



Annual Report

JANUARY 2017 – JANUARY 2018

Queen's School of Nursing
Department of Anesthesiology
and Perioperative Medicine



Summary

Health Quality (HQ) Programs, including the existing Master of Science in Healthcare Quality (MScHQ) program and the newly developed Doctor of Philosophy in Health Quality (PhDHQ), offers graduate level professional part-time studies in health quality, patient safety and risk reduction.

Founded and operating as a joint program between the Queen's School of Nursing and the Department of Anesthesiology and Perioperative Medicine, the Master of Science in Healthcare Quality (MScHQ) is in its fifth cohort cycle for the 2017-18 year. This program prepares professionals for practice, research and education in the developing area of Healthcare Quality, Risk and Safety. This part-time online degree uses an online learning management system and incorporates two in-person intensive weeks offered for one week in each year to deliver the two-year program. The courses are taught by a combination of multidisciplinary faculty members and experts in the to teach students the knowledge and tools they will need to lead future health quality improvement initiatives.

As of April 2017, enrollment in the MScHQ program increased to 103 students encompassing a variety of backgrounds and professions who are currently living across Canada and internationally. Health Quality Programs had the privilege of graduating a total of 27 MScHQ students in Fall 2017.



In partnership with the Smith School of Business, HQ Programs also offers a dual degree Master of Science in Health Quality (MScHQ) and Master of Business Administration (MBA). This program allows students to complete both the MScHQ & MBA on an accelerated course track with the flexibility to complete the degree tracks in any order. Health Quality Programs was proud to graduate the first MScHQ + MBA dual degree student in Spring 2017.



Health Quality Programs is excited to report that the Doctor of Philosophy in Health Quality (PhDHQ) entered external review in October 2017 and was approved by the Queen's University Senate in December 2017. The PhDHQ will open admissions in the Winter 2018 with enrollment starting in September 2018. The PhDHQ is projected to take an enrollment of four students per year.

Dedicated program leadership, faculty members, staff, and stakeholders continue to work cohesively to plan, deliver, support, and administer all aspects of Health Quality Programs. Please join us in celebrating this past year's achievements of Health Quality Programs.

For more details, you are invited to read the entire document.

Letter from the Program Leads



Dr. Kim Sears
Associate Professor
School of Nursing
Associate Director
Health Quality Programs

This past year has once again been a year to celebrate many successes and improvements. We would like to recognize the tremendous work that has gone into the program over the last year in the redesign of our promotional materials and website along with continued improvement in our admissions process and courses. We continue to be focused on the delivery of a high-quality program that is centered on continuously improving. We have a strong applicant pool and as such are afforded the luxury of being able to admit the highest caliber learners from varied disciplines into the program. We continue to foster interdisciplinary team based learning that allows our learners to challenge their existing beliefs and explore new and innovative ways to challenge the status quo as well as preparing them for their future.



Dr. Kim Turner
Associate Professor
Department of Anesthesiology and Perioperative Medicine and Department of Public Health Sciences, Queen's University
Medical Lead
Health Quality Programs

While the student numbers have grown, we have also been recruiting new professors and lecturers, ensuring we have a variety of disciplinary perspectives in each course. This has required that we hire additional staff to support the students and the program. We are regularly upgrading our information technology to ensure the hybrid nature of the program works seamlessly. Furthermore, our learners remain the *raison d'être* of our program and as such we are committed to supporting our learners throughout the program and beyond graduation.




Above all we are exceedingly proud our students and graduates who are advancing and leading improvements in healthcare quality and safety.

Strategic Plan

The HQ Programs developed a new five-year strategic plan that will extend from 2018-2023. The strategic plan outlines the updated Mission, Vision, and Values for the HQ Programs, along with new goals and benchmarks. The new strategic plan reflects the programs' updated focus to become "global leaders in the science of Health quality".

To accomplish the vision set forth in the new mission statement, HQ Program leaders identified four thematic goals - education, research, service and technology – as well as supporting benchmarks to guide the programs' direction. The HQ Programs' Strategic Plan will be available on the website in Winter 2018.

VISION Global leaders in advancing the science of healthcare quality.	MISSION To cultivate interdisciplinary leaders in healthcare quality, education, and research.	GOALS Advance Quality, Reduce Risk, Promote Safety.
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FOUNDATIONAL ELEMENTS  <ul style="list-style-type: none">✓ Advance Quality✓ Reduce Risk✓ Promote Safety✓ Leadership✓ Networking✓ Learner-centred	CORE VALUES  <ul style="list-style-type: none">✓ Excellence✓ Community✓ Interdisciplinarity✓ Globalization	STRATEGIES  <ul style="list-style-type: none">✓ Education✓ Research✓ Service✓ Technology
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Program Committees

Health Quality Programs runs under the guidance of a number of committees which oversee the operations and strategic direction of the program.

Admissions, Progress and Graduation Committee

Chair: Dr. Kim Turner

Responsible for providing advice and overseeing the admissions, progress, graduation components of HQ Programs.

Advisory Committee

Dr. Kim Sears

Provides advice and make recommendations on the overall delivery and development of the future directions of HQ Programs.

Curriculum and Program Evaluation Committee

Dr. Thomas Rotter

Provides strategic direction for curriculum design and delivery for HQ Programs ensuring that the curriculum is managed, evaluated and revised and is consistent with accreditation and current educational standards as outlined by the School of Graduate Studies.

Graduate Program Committee

Dr. Kim Sears

Reports to the Faculty of Health Sciences Graduate Committee and to the School of Graduate Studies. Provides an update to the School of Nursing Academic Council as required. The committee oversees admissions, academic progress, graduation, research, curriculum and program evaluation.

Research Collaborative

Drs. Lenora Duhn, Dana Edge, Thomas Rotter, & Liz VanDenKerkhof

Enhances the scholarly and research environment by promoting inter-professional research, fostering collaboration and team building and creating and facilitating networking opportunities.

Program Highlights

Master of Science in Healthcare Quality

The objective of the Master of Science in Healthcare Quality (MScHQ) program is to prepare individuals who are considered capable and skilled in linking theoretical foundations of quality, risk and safety with practical applications in healthcare settings, and to develop expertise enabling individuals to assume leadership roles to promote excellence. These skills are achieved through course work, networking with fellow students and faculty members, and a supervised quality improvement project. Students have two (2) mandatory, one-week intensive sessions each year in July or August; the remainder of the program is a combination of synchronous and asynchronous study using interactive online videoconferencing. The intensive sessions allow students to develop a sense of community within their cohort as they progress together through to graduation.

During the first week of August 2017, 45 second-year MScHQ students gathered in Kingston, Ontario to take their second intensive course (HQRS 846). During the third week of August 2017, the 61 first-year MScHQ students came to their first intensive course (HQRS 840). One student commented that they had a great week filled with learning and "*opportunities to engage our co-students*". The intensive weeks were structured to include small group work, discussions and presentations which supplemented their online coursework. Intensive week guest speakers included, Cathy Szabo, Polly Stevens, Tanya Hewitt, Maryanne D'Arpino and David Maslove. Both the first- and second-year cohorts enjoyed networking opportunities during the week with their fellow students, faculty members and staff.



Our Students

The MSchQ program welcomed its 5th cohort of students in Fall 2017 with our largest class size to date.

Historic Program Enrollment

2012	2013	2014	2015	2016	2017
20 students	32 students	34 students	32 students	50 students	61 students

Students at a Glance

Professional Disciplines



Alumni in Action



Ms. Danyal Martin

Danyal graduated from the MSChQ in 2014. After completing the program, she continued to become more involved in her research area focused on teaching QI and PS to medical learners. She also accepted a position with Health Quality Ontario, the provincial advisor on healthcare quality. In September 2015, she returned to the MSChQ program as one of the course lecturers for HQRS 841.

Recently, Danyal has had more opportunities to work with patients, residents and clients in her QI work as part of her role at Health Quality Ontario.

When asked about what she most enjoyed: "My classmates! I loved my classes, but my experience was definitely enhanced by the people who attended those classes with me - they came from different professional roles, different sectors, and different geographical areas. I definitely gained a greater appreciation for how these different perspectives approached problems... We graduated a few years ago and I'm still in touch with a group of them!"



Dr. Asaph Rolnitsky

Asaph entered the MSChQ program in 2014 and graduated from the program in 2016. He currently works as a Staff Neonatologist at Sunnybrook Health Sciences Centre in the NICU on QI projects and the measurements of interventions in neonatal medicine, focusing on micropremature infants. He is also an Assistant Professor at the University of Toronto and continues to be involved in the MSChQ program as a

course lecturer.

Of his experience in the program: "Having graduated the VA quality fellowship, I realized it was important for me to substantiate my knowledge with further academic studies. Once in the program, I knew I chose wisely (Haha!) and found a great mix of QI, Ergonomic, behavioural, practical, legal, and research topics covered that made the MSc an engaging, interesting, and a very positive experience. The workload was acceptable (even to a family and full-time position) but even when busy, it was interesting and challenging in a positive way."



**Ms. Lauren Harmanmaa
(née Campbell)**

Lauren graduated in 2017 as the first dual degree MSChQ + MBA student. Her decision to complete an MBA was driven by a desire to make positive changes in the healthcare industry. The MSChQ bridged the gap between clinical experience and the knowledge gained through the MBA and fostered an understanding of quality, risk and safety in healthcare.

Her main takeaway from the dual degree: "Together, the MBA and MSChQ have allowed me to develop a vast network within and outside of healthcare and have provided me with a unique perspective of the healthcare industry. The MBA/MSChQ dual degree will doubtless be invaluable to my career."

Communications & Marketing

17-18 Marketing Goals

- 1** Increase applications
- 2** Increase social media following
- 3** Increase brand awareness

From the development and implementation of effective marketing communications strategies to the successful promotion of the program, Communications & Marketing initiatives further extended program reach and expanded into new areas. Highlights and major achievements include:

Health Quality Programs Brand

The program underwent branding changes to reflect the availability of different degree tracks. All communications including email and unit signatures as well as social media accounts were updated to 'Health Quality Programs' (previously 'Master of Science in Healthcare Quality').

This also involved the development or revision of major marketing pieces such as an HQ Programs logo, program literature, brochures, rack cards, posters, and banners.

Digital Marketing Strategy

Program staff developed a Digital Marketing Strategy to better track and report on marketing trends from social media and website interaction. This also involved the creation of a Social Media Content Calendar to plan and develop online content. Online interaction with students increased during the Summer Intensive Weeks with the creation of an event hashtag (#HQtakesYGK) and daily content. We have seen an increase of over 80 followers on Twitter. Our program Facebook page was launched in October 2016 and has grown to 283 Likes. We also launched an Instagram account in October 2017 which gained 50 followers within one week.

TOP FACEBOOK POST OF 2017

 **Queen's Healthcare Quality Programs**
May 29 · 🌐

Congratulations to Lauren Campbell, our first graduate of the dual degree MBA + MSchQ program from Queen's University! Directors Shai Dubey and Matthew Reesor (Queen's MBA) along with Dr. Jennifer Medves, Director of the School of Nursing and Vice-Dean (Health Sciences), hooded Lauren during her convocation ceremony on Friday, May 26th, 2017.



3,515
people reached

465
post clicks

187
reactions, comments
and shares

A new program website was launched in October 2017 as part of an overall Faculty of Health Sciences update. This redesign follows a Website Strategic Plan which was built after analyzing a combination of current site analytics and inquiries/comments from both prospective and current students. The following needs were identified:

- A site that visually stands out among program competitors
- Comprehensive and informative
- Representative of the brand and mission of HQ Programs
- Mobile-friendly and responsive

Queen's University
HQ Programs

FACULTY OF HEALTH SCIENCES | SCHOOLS | RESEARCH | BRACKEN LIBRARY | CPD | GIVING [SEARCH AND SIGN IN](#)

HOME PROGRAMS APPLY RESEARCH FACULTY ABOUT

Advance Quality, Reduce Risk, Promote Safety
Earn a graduate degree online that links theory and practice in quality, risk and safety in healthca

[LEARN MORE](#)

Applications are currently **open**. The deadline to apply is February 1, 2018. [LEARN MORE](#)



Photo and Video Production

During HQRS 846, the Faculty of Health Sciences Student Media Team filmed and created an orientation video which featured select students and their experience in the program. This team also provided photography to build the program photo library.

During HQRS 840, the School of Graduate Studies funded a videographer to film a video focused on the program intensive weeks for prospective students.

Recruitment

Program staff represented Health Quality Programs at the following conferences:

- Health Quality Transformation (October 2017)
- School of Kinesiology Career Fair (November 2017)
- Institute for Healthcare Improvement: IHI National Forum (December 2017)

This year, HQ Programs implemented Salesforce for electronic records. This tool assists in the management of prospective students (Leads), particularly while applications are closed from February-October. Salesforce serves as a database to hold leads, prospects, applicants, students, and alumni which allows us to track the full life cycle from application to convocation.



Thank You

Health Quality Programs thanks their partners within the university and community who work to further the program's ability to achieve excellence in health quality education and program delivery.

Our Team

Program Leadership

Dr. Jennifer Medves	Professor and Vice-Dean <i>Health Sciences</i> Director <i>School of Nursing</i>
Dr. Joel Parlow	Professor and Head <i>Department of Anesthesiology and Perioperative Medicine</i>
Dr. Kim Sears	Associate Professor <i>School of Nursing</i> Associate Director <i>Health Quality Programs</i>
Dr. Kim Turner	Associate Professor <i>Department of Anesthesiology and Perioperative Medicine, and Department Public Health Sciences, Queen's University</i> Medical Lead <i>Health Quality Programs</i>

Teaching Team (January 2017 – January 2018)

Ms. Kaitlyn Balchin	Ms. Shoba Ranganathan
Ms. Sherri Elms	Mr. Gerald B. Robertson
Dr. Lenora Duhn	Dr. Asaph Rolnitsky
Ms. Abigail Haines	Dr. Thomas Rotter
Dr. Roy Ilan	Dr. Kim Sears
Dr. Ana Johnson	Mr. Nathan Tompkins
Dr. Wenjue Knutsen	Dr. Deborah Tregunno
Dr. Taylor Lougheed	Dr. Kim Turner
Ms. Danyal Martin	Dr. Rosemary Wilson
Dr. Jennifer Medves	Dr. Kevin Woo
Dr. Avi Parush	Dr. Dick Zoutman

Staff

Lindsay Lee	Program Manager
Laura Offord	Graduate Program Coordinator
Nicole Rogerson	Graduate Program Assistant
Michelle Trotter	Graduate Program Assistant
Ted Girard	IT & Communications Coordinator

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