Annual Report

JANUARY 2018 – DECEMBER 2018

In Partnership with the Queen's University School of Nursing and Department of Anesthesiology and Perioperative Medicine

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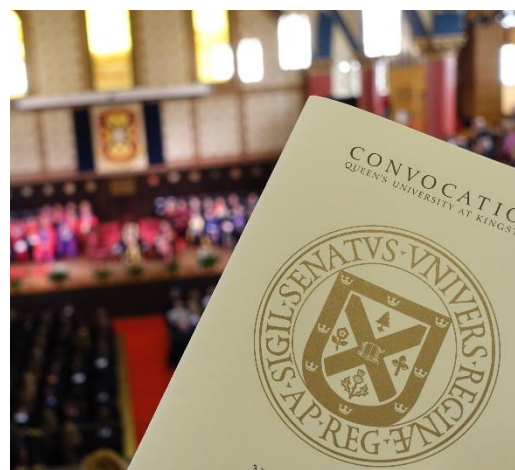
Summary

Health Quality (HQ) Programs offers graduate level blended online learning for working professionals through the Master of Science in Healthcare Quality (MScHQ) and Doctor of Philosophy in Health Quality (PhDHQ) programs. Each program uses an online learning management system and incorporates two in-person intensive weeks (one week in each year of study for the MScHQ and one week in each term of year one for the PhDHQ) to deliver the courses. A teaching team made up of interdisciplinary faculty members and experts in the field work to educate the students with knowledge and skills needed to lead and become leaders in quality, safety, and patient improvement initiatives.

The Master of Science in Healthcare Quality welcomed 63 new first-year students to Kingston, Ontario for their first intensive week which increased current enrollment to over 110 active students. Over 40 students finished the program and graduated in Fall 2018 with 19 graduands opting to attend the ceremony at Grant Hall at Queen's University. The Health Quality Programs team was also pleased and excited to admit seven (7) students to the first cohort of the Doctor of Philosophy in Health Quality. The new program was formally approved at the beginning of the year and launched in September 2018.

In partnership with the Queen's University Smith School of Business, HQ Programs also offers a dual Master of Science in Health Quality (MScHQ) and Master of Business Administration (MBA) degree. This dual degree program allows students to complete both the MScHQ & MBA on an accelerated course track with the flexibility to complete the individual degrees in any order. The HQ

Programs team was pleased to attend the convocation of two (2) new dual degree graduates in Spring 2018.

New marketing and communications initiatives for both prospective students, current students, and alumni were successful with an increased online presence on existing social media channels along with the creation of a LinkedIn account. Social media student takeovers, swag giveaways, and hashtag draws helped increase program interest and engagement with a global audience. A new community space, HQ Connects, was also initiated on Facebook where current students and alumni were invited to join and stay connected with each other and HQ-related content. Faculty and staff members attended numerous conferences this year on behalf of the program for which marketing materials were updated to reflect the introduction of the PhDHQ program.

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

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

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

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 launching of our PhD program along with continued improvement in our courses and admission process. We remain focused on the delivery of a leading-edge educational program that is 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.

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 also required streamlining and improving our administrative processes to best support our 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 primary focus of our program and as such we are committed to supporting our learners throughout the program, beyond graduation and throughout their careers.

Above all we are exceedingly proud of our students and graduates who are leading and advancing improvements in the areas of health quality and safety.

Educating
global leaders

Strategic Plan

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

To accomplish the vision set forth in the mission statement, HQ Program leaders identified four thematic goals - education, research, service and technology – as well as supporting benchmarks to guide the programs' direction.

VISION
Educate global leaders in advancing the art and science of health quality.

MISSION
To cultivate interdisciplinary leaders in health quality, education, and research.

GOALS
Advance Quality, Reduce Risk, Promote Safety.

FOUNDATIONAL ELEMENTS

- ✓ Advance Quality
- ✓ Reduce Risk
- ✓ Promote Safety
- ✓ Leadership
- ✓ Networking
- ✓ Learner-centred

CORE VALUES

- ✓ Excellence
- ✓ Community
- ✓ Interdisciplinarity
- ✓ Globalization

STRATEGIES

- ✓ Education
- ✓ Research
- ✓ Service
- ✓ Technology

Program Committees

Health Quality Programs runs under the guidance of its program committees which oversee the operations and strategic direction of the program. All program committees report to the Graduate Program Committee.

Graduate Program Committee
Chair: 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.

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
Chair: 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
Chair: 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.

Health Quality Research Committee
Chair: Dr. Lenora Duhn
Enhances the scholarly and research environment by promoting inter-professional research, fostering collaboration and team building and creating and facilitating networking opportunities.

Putting students first

Program Highlights

110+
Active Students

150+
Alumni

25+
Faculty &
Teaching Team
Members

4+
Staff

Master of Science in Healthcare Quality
The Master of Science in Healthcare Quality (MScHQ) welcomed 63 first-year students to Kingston, Ontario for HQRS 840 and 55 second-year students for HQRS 846. Both one-week intensives were held at the Donald Gordon Conference Centre with a blend of lectures, guest speakers, group presentations, site tours, and connecting with peers over breaks and meals.

An updated student community space and new web conferencing software was introduced to improve the delivery of course content and program communications. Staff also implemented new student resources such as a first-year Q&A webinar and guides to getting started as a student at Queen's University.

Doctor of Philosophy in Health Quality
The Doctor of Philosophy in Health Quality (PhDHQ) was formally approved in early 2018 and accepted its first cohort of students for September 2018. Seven (7) students came to Queen's University campus for their first in-person intensive week in the fall term where they participated in classroom learning, site tours, meetings with their supervisors, and networking opportunities with faculty. They will take part in their second intensive week in January 2019 and complete the remainder of the program online. The launch of the program included the development of new course content, a PhDHQ Student Handbook containing program details, policies, procedures, and academic information, as well as creating teaching assistant positions in the MScHQ program for the PhD students to gain teaching experience.

MScHQ + MBA Dual Degree

The dual Master of Science in Healthcare Quality (MScHQ) and Master of Business Administration (MBA) degree had two (2) students graduate in Spring 2018. Directors from both programs attended the ceremony and were pleased to hood each candidate which provides recognition of their accomplishment in both programs.

One (1) student joined the dual program in Spring 2018. As part of the MScHQ degree requirements, the dual degree candidate completed HQRS 847 in the Spring term before joining both the HQRS 840 and HQRS 846 intensive weeks while completing MBA course requirements. The MBA degree was completed in the Fall 2018 term and the final MScHQ degree requirement will be finished in the Winter 2019 term.
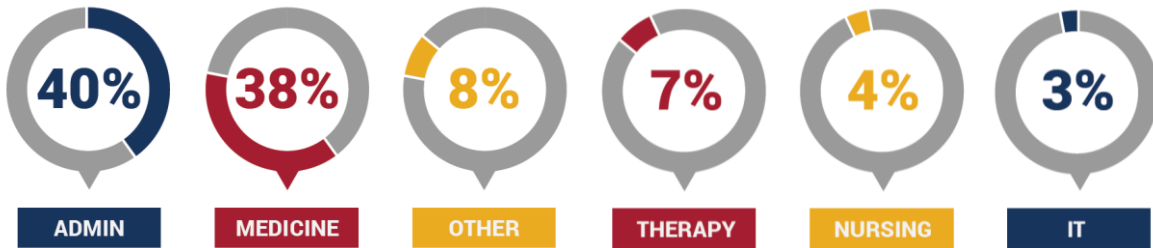

The dual degree program is made possible through a partnership between the Queen's University Health Quality Programs (www.queensu.ca/hqprograms) and the Smith School of Business (https://smith.queensu.ca).

Our Students

One of the strategic core values of Health Quality Programs is interdisciplinarity which is reflected in the students who make up each program cohort. Each student brings a wealth of skills and knowledge with them which enrichens the learning experience for both their peers and for the program.

Alumni & Student Careers

40%	38%	8%	7%	4%	3%
ADMIN	MEDICINE	OTHER	THERAPY	NURSING	IT

*Data gathered via self-report & LinkedIN 2018

Student Cohorts*		
MScHQ	63 Year One	61 Year Two
PhDHQ	7 Year One	

*As of time of initial admission

Expanding our reach

Communications & Marketing

Health Quality Programs continued to develop and implement new marketing and communications initiatives. Highlights include:

Health Quality Programs Brand

Marketing materials such as the HQ logo, program documents, brochures, rack cards, posters, and banners were updated to reflect the new Doctor of Philosophy in Health Quality program and to begin advertising its availability for admission. This also involved a revised conference table set-up plan and revisions to the program website and electronic communications.

Digital Media

HQ Programs continued to grow its online presence on existing social media channels while expanding to include a LinkedIn account. Staff worked on different engagement activities including hashtag draws and guessing how many textbooks were shown in a photo.

This year a second-year MScHQ student pioneered a social media takeover during the HQRS 846 intensive week in which they posted course content, social events, and other student perspectives during the week. Engagement on Twitter increased 3.7% during the student-led social media takeover. During both intensive weeks, students were encouraged to post online using the hashtag #HQtakesYGK and a winner was chosen by random draw on the last day of the course.

At a Glance

- f **347**
- 🐦 **319**
- 📷 **208**
- in **2,518**

123,000+
post impressions

Student & Alumni Communications

This year, staff implemented new communications to better engage with current students and alumni of the program. Email templates were developed for the start of the academic year in May to better communicate program and course information to new students. The team produced videos in-house including an admissions FAQ, office tour, two separate MScHQ and PhDHQ intensive week sneak peek videos, and a strategic plan summary.

HQ Program staff hosted three webinars this year. One was held in May for new incoming students to ask questions about the intensive week and what to expect. This afforded a great opportunity to begin to engage with students prior to the in-person course and to address any concerns they may have prior to their arrival in Kingston. Another webinar was held in October when admissions opened to present more information about the MScHQ, tips, timelines, as well as a question-and-answer segment. Finally, staff hosted a dual degree MScHQ + MBA webinar in November to communicate with current MBA students at the Queen's University Smith School of Business and present more information about the MScHQ program. All webinars were recorded and made available to those who were unable to attend.

A private Facebook group was created called 'HQ Connects' aimed at current students and alumni of the programs. Its intention was to serve as an informal community to allow the different cohorts to get to know one another, share content, network, and stay connected after graduation. Staff maintain the group and post HQ content including events, networking opportunities, job postings, and other items of interest.

Recruitment

Program staff represented Health Quality Programs at the following conferences:
- Health Quality Transformation (October 2018)
- Queen's University Faculty of Health Sciences Open House (October 2018)
- Providence Care Quality & Safety Day (November 2018)
- Institute for Healthcare Improvement: IHI National Forum (December 2018)

SalesForce was used to reach out to prospective students for admissions as well as for mass email campaigns to those interested in more information about HQ Content such as research, upcoming events, or committees.

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 | *Health Sciences*
                        Director | *School of Nursing*

Dr. Joel Parlow   Professor and Head | *Department of Anesthesiology*
                        and Perioperative Medicine

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

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

Teaching Team (January 2018 – December 2018)

Ms. Katelyn Balchin   Ms. Shoba Ranganathan
Ms. Erica Burton   Mr. Gerald B. Robertson
Dr. Geneviève Digby   Dr. Asaph Rolnitsky
Dr. Lenora Duhn   Dr. Thomas Rotter
Dr. Rylan Egan   Dr. Kim Sears
Ms. Sherri Elms   Dr. Karen Spalding
Dr. Roy Ilan   Dr. Denise Stockley
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. Dick Zoutman
Dr. Avi Parush

Staff

Lindsay Lee   Program Manager
                        (*On Leave October 2018 – December 2019*)

Nicole Rogerson   Graduate Program Coordinator/Interim Program Manager

Laura Offord   Graduate Program Coordinator
                        (*On Leave December 2017 – July 2019*)

Michelle Trotter   Graduate Program Assistant/Graduate Program Coordinator

Nathika Pratheep-Ananth Graduate Program Assistant

Ted Girard   IT & Communications Coordinator