representing her fellow residents as chief resident. Dr. Theresa Robertson is welcomed as the incoming PK chief resident.

Several new curriculum initiatives are being considered at Peterborough-Kawartha. With intent to match a new refugee family with a PGY1 resident and preceptor for medical assessment and provision of health services, a current PGY1 resident has developed a Refugee and Immigrant Health project. The surgery rotation is being supplemented with regular days in the wound care clinic with a local plastic surgeon. The pediatrics rotation is thrilled to welcome a new preceptor, Dr. Zoe Nugent, and now has five pediatricians involved in family medicine resident education.

CaRMS 2015 was very busy with ever-increasing interest in the four Queen's sites. This year the PK program had over 380 applicants and is pleased that all six PGY1 positions fully matched on first iteration. Many PK preceptors and residents participated in the CaRMS process through file review and interviews, and served as excellent ambassadors for the PK program.

Peterborough-Kawartha hosted a regular roster of social gatherings this year. The site's welcome barbecue was well attended by residents and preceptors from Peterborough and environs. The annual Christmas party was held at Dr. Curtin's home and featured Chantal's usual array of fantastic food, and many happy babies enjoying the festivities. The annual skating party was held at Dr. Bob Neville's house, where the Zamboni and hot chocolate with malt balls were very popular with young and old alike.

Finally, the end of the 2014-2015 academic year heralds a particularly exciting event for the Peterborough-Kawartha site. A fifth anniversary celebration, planned for June 2015, will recognize family medicine and specialist preceptors who have been involved in the program since its inception in July 2010. The site looks forward to marking this important milestone for its residents and community.



Dr. Wei-Hsi Pang

QBOL Site Director

QUEEN'S BOWMANVILLE-OSHAWA-LAKERIDGE SITE

The Queen's Bowmanville-Oshawa-Lakeridge (QBOL) site will be three years old this summer but, thankfully, there has been no sign of "the terrible twos." Actually, it has been a pretty terrific year.

The first wave of residents from QBOL had a full pass rate on their certification exam. Since then, they have spread to different areas of Ontario and even to Nova Scotia. Additionally, a few residents were successfully matched to enhanced skills programs in rural skills and emergency medicine.

The current PGY2s recently presented their research projects at the annual Primary Care Research Day, and the overall quality and variety of projects was very impressive. Congratulations to Dr. Elizabeth Ackloo and Dr. Kevin Graham on winning one of the research awards for their joint project about INR monitoring in primary care. This year, a couple of the graduating residents have matched to enhanced skills training in addictions medicine and in global health.

The QBOL site continues to improve with some new initiatives such as simulation sessions for otoscopic examinations and activities designed to increase resident wellness. Many of the improvements made have been in response to resident feedback and are a direct reflection of the leadership, enthusiasm and hard work of Dr. Nathalie Ranger, outgoing QBOL site chief. Congratulations to incoming Site Chief Dr. Natasha Aziz, who will carry on this important role for QBOL.

Like Queen's Family Medicine's other three sites, QBOL matched fully in the first round of CaRMS again this year. Given the strong role that the existing residents and preceptors play in the CaRMS interviewing and recruiting process, this result is a strong endorsement of the positive experience the residents and faculty are having at the QBOL site.

A couple of QBOL faculty members were also recognized for their efforts "above and beyond" over the past year. Dr. Aubrey



Kassirer received the 2014 Dr. Donald Potvin Memorial Award from Queen's Department of Family Medicine (outstanding community Family Medicine Preceptor) at 2014 graduation and Dr. Michael Ward received the 2014 Community Teacher of the Year title from the Ontario College of Family Physicians. Both have made invaluable contributions to the QBOL site, and everyone at QBOL congratulates Dr. Kassirer and Dr. Ward on their well-deserved accolades.

During the year, the QBOL family enjoyed a bowling day, graduation and holiday parties, as well as an apple-picking event. To top off the celebrations, residents welcomed babies Ellie, Rachel, and twins Charlotte and Kenna over the past year.

Finally, related to last year's baby news, the site welcomes the return of QBOL Site Co-ordinator Julie Shaw following her maternity leave. With her return comes a goodbye to Suzanne McKay. The faculty and residents at QBOL sincerely wish all the best to Suzanne, who has done a wonderful job keeping the entire site running over the past year with her energetic, engaging style.



Dr. Kieran Moore
PHPM Program Director



PUBLIC HEALTH AND PREVENTIVE MEDICINE

Co-Chief Residents

This year's co-chief residents of the Public Health and Preventive Medicine (PHPM) program are Dr. Emily Groot and Dr. John Harding, who provided excellent leadership and played vital roles in helping with all aspects of the program, including curricula development, academic half-days and the CaRMS interviews and match. As a result of their hard work and input, the program has made significant advancement.

Annual Retreat

The PHPM program held its first – and what is hoped to be, annual – retreat, with an initial focus on curricula. External consultant Dr. Brent Moloughney reviewed the development of Entrustable Professional Activities (EPAs) and to discuss the gap analysis of the program's curricula. Other guests included Dr. Richard Schabas, Medical Officer of Health for Hastings and Prince Edward Counties, who presented on outbreak management and current public health threats, and Dr. Ray Copes, who reviewed environmental health issues related to pollution.

National Review Course

The program will host the first national public health and preventive medicine review course in October 2015. All current Queen's PHPM residents will attend this course each year throughout their five-year training period. The goal is to host the course annually at Queen's.

National-level teachers will be selected to instruct the course, which will include written and oral examination preparation as well as OSCE stations and a session on communication skills. The course's objectives were created using those of PHPM training based on the CanMEDS framework. 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 and syllabus. The hope is that future national review courses will include the EPAs that Queen's will develop and will become a national standard in conjunction with the Problem Based Learning Curricula (PBLC).

Correctional Services Canada Rotation in Health Promotion

PHPM residents now have a new option in health promotion and chronic disease prevention with a rotation at Correctional Services Canada Ontario Regional Headquarters, Kingston.

CaRMS Match Results

For the second consecutive year, the PHPM residency program filled both spots in the first iteration.

Entrustable Professional Activity Conference

With funding from the Queen's Postgraduate Medical Education Office designated for the development of EPAs and PBLC, the program hosted a national conference on EPAs on March 9 and 10, 2015.

After identifying the EPAs for PHPM at this national-level conference, the next step will be to identify the corresponding PBLC. Again, Queen's will play a leadership role in developing both the EPAs and the PBLC for a national-level standardization, and work toward this end will be shared nationally.

Peterborough Rotation

Dr. Rosana Pellizzari has agreed to accept residents and students for a minimum four-week elective at Peterborough County-City Health Unit, a new designated training site for the PHPM program. Dr. Pellizzari will provide a comprehensive experience for a resident interested in a small urban or rural experience. The PHPM Residency Program Committee also welcomed Dr. Pellizzari as its newest member.

Quarterly Full Academic Days

The PHPM program has added to its curriculum quarterly full-day academic sessions. Topics will be generated following a review of the curricula, and after residents' learning needs have been identified and Residency Program Committee members have provided their feedback. The first session was held on January 30, 2015. The program also regularly participates in an Ontario multi-program curricula committee to ensure the two-year curricula cycle meets learners' needs.

Mid-rotation written and oral examinations, as well as final rotation examinations, have also been implemented. Further, all PHPM residents will receive a written and oral examination each April. Assessment of these examinations will identify gaps and strengths in residents' skill sets, and ensure that the curricula responds to any identified gaps.

Medical Student Electives

To strengthen interest at the undergrad level, KFL&A Public Health is now listed as a public health elective option for Queen's medical students. Public health practices have also been opened to medical student rotations and electives. Program residents are playing an important and integral role in mentoring and supervising these medical students. To measure students' learning and residents' teaching, an evaluation process was implemented.

Public Health Simulation Laboratory

The department's PHPM program will be the first in Canada to have a public health emergency simulation laboratory. The program has received funding to create specific population-based emergency threat scenarios and inject the data associated with these threats into its Acute Care Enhanced Surveillance System (ACES) and the Public Health Information Management System (PHIMS). These real-time, fully operational provincial surveillance systems, designed and operated by KFL&A Public Health, will be the cornerstone of training for the program's residents. Scenarios will include infectious disease emergencies, extreme weather events, mass gatherings surveillance, and potential acts of terrorism. The training laboratory may also be available to practising physicians for professional development.

Resident Scholarly Projects

Dr. Sara Arul – Zooheya: Encouraging Smoking Cessation in Pet Owners to Improve Animal and Human Health

Dr. Emily Groot – Pesticide Exposure, Poverty, and Adolescent Pregnancy in Matina County, Costa Rica

Dr. Jenn Horton – Children's Experience of Violence in Luwero Uganda: Exploring the Characteristics of Children Referred to Counselling and Follow-Up Services

Dr. Diane Lu – How Effective are Public Health Interventions in Reducing Non-Intentional Non-Fire-Related CO Poisonings? A Systematic Review



Dr. Geoff Hodgetts
ES Program Director



ENHANCED SKILLS

The Department of Family Medicine Enhanced Skills (ES) programs continued to thrive in 2014-15. 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. Queen's offers four Category One programs and all were active this year: Emergency Medicine, FM-Anesthesia, Care of the Elderly and Palliative Medicine. Category Two programs are more loosely defined, and individual universities can offer any program they choose as long as it meets specific accreditation standards for all ES programs. For many years, Queen's has successfully offered a number of such programs, some being inactive from time to time. In the past year, three Category Two programs were active: Developmental Disabilities, Global Health and the self-designed partial or full-year program in Rural Skills. The Women's Health and Aboriginal Health programs were inactive.

The CFPC continues to revise its approach to the accreditation of ES programs. New Red Book accreditation standards have been drafted that address general program requirements. Individual working groups at a national level have been working to define the core competencies and specific standards for Category One programs. This process has been time intensive and slow to proceed. It is hoped that there will be well-defined standards by the end of this year for all program co-ordinators to use when planning towards a competency-based education program. Dr. Geoff Hodgetts, ES Program Director, is a member of the working group helping to draft the new Red Book accreditation standards for the College.

Dana Doll returned to the position of ES program assistant this year, providing excellent support to all ES program co-ordinators, residents and the ES Program Committee. Dr. Melissa

Keith served as the ES chief resident, representing all PGY3 residents, and will turn these duties over to Dr. Jeff Wachsmuth for the coming year. Dr. Laura Shoots, family medicine program chief resident, has participated in all ES program committee meetings as well. Dr. Martin Badowski will assume this position for the coming year. Appreciation is extended to all residents who have contributed greatly to the successful running of all ES programs.

During the year, Dana created a database of all former ES residents for the last 40 years. This will provide opportunities for research and help to track program graduates. The following table looks back over the past five years and ahead to next year, showing the distribution of residents in the ES programs.

PROGRAM	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Emergency	8	8	10	9	9	8
Care of Elderly	1	2	2	1	1.5 (2)	1
FP-Anesth.	2	1	2	1	2	1
Palliative Care	2	2	0	1	2	1
Women's Health	2	0	1	1	0	1.5 (2)
Devel. Disab.	0	1	1	0	0.5	1
Rural Skills	2.5 (3)	2 (3)	5 (9)	6 (8)	3 (9)	2.5 (7)
Aborig. Health	1	0	0	0	0	0
Global Health	NA	1	0	0	1	0
Total Positions (# of residents)	18.5 (19)	17 (18)	21 (25)	19 (21)	19 (26)	16 (21)

ES Program Co-ordinators and Program Status

Emergency Medicine: Dr. Karen Graham;
Assistant Co-ordinator: Dr. Joey Newbigging

2014-2015: Eight residents plus one return of service resident plus one re-entry resident

The Emergency Medicine program continues to be the largest of the Queen's ES programs. The eight provincially funded positions were supplemented this year with one position funded through a federal program that is in its last year. Another applicant was accepted into the program through a separate funding stream for re-entry applicants who have been out in practice for a minimum of one year. With two residents returning from maternity leave, this brought the total resident group up to 12.

Applications for this program continue to set new records each year, reflecting the quality of the Queen's program and the popularity of emergency medicine among residents. Once again this past fall, the program had a 100-per-cent pass rate on the certification exam. Dr. Karen Graham, who continues to demonstrate strong leadership, provided the ES Program Committee with a detailed review of the program in September.

FP-Anesthesia: Dr. Valerie McLeod
2014-2015: Two residents

Dr. Valerie McLeod fully assumed the role of program co-ordinator for FP-Anesthesia (FP-A) this year. As part of the program evaluation system, she conducted a thorough review for the ES Program Committee. While several other FP-A programs in Ontario have struggled to remain active or have been temporarily suspended, the Queen's program continues to thrive, mainly due to the excellent relations that have developed over many decades with the Royal College Anesthesia program and its leadership with the ES program.

Care of the Elderly: Dr. Agata Szlanta
2014-2015: One resident and one re-entry resident

The program co-ordinator position, long held by Dr. Michelle Gibson, was handed over to Dr. Agata Szlanta, a former graduate of the program, this year. Dr. Gibson remains in the background to support the program and as a lead preceptor. This program continues to be very popular with Kingston-Thousand Islands residents because of the strong core teaching they receive during their geriatrics blocks. It has also been a popular choice for re-entry applicants. In this way, the program helps to meet the growing need for skilled resources for our aging population.

Palliative Medicine: Dr. Ingrid Harle
2014-2015: Two residents

The Palliative Care program continues to operate as a conjoint training program of both the Royal College and the CFPC. Plans continue to develop for the Royal College to introduce a certificate program in palliative care with entry only through non-family medicine routes. The exact date for this change to occur has not been determined. At Queen's, the current family medicine ES program will continue to be offered under the current program leadership and structure. Dr. Ingrid Harle provided a detailed review of this program during the year.

Developmental Disabilities: Dr. Ian Casson
2014-2015: One resident

This program continues to be the only one of its kind nationally that has secure funding from one year to the next. As such, it is part of the larger multidisciplinary education and research program in Intellectual and Developmental Disabilities (I/DD) that Queen's has developed. This year's I/DD resident, from Memorial University, will provide leadership and clinical services in the area of I/DD upon his return.

Global Health: Dr. Geoff Hodgetts
2014-2015: One resident

The Global Health (GH) program was reactivated this year with one resident taking up a position. This is a self-designed year that can focus on a number of different streams within GH, such as humanitarian relief work, policy development or work with underserved populations domestically. The current resident has a strong interest in humanitarian work and has structured the year to meet these goals. This has included working with aboriginal populations in northern Saskatchewan – with the first graduate of this program as her preceptor – and working in Haiti through training programs to help build capacity within its primary care system.

Rural Skills: Dr. Geoff Hodgetts
2014-2015: Nine residents (partial or full year)

Arguably, the original intent of having PGY3-funded positions was to provide enhanced training in specific areas to better prepare physicians to work in more rural and remote settings. The popularity of the rural skills programs is a testament to this, with nine residents completing self-designed programs lasting between three and nine blocks. Once again this year, there was a strong focus on gaining more obstetrical and hospitalist experience among the group. It is good to see that residents from all four Queen's sites are applying for these positions.

UNDERGRADUATE EDUCATION

Dr. Shayna Watson

Undergraduate Program Director

Creating Opportunities for Students to Experience and Learn Family Medicine

The Department of Family Medicine Undergraduate Education Committee works so that each undergraduate student at Queen's has opportunities to witness the vast scope of practice possibilities offered by family medicine, to experience the range of skills that family doctors use every day, and to consider selecting a career in family medicine. Without a doubt, through a family medicine course in pre-clerkship and clerkship, as well as observerships and electives, this past year was a great success.

Both family medicine courses were reviewed through the Course and Faculty Review Committee. The positive results underlined the ways in which the students are challenged and engaged, and encouraged continuation and further development of these two strong courses.

The Department is also well represented in leadership roles – Dr. Kelly Howse as a career advisor, Dr. Susan MacDonald as the academic advisor and Dr. Ruth Wilson as chair of the Professional Foundations Committee.

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 Drs. Mike Sylvester and Fil Gilic.

Student course evaluations show that the students appreciate the pedagogical approach of the course – 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:

"What a fabulous introduction to the art and science of differential diagnosis and the practice of family medicine!"

"This course provided amazing examples including audiovisual demonstrations of concepts and ideas being presented, and reinforced learning very effectively."

"Those weekly quizzes were great for making sure we stay on top of the material. Also, the randomizer is a great idea to ensure that we come prepared for class."

"Great amount of class discussion and participation."

"In 11 years of post-secondary education, this may be the best course I have ever taken."

"This class is a true gem."

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.

After Hours Clinic

All full-time faculty members work with medical students through observership 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 chest pain or sore throat, students are encountering those problems in real life, with real patients, under the practised supervision of the postgraduate team in the evening clinic.

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

Community Week

A wonderful bookend to the first-year students' experience is Community Week, the last official part of the curriculum in first year that 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.

"The most surprising thing about my community was how many diverse responsibilities many of the doctors here have. The doctor I was with for the week balanced her busy family practice along with OR time as an anesthetist, ER night shifts, house calls after work and obstetrics. The health care practitioners in this community are incredibly dedicated, and are very passionate about the work they do."

"The most useful medical thing I learned was to ensure patients can afford the treatments you are recommending. Whether it be physiotherapy, medication or counselling, it is important to check with the patient to find out about their insurance plan and whether or not they are able to pay for such things."

When confronted with a young patient with advanced cancer, one student commented:

"Dr. M had been her family physician for many years, and followed her case from diagnosis to treatment to palliation. I found this case so interesting because of how close he was with all the family members; it was a level of rapport that I had never seen before. His duties extended far beyond the pain medications he administered, as he served as a counsellor to all members of the family in their own individual preparation for the death. This case helped me understand the diverse nature of care in palliative medicine."

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. Eleven Queen's students were welcomed into the QFHT for electives of up to one month in length. In addition, many faculty members took on students for half-day observerships in their own clinic – the kind of mentorship opportunity that comes up while teaching undergraduate students in clinical skills or small groups.

In response to student interest, an observership at the QFHT has been initiated specifically for second-year students.



Community Week photo Jennifer Gibson ©2015

Family Medicine Interest Group (FMIG)

Seana Nelson (class of 2016), Sophie Palmer (class of 2017) and Alex Trajkovski (class of 2018) have provided leadership to the Queen's FMIG.

The Queen's FMIG promotes family medicine as a top career choice by:

- 1) Exploring what it means to be a family doctor.
- 2) Examining the value of primary care.
- 3) Showcasing the scope and diversity of practice in family medicine.
- 4) Providing opportunities for community building.
- 5) Fostering an appreciation for the work of family physicians among future medical and surgical specialists.

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, oncology and hospital medicine, integrated community clerkship, and psychotherapy in family practice. The talks reflect the importance of comprehensive family medicine, and the connection between family medicine and the community. The group is excited to launch a Stories and Pearls from Family Medicine session this spring.

The College of Family Physicians of Canada (CFPC) provided funding to host its president, Dr. Garey Mazowita, for an evening



talk and question-and-answer session with students in March.

The FMIG hosts widely 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.

More than 70 per cent of the incoming medical student class attended the annual meet-and-greet mingler with family medicine faculty and residents at the University Club in September.

Executive members represented the Queen's FMIG nationally at the CFPC's Section of Medical Students in the fall at Family Medicine Forum in Quebec City and again in the spring at the annual Section of Medical Students meeting.

Clerkship

Queen's 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 leave “the ivory tower” and experience the rich variety of family medicine working side-by-side with expert clinicians who are also wise and gifted teachers.

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

rotation. A song written by student Eve Purdy about her rotation with Dr. Ross McLean in Perth speaks to the nature and value of the preceptor-student relationship in general and Dr. McLean's dedication in particular: manuetcorde.org/2014/05/30/day-day-music-mentorship-medicine/

Of the roughly 80 students completing family medicine as a single block, an average of two students per block stayed in Kingston and the remaining 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). ROMP and ERMEP shared the bulk of the class roughly equally.

With the support of the Regional Education Office at Queen's, relationships with Belleville and NOSM have formalized to allow for consistent placements. One student per block got the opportunity to learn in Moose Factory at Weeneebayko General Hospital and often in a coastal community. Sarah-Taissir Bencharif says this of her learning:

“As a clinical clerk in Moose Factory doing my family medicine core rotation, I had many questions about the community in which I was learning and living. As a newcomer, it can be difficult to ask all the questions I want to ask; as a radio journalist, armed with my unobtrusive recorder and headphones, people speak with me more freely. The show I produced, ‘Healthy Times, Northern Living,’ was a way of answering some of these broader questions by learning from members of this diverse community. My learning opportunities went beyond the walls of the hospital, extending into the weekly sewing circle where an elder taught us crafts and shared her stories; outdoor hikes where I marvelled at the northern lights; and helicopter rides during which I learned the community's rich history and its intertwining with



practising medicine. My time in Moose Factory taught me about resilience in patients and communities, how diverse even a small community can be, and how much there is to learn from patients."

No matter where students are 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 medical care.

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 was recognized in the CFRC review as offering "excellent experience and teaching."

Award Winners

From a list of excellent candidates from the graduating class of 2014, the following were chosen for family medicine awards:

Tracy Alldred: Rattray Scholarship in Family Medicine

Sarah Faour: Professor's Prize in Family Medicine

Alia Gray: The Matthews Medal in Family Medicine

Amanda Lepp: CFPC Student Scholarship

Andrew (Yan) Sim: Pamela C. Williams Memorial Award

Cheromi Sittambalam: CFPC Student Leadership Award

Andrew Webster: Macdonnell Memorial Award

2015 CaRMS Match

A record 41 Queen's graduates were matched to family medicine residency positions. 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 2014/2015

This has been a year of transition in undergraduate education. Dr. Shayna Watson, as director of the undergraduate education program, has provided overall leadership as she has continued her work as director of clerkship.

The undergraduate committee welcomed resident participation this year. Megan Gao and Ryan Aladers have provided great input and are a collegial and mentorly point of contact for the medical student leaders of FMIG.

In June 2014 the department bid farewell to Dr. Mike Sylvester. In his seven years as director of the undergraduate education program, Dr. Sylvester oversaw the expanding role of undergraduate education in the department, created and taught the unique and successful family medicine course in first year, pioneered student placements in the department, and was a steadfast voice for family medicine through his committee roles in the Queen's School of Medicine. Dr. Sylvester's final gift to the department was to co-teach the first-year course with Dr. Fil Gilic to ensure seamless transition. His hard work has set the stage for present and future success, and for this the department is grateful.

The department is delighted to welcome Dr. Fil Gilic to the undergraduate education team. Dr. Gilic is a graduate of Queen's Family Medicine who completed his emergency medicine training in Kingston. He is excited to build on the program's strengths and to continue to develop the ways in which the course can teach critical thinking and "real-life" clinical decision-making. Dr. Gilic's enthusiasm for clinical medicine and other adrenaline-fuelled activities such as mountain biking, car racing and parenting make him an engaging teacher. In the year to come, he will be joined on the first-year stage by Dr. Matt Simpson.

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





Diane Cross
Clinic Manager



Dr. Karen Hall Barber
Physician Lead



QUEEN'S FAMILY HEALTH TEAM

Queen's Family Health Team (QFHT) provides the organizational structure for the delivery of 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 and staff members, as well as residents, are committed to improving the health of individual patients, their families and their communities. Ongoing quality-improvement initiatives have positioned the QFHT for regional and provincial leadership in quality improvement in primary care as the team embraces the Ministry of Health and Long-Term Care's Excellent Care for All Act, as well as other regional and provincial initiatives related to Health Links.

New Spaces, New Faces at QFHT Kingston

This has been an incredibly busy year for both the Kingston and Belleville sites. In Kingston, one of the biggest changes was the opening of a new clinic area at 115 Clarence Street. This newly designed clinic space on the first floor of Haynes Hall supports the clinic's goals of inter-professional and patient-centred care by offering a dedicated space for allied health and clinical programs (e.g. foot care, smoking cessation and anti-coagulation therapy) during the

day and the after hours clinic (AHC) in the evening. The new space has been particularly beneficial for the AHC as there is improved access to parking for patients and a more easily accessible building overall. As an extra bonus, communication efforts to inform patients about the change in location helped to increase their awareness of the AHC, leading to a nine-per-cent increase in patient visits.

The Kingston site welcomed new faculty physicians Drs. Shanda Slipp, Eva Purkey and Meg Gemmill in 2014, and Dr. Matt Simpson in early 2015. Concurrently, the QFHT welcomed 1,085 new patients. The integration of these new patients was made easier through the work of Sarah Fournier, who was appointed as the intake clerk for new patients in spring 2014. She has been working with the QFHT, Health Care Connect and Kingston Health Links to ensure that unattached patients are matched to physicians at the QFHT as quickly and seamlessly as possible.

New Programs/Services at QFHT Belleville-Quinte

During 2014, the final phase of QFHT staff recruitment and development of patient programs in Belleville was completed. The following staff positions and programs joined the QFHT team:



- Second social worker (part time) to support mental health counselling and group programming.
- Child psychologist (part time) providing a much-needed community service for the assessment of learning and developmental disabilities
- Occupational therapist (part time) with a primary role in the memory clinic, home visits and co-ordinated care plans with Health Links.

The Belleville site continued to welcome new patients to its clinics (700). A monthly staff newsletter was developed to share program and staff updates, and participation in the Quinte region Health Links continued for the second year, with the group focus on co-ordinated care plans for complex patients.

Quality Improvement at QFHT Kingston

This year marked the second year the QFHT submitted a formal Quality Improvement Plan (QIP) to Health Quality Ontario (HQO) as part of the requirements under the Excellent Care for All Act (ECFAA). The QFHT has, however, had 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 QIP represents issues that staff members, clinicians and patients have identified as being fundamental to the delivery of excellent-quality care and aligned with HQO objectives and the Department of Family Medicine

and Faculty of Health Sciences strategic plans. Target objectives are established with benchmarks and processes for review and follow-up, as well as defined change ideas for improving upon those objectives. This year's QIP included a focus on patient experience (to determine if patients felt they were involved in their care decisions and if their provider spent enough time with them); availability of same- or next-day appointments; diabetes care; health promotion and preventative screening; and follow-up with patients after a visit to the emergency room or a hospital discharge. As will be discussed elsewhere, the QIP also included a focus on patient safety, specifically staff awareness of, and comfort with, critical incident reporting processes.

One of the elements included in the QIP this year was a commitment to offer the influenza vaccine to as many patients as possible – particularly those in high-risk groups, including those over 65 or with certain conditions – and staff members who are often at higher risk of contracting or spreading the virus due to their interactions with patients. To that end, the QFHT led this year's regional Flu Shot Challenge, which brought together teams from across the SE LHIN to improve the uptake of the flu vaccine in this region. This was a particularly challenging year for this initiative, given the vaccine's low efficacy, but thanks to the hard work of QFHT Data Analyst Abi Scott, the challenge was a success. Sixteen primary health care organizations caring for more than 112,000 patients came together to set targets, share resources and work collaboratively to reach each team's goals. The teams focused on improving flu shot rates in categories including: patients over 65; all patients; and staff and providers.



Queen's Family Health Team Advisory Board members Brenda Barker Scott, Instructor, Organizational Development, Queen's Industrial Relations Centre; Gayle Barr, retired senior consultant, Ministry of Health and Long-Term Care and member, Community Grants Committee, Community Foundation for Kingston & Area; Dr. Ian Gemmill, Medical Officer of Health, KFL&A Public Health; Rob Wood (Chair), President & CEO, 8020Info Inc.; Allen McAvoy, Strategic Relations Manager, Queen's Department of Family Medicine; Florence Campbell, retired senior executive, Queen's University, and Honorary Life Member, Community Foundation for Kingston & Area; Dr. Glenn Brown, Head, Queen's Department of Family Medicine; Diane Cross, Clinic Manager, Queen's Family Health Team; and Allen Prowse, retired VP Quality, Partnerships & Community Programs, Providence Care, United Way board member and Hospice Kingston Capital Campaign cabinet member.

Missing: Gord MacDougall, Senior VP, Advancement, Student & External Affairs, St. Lawrence College; Dr. Karen Hall Barber, Lead Physician, Queen's Family Health Team; Dr. Ken LeClair, Co-Director, Centre for Studies in Aging and Health, Providence Care, and Professor, Division of Geriatric Psychiatry, Queen's University

Teams regularly submitted data to Abi using an online data collection tool she created, and then she produced graphs and summaries for participants. Appreciation is extended to Abi and the QFHT team, who worked to offer the vaccine to so many patients.

Residents, who must complete a quality-improvement 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 solve the problems they discover as part of this project, residents are expected to thoroughly investigate the problem and recommend solutions. The residents present to the interdisciplinary quality committee – the Better Innovations Group (BIG) – and to the department at Grand

Rounds. The residents' projects have made an impressive contribution to improving care in the clinic, and many of their recommendations are now part of clinic practice and workflow.

QFHT Advisory Board

The QFHT Advisory Board continued to meet four times in 2014 under the leadership of Rob Wood, Chair. Meeting discussions included quality plan priorities, the QFHT's role in health promotion, technology challenges and opportunities, and a patient focus group with respect to their experience with mental health resources and services. Association of Family Health Teams of Ontario recognition of the QFHT advisory board's unique and inspiring role in family health teams (see Recognition from Provincial Colleagues) was celebrated as part of the team's successful five-year plan from 2010.

Board members provide advice and contributions with respect to strategic initiatives for the QFHT, and board members bring a broad and diverse set of skills, resources and knowledge to each meeting discussion, with representatives from Queen's Policy Studies, Providence Care, St. Lawrence College, KFL&A Public Health, Hotel Dieu Hospital and the Kingston community. They also engage other expertise by inviting key staff and onetime external guests to participate according to specific topics being discussed.

Provincial Recognition

For the third consecutive year, the QFHT earned recognition from the Association of Family Health Teams of Ontario (AFHTO) – which represents more than 180 family health teams across the province – through its Bright Lights Awards program. The program recognizes the leadership, outstanding work and significant progress being made to improve the value that family health teams deliver to patients.

The 2014 award was for the best submission under Accountability and Governance for Patient-Centred Care, entitled *With Patients, for Patients: A New Kind of Board of Directors for a New Kind of Care*. The award highlighted that the QFHT's advisory board is composed almost entirely of community members (even including patients in meetings and as board members) and that the board's primary focus is on quality improvement and patient-centred care. The award committee also recognized the QFHT's role as a leader in mentoring other teams.

This marked the QFHT's fifth Bright Lights award, with the previous awards focusing on innovation in providing interprofessional and collaborative patient care; its effective use of its electronic medical records (two awards); and its work in collecting data, co-ordinating improvements and implementing system-wide changes in its care to patients with diabetes.

Finally, the Ministry of Health and Long-Term Care recognized Dr. Karen Hall Barber, QFHT Physician Lead and assistant professor at the Kingston site, for her dedication to health-care quality and patient safety. Dr. Hall Barber, a passionate advocate for quality and safety in primary care, was selected for the Honour Roll – Individual Champion in the 2014 Minister's Medal Honouring Excellence in Health Quality and Safety program. This highly competitive award provides an opportunity to recognize system champions who effectively drive transformational change in the province's health care systems to promote higher-quality care delivery that places patients at the centre of their circle of care. Award winners have demonstrated exceptional

work in collaboration and have achieved sustainable results, while promoting value and quality in the health-care system. Dr. Hall Barber was nominated by her colleagues, who recognized her leadership, collaboration, dedication and commitment to supporting other teams in their quality and safety work. Along with other winners, Dr. Hall Barber was recognized at Health Quality Transformation, an annual event hosted by Health Quality Ontario in November 2014 in Toronto.

Programs and Services at QFHT – Kingston and Belleville-Quinte

Key collaborative outcomes are evidenced by the following program, service and administrative highlights:

Anti-Coagulation Management Program: A total 284 patients (150 in Kingston, 134 in Belleville) are followed by the pharmacist and nurse at the respective sites. Point-of-care test values and medication adjustments for patients at the time of their clinic visit ensure a patient-centred service and avoid the additional patient visit to an external lab. The program's medical directive allows the pharmacist and registered nurse to make medication adjustments, thus avoiding physician clinic visits and laboratory blood draws. There were 5,737 patient visits for this program at Kingston and Belleville this year.

Cancer Screening: The QFHT offers a robust quality-improvement program for tracking and recalling patients for colorectal, breast and cervical cancer screening. Members of the nursing team, residents and physicians work together to ensure patients are provided with education concerning their options, and are offered appropriate testing and follow-up.

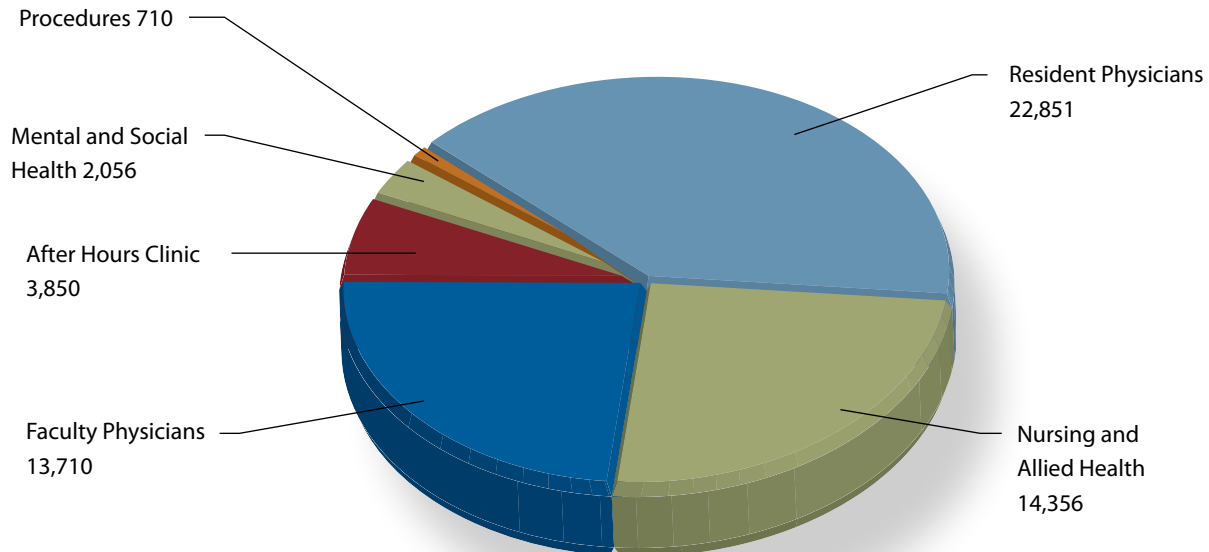
Chronic Pain Self-Management Program: Again this year, social worker Evelyn Bowering and Dr. Ruth Dubin co-facilitated three chronic pain self-management programs. This program offers participants six half-day sessions focused on learning new techniques for coping with chronic pain, developing skills necessary to manage their daily health. Building on this program's success, the Mindfulness-Based Chronic Pain Management program was launched, offering 15 sessions to QFHT and Kingston-area patients. Programs were held at the QFHT's Haynes Hall and the Kingston Community Health Centre's North Kingston site. Both programs are supported by the Living Well Self-Management Program of Southeastern Ontario.

Diabetes Program: For the last few years, the diabetes program has focused on developing standards and processes for improving the care of all patients with diabetes, not just those

QUEEN'S FAMILY HEALTH TEAM - Kingston Site

Total Patient Visits between April 1, 2014 and March 31, 2015

Over 57,500 Visits



in for a clinic visit. To that end, the QFHT has created medical directives and EMR queries that allow a medical office assistant to run regular reports on patients who are overdue for testing and then to recall them to clinic. This has helped to ensure impressive rates of timely access to care and consistency across the clinics. This has been incredibly important this year because the number of patients with diabetes has increased, from approximately 845 to 918. The QFHT has also incorporated a resident project into its diabetes program, in which residents are required to work with the QFHT's certified diabetes educators (CDE) to develop detailed care plans for two patients from each resident's practice and to follow those patients throughout the year. The QFHT has also been working to develop innovative education programs for patients with diabetes, including group nutrition workshops that were piloted this year with the dietitian and one of the CDEs. Finally, the foot care program continues to be a success, with 212 patients receiving foot care over the year.

18-Month Well-Baby Visit: The 18-month well-baby assessment includes a physical exam, immunizations, developmental screening and nutritional assessment. This is an

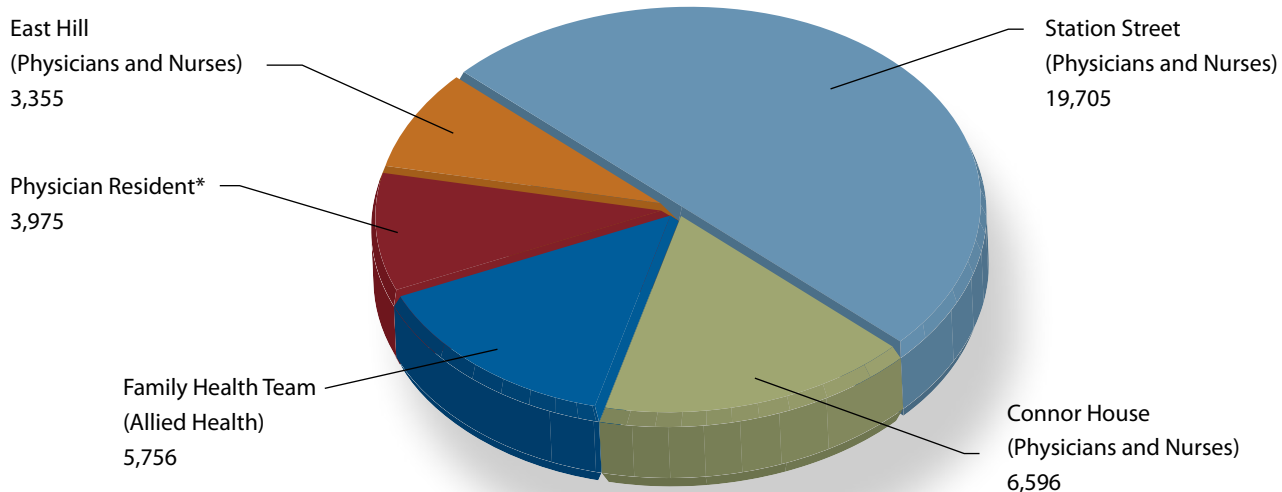
interdisciplinary program that involves NPs, an RN, residents, the data analyst and members of the clerical team, who work to ensure that all babies are attending the appropriate visits. Of the 227 possible 18-month well-baby visits this year, 95 per cent were completed. Of the 12 not completed, all but one family were called and invited for the appointment. In addition, about 88 per cent of children who attended an 18-month visit also completed a NutriSTEP screening tool, which is part of a provincial program designed to assess toddlers' eating and activity habits. As part of this program, the dietitian and data analyst track results and follow up with providers and families regarding possible interventions.

Immunizations: Annual flu clinics and other flu strategies in the fall of 2014 provided vaccines to 4,755 patients, representing 39 per cent of Kingston patients. Childhood immunizations, in accordance with Public Health guidelines, have achieved a 94-per-cent completion rate. Recent outbreaks of mumps and measles have resulted in targeted efforts towards ensuring that patients have received all recommended doses of the MMR vaccine (measles, mumps and rubella). Through the QFHT's patient newsletter and electronic waiting room screens, a patient

QUEEN'S FAMILY HEALTH TEAM - Belleville Site

Total Patient Visits between April 1, 2014 and March 31, 2015

Over 39,300 Visits



** Residents move from building to building and often 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.*

education campaign has been undertaken to alert patients to the benefits of vaccines, and in particular the MMR vaccine.

Intellectual & Developmental Disabilities (IDD)

Health Check Program: Following initial research conducted by Dr. Ian Casson, the QFHT developed a program this year designed to offer all adults with IDD a comprehensive health review. This has been an exciting year for the program, and much work has been done to improve the identification of these patients in the EMR so they can be easily recalled to clinic and the team can track their progress. This has also been a truly interdisciplinary project, as it has drawn together the efforts of the residents, nurse practitioners, nurses, physicians (Dr. Casson and Dr. Meg Gemmill, now IDD program director), research staff from the Centre for Studies in Primary Care, the data analyst and a dedicated clerical lead. To date, 16 of 23 physicians have confirmed their list of patients with IDD and approximately 50 per cent of patients have completed their health review. The program also offered a training session for staff on how to support agitated or distressed patients with IDD in conjunction with staff from the Health Care Access Research and Developmental Disabilities (H-CARDD) program.

Lactation and Breastfeeding Support: Providing expecting and new mothers with education and lactation support both before delivery and within two to five days post-delivery has kept Liz Hughson, lactation consultant at the Kingston site, busy with 208 new patients this year. In-hospital and home visits of new moms and collaboration with QFHT dietitian Allison Little to support a healthy pregnancy have contributed to improved care services for this patient group. Liz and Allison also collaborated on new group infant feeding classes.

Mental Health Services: (Social Work and Psychiatry) Both the Kingston and Belleville sites provide psychiatry consultations and social work counselling services. Patients with depression, anxiety and other mental health conditions have access to social work counselling and assistance with community social service agencies, with a notable increase in referrals for mental health support. At the Kingston site, there are also opportunities for shared-care visits with the social workers and residents, as well as monthly team-based case reviews with the psychiatrists, physicians, residents and other members of the interdisciplinary team. Total QFHT patient visits in 2014-2015 were 2,215 (Kingston social workers with 1,142 mental health visits;



Belleville social workers and psychologist with 1,073 mental health visits).

South East LHIN, Kingston & Quinte Health Links:

Regional Health Links were established in 2013 to improve the co-ordination of care for high-needs patients – such as seniors and people with complex conditions – to improve access, reduce avoidable emergency-room visits and improve patients' experience with the health-care system.

The QFHT Kingston site participation in the regional Health Links projects included completion of patient co-ordinated care plans (CCPs) with the designation of a part-time RN (Kingston) to facilitate identification and follow-up care for these complex patients. A community service worker (shared resource among Kingston family health teams) was added to the Kingston Health Link in December 2014. This individual's role is to advocate for, and link patients to, community resources that will assist in unmet social needs such as housing, income and food security, completion of forms and social isolation. Physician Lead Dr. Hall Barber and Clinic Manager Diane Cross participate in, and contribute to, the Kingston Steering Committee and working groups.

The QFHT Belleville site is actively involved with the Quinte Health Link. The team is a participating member of the working

group for the Care Coordination Tool, Proof of Concept Project – leading the electronic version of the co-ordinated care plan. The team continues to identify complex patients who will benefit from a CCP, including case conferences and follow-up. Abby Leavitt, Program Manager, and Dr. Robert Webster, Lead Physician, are actively involved with the steering committee and working groups.

Smoking Cessation Program: (Kingston, 2011 start date; Belleville, 2013 start date) Patients continue to benefit from program resources (counselling and support from a nurse, social worker and pharmacist) and free nicotine replacement therapy from the Centre for Addiction and Mental Health. Since 2011, of those patients who smoke, more than 50 per cent have been offered help. Total patient visits of 1,099 (620 at Kingston, 479 at Belleville) occurred over the past year in aid of patients' quit strategies. Through this program, the QFHT has supported 336 patients (203 at Kingston and 133 at Belleville) in their attempts to reduce and/or quit smoking this year. The program also continues to offer annual training sessions (from the University of Ottawa Heart Institute) for new residents and staff, and recently focused on assistance to pregnant patients and those in other high-risk categories.



RESEARCH

Centre for Studies in Primary Care



Dr. Richard Birtwhistle
CSPC Director

Primary Care Research Day award winners Dr. Ekaterina Dolganova, Dr. Kevin Graham, Dr. Matthew Clarke and Dr. Kathleen Nichols. Absent: Dr. Elizabeth Ackloo



CENTRE FOR STUDIES IN PRIMARY CARE

The Centre for Studies in Primary Care (CSPC) provides faculty in the Department of Family Medicine (DFM) with research support, directs the department's resident research teaching program, and helps to build capacity in primary care research by providing an environment that supports research training and academic excellence. The centre'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.

Over the last two years in particular, the CSPC has focused on building research capacity in the DFM by providing departmental research initiation grants to faculty through a competitive granting competition. Through this year's competition, the CSPC funded the following five projects. Project investigators come from across regional teaching sites, and include allied health professionals within the department.

With respect to research activities, the centre is again particularly proud of the success of the Canadian Primary Care Sentinel Surveillance Network (CPCSSN), led nationally by CSPC Director Dr. Richard Birtwhistle. This year, the College of Family Physicians of Canada's Departments of Research and Health Policy & Government Relations recognized CPCSSN as one of the "Seven Wonders" of family medicine research.

Other academic achievements this year include awards and senior appointments for Dr. Susan Phillips, Dr. Karen

Applicants	Project Approved	Amount of Funding Approved
Dr. Eva Purkey Dr. Rupa Patel Tracey Beckett Francoise Mathieu	Women's Experience of Trauma-Informed Care in the Context of Chronic Disease Management in Family Medicine	\$16,999
Dr. Meg Gemmill Dr. Liz Grier Dr. Ian Casson Nicole Bobbette	Primary Care Physician and Allied Health Care Provider Attitudes and Perceptions of the Identification of Adults with Suspected Mild Intellectual Disability	\$17,812
Dr. Michael Green Colleen Savage Dr. Richard Birtwhistle Heather Stuart Evelyn Bowring Dr. David Barber	Validity of CPCSSN Depression Diagnostic Algorithm Incorporating Patient Reports	\$16,000
Dr. Robert Webster Catherine Donnelly Abby Leavitt Cindy Adams Nicole Bobbette Stephanie Lyn Dr. Yan Cao Judith Proulx Katrina Levasseur Andrea DiGiovanni	Multidimensional Outcomes in Primary Care	\$4,600
Dr. Susan Phillips Diane Batchelor	Assessing Resilience among Children and Youth in Primary Care	\$8,200

RESEARCH



Hall Barber and Dr. Michael Green. Dr. Phillips was recognized internationally with an honorary doctorate for her work on gender, diversity and equality in health from Umeå University in Sweden. Dr. Hall Barber was recognized by the Ministry of Health and Long-Term Care for her dedication to health-care quality and safety as she was chosen for the Honour Roll – Individual Champion – in the 2014 Minister's Medal Honouring Excellence in Health Quality and Safety program. Finally, Dr. Michael Green has been appointed as the inaugural holder of the Clinical Teachers' Association of Queen's University Chair in Applied Health Economics/Health Policy. Dr. Green's research spans a broad range of health services and policy research areas with an emphasis on primary care, quality of care and patient safety, equity in health, and aboriginal health.

The centre's other research activities this year included electronic medical record-related projects that are being conducted by a number of faculty members and include new partnerships with the Queen's School of Business. Dr. David Barber, the local CPCSSN network (EON) site lead, plays a major role in these projects. Additionally, quality improvement, aboriginal health, health services research and educational research are all key components of the CSPC's research program. There is also a growing focus of expertise and interest in research on adults with intellectual and developmental disabilities, led by Dr. Meg Gemmill and Dr. Ian Casson, and global health, led by Dr. Eva Purkey. Funding for these research activities has been acquired from external sources such as PHAC, CIHR, SEAMO, the Ministry of Health and Long-Term Care, and the research initiation grant funding received internally from the Queen's Department of Family Medicine.

To learn about the centre's research activities and project highlights, consult the CSPC's annual report at www.queensu.ca/cspc/

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2. Casson I, Durbin J, Grier E, Griffiths J, Khodavarian A, Lake J, Lunskey Y, Perry A, Van Melle E, Yealland J. Exploring barriers to care: knowledge, comfort levels and attitudes of primary care providers towards patients with developmental disability. Presentation at: Ontario Association on Developmental Disabilities - Research Special Interest Group Annual Meeting; 2014 Apr; Kingston, ON.
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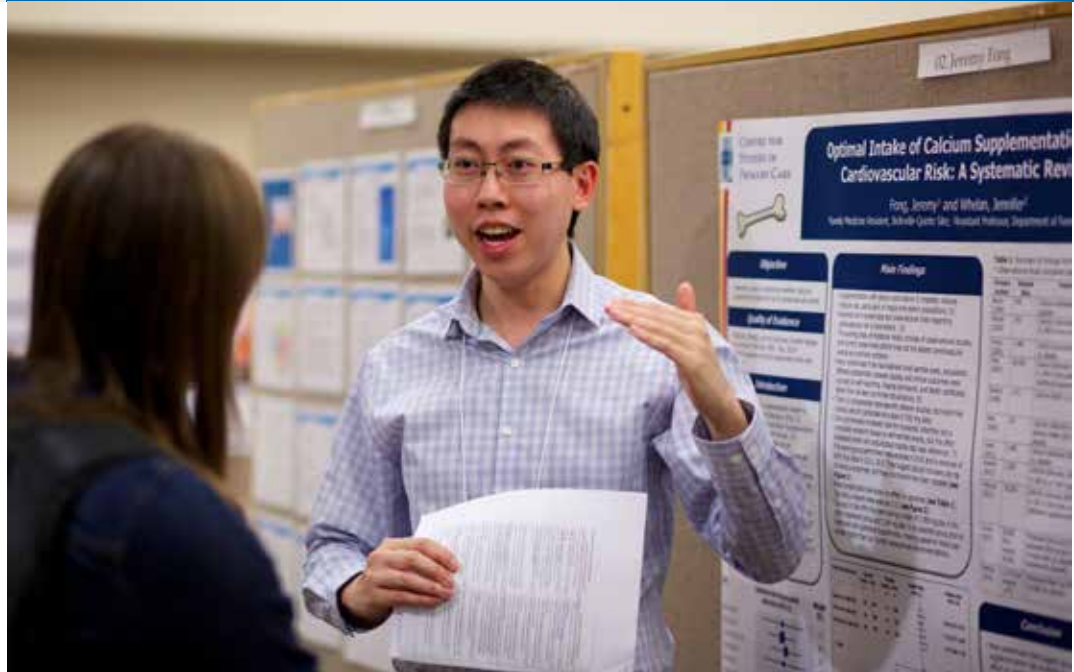


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INSIDE THE DEPARTMENT

Human Resources

Faculty Development

Faculty Recruitment

Risk Management, Physical Plant and Workplace Safety

Information Management Committee

The Academic Unit

**Vanessa Patterson**

Human Resources
Co-ordinator



HUMAN RESOURCES

The department's WorkLife Balance Committee, championed with promoting worker satisfaction and employee engagement through various programming, launched an exciting new web-based staff recognition program, *Give A Wow!*, in September 2014 as a one-year pilot program.

The program offers a real-time, social-media-style platform for giving and receiving recognition. Employees at all grade levels have the opportunity to send peer-to-peer recognition whenever they witness a co-worker demonstrating any one or a combination of the department's core values in their day-to-day routine. The public feed, exclusive to viewing by department employees only, allows them to keep abreast of the accomplishments of their peers and applaud and/or comment on the recognition that is posted. They can also nominate their peers to receive formal awards based on departmental core values and pre-defined criteria, which are reviewed and given out quarterly by the department's Staff Recognition Committee. In addition, service awards, given out in five-year increments, are generated automatically by the system each time an employee reaches a service milestone.

Although a formal survey on the effectiveness of the program has yet to be conducted, initial feedback has been very positive and recognition activity has been steady.

Employee participation is limited to general support staff at the Kingston site. Discussions are underway to extend the reach to the department's faculty and residents, as well as the department's satellite sites, pending successful completion of the pilot.

As part of the department's social rhythm and workplace obligation, the WorkLife Balance Committee continues to address employee engagement in a number of ways. Social events take place throughout the year to foster team spirit, and build and maintain close working relationships. Specific social events such as the summer barbecue, annual holiday party and Maple Madness day at Little Cataraqui Conservation Area provide an opportunity for the family members of department employees to participate, extending the reach and inclusiveness of the department "family."

Adding to the programming this year is the committee's *Wellness Rounds*. This series is dedicated specifically to addressing the mind, body and spirit of all departmental staff, faculty and residents. Guest speakers present on a broad range of wellness-related topics, and if the success of the inaugural session held in February, *Mindfulness: Tools for Self Care*, presented by Dr. Shayna Watson, is any indication, it will be a popular series.



Dr. Ruth Wilson

*Faculty Development
Co-ordinator*



Dr. Ian Casson

*Faculty Development
Co-ordinator*

FACULTY DEVELOPMENT

The purpose of the Department of Family Medicine Faculty Development program is to support faculty members in their roles as teachers, scholars and leaders.

The faculty development program is offered in a variety of formats and methods, formal and informal, group and individual: seminars, retreats, individual support, informal mentorships and, for new teachers, orientation to faculty roles. The program is directed both to geographic full time (GFT) teachers in Kingston and adjunct teachers in all sites where the department's residents are based.

Co-ordination

The Department of Family Medicine holds regular faculty development teleconferences for site leads to connect and support faculty development activities across its Kingston and three satellite sites. Site leads are Dr. Ian Casson and Dr. Ruth Wilson for Kingston-Thousand Islands, Dr. Rob Pincock for Belleville-Quinte (effective January 1, 2015, the role was taken over by Drs. Robert and Jennifer Webster); Dr. Natalie Whiting for Peterborough-Kawartha and Dr. Ed Osborne for Queen's Bowmanville-Oshawa-Lakeridge. 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 these 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 (CFPC) members. Royal College members who are teaching family medicine residents are similarly eligible to claim 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.

The CFPC held a workshop in June 2014 – partly organized by Dr. Karen Schultz, the department's postgraduate education program director – on the new Fundamental Teaching Activities Framework. Drs. Schultz, Casson and Wilson attended the workshop and brought information and new ideas back to the department for use in faculty development work. Dr. Wilson attended the CFPC Faculty Development Directors annual national meeting at the Family Medicine Forum in Quebec City in November 2014.

Seminars and Workshops

Among all four program sites, the department supports travel for faculty development activities and events. As part of their roles, Dr. Schultz and Evaluation Lead Dr. Jane Griffiths offer support throughout the year to all department faculty members and preceptors. Sessions are also shared between sites via teleconference or video conference. In addition, individual sites provide local sessions:

Kingston-Thousand Islands (KTI)

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

- How to Help Learners with Errors and Adverse Outcomes (Dr. Ruth Wilson: September 2014)
- Time-Efficient Teaching Strategies – Teaching on the Fly (Dr. Ian Casson: October 2014)
- Developing Professionalism in our Learners (Dr. Ruth Wilson: November 2014)
- CFPC Fundamental Teaching Activity Framework (Dr. Ian Casson: January 2015)

Belleville-Quinte (BQ):

- Faculty Development Resources
(Dr. Robert Pincock: December 2014)
- Teaching Toolkit 2.0
(Drs. Jennifer and Robert Webster: April 2015)

Peterborough-Kawartha (PK):

- Point of Care Tools Available through Queen's Library Online: What is an EPA and How Can it Help Me to Assess/Provide Feedback to My Resident? (Dr. Natalie Whiting: May 2014)
- PBSGL on Medical Mistakes – Helping Learners Deal with Errors and Adverse Outcomes
(Dr. Natalie Whiting: November 2014)
- Resources Available through the Queen's Health Sciences Library/Online Resources to Improve Your Clinical Teaching
(January 2015)
- Teaching Essentials (Hosted by the Regional Education Office; facilitated by Suzanne Miranda, Dr. Richard Van Wylick and Dr. Phil Wattam (March 2015)
- The Top 5 Things Residents Want and the Essentials of Competency-Based Assessment (Dr. Karen Schultz: May 2015)

Queen's Bowmanville-Oshawa-Lakeridge (QBOL)

- Spring 2015 sessions are being scheduled

Retreats

Joint faculty development for GFT and regional community-based faculty takes place in Department of Family Medicine faculty development retreats. Following a highly successful retreat in February 2013 near Peterborough, the most recent retreat was in May 2015 in Picton. These two-day events offering faculty development topics are designed for GFT and adjunct community faculty 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 has been available online. The School of Medicine annually provides a new faculty orientation program for GFTs also.

Funding

In the past year, funding was provided for faculty members to attend the following faculty development-related events:

- ALARM Instructor's Course, The Society of Obstetricians and Gynecologists of Canada
(Dr. Meg Gemmill: Ottawa, May 2014)
- Family Medicine Forum FMF (Drs. Glenn Brown, Meg Gemmill, Michael Green, Jane Griffiths, Susan Phillips and Karen Schultz: Quebec City, November 2014)
- North American Primary Care Research Group Annual Meeting (NAPCRG)
(Dr. Michael Green, New York City, November 2014)
- International Conference on Residency Education (ICRE)
(Dr. Jane Griffiths: Calgary, May 2014; Toronto, October 2014)
- Global Health Workshop
(Dr. Eva Purkey: California, September 2014)
- International Association for Medical Education (AMEE)
(Drs. Karen Schultz and Jane Griffiths: Milan, Italy. August-September 2014)



Laura Kennedy

Faculty Support

Co-ordinator

FACULTY RECRUITMENT

SEAMO's Strategic Priorities & Recruitment Committee has approved the department to begin 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.

RISK MANAGEMENT, PHYSICAL PLANT AND WORKPLACE SAFETY

A fully accessible clinic was opened at the Queen's Family Health Team's (QFHT) Kingston site at Haynes Hall in June 2014. The clinic is the new home for the site's after hours operation and a number of specialty clinics.

In 2014, work continued in the area of providing staff with crisis intervention training and education. A program was developed in conjunction with G4S Security that provided specific health care-related crisis training to all department staff members who work in the clinical setting. The half-day training sessions provided education on how to recognize aggressive behaviour and techniques to de-escalate violent or aggressive situations. The sessions also detailed some of the precipitating factors for aggressive behaviour and the importance of paying attention to underlying stressors in everyday life. Feedback from these sessions was extremely positive and resulted in suggestions to provide ongoing sessions to staff on a regular basis. From this feedback, work is underway to develop written protocols on crisis intervention techniques.

In July 2014, the Ministry of Labour introduced new legislation to employers to provide mandatory education to all employees in the area of health and safety awareness in the workplace. To ensure compliance with this initiative, department managers will participate in specific training programs and staff will participate in occupational health education. Health and safety awareness is now being incorporated into new staff and faculty orientations.

Two members of staff have undertaken training to provide N95 respirator fit tests. All new clinical staff in Kingston and those requiring re-fitting can now have this done in-house.

A recent patient safety awareness survey was conducted at the QFHT's Kingston site. Feedback from this survey is being evaluated and shared to determine the best ways to better foster a culture of patient safety within the department and to develop specific initiatives in the area of patient safety.



Dr. David Barber
Physician Lead, IMC

INFORMATION MANAGEMENT COMMITTEE

It's been a year of reflection and assessment of health information technology at the Department of Family Medicine (DFM). The department's two main areas of focus continue to be its electronic medical record system, OSCAR, and the underlying infrastructure technology that supports all IT endeavours at the DFM.

After using OSCAR for close to five years, the department recognized the value in assessing staff satisfaction with its functionality. The Queen's Project Portfolio Office (PPO) was engaged to survey staff members about their experience with the system, and the vast majority of users reported being satisfied. Through this survey, gaps in OSCAR were identified, and this information will be used in the product's ongoing development. The department looks forward to implementing OSCAR 15, a major release now undergoing beta testing.

The Queen's PPO will also be looking at the DFM's IT infrastructure, including the types of computers used at point of care. It is expected that these computers will be upgraded in 2015 to allow faculty, staff and residents access to the latest technologies. The department's systems currently reside within Queen's and at Hotel Dieu and Kingston General hospitals. It is expected that these three systems can be consolidated to Queen's only, thereby enabling enhanced reliability and efficiency.

The year ahead is anticipated to be a busy but highly productive year for the department's IT team.

THE ACADEMIC UNIT

Over the past several months, Department of Family Medicine (DFM) faculty and staff have undertaken a comprehensive review of its practice plan to ensure it provides the necessary transparency and accountability for SEAMO and its members. The department recognizes and supports the implementation of accountability frameworks and governance policies as essential tools for accountability management.

The revised practice plan builds on the department's already robust practice plan. However, the revised practice plan strengthens the connection with SEAMO's accountability frameworks and governance policies that have come into existence over the past few years. The department is not only up to meeting any new changes – it welcomes them. To that end, its newly established Practice Plan Committee, which has faculty representation matching SEAMO's academic activities, will review the practice plan generally every year and comprehensively every three years to ensure policies remain congruent with SEAMO's policies.

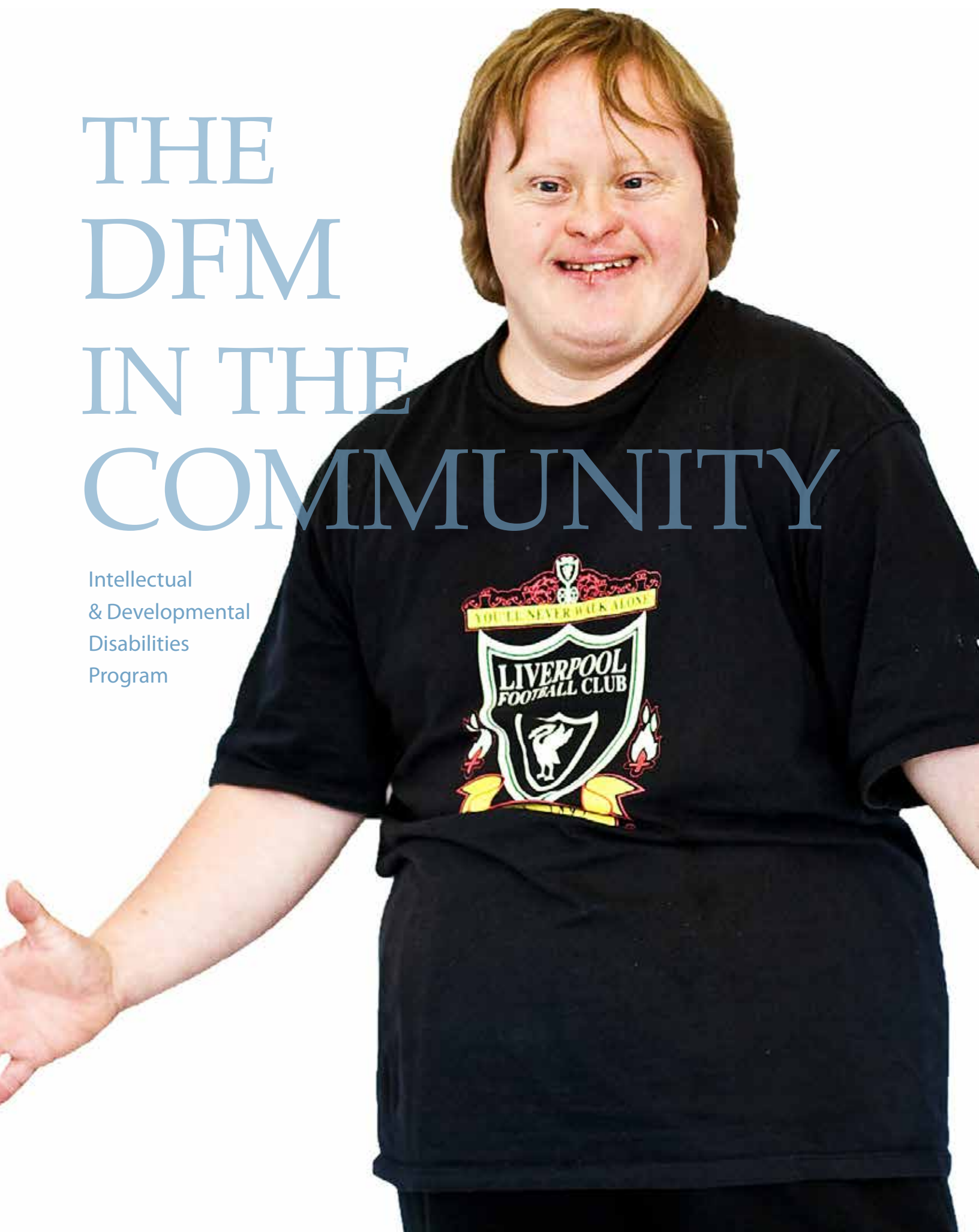
The principles of equity and fairness serve to guide the department's practice plan as SEAMO members strive to meet their individual accountabilities to the DFM and the department works to realize its accountabilities to SEAMO. However, the DFM's practice plan also necessitates that it evolve to meet the department-specific needs of its SEAMO members.

The Faculty of Health Sciences and the School of Medicine encourage departments to develop strategic and operational plans and align them with those of the larger school, faculty and university. To be sure, since many department-specific accountabilities fall outside SEAMO's accountability framework, the DFM has implemented annual operational plans that outline activities in the areas of quality improvement, preceptor recruitment and community partnerships. The DFM is also examining ways to incorporate SEAMO's accountability framework within its annual operational plans.

Taken together, it is because of the department's faculty, management and staff that it is able to continue meeting its departmental and SEAMO accountabilities, but is also seen as a leader in these areas.

THE DFM IN THE COMMUNITY

Intellectual
& Developmental
Disabilities
Program





Dr. Meg Gemmill
I/DD Program Director

INTELLECTUAL AND DEVELOPMENTAL DISABILITIES PROGRAM

The Intellectual and Developmental Disabilities (I/DD) Program has had a successful year, with sustainment and advancement of several research and education projects, as well as establishment of several new initiatives.

Leadership

Dr. Meg Gemmill, a graduate of the department's Enhanced Skills (PGY3) Program in Developmental Disabilities, joined the department in April 2014 in the position of director of the Intellectual and Developmental Disabilities Program. In her first year, Dr. Gemmill has built up her family practice, which includes obstetrics, and has taken on several research and educational responsibilities through the I/DD Program.

Collaboration

In June 2014, the Department of Family Medicine (DFM) hosted the first of three Queen's university-wide collaborative research meetings in I/DD, with follow-up meetings in October 2014 and February 2015. The goal of these meetings was to bring together faculty across the Queen's community who participate in research, education and clinical work for people with I/DD. The research meetings included faculty from the departments of family medicine, psychiatry and pediatrics, and from the School of Rehabilitation Therapy, as well as community stakeholders. There has been an extensive expression of support and interest for collaboration from these participants. Through these meetings, a partnership has been formalized as the Queen's University Intellectual and Developmental Disability (QUIDD) Collaborative, with the goal to collaboratively strive for excellence in research, professional education and care of people with intellectual and developmental disabilities.

Research and Other Scholarly Activity

Health Check Project: Over the past year, there has been significant advancement of this innovative project, which investigates the implementation of annual Health Checks for Adults with I/DD. At Queen's, the project involves in-training competency-based assessment of family medicine residents. It is a pilot project for the Health Care Access Research and Developmental Disabilities (HCARDD) program that has been funded by the Ontario Ministry of Health and Long-Term Care (\$2 million). Dr. Ian Casson is the lead for the family health team's project of this multi-component research program. Past local research projects – such as the Health Information Passport Project, undertaken by Dr. Ullanda Niel, and current advocacy and liaison work at the LHIN level and with Kingston hospitals' emergency departments by Dr. Grier – will also contribute to the HCARDD program.



Publications: Dr. Grier and Dr. Casson have written chapters (on Primary Care Medical Homes for patients with DD and on the Canadian health care system for people with DD, respectively) for an international standard textbook, Rubin's and Crocker's *Medical Care for Children and Adults with Developmental Disabilities*. The publication date is set for later in 2015. Dr. Grier is co-author of an anticipatory care tool for primary care of children and adults with autism spectrum disorders, published by the DD Primary Care Initiative in October 2014.

Research Grants: Dr. Gemmill, Dr. Casson and Dr. Grier, and Nicole Bobbette, occupational therapist at the Queen's Family Health Team (QFHT) – Belleville, 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*.

Presentations: The I/DD Program presented the results from the Health Check Project at the local, provincial and national levels in the past year. Dr. Casson, Dr. Grier, Dr. Gemmill, Danyal Martin from the QFHT and Lisa Holmes from the Community Networks of Specialized Care presented at the South East Local Health Integration Network's Primary Health Care Forum in October 2014. Dr. Casson, Dr. Grier and Danyal Martin, as well as colleagues from the HCARDD program and the St. Michael's Academic Family Health Team presented at the Association of Family Health Teams of Ontario's Annual Conference in October 2014. Finally, Dr. Casson presented at Family Medicine Forum in November 2014. Dr. Casson, Dr. Grier and Dr. Gemmill also led a MainProC-accredited workshop in Primary Care for Adults with Developmental Disabilities at this year's Family Medicine Forum.

Education

Medical School: Teaching by members of the DFM on I/DD is part of the core curriculum of the Queen's School of Medicine MD program and is done in partnership with the Department of Psychiatry and others. This includes a nationally recognized Interprofessional Day in Developmental Disabilities Education where second-year students from occupational therapy, physiotherapy, psychology, nursing and medicine all come together to participate in case-based learning and to practise communication skills with patients with DD. In addition, a session for second-year medical students in the population health curriculum on disabilities highlights equity in access to health care services and the importance of social determinants of health to people with DD. The DFM also participates in a psychiatry clerkship seminar emphasizing advanced communication skills with adults with I/DD. The Medical Council

of Canada (MCC) Objective for the Qualifying Examination titled *Adults with Developmental Disabilities* guides medical curriculum nationally.

Family Medicine Core Residency: Residents take part in an orientation session covering guidelines and tools for the care of adults with DD, a seminar on disability in general and another focused on I/DD case-based learning. A competency-based in-training assessment of first-year residents performing evidence-based annual health checks for QFHT patients with I/DD is being evaluated (see Research above). This program is enhanced by Dr. Jane Griffiths' development of an electronic field note/entrustable professional activity evaluation template. Dr. Grier is leading an initiative at a national level to finalize essential competencies in DD to be endorsed by the CFPC Section of Teachers and Curriculum and Evaluation committees and implemented in residency programs across the country. Dr. Grier continues to participate as faculty in a multidisciplinary three-day course in dual diagnosis (I/DD and mental health) offered to both psychiatry and family medicine residents as well as psychology interns and community nurses.

Family Medicine Developmental Disabilities Enhanced Skills

(PGY3) Program: Dr. Gemmill is taking over the co-ordinator role for this postgraduate education (residency) program in April 2015. Dr. Samantha Sacks will be starting the PGY3 year in July 2015; Dr. Kyle Sue was the resident in this program in 2014. Dr. Gemmill and Dr. Grier's list of priority topics for the PGY3 year continues to help guide curriculum. A comprehensive core rotation in Primary Care of Adults with I/DD (the only full-time rotation of its kind in Canada) has been developed at Queen's and serves as the core rotation for the PGY3 training, and is also available as a one-month elective for clerks and residents in the core two years of their family medicine program. It includes continuing care of complex patients with DD, consulting and psychiatry clinics.

Graduates of Queen's FM I/DD PGY3 Enhanced Skills Program are providing leadership in a variety of settings locally, provincially and nationally. Dr. Grier is chair of the CFPC's DD Program Committee and organized a full day of seminars, including a Mainpro-C workshop, at the 2014 CFPC annual scientific meeting (Family Medicine Forum) in Quebec City. She is also the stakeholder representative for developmental disabilities on the Primary Health Care Council of the South East (Ontario) Local Health Integration Network. Dr. Ullanda Neil has initiated special clinics for persons with I/DD in her family practice at the Scarborough Centre for Healthy Communities and through the local board of education. She is involved in

developing resources to help people with I/DD, and to help their families and health care providers manage the transition from youth to adult health care services. Dr. Stephanie MacDonnell serves people with I/DD 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.

Faculty Development: The Developmental Disabilities Primary Care Initiative in Ontario (in which several of Queen's faculty and PGY3 Program graduates have taken part) has published (freely available online) a FM DD Curriculum Resource. This faculty handbook includes core competencies for family medicine residents unique to care of people with I/DD, a "primer" on I/DD based on the *Canadian Consensus Guidelines for the Care of Adults with Developmental Disabilities* (published in the *Canadian Family Physician* in 2011, accompanied by the *Tools for the Primary Care of People with DD*), four case-based modules for small-group learning and tools for resident assessment.

Continuing Medical Education: Dr. Grier leads a SE Regional Developmental Disabilities Clinical Support Network for primary care teams consisting of five teleconferenced case-based rounds per year, peer-to-peer consultation, CPD events, distribution of evidence-based tools and guidelines and presentation at the annual Primary Health Care Forum.

Clinical Activity

Queen's Family Health Team (QFHT): QFHT attending physicians, residents and allied health professionals provide primary care for residential patients of Ongwanada, a developmental service agency based in Kingston, as well as other QFHT patients with I/DD. The DD Health Check project has involved QFHT administrative, clerical and health professional staff to proactively offer comprehensive health reviews to QFHT patients with I/DD, according to the Canadian consensus guidelines on Primary Care of Adults with Developmental Disabilities. These guidelines are based on randomized controlled trial evidence of effectiveness of this kind of clinical activity. In the past year, the Health Check program was expanded to include all patients in the QFHT with I/DD and has also been included in the QFHT's Quality Improvement Plan.

Adult Developmental Disabilities Consultations in Kingston:

Dr. Grier provides a consultation service for adults with DD for local family physicians and provides advice on a range of physical and mental health issues pertinent to this population. In addition, she has a number of patients with DD as her primary care patients and, in particular, has served a helpful role in the community in assuming the care of a group of very complex young adults who are transitioning from the local Child Development Centre (Hotel Dieu Hospital) to adult medical care.

Other Health Policy/Patient Advocacy

Dr. Grier is continuing to work with leaders from the CFPC Joint Action Committee and the Canadian Pediatrics Society to review literature and develop a position statement on *Promoting Shared Care in Pediatrics and Improving Transitions from Pediatric to Adult Care*.

Dr. Casson's roles at Ongwanada include chief of medical staff, chair of its medical advisory committee and a member of its board of governors. Dr. Grier and Dr. Gemmill are also medical advisory committee members.

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

*As always, Dr. Glenn Brown
has a captive audience as
he presents his work.*

WONCA Promotes Value of Family Doctors
Global Health Curriculum
Falkland Islands-Queen's FM Program



Dr. Ruth Wilson

President, North American Region, WONCA



Dr. Ruth Wilson, centre, with family medicine faculty in Riyadh, Saudi Arabia

WONCA PROMOTES VALUE OF FAMILY DOCTORS

Family medicine in Canada is well established. Fifty per cent of doctors in Canada are family doctors, and the role of family medicine in our health care system is valued and understood.

This is not the case in every country around the world. The World Health Organization (WHO) recognizes the need to strengthen family medicine and primary care. Margaret Chan, Director General of the WHO, wrote recently, "A health system where primary care is the backbone and family doctors are the bedrock delivers the best health outcomes, at the lowest cost, and with the greatest user satisfaction."

The global organization of family doctors, known by the acronym WONCA, works to promote the value of family doctors to the health care system around the world. Dr. Ruth Wilson, Professor, Queen's Family Medicine, is the president of the North American region of WONCA. She represents the member organizations in the North American region on the world executive, and works to encourage and enhance family medicine in the North American region and globally.

Her activities this year included helping launch a group of family medicine trainees and early-career family doctors known as WONCA Polaris. This group has been a lively network of young doctors connected globally by social media. Recently, they asked Canadian family doctors to describe what the discipline meant to them. The maple leaf image they have created is an attractive one.

In addition, Dr. Wilson this year served twice as an external examiner for national family medicine examinations in Saudi Arabia and in the Caribbean at the University of the West Indies. She has spoken this year about primary care and family medicine at a number of meetings in Washington, Toronto, Geneva, Thailand and Hawaii, and will represent WONCA at the next World Health Assembly at the WHO in Geneva.

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. Eva Purkey
Global Health Director



GLOBAL HEALTH CURRICULUM

This has been a big planning and development year for the department's global health program. In addition to the well-established curriculum that is always being improved upon, this year the program has put forward a strategic plan for 2015-2017 in line with the Queen's Department of Family Medicine (DFM) Strategic Plan.

This plan is exciting, as it aims to bolster the global health program across the four pillars of Education, Research, Partnership and Programming, and Patient Care and Community Health. An interdisciplinary working group was developed with expertise from all of these fields, as well as across the program's target populations – namely aboriginal Canadians, immigrants and refugees, and persons living in poverty. The working group's first meeting was held in February 2015. The next three years will involve the operationalization and implementation of the strategic plan.

Queen's DFM has continued to be a leader in terms of its core curriculum, and is making its face better known across campus and throughout the community. For the second year in a row, the department participated in the Canadian Coalition for Global Health Research-supported Knowledge Translation for Global Health summer institute, which welcomes a host of students from Queen's as well as professionals from outside the university.

Global health advocates within the department have been actively involved in undergraduate global health medical education this year via the population health course, and are supporting the developing global health certificate for undergrad as well. Medical students have reached out to the department for speakers with expertise on family medicine and global health, and immigrant and refugee health. In postgrad, the department has continued to collaborate with Royal College programs with respect to providing pre-departure preparation for residents going overseas from family medicine and other specialties. The core curriculum continues to be enhanced through more experiential learning and, moving forward, through enhancement of the aboriginal health curriculum and poverty and health curriculum as well.

The PGY1 Global Health academic day saw a dynamic slate of presenters from community organizations (including Immigrant Services – Kingston and Area and HIV-AIDS Regional Services Centre), and from a variety of departments covering topics as diverse as climate change and health, GMOs, prison health and complex humanitarian emergencies.



Members of the global health community within the department initiated research and programming collaborations with faculty from disciplines across campus and with physicians in the broader Kingston community, including Kingston Community Health Centres, and throughout Canada. Research was presented at conferences such as the American Association of Family Physicians Global Health Workshop in San Diego, CA, and the Family Medicine Forum (FMF) in Quebec City. Queen's DFM was also represented at the Third Annual Besroul Global Health Conference as part of FMF – a rich opportunity to dialogue with colleagues working in global health in family medicine across the country.

The Queen's Family Health Team (QFHT) has been very responsive to increased integration of health equity into QFHT activities, including quality-improvement initiatives, and patient and staff resources. This is an important component of the strategic plan and one that will continue to be promoted in the coming year.

Queen's residents continue to travel overseas, and to seek out global health experiences at home in Canada by providing service to and learning from underserved populations in Kingston, in remote aboriginal communities in Canada, and in countries such as Haiti, South Africa and India.

The global health working group looks forward to continuing to implement the strategic plan in the year ahead. This will include integrating a stronger health equity lens throughout QFHT activities, and developing an increasing awareness around the populations the clinic serves who face challenges in health equity and the resources they need to break down these barriers. Further enhancements to the curriculum may benefit both residents and staff.

Finally, the global health program will continue in the ongoing pursuit of meaningful and collaborative partnerships and research opportunities at home and abroad.



Dr. Geoff Hodgetts

*Enhanced Skills
Program Director*

FALKLAND ISLANDS – QUEEN’S FAMILY MEDICINE ENHANCED TRAINING PROGRAM

Dr. Glenn Brown and Dr. Geoff Hodgetts, working in collaboration with Dr. Rebecca Edwards, Chief Medical Officer for the Falkland Islands, have developed a program to assist with the training and recruitment of family physicians with the skills necessary to work in this remote setting.

The story of how this relationship developed begins with the shared membership that Canada and the Falkland Islands have in the Commonwealth of Nations and a conversation in an airport. Queen’s Medical School alumnus Dr. Andrew Pipe, known for his work in the field of smoking cessation, also serves as president of the Commonwealth Games Association of Canada. In fall 2014, Dr. Pipe was conversing with



His Excellency, Governor Colin Roberts, receives a Queen’s mug in appreciation from Dr. Glenn Brown, left, and Dr. Geoff Hodgetts.



A physician flies from one of the Falklands’ two islands to the other to care for patients in a makeshift exam room – a Land Rover.

Michael Summers, his counterpart from the Falkland Islands, about the status of health care services in the Falklands. Mr. Summers, a Member of the Legislative Assembly of the Falklands and responsible for health and social services, identified a need for well-trained generalists who would be comfortable living and practising in a remote setting with few technical resources at hand. He indicated frustration with not being able to find such physicians from Great Britain any more. Dr. Pipe identified the similarities between this situation and that of many Canadian rural and remote communities. He also took it a step further by contacting Dr. Brown to determine if Queen’s Department of Family Medicine (DFM) would be interested in assisting with the recruitment and training of residents to work in such an environment.

Following several exploratory meetings by Skype, a face-to-face meeting with Mr. Summers and a delegation from the Falklands in November, a proposal for a Falklands Islands scholarship to fund an enhanced year of training with a return-of-service provision was developed. To better assess the specific needs for practice there, and to evaluate the services, facilities and

logistics, Dr. Brown and Dr. Hodgetts conducted a site visit to the Falklands in February 2015. This provided an excellent opportunity to establish the links between the Queen’s DFM and the Falklands’ health care system. During the visit, His Excellency Colin Roberts and the Legislative Assembly, as well as medical professionals at the King Edward VII Memorial Hospital in the capital city, Stanley, all demonstrated very strong support for the DFM’s involvement in the Falklands.

Current residents are greatly interested in visiting the Falklands to complete a placement as part of their core training and as a way of investigating the possibility of taking up the scholarship. Already, a 2013 graduate of the Belleville-Quinte site, currently working under similar conditions in Moose Factory, has agreed to a two-year contract with the Falklands, providing Queen’s with a ready-made preceptor for future residents. Other educational activities have been discussed that would involve faculty members and professional development, the Public Health Preventive Medicine program, distance learning and even Queen’s military residents.

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 Hodgetts, P. Geoffrey Professor
 Phillips, Susan Professor
 Wilson, C. Ruth Professor
 Barber, David Assistant Professor
 Brown, Glenn Associate Professor
 Casson, R. Ian Assistant Professor

Gemmill, Meg Assistant Professor
 Green, Michael Associate Professor
 Griffiths, Jane Assistant Professor
 Hall Barber, Karen Assistant Professor
 Howse, Kelly Assistant Professor
 Leung, K.C. Lawrence Associate Professor
 MacDonald, Susan Associate Professor

Purkey, Eva Assistant Professor
 Schultz, Karen Associate Professor
 Sempowski, Ian Associate Professor
 Simpson, Matthew Assistant Professor
 Vakil, Cathy Assistant Professor
 Watson, Shayna Assistant Professor
 Wolfrom, Brent Assistant Professor

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 Abdel, HadiFarid 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
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 Akingbola, Rotimi Assistant Professor
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 Arrowsmith, Sarah Assistant Professor
 Ashbury, Janet Assistant Professor
 Aspy, William Assistant Professor
 Asrat, Getnet Assistant Professor
 Avers, Henry Assistant Professor

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 Baldisera, Tara Assistant Professor
 Baran, Gregory Assistant Professor

Barber, Albert Assistant Professor
 Barber, Neil K. Assistant Professor
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 Beamish, John Assistant Professor
 Beattie, David Assistant Professor
 Beattie, Erin Assistant Professor
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 Bhatt, Gunvant Assistant Professor
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 Burget, Nancy Instructor
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 Bushby, Barbara Assistant Professor
 Butan, Radu Assistant Professor
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 Cescon, Mel Assistant Professor
 Cescon, Maria Assistant Professor
 Chabikuli, Sibomana Assistant Professor

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Lerm, Leon Assistant Professor
Lett, Darren Assistant Professor
Leventis, Tom Assistant Professor
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 Mount, Victoria..... Assistant Professor
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 Narini, Philip P. Instructor
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 Neville, Robert J. Assistant Professor
 Nevins, Tara Assistant Professor
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 Nicoara, Lucia Viorica..... Assistant Professor
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 Nijhawan, Monica Assistant Professor
 Nijmeh, Larry Assistant Professor
 Ninan, Thomas Assistant Professor
 Noulty, Elizabeth 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..... Lecturer
 Ohrling, David Assistant Professor
 Oluyole, Oluwakemi Assistant Professor
 Osborne, Edward Assistant Professor
 Ostic, Heather..... Lecturer
 Overington, Nancy Assistant Professor

P

Pajot, Denise 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
 Penney, Brian Assistant Professor
 Pepper, Erin Assistant Professor
 Perry, Jennifer Instructor
 Petersen, Karin Assistant Professor
 Phillips, Jennifer..... 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
 Poonja, Zahir Associate Professor
 Pope, Jennifer Assistant Professor
 Post, Ellen Assistant Professor
 Potvin, William..... 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

R

Ragaz, Stephan Assistant Professor
 Rahil, Preetinder Assistant Professor
 Rahim, Sherali..... Assistant Professor
 Rajendran, Bahe..... Assistant Professor
 Raleigh, John P. Lecturer
 Ramachandran, Sanjay Assistant Professor
 Ramirez, Oswaldo Assistant Professor
 Rand, Juri Assistant Professor
 Rathwell, Jonathon Assistant Professor
 Razvi, Yasar Assistant Professor
 Reade, Mauianne Assistant Professor
 Ready, Eric..... Assistant Professor
 Reesor, John Assistant Professor
 Reinhartz, Abraham..... Assistant Professor
 Remington, Jeffrey..... Assistant Professor
 Rice, Brenda Assistant Professor
 Rice, Clifford G..... Lecturer
 Richard, Thomas..... Assistant Professor
 Rizvi, Shahbano Assistant Professor
 Robertson, Margaret 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
 Rubio, Dominador 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
 Senior, Stever Assistant Professor
 Seybold, William Davidson Assistant Professor
 Shack, Jason Assistant Professor
 Shah, Natavarlal Assistant Professor
 Shahzad, Karina Assistant Professor
 Shannon, William 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
 Slipp, Shanda Assistant Professor

Sloan, Jeffrey Lecturer
 Smith, Karen Assistant Professor
 Snarr, Michelle Assistant Professor
 Snider-Adler, Melissa Assistant Professor
 Sorensen, Kyla Assistant Professor
 Sosnowski, Chris Assistant Professor
 Spacek, Kimberly Instructor
 Spacek, Stan Zdenek Instructor
 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, Paula Assistant Professor
 Stewart, G. Ivan Assistant Professor
 Stewart, Adam Assistant Professor
 Steyn, Jacobus Assistant Professor
 Stone, Anthoney Assistant Professor
 Stubbins, Robert Assistant Professor
 Stuparyk, Robert Assistant Professor
 Suhadolc, Thomas Assistant Professor
 Sullivan, Patrick Assistant Professor
 Sun, Christina Instructor
 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

Tromp, Margaret M. Associate Professor
 Troughton, Kevin Mark Assistant Professor
 Trozzi, Mark Assistant Professor
 Tuppal, Raj Assistant Professor
 Turner, Paul Assistant Professor
 Tyler, Melissa 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
 Vilcini, Michelle Assistant Professor
 Vincent, David Assistant Professor
 Voinov, Valentin Assistant Professor
 Vu, John Assistant Professor
 Vukojevic, Duska Assistant Professor

W

Waddell, John Assistant Professor
 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, Jennifer Assistant Professor
 Webster, Robert Assistant Professor
 Webster, Colleen Assistant Professor
 Weir, Erica Assistant Professor
 Weir, Jean Assistant Professor
 Weir, Michael Assistant Professor
 Weisbaum, Karen Lecturer
 West, Robert D. Assistant Professor
 Whatley, Richard Assistant Professor
 Wheeler, Jesse Assistant Professor
 Whelan, Jennifer Assistant Professor
 Wherrett, Laurie J. Assistant Professor

FACULTY & STAFF

White, Carol A. Assistant Professor
 White, Stephen F. Assistant Professor
 White, Nancy Assistant Professor
 Whiting, Natalie Assistant Professor
 Wiebe, Arthur Assistant Professor
 Wilkins, Warren Assistant Professor
 Wilson, Colin Assistant Professor
 Wilson, Kaetlen Assistant Professor
 Withers, Martin Assistant Professor
 Wlodarski, Martin 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, Vanda Assistant Professor
 Ywakim, Fikry Assistant Professor

Z

Zahradnik, Joseph Assistant Professor
 Zbar, Ariella Assistant Professor
 Zelek, Barbara Assistant Professor
 Zeni, Deborah Assistant Professor
 Zeni, Paul Assistant Professor

DEPARTMENT STAFF

KINGSTON SITE

Allen, Cindy Billing Clerk
 Bain, Carly Clinic Clerk
 Batchelor, Diane Nurse Practitioner
 Baxter, Anna Lyn Registered Nurse
 Beckles, Marissa CSPC Administrative Assistant
 Beckett, Tracey Social Worker
 Berry, Jennifer Nurse Practitioner
 Bogues, Wen Nurse Practitioner
 Bowering, Evelyn Assistant Professor, Social Worker
 Boyce, Cindy Residency Program Assistant (Curriculum)
 Brash, Crystal Registered Practical Nurse
 Brierley, Jennifer Senior Program Co-ordinator
 Butler-Patterson, Lisa Registered Practical Nurse (Foot Care)
 Chick, Lorraine Nurse Practitioner
 Coates, Steve Medical Office Assistant
 Corrigan, Joe IT Administrator
 Crawford, Sonia Medical Office Assistant
 Cross, Diane QFHT Clinic Manager
 Cutrona, Edwin Finance Co-ordinator
 Deblois, Judy Revenue and Compensation Co-ordinator
 Doherty, Mitch Manager of Operations
 Doll, Dana PGY3, PHPM Program Co-ordinator
 Dubbelman, Rebecca Clinic Clerk
 Elms, Sherri Pharmacist
 Evaristo, Carla Residency Program Assistant (Undergraduate & Accommodations)
 Faroldi, Roberta Registered Nurse (Casual)
 Fisher, Marjorie Finance Clerk
 Fournier, Sarah Clinic Clerk
 Friske, Pat Registered Nurse
 Garrah, Vicky Workplace Safety Co-ordinator

Gauthier, Rhonda Registered Nurse
 Giles, Margaret Registered Nurse
 Graves, Grace Registered Practical Nurse
 Han, Han CSPC Research Associate
 Hasselaar, Reza Administrative Assistant
 Hughson, Elizabeth Registered Nurse
 Janiuk, Francine Nursing Manager
 Jarrett, Lindsey Residency Program Assistant
 Jarzylo, Susan Administrative Assistant
 Kennedy, Laura Faculty Support Co-ordinator
 Khan, Shahriar CSPC Senior Data Analyst
 Kinsella, Lorne CSPC Data Manager
 Kotecha, Jyoti CSPC Research Program Manager
 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
 Mahoney, Angie Administrative Assistant
 Mahoney, Kim Nurse Practitioner
 Martin, Danyal Clinic Program Co-ordinator
 Martin, Ken CSPC Senior Data Manager
 Martin, Mary Research Assistant
 Mcavoy, Allen Manager, Strategic Relations & Planning
 Mchugh, Sara Clinic Clerk
 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

Poikonen, Melissa	Registered Nurse
Pollock, Emily	Research Assistant
Powell, Carolyn	Administrative Assistant (Dept. Head)
Purdon, Kayla	Registered Nurse (Casual)
Queenan, John	Epidemiologist
Robinson, Christina	Medical Office Assistant
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	Clinic Clerk
Turnbull, Paule	Administrative Assistant
Vankougnett, Amy	Registered Practical Nurse (Casual)
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 (Casual)
Wolfreys, Michelle	Clinic Clerk (Casual)
Yealand, Jane	CSPC Research Assistant
Zeltser, Fred	Research Associate
Zuliniak, Karen	Recruitment & Orientation Co-ordinator

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 2014-2015)
Kerr, Christina	Site Co-ordinator (Shared 2014-2015)
Leavitt, Abby	Program Manager
Levasseur, Katrina	Social Worker
Lynch, Stephanie	Pharmacist
Proulx, Judith	Dietitian
Richardson, Raquel	Program Assistant

PETERBOROUGH-KAWARTHA SITE

Van Parys, Chantal	Site Co-ordinator
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BOWMANVILLE-OSHAWA-LAKERIDGE SITE

Hodges, Julie	Site Co-ordinator (Shared 2014-2015)
Mckay, Suzanne	Site Co-ordinator (Shared 2014-2015)

PHOTOGRAPHY

Camp Oconto (Pages 7-22): Allen McAvoy and Dr. Ian Sempowski
 Northern Saskatchewan (Page 24): Dr. Whitney Smith (PGY3, Global Health)
 Moose Factory (Pages 26-30): Sarah-Taïssir Bencharif, clinical clerk, during family medicine rotation
 Primary Care Research Day (Pages 39-46): Rob Whelan Photography
 Haiti (Pages 59-60): Dr. Whitney Smith (PGY3, Global Health)

OUR MISSION

To be recognized as opinion leaders and valued partners, advancing the discipline of family medicine and health care systems with 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, not only for our patients, but to champion 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 foster a work environment that enables and sustains outstanding teamwork and performance.



Department of
Family Medicine

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