A look back at an exciting and productive year!
Cutting the ribbon to open the Halton McMaster Family Health Centre (HMFHC) in Burlington were, from left: Eric Vandewall, president and CEO, Joseph Brant Hospital; John Kelton, dean and vice-president, Faculty of Health Sciences, McMaster University; Patrick Deane, president, McMaster University; Gary Carr, chair, Halton Region; Eleanor McMahon, MPP for Burlington; Rick Goldring, mayor of Burlington; Sue Borden, alumna of the Michael G. DeGroote School of Medicine and physician at the HMFHC; Wes Stephen, chief of staff of Joseph Brant Hospital and David Price, chair, Department of Family Medicine, Michael G. DeGroote School of Medicine. - See more at: http://dailynews.mcmaster.ca/article/ribbons-cut-to-open-halton-mcmaster-family-health-centre/#sthash.q4vve5Nw.dpuf
The word “Department” has its origins in both French and Latin. In the 15th century French, the word “department” implied “going away or an act of leaving”.

The Latin root “departire” meant more “division” or “sharing out”. Today, the Canadian Oxford dictionary describes “department” as being a “separate part of a complex whole”, or “an area of special expertise”. Our Department of Family Medicine in the Michael G. DeGroote School of Medicine here at McMaster University, encapsulates all three meanings.

We share our graduating [leaving] residents with both our local and broader community. Our teachers contribute a variety of areas of special expertise which they share with both their patients and their learners. Our researchers develop and share their special expertise with the world and the administrators of the Department of Family Medicine are an integral part of a complex whole.

I hope you enjoy reading this year’s annual report about our individuals, our teams and our divisions as they all come together to create our wonderful Department of Family Medicine.

Dr. David Price
Chair, Department of Family Medicine
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David Braley and Nancy Gordon funded this Chair to foster exciting developments in primary care, an endeavor achieved under Cathy Risdon’s leadership.

I hope to continue this success by promoting and developing care that values medical science and patients’ priorities in realizing healthcare that recognizes improvement in health status not as an end in itself, but as a means to fulfilment in a patient’s life.

Charting the Course

Caring for patients with multiple chronic illnesses while minimizing the harmful polypharmacy and confusingly complex care that can result, is one of the great challenges facing us. This provides the perfect focus for the activities of the Chair, in developing and making visible a model of care that integrates and, importantly, that equally values medical science and patient priorities. Effective ‘deprescribing’ to reduce overtreatment and maximize the effectiveness of care is a long-term goal of this program. Many building blocks need to be put in place for this to work effectively as part of a system of routine care that fits the needs of individual patients and for such a system to be recognized as high quality care.

First Steps

Four foundational projects are underway to support this work with successful pilot funding gained. Three of these will gather information, insight and input from both patients and clinicians in development of this new model of care. The fourth will pilot use of technology to reduce medication complexity for older adults regarding their medications. These are all integrated with work as scientific lead for “Whole Person Centred Care” in the TAPESTRY project. As co-investigator on international grants, international links have been established: funding awarded in 2014 totals $2.3 million, including grants centred on multimorbidity, treatment for pain in arthritis, deprescribing in residential care. An advisory role on several other projects around specific deprescribing and deprescribing in residential care in New Zealand, Australia and the UK further increases the international links for the program.

These initial studies added two students to the Chair team: Olga Khudoyarova and Verdah Bismah. It is a pleasure to have them on board. Hannah Lamb, the administrative assistant to the Braley-Gordon Chair program, is an essential part of the organization and her superb literacy and writing skills have really added value to the quality of the outputs we are able to produce. Dawn Elston and Sherrie Orr support the chair as research coordinators and Jenna Parascandalo joins us soon as a Research Assistant.

Opportunities for further collaborations have emerged in membership of the OPEN pharmacy research network scientific advisory group and in membership on the Council for the Section of Researchers at the College of Family Physicians of Canada, as well as in an OMA/MLTC demonstration project for complex older patients ably led by Dr Henry Siu in collaboration with the Hamilton Family Health Team and McMaster Internal Medicine.

Networking of another kind also adds opportunities for supporting the Braley-Gordon Chair work. I am the local director of our fledging McMaster University Sentinel and Information Collaboration network, which will also link with the CPCSSN pan-Canadian network. The hope is to use the data
from our care, for informing our care. We are delighted to have Jennifer Lawson joining this work for her Health Informatics Diploma internship.

Two awards have flowed from previous publications as editor and chapter author: The Prix Prescrire award for healthcare texts for a manual supported by the WHO “Understanding and Responding to Pharmaceutical Promotion”, and the Brazilian Best Medical Text Award for The Textbook of Primary Care (chapter on Polypharmacy). In this first year of the chair, 5 peer reviewed papers were published with 2 further in press, and a book chapter on prescribing for women in primary care is also in press.

Looking Outwards

In addition to presentations of this work at various workshops and conferences, as Braley-Gordon Chair I have been able to present the work related to the Braley-Gordon Chair program as a keynote speaker at several venues: a Brazilian Primary Care conference, the NZ National Consultant Pharmacy conference, the BC CME Forum, the BC Polypharmacy Initiative as well as a British Columbia multistakeholder meeting of policymakers and health care providers on the use of clinical data. I have had the privilege to meet and speak with groups aspiring to provide more integrated primary care and hospital care services in Ontario and in British Columbia. The energy for innovation is palpable in Canada.

It was an honour to be invited to give the annual Carl Moore Lectureship in 2014, and the greatest challenge - speaking and sharing ideas with colleagues you respect and trust. I have been tremendously encouraged by the support for these ideas from academic and clinical colleagues and patients here at McMaster.

It is invigorating and exciting to be part of a Department that is quite extraordinary in its openness to actively engaging in change.
The McMaster Family Medicine Professorship in Child Health Research was established in 2008 with funding from the Department of Family Medicine.

The financial support through this endowment, along with the department’s substantial financial commitment, led to the founding of the INFant and Child Health (INCH) laboratory, in which Dr. John Cairney is director. On November 20, 2013, the INCH lab officially launched its new space located at McMaster Innovation Park as part of the Department of Family Medicine. The new INCH lab provides a child-friendly space for studies on the healthy development of children (newborns to six years old) to take place.

The INCH lab is currently conducting several large-scale projects. For example, Dr. Cairney and his team continue to evaluate the tools currently recommended as part of the 18-month Enhanced Well-Baby Visit. Recently, the Coordination and Activity Tracking in Children (CATCH) study, a longitudinal study looking at health outcomes of motor coordination and physical fitness abilities of young children, was launched. A total of 600 families of children four to five years of age are being recruited in Hamilton and surrounding communities. This will be the first longitudinal study to examine the interrelationships between motor development and health outcomes during the early years.

Beyond his commitments to the department, Dr. Cairney was asked to serve as a scientific expert on the Healthy Kids Community Challenge Scientific Reference Committee for the Public Health Agency of Ontario. He was invited to serve as the inaugural Editor-in-Chief of a new journal titled Current Developmental Disorders Reports, which is published by Springer Press. Throughout 2013 – 2014, Dr. Cairney was invited to speak at several international conferences. In early June, Dr. Cairney gave a keynote address to the 7th International Movement and Health Conference in Czechoslovakia. His talk was titled Motor coordination as a fundamental cause of inactivity and health in children and youth: what’s the evidence? Health care professionals, researchers, and students from around the world attended this international event.

- As of June 2014, Dr. Cairney received a total of $10,051,221 from peer reviewed grants from external funders
- As of May 1st, 2014, Dr. Cairney’s research was cited in more than 4000 scientific publications (with 3000 citations since 2009 alone)

The INCH lab rapidly expanded since its launch in late 2013. The lab now includes a doctoral fellow, three PhD students, and eleven research staff members. The lab also welcomed two new graduate students this fall.
This year we had the occasion to reflect back over a five year period to recognize just how much our Department has grown and transformed.

**All areas of operations** have expanded, most notably Research and Education which have grown by 200% and 150% respectively of what they were in 2009. With this growth we’ve welcomed many new people into our family – faculty and staff across the many geographies our Department has a presence. We have also expanded our capital assets in the form of facilities within which to carry out our work and mission, and we have increased our influence in the areas of health system transformation, policy and eHealth to name a few.

We have expanded the scope of our Administrative Executive to include representation from our local teaching clinics as well as our FHT, meeting on a monthly basis to discuss issues common to us all. These monthly meetings have allowed us to become a much more cohesive group and helps to ensure equity across all areas. We continue to be actively involved in the planning for the move to our new site, set to open in early 2015.

A highlight event in 2013 was Osler’s Overture. Led by Dr. Andrea Frolic, and inspired by William Osler’s legacy of connecting medicine and medical education to the patient experience, Osler’s Overture was an inspiring even-ing of music and dance. In partnership with the Hamilton Philharmonic Orchestra, the Department opened Osler’s Overture to the community, giving unique insight into health care and the shared suffering and strength of providers, patients and families.

While it was a very exciting and fruitful year, we have had to say goodbye to a very valued member of our Administrative Executive Team. Michael Riddell, our Finance Manager, passed away in early October, 2014 after a short but courageous battle with cancer. While he was only with us for a few years, he quickly became part of our work family. His infectious laugh and fun loving ways brightened every work day and his dedication to his job, his family and to those with whom he worked closely was clearly evident. He was an important part of our DFM family and he will be dearly missed by all who knew him.

**Human Resources (HR)**

The HR team has been incredibly busy, welcoming 57 new staff members into temporary, casual, limited term, or permanent positions this academic year. We also had 21 students gaining experience in the Department through the Mc-Work/Work Study, MBA, and E-Health programs. **Sarah Collier**, HR Manager, officially received her CHRP designation and Amber Leedham was hired to fill the role of HR Administrative Assistant. She is a welcome addition to the team.

The Department also welcomed 115 new part-time faculty members. Our part-time faculty play a significant role in meeting the goals and objectives of the Department of Family Medicine, and their contributions are integral to our success.

**Numbers Snapshot for 2013-2014**

Full-Time Faculty: 33  
Part-Time Faculty: 1005  
Staff: 232  
Students: 21
Capital expansion projects in Halton and Downtown Hamilton are nearing completion with the Halton McMaster Family Health Centre opening in October 2014 and the Department of Family Medicine Downtown Campus and McMaster Family Practice in early 2015. While construction projects always challenge the budget minded, funds have been allocated to meet both the expected and thankfully the unexpected as well. The Welland-McMaster FHT moved to its new Prince Charles Medical Centre site earlier this year and the Grand-Erie Six Nations Clinical Education Campus moved to its renovated space on the Brantford General Hospital Campus site this past June. We look forward to more expansion projects in the years to come.

Many thanks to our staff and faculty whose hard work has resulted in our financial success.

Dr. Stephen Lloyd
The year has positively flown by! There are lots of exciting areas to report on this year.

**We continue to develop** OSCAR further to a higher level. Our clinics are now participating more in OSCAR user testing and development to hopefully address any challenges faced in the past. There are a new group of users who will assist in the development and guide us through additional OSCAR user acceptance and implementation. At the think-tank level is a newly formed clinic-level group consisting of the clinic managers, the Family Health Team (FHT) coordinator and other members of the FHT. This group prioritizes requests for OSCAR enhancements and focuses of the best possible user experience.

**Projects:**

There are many new projects. The highly anticipated new Halton McMaster Family Health Centre (HMFHC) opened in September 2014. In the HMFHC we are introducing some new technologies as well as improving on tried and tested technologies from the past. This clinic features enhanced preceptor-resident monitoring facilities. We are building a high performance network that will allow secure wired and wireless connectivity throughout the clinic and educational spaces.

Work is underway for another jaw dropping innovation – our Downtown Campus. This has been designed to not only be innovative in its design and space concepts, but also in its technological application as well. This campus will combine clinic space, all Hamilton administrative staff and research under one roof. This requires robust IT teamwork to enable seamless functioning at all levels and sound technology to deliver everything required by all the different players.

The eAPPS project established a linkage between developmental research and clinical technological functioning. A lot of planning went into its inception and the collaboration required was intense. The result was another innovation, pioneered by McMaster FHT, which will lead the way for some amazing decision support technology for the future.

CPCSSN (Canadian Primary Care Sentinel Surveillance Network) is another new project, which IT is participating in. It is a project of national esteem, in which data from our clinics will be merged into a central repository for research use. This project is technologically interesting, requiring the extraction of specific data components, which must be common across all different Electronic Medical Records (EMRs) in order to make sense. As such, it is a privilege to be involved in a project of such national importance, and part of eHealth history in the making - McMaster DFM is doing it yet again!

**Staff:**

Of course, all this cannot be achieved without a solid team – and our IT team forms the unseen, sturdy foundation of the department, quietly soldiering away at their duties – they really are the unsung heroes of our department. Many do not realize how much our staff do, have done and are willing to do to make the user experiences across all of our multiple sites a pleasant and efficient one. We thank all of our users once again for all their patience and understanding over the past year.

Randy Jonasz, Nahren Shamoka, Pourya Heidari, Stephan Olaizola and Mark Shanks.

**Congrats IT team on a job well done!**
The cornerstone of the family medicine experience is the close relationship that learners develop with their preceptors while working together to deliver care to patients in the preceptor’s office.

The Undergraduate Program in family medicine is invested in helping students to develop a comprehensive understanding of the role of the family physician in providing care to patients and their families. The program is grounded in the core curriculum goals of developing the learners’:

- understanding of the broad scope of family medicine
- understanding of how virtual or same-site interprofessional teams function in the context of the primary care environment
- appreciation of the challenges in addressing complex, diverse patient care issues longitudinally
- appreciation of the nature of some of the specific challenges in the provision of primary care to patients, such as addressing undifferentiated illness, chronic illnesses and preventive care issues.
- skills and experience in meeting patients’ needs for prevention, problem identification and management, and complex disease management through episodic care of patients and their families in the community practice setting.

Many thanks to our dedicated faculty and staff who have helped students to achieve these goals over the past year.

Under the leadership of Dr. Beryl Moore, over 200 students were given the opportunity to experience these curriculum goals firsthand in their early clinical exposure. Student feedback from this experience continues to be extremely positive, demonstrating that learners really value the close relationships they develop with their first patients, and their first clinical preceptor.

The Family Medicine Interest Group (FMIG) is a student-led organization supported by the undergraduate program. The group continues to be active on all three campuses of the medical school (Hamilton, Niagara and Waterloo). Members organized events throughout the year, such as family medicine career nights, clinical skills workshops, and the very successful annual wine and cheese gathering at which Dr. Kathy Lawrence, CFPC President, was the guest speaker.

Family medicine clerkship has undergone several significant changes in recent years. Students have requested flexible learning tools in order to maximize clinical learning time. In response to this request, Drs. Kenya Bracken, Ainsley Moore and Jon Miklea have each been leading interprofessional curriculum development working groups for the creation of eLearning modules. These exciting learning tools are expected to be ready in the coming months, and will support students in their learning about care of children, the elderly, and vulnerable patients. Again, we would like to express our many thanks to the faculty and staff involved with the development of these modules for their hard work!

At our spring retreat this past year, we took a close look at our success and challenges, and began planning for future improvements to the undergraduate program. The retreat focused on evidenced-based principles of learner assessment as well as reflecting on how the CCC curriculum translates to the undergraduate curriculum. Over the next few years, we will continue to consider how these topics and others can be incorporated into the curriculum. Our objective is to ensure that we are providing learners with undergraduate family medicine experiences that will prepare them for residencies in both family medicine in other specialties, as well as the changing landscape of health care in Canada.

Undergraduate Education
Dr. Judy Baird, Program Director

Learners at Maternity Centre.

The Family Medicine Interest Group (FMIG) is a student-led organization supported by the undergraduate program. The group continues to be active on all three campuses of the medical school (Hamilton, Niagara and Waterloo). Members organized events throughout the year, such as family medicine career nights, clinical skills workshops, and the very successful annual wine and cheese gathering at which Dr. Kathy Lawrence, CFPC President, was the guest speaker.
Without continual growth and progress, such words as improvement, achievement and success have no meaning.

*Benjamin Franklin*

**The Residency Program**, in all of its facets, has experienced incredible growth over the last year. We have welcomed 100 first year residents into our program, and with the assistance of Health Canada, have expanded our Enhanced Skills program in Palliative Care, Care of the Elderly and Emergency Medicine. The success of this overall growth has been felt across the entire department.

We have expanded not only the size of our learner community, but also the size of our teaching community and the support staff required for a program of this size.

There are many new faces in Education both centrally and at our learning sites, each bringing with them a new energy and renewing our sense of purpose. It is with this energy that we are able to provide a premier learning environment. Our reputation attracted 700 Canadian Medical Graduate (CMG) applicants into the Canadian Residency Matching System (CaRMS) for our Family Medicine Residency Program’s 88 CMG positions and thousands of International Medical Graduate (IMG) applications for the remaining 12 IMG positions.

To support our program, we are working at the faculty level to enhance our Faculty Development Program and provide orientation and mentorship to our faculty.

We continue to have local, national and international recognition of our preceptors and are sharing in the achievements of our graduates in finding careers and scholarly opportunities in the communities where they are trained.

In the upcoming year, we will continue to finalize new and existing initiatives for learning, assessment, evaluation and streamlining systems to ensure that we optimize the administrative processes of the learning experience.

We are looking forward to our upcoming accreditation cycle where we can showcase all that we have accomplished.

The program and site leadership also want to acknowledge that the residency program’s continued success isn’t possible without the support and dedication from the education associates at all of our sites, our central education associates, and all of our curriculum and academic coordinators.
The Community Based Residency Training Program (CBRT) continues to forge a path of transition and renewal.

As distributed sites in our program continue to develop in the nearby communities of Halton and Brantford, CBRT continues adding value to the overall family medicine program by offering a unique mix of both urban and rural practice opportunities. With practices from Caledonia to Carlisle, and Dundas to downtown Hamilton, the CBRT faculty continue to offer wonderfully diverse teaching opportunities to our residents.

As the new CBRT Education Coordinator, I began my tenure on July 1, 2013 with the intention of attracting new preceptors to our program, strengthening our ties with existing preceptors and providing our residents with a dedicated faculty member who understands the challenges and excitement of being placed in a community setting. The last year saw considerable growth for CBRT including a Faculty Development meeting that took place in November to discuss future planning for our program.

We have been fortunate to welcome Tania Baricevic as our CBRT Site Education Associate. Tania has been a very enthusiastic addition to CBRT and has proven to be a valuable resource to staff and residents.

Looking ahead, we are delighted to be welcoming two additional preceptors for the coming academic year – Dr. Steven Cusimano, whose practice is located in the east-end of Hamilton, and Dr. Jason Profeteto, a former McMaster Family Resident graduate, in Stoney Creek. The strength and success of CBRT rests with our community preceptors – their ongoing dedication, enthusiasm and commitment is truly the heart of our program.

The CBRT/Halton resident research day held in May was a true highlight of this academic year as faculty and residents gathered at McMaster Innovation Park to share and celebrate quality assurance projects carried out by graduating residents. A special thanks to Dr. Gina Agarwal for providing the keynote address Life After Residency QA Projects.

Many of our residents were active participants in CaRMs, residency program committees and undergraduate teaching. We benefited from the dynamic and capable leadership of our two chief residents – Jennifer Coulson and Heather McCarrel whose hard work served as an excellent example for the junior residents in our program. Specific recognition goes to Heather who was the very deserving recipient of this year’s CBRT Resident Leadership Award. Congratulations to all of our graduating R2s. You will be missed!
The Rural Stream Residency Training program welcome 12 incoming residents to their R1 year in July. This adds to the 9 R2s for a total of 24 residents in 2013/14 academic year.

Their Rural Family Medicine training occurs within our six teaching sites: Simcoe, Owen Sound, Collingwood, Mount Forest, Fergus and Grimsby. Rural Stream residents focus on acquiring the skills of a broad generalist, with in-patient, obstetrical and rural emergency room skills developed across their family medicine rotations as well as during focused specialty rotations. We have organized a combination of local and regional rotations to ensure both context and content-specific clinical education over the two years of the Rural Stream Residency training.

A year during residency in the Rural Stream is anchored by a series of annual educational events that complement other offerings from within the department for all residents. These Rural Stream events included the spring and fall rural resident and faculty retreats, where residents and faculty learn clinical material together, taught by rural preceptors alongside senior residents.

- May 2013 – “Getting the Most from the Teaching/Learning Experience” presented by Dr. Allyn Walsh and “Airway Management” presented by Dr. Jesse Guscott
- September 2013 – “Pediatric Emergencies” presented by Drs. John Reaume “Acute Cardiac Care” presented by Drs. Steve Beamish and Lindsay Alston

This year saw the introduction of an Annual Simulation Medicine day during Academic block, and received a high-rating from participants. Residents also have an annual site visit with the site director (in-person in R1 and typically by VC or in-person in R2 year).

Faculty derive their professional development as teachers from our faculty development quarterly meetings and twice-annual Rural Stream retreats during which all faculty in attendance take part in a PBSG-ED module. Educational processes are overseen by site leadership and the monthly meetings of the Rural Stream Education Committee, consisting of representation from two Rural Chief residents, one R1 representative and primary preceptor representatives from each site in our program. This committee reports directly to the program Residency Education Committee. Future retreats will include a focused look at mental health and behavioural science in the Rural Stream settings as well as employing techniques to assist preceptors with competency-assessment skills-building.

Congratulations go to Drs. Crystal Luchkiw and Alex Folkl, who received the Rural Stream Site Leadership Award on Research Day. We also recognize our Rural Stream Research project winner, Julie Plume – “Triage-to-ECG Time in Community Hospital AMI Patients”, and profound thanks go to our Chiefs of 2013/14: Drs. Alex Folkl, Crystal Luchkiw and Wes Eby.

We welcome our new Chiefs, Dr. Mercedes Rodriguez (Mount Forest) and Dr. Chris Kapusta (Collingwood) and we very much thank Natalie Graham, Tania Baricevic, Donna Marfisi, Barbara Kidd, Glenda O’Brien, Heidi Hallman, Sue Murray and MacCARE & ROMP for their support in ensuring residents are guided throughout their two years with us and beyond.

The Rural Stream will continue to remain connected via our 2 rural retreats annually, Rural Academic/Sim Day, our Rural Stream Education Committee and our quarterly Rural Curriculum Committee whose mandate will focus on elements of our curriculum currently needing attention, best uses of academic time in block seven & reviewing our competencies for rural training.

We look forward to a productive 2014/15!
It has been another busy, exciting year for the Department of Family Medicine IMG Program, with many great accomplishments by our IMGs.

The 27 International Medical Graduates (IMGs) in the program are placed at the Kitchener-Waterloo, Niagara, Brampton, Hamilton, Halton, Grand Erie Six Nations, as well as Rural Program sites. IMG Community Medicine residents also spent time during the past year in the Department of Family Medicine and enriched our program with their contributions.

Congratulations to our team of dedicated education assistants and supervisors who excel at coordinating the scheduling and meeting the needs of our IMGs at their sites.

McMaster Family Medicine continues to develop and teach large sections of the curriculum in the Ontario-wide IMG Pre-Residency Program part one. This program is administered at the Centre for Education of Health Professionals Educated Abroad (CEHPEA) for all the family medicine departments as well as other specialty IMG cohorts admitted to residency programs in the province of Ontario.

We continue to broaden the curriculum for the Pre-Residency Program Part two. During the Pre-residency Program part two (PRP2) the IMG shadows an R1 in family medicine through all the core rotations at one of the McMaster sites where the resident will be doing their residency during the two months preceding the start of residency. Staff at the respective sites have worked tirelessly to enrich the IMGs’ experiences during the PRP2 in order to prepare the IMGs for residency.

In 2011, an independent review of access to Postgraduate Programs by International Medical Graduates in Ontario was conducted and submitted to the Ontario Ministry of Health and Long – Term Care and the Council of Ontario Universities. This review – titled the Thomson Report - highlighted very clearly the importance of discerning the factors that underpin international medical graduate (IMG) selection: In response to the Thomson report, the McMaster Department of Family Medicine looked at all McMaster IMG data as recommended by Judge Thomson and our study “Predicting International Medical Graduate success at College Certification Exams. Responding to the Thomson Judicial Report on IMG Selection” was accepted for publication in 2014.

Following our report, other medical schools in Ontario expressed their interest in looking at their IMG data as well and the McMaster group worked with the other medical schools in Ontario in order to expand the research into predictors for success in IMGs to a wider provincial database. Our research group led the initiative to combine forces with other medical schools in Ontario to apply for the Royal College of Physicians and Surgeons of Canada Medical Education Research Grant. This was done in order to support intermedical school research on the Predictors of IMG Certification Success research, as recommended by the Thomson report. I am happy to report that the group was successful in our RCPSC Medical Education Grant application for funds to support the Predictors of IMG Certification Success research across Ontario.

On a provincial level, PG COFM struck the Thomson Working Group to implement the Thomson recommendations and the McMaster IMG research group is also involved in developing a “Survey of Postgraduate Admissions Processes at Ontario Medical Schools” as a recommended by the Postgraduate Council.
of Ontario Faculties of Medicine (COFM) and the COFM Thomson Working Group for completion by all Postgraduate Program Directors in Ontario.

In summary, another outstanding year for the McMaster Family Medicine IMG program. Thank you to all the support staff and faculty committed to education and support of the IMGs in our program and a special thank you to Natalie Graham, our Education Associate.

Awards and Achievements in 2013/14

Dr. Markus Faulhaber is the PARO representative for the Niagara site residency program.

Dr. Abishek Narayan received the KW Leadership Award for his outstanding advocacy for all residents in the community and within the program. He completed a PGY3 in Care of the Elderly at Queens and recently returned to Kitchener and is working at Freeport Hospital in the hospitalist program.

Dr. Randy Badahur, was accepted to do a third year in sports medicine in KW and has done international travel as team sports medicine physician. He is now working in KW.

Dr. Mercedes Rodriguez, the first IMG in the Rural Stream, is now the first IMG Rural Chief.

Drs. Jegan Jegathasan and Avni Mehta from the Brampton site received an Overall Best Poster Award for their Poster “Influenza Vaccinations in pregnant women: Are we immunizing this high-risk group in our suburban family practices?” at the Department of Family Medicine Resident Research Day.

Dr Markus Faulhaber, IMG resident at the Niagara site, was a co-author on two studies about Randomized Controlled Trials published in high-impact journals in the past year.
In the next 2 decades, the proportion of citizens over the age of 65 will continue to increase in our communities.

As such, the Department of Family Medicine (DFM) understands that it has a major role to play in the care of the elderly and in promoting principles of optimal aging through research, education and clinical work.

The DFM sponsored 5th Annual Care of the Elderly Conference, hosted in June 2014, was a major success, once again drawing participants from all across the country and featuring leading experts on policy and practice in older adult care.

At this year’s event, the Chair of the Care of the Elderly Working Group, Dr. Kanwal Shankardass, was recognized by the DFM with an education award named in his honour. The Kanwal Shankardass Annual Care of the Elderly Award will be given to the first or second year resident in the program who demonstrates strong leadership potential, a willingness to advocate for patients and their families and a strong philosophical commitment to compassionate elder care. Congratulations to the inaugural winner, Dr. Danya Al-Baldawi. Dr. Al-Baldawi was recognized and presented with her award at our annual conference this year in June.

Congratulations are also extended to our Stonechurch Senior’s Collaborative Care Program which won a Service Award for Geriatric Excellence at this year’s SAGE awards ceremony in Hamilton.

Also a very special note of recognition for our Kitchener-Waterloo site as Dr. Linda Lee has just successfully trained the 50th Memory Clinic team in Ontario. This was an amazing accomplishment and a blueprint for sustainable clinical innovation in the province.

The DFM continues it’s strong ties with the Division of Geriatrics, as we now have PGY-4 and 5 geriatric fellow coming to family medicine to participate in an innovative Long Term Care and Housecalls rotation with family medicine preceptors and family medicine residents. This clinical rotation will continue to grow and has been a great success to date.

On the research front, the Health Canada funded, Department of Family Medicine lead TAPESTRY project, continues to draw national attention for its efforts to help people age successfully at home and reduce hospitalization rates. Finally, Drs. Ainsley Moore and Linda Lee were co-authors on the recently published Canadian Consensus Dementia Guidelines in CFP: A guide for Family Physicians.
The 2013-14 year saw continued incorporation of global health in the academic half day teaching.

The focus of the year was the role of the family physician in public health. Faculty from Brampton, KW, Hamilton and Hamilton public health were involved in the teaching.

In November 2013, the Department of Family Medicine McMaster hosted Dr. Mulyadi, Dean of the Faculty of Medicine, Syiah Kuala University, Indonesia. A letter of intent was signed at a signing ceremony between the Syiah Kuala University Indonesia and the Department of Family Medicine. Dr. Mulyadi also attended the second annual Besrour International Strategic Consultation Meeting Vancouver for building capacity in Family Medicine in Low and Middle Income countries. Dr. Mulyadi toured the Brampton and KW sites to see family medicine in a Canadian context. In May 2014, and in follow up to the letter of intent signing, DFM faculty members visited our partner site in Aceh, Indonesia. This visit incorporated strategic discussions, meeting with local government, the university president and also involved teaching modules related to Family Medicine. Dr. David Price (Chair, DFM), Dr. Ryan McKee (KW), Dr. Louella Lobo (Brampton), Dr. Sameer Shaikh (PGY2 EM) and Dr. Redwood-Campbell (Global health lead) were part of the team.

Our faculty and learners continue to be involved in many initiatives locally and globally. Locally, faculty are involved in addiction work and refugee health. Our eight week core rotation in Rural Medicine in the PGY2 year is a source of global health enrichment for all residents in our program. Residents train in rural settings in southern and northern Ontario. Every year one to three residents spend this rotation in the Arctic in Inuvik, Northwest Territories. The Residents’ knowledge and skills in provision of Aboriginal Health results, gained during this rotation, is an important experience for gaining the cultural and health competencies for providing care for First Nations, Metis and Inuit and Inuvialuit peoples of Canada. Residents also work with Amish and Old Order Mennonite communities in southwestern Ontario.

Dr. Mulyadi, Dean of the Faculty of Medicine, Syiah Kuala University, Indonesia speaks to audience prior to signing letter of intent.
The strength of our Family Medicine Residency teaching program in Brampton is based on the strong contributions from, and between, our many partners and stakeholders.

Our family medicine resident group gives regular feedback about ways to improve our program and has always been actively involved on committees, at CARMS, through PARO and through their leadership and involvement.

Our faculty members remain a core foundation of our program's success. Their ongoing commitment to patient care and resident learning in a community setting is what makes our program so strong. With so many capable faculty, residents had their usual challenge selecting award winners: Dr. Caroline Collins as Family Medicine Teacher of the Year and Dr. Harmeet Bami as Specialist Teacher of the Year. Dr. Judy Maynard was also awarded the Jacqui Wakefield Award this past year by McMaster University for her exemplary mentorship.

We also recognize our base hospital, the William Osler Health System (WOHS), for being such an engaged and active partner for our program. Beyond their ongoing operational support, WOHS has articulated a vision with much collaboration for our program in research, global health and the long-term prioritization of primary care. We see great opportunities for deepened partnership in these areas going forward.

The citizens of our community should also be acknowledged for their consistent support and for seeing the strategic advantage to bring academic medicine to Brampton. Being located in such a welcoming and multicultural community brings a wealth of opportunities for our learners and we hope we can continue to give back to our community in some of our programming and other areas of community involvement.

In collaboration with McMaster University, our program has made successes this year in building our faculty’s research capacity, with two applicant groups who have applied and will receive funding for medical education research. In partnership with Dr. Lynda Redwood-Campbell, we have also participated in a global health initiative in Aceh, Indonesia. We helped host the dean of Syihah Kuaka University, Dr. Mulyadi, last fall in our community. One of our faculty, Dr. Louella Lobo, participated in an exciting mission to Aceh, Indonesia to help build their capacity to train family physicians to meet their health care needs.

We continue to build our academic and clinical offerings, through excellent work on our varied teaching sessions, our community-based approach to curriculum in OB and palliative medicine and our ability to engage partners among our many colleagues. All this of course is based on the strong work of our excellent administrative team, Michele Salfarlie and Jenny Blunt, who remain the essential foundation of our activities.
The Kitchener-Waterloo (KW) & Area academic programs are conducted in the Integrated Health Building in downtown Kitchener at the Centre for Family Medicine FHT by local family physicians, specialist physicians, and other health professionals.

The KW residents share the campus with the McMaster Waterloo Regional undergraduate medical students and University of Waterloo pharmacy and optometry students. They conduct their clinical experiences in offices, health centres, and hospitals throughout Kitchener-Waterloo, Guelph, Cambridge, Wellesley and the surrounding area. KW residents are exposed to a wide variety of family medicine-centred experiences and primary care-based teaching clinics in areas such as maternal-child health, women's health, dementia, mobility, travel and immunization, neurology, psychiatry, internal medicine, refugee health, dermatology, diabetes, pain, and others.

The KW residents participate in many local social events. Throughout the last year this has included resident-faculty interactions at hockey, basketball, soccer, golf, and Oktoberfest! Residents have shown leadership participating in local community projects, teaching medical students and organizing interprofessional student social evenings with the medical, optometry, pharmacy and social work students.

Faculty scholarship continues to grow in the site. Major areas of research, grants, and program innovation are in dementia care, frailty, mobility health and eHealth adoption. These areas of research and innovation form some of the basis of the KW4 Health Link which is led by the Centre for Family Medicine and will integrate education and research with clinical services.

Construction is underway to build a new site in Waterloo in conjunction with the Research Institute for Aging and the University of Waterloo for the summer of 2015. This will include a world class long-term care facility with family medicine residents, faculty, and researchers caring for seniors in an integrated, innovative fashion.

**Recruitment Success**

The KW & Area site was established in 2005 with the expressed objective of increasing local recruitment and retention of graduates of the McMaster program. To date, there has been approximately a 60% retention rate of our graduates!

**Major honours and awards 2013-14:**

- **Awards of Excellence, College of Family Physicians of Canada**
  - Dr. Neil Arya
  - Dr. Joseph Lee
  - Dr. Michael Lee-Poy

- **AFHTO Bright Light Awards**
  - Dr. Mohamed Alarakhia
  - Dr. Linda Lee
  - The Centre for Family Medicine
  - Ms. Pat McLeod

**Centre for Family Medicine, Kitchener-Waterloo and Area Program**

Dr. Joe Lee, Site Director

**Department of Family Medicine | 2013-2014 ANNUAL REPORT**
The Halton Site was vibrant with ongoing growth and collaboration this past academic year.

**As residency expansion** came to a close, we welcomed our final expanded cohort of eight PGY1 residents. Due to continued strong working relationships with Joseph Brant Hospital and Halton Health Services, we further expanded our capacity for core rotations regionally and accommodated the expanded cohort locally. The Departments of Emergency Medicine, Obstetrics, and Pediatrics at both hospitals have been enthusiastic participants in developing Family Medicine-relevant rotations at both Joseph Brant and Oakville Trafalgar Hospital. The hospitalists at Oakville Trafalgar have also been leaders in developing a core Internal Medicine rotation with competency-based objectives in mind, which showcases Family Medicine as the core provider for adult inpatient care. This model will be expanded and offered at Joseph Brant to further enhance our site’s diversity of learning environments.

Our partnership with Joseph Brant has continued to flourish, with the opening of the Halton McMaster Family Health Centre in September 2014. A special “Beam-Signing” event hosted by Joseph Brant was held to celebrate the partnership and ongoing success with the construction of this beautiful new clinical and education space.

Within the Halton site, we have also had significant growth. We welcomed **Melanie Pulling**, our site education associate, who has been pivotal in providing ongoing communication and organization for our residents and supervisors. We have also welcomed two new community teaching practices within Burlington. **Dr. Arshad Hack** and **Dr. Holmes**, as well as **Dr. Kathy Thomson** and **Dr. Kathryn Swan** have joined our faculty as preceptors. Mental Health and Behavioural Sciences (MHBS) was launched this year at the Halton Site, and we welcomed our new MHBS tutors **Dr. Ann Kittler**, and **Connie Marangwanda** (Social work) to the Halton faculty. Our residents also completed their Quality Assurance projects within the context of our site this year, mentored by **Dr. Graham Swanson** our Quality Assurance tutor. Within the next year, we look forward to integrating the Evidence Based Medicine program into Halton, thus completing the academic program at our site.

Education has also been a strong focus at our site this past year. A site-specific block seven program was implemented this year and represented a special educational collaboration between our interdisciplinary, public health, family medicine and specialist colleagues. Additionally, throughout the year the residents have also been active participants in the development of weekly Interdisciplinary Grand Rounds at Joseph Brant Hospital. These rounds cover a wide variety of topics and allow the residents the opportunity to deliver a MainPro-1 certified lecture working directly in partnership with a staff mentor in a supported and collegial setting. The success of this endeavor has led to the installation of OTN so that these rounds will be available across all partner sites in the Halton region. Furthermore, with respect to ongoing Faculty Development and education, we were excited to welcome **Dr. Phyllis McCord** as our Halton Site Faculty Development Coordinator.
Maternity Centre of Hamilton
Claudia Steffler, Unit Director
Dr. Keyna Bracken, Physician Director

The Maternity Centre (MC) enjoyed another successful year with record learner numbers and a continued stable team of clinicians.

Dr. Michelle Barrington was the only clinician addition who joined us in January 2014 from Iqaluit and several doctors were off on maternity leave.

Continuing Education:
In the fall, the first Academic Half Day for the MC clinicians was held. We were treated to a presentation on non-invasive prenatal screening. Future half days are planned for late in 2014 with several different topics being offered of relevance to all obstetrical care providers and we will try and open up to the units. This half-day along with the MoreOb requirements and NCR training, endeavors to keep all of us up to date with best practices.

Research:
During this academic year, Claudia Steffler and Dr. Keyna Bracken represented the MC in a city-wide, multi-disciplinary effort to address the inequities of low birth rate amongst the lower socioeconomic areas in Hamilton. The Healthy Birth Weights Coalition is a community based group led by Hamilton Public Health with direct involvement from a large number of community agencies including the School Board, McMaster Family Health Team, St Martin’s Manor coming together to create a care pathway for young parents. The Coalition was successful in obtaining a $15,000 grant from the Women’s XChange for the project co-submitted by Dr. Bracken representing the MC and the Department of Family Medicine, McMaster University. The project entitled “The Healthy Birth Weights Coalition: From fragmented system to community of care” is about to start recruitment for young parents and the MC will be a referral source.

The groundwork behind this proposal, highlighting the interface and cooperative work between Public Health and the MC was selected for presentation at the inaugural Primary Care/Public Health conference (Prevent More to Treat Less) in June 2014. Dr. Bracken, along with Vanessa Parlette and Jennifer Vickers-Manzin presented, ‘How do we move collaboration upstream? Building strategies together’.

Starting in fall 2014, several other studies are scheduled to start recruitment at the MC, including a multi-site trial on depression in pregnancy co-investigated by Dr. Tejal Patel. This work should complement the pilot project awarded by the Janus Foundation completed by Dr. Patel last year. Be Healthy in Pregnancy, (co-investigator Dr. Bracken), an ongoing project recruiting pregnant women from the academic units, expanded its recruitment into the MC and community physician offices. Indeed the MC remains a hot bed of interest for patient recruitment.

Looking Forward:
2015 will be a year of change.

We are looking forward to our new clinic location in the new Downtown Campus. Co-location will allow us to realize new collaboration between the various different departments in the DFM and Hamilton Public Health, which will promote continued excellence in our daily work. The MC funding will also change and will fall under the larger McMaster FHT which will simplify and ensure funding, create new collaborations and ultimately benefit patient care.
McMaster Family Health Team (MFHT) is an academic family health team with over 30,000 patients.

They are distributed between two clinics that graduate 40 new family physicians and contribute to the learning of numerous other learners in the health professions annually.

These clinics are McMaster Family Practice and Stonechurch Family Health Centre.

We are comprised of 32 family physicians, nurse practitioners, registered practical nurses, pharmacists, social workers, dietitians, system navigators, occupational therapists, a lactation consultant, psychologist, chiropodist—all supported and tended by a team of like-minded, skilled and passionate staff and administrators.

MFHT has four major areas of our practice that make us strong contributors to the future of family medicine:

1. Responsive to what is unique and particular to our patients and our communities.
2. Embracing a culture of inter-professionalism through determining strategy, delivering service, monitoring quality and educating.
3. Educating and being educated are our priorities.
4. Constantly seeking new ways to work—we are inventors, beta testers, early adopters.

McMaster Family Practice (MFP) Highlights

Staffing changes and additions:
- Margaret Moscardini returned to her role as education assistant
- Dolly Frid, accounting assistant
- New Allied Health staff: Alison Edgar Bertioa, psychologist, Kirsten Weller-Ainsworth, chiropodist, Ellen Robinson, social worker, Janice Chaplin, Social Worker, Florin Felou, physiatrist, Jill Berridge, clinic manager
- Retirements: Trieneke Neimeyer, social worker; Gary Legere, social worker; Carol Ridge, unit manager

Patient numbers as of June 30, 2014
- 14,579

New initiatives include:
- Quality assurance program: hospital/emergency department discharge management
- Creation of FHT eHealth Council
- Information technology: electronic faxing

Community partnerships
- Increased partnership and relationship building with City of Hamilton Public Health Services ahead of our co-locating in the new McMaster Downtown Health Campus in 2015.

Stonechurch Family Health Centre (SFHC) Highlights

Staffing changes and additions:
- Kathy DeCaire, clinic director
- Michelle Barrington, physician
- Teresa Pitt, nurse practitioner
- Julia Millard, physiatrist
- New Allied Health staff: Kirsten Weller Ainsworth, chiropodist; Alison Edgar Bertioa, psychologist
- Tania Ng, SFHC research assistant
- Retirements: Joanne Jamieson, nurse; Eileen Shea, lactation consultant

Patient numbers as of June 30, 2014
- 17,749

New initiatives include:
- Patient engagement survey
- Information technology: electronic faxing
- Renovation planning
- Research projects: TAPESTRY, Health Links, eAAPs, ORN
It seems unbelievable that another has flown by here in St. Catharines!

The McMaster Niagara Family Health Centre (MNFHC) continues to be thriving, attending to more and more of the needs of St. Catharines’ citizens.

Dr. Jorin Lukings has joined us at the MNFHC; Dr Lukings is a graduate of the Niagara Family Medicine Residency program and is currently building his practice with a view to precepting residents in the future. I am also happy to report that he has taken on the role of Post Graduate Family Medicine Faculty Development coordinator for Niagara.

This year in block seven, residents were exposed to a simulated trauma session supervised by emergency physicians at the Brock University Simulation lab. This event was extremely well received and will be repeated next year. In the spring, Internal Medicine rounds from the St. Catharines General Hospital were videoconferenced weekly into the MNFHC and continue to be well attended by both residents and staff.

Extended evening hours are now being offered to patients improving accessibility; some physicians are providing open access booking as well.

Congratulations to Dr. Bryan Leibfried for receiving the Gerry Cohen Award for outstanding resident preceptorship.

We look forward to another exciting year going forward.
July of 2013 was a transitional point in time for the Grand Erie Six Nations (GE6N) Clinical Education Campus (CEC).

Two very important milestones took place at this time. The first was the opening of our 10,000 square foot interactive learning centre. With generous financial contributions from the Department of Family Medicine, The City of Brantford and The Brant Community Health Care System Foundation, a state of the art interactive learning centre was unveiled. The centre boasts two large teaching rooms with OTN capabilities, two smaller meeting rooms, a student lounge, office and clerical space for both Family Medicine and Mac-Care, and call rooms. The centre is available to all learners placed in our distributed site. The site was officially dedicated in September 2013. We were honoured to have join us for the dedication: The mayor of Brantford, Mr. Chris Friel; the dean of the McMaster Faculty of Health Sciences, Dr. John Kelton; the chair of the Department of Family Medicine, Dr. David Price; the postgraduate program director in the Department of Family Medicine; Dr. Nancy Fowler; and the chairman of the board of the Brant Community Healthcare System, Mr. Jon Lynn-Davies.

The second milestone was the arrival of the CEC’s first six residents. All six individuals have created an enthusiasm for our medical staff. With their youth, thirst for knowledge, and interpersonal skills they have assimilated effortlessly into our medical community. Each resident has been assigned to a clinical preceptor who has a community practice. The community has started to recognize the value of medical learners being available to them both medically and socially. During block seven, a community visit to a shelter was organized and attended by all residents. We are indebted to the following physicians for acting as preceptors for our first cohort of residents: Dr. David Vincent, Dr. Dwight Spicer, Dr. Jeff Manning, Dr. Bill Thorogood, Dr. John Tamale and Dr. Tim Hutton.

Our EBM tutors are Dr. Arash Zohoor and Dr. Ivan Shcherbatyk. MHBS is delivered by Dr. Theresa Clarke (Psychiatry), Dr. Mary Ann Gorcsei (Family Medicine) and Mr. Greg Guthrie (social worker). Quality assurance is being supervised by Drs. John McDonald and Ross Male. Faculty development is under the supervision of Dr. David Vincent. All have commented on how well their areas are progressing. During our initial planning stages we enjoyed unparalleled support from the Department of Family Medicine. I would like to express my personal gratitude to Sue Murray for her patience and guidance during this process; to all the other site directors who provided their wisdom when needed; to all site associates who were available to us when we needed help seeing what the end product can look like. Without the hard work and dedication of our site associates Ms. Lindsay Martin and Natalie Graham we would not have succeeded to the degree we have. My heart felt thank you to both.

As we progressed through our first year, we were able to introduce several innovative processes into our program. The residents have presented grand rounds to the entire medical staff. They have also had the opportunity to become certified in emergency ultrasound applications. They work one-on-one with medical staff who are presenting the 99 core competencies during their clinical rotations. We have acquired simulation equipment and have started planning our simulation lab.

As the CEC moves forward, we are planning weekly noon rounds to be presented by our local faculty. We will also be integrating an aboriginal component into our EBM, MHBS, and rounds presentations. It is our goal to create an approach that can be shared with the other distributed sites. We also plan to open up faculty development to other specialties that may serve as a model for integrated faculty educational opportunities.
As always, the success of our programs is due to the hard work and dedication of our faculty and staff. We are extremely proud of their accomplishments.

Education

Undergraduate

Our Clerkship rotation continues to be the one of the highest rated rotations in Clerkship. Students complete a four week rotation consisting of a one week lecture series and three weeks of clinical work in the Emergency Department. We have undergone some changes in leadership as Dr. Daren Lin has moved onto a career in Guelph. We are pleased that Dr. Barbora Pek has stepped up to fill Daren’s shoes as our new Undergraduate Education Director. Barb is busy revamping the curriculum of the one week lecture series.

Clerks at the Niagara and Waterloo Regional Campuses are coordinated by our Regional Education Leaders; Dr. Rafi Setrak and Dr. Jeff Ginn.

Postgraduate

The CCFP EM Class of 2013 received a 100% pass rate from the Examination of Special Competence in Emergency Medicine written in September 2013.

Seven residents successfully completed their PGY3 year in the CCFP EM Program under the guidance of Program Director Dr. Greg Rutledge and Assistant Program Director Dr. Jeremy Wojtowicz. Greg and Jeremy have implemented a rigorous educational program that includes Simulation Lab Scenarios, Procedural Skills in the Anatomy Lab, bedside Ultrasound Certification and a Research Project. Congratulations to Drs. Robert Baraniecki, Kenneth Collins, David Heywood, Paul Jones, Amy McCulloch, Stephanie Sischek, and Daniel Vilensky.

After weeding through 121 applicants, the CCFP-EM Program selected seven new residents for the 2014-2015 academic year. Two of these residency positions will be based at our regional campuses in Niagara and Kitchener-Waterloo where Drs. Adrian Crowe and Jeff Ginn will continue in their role of Postgraduate Regional Education Coordinator.

Faculty

The 8th Annual Emergency Medicine Conference was held at the Hamilton Convention Centre in October 2013. Ten minute-EM is a rapid-fire, high yield practical conference for Emergency Medicine professionals. Every 10 minutes a new clinical topic is presented, loaded with pearls to use on shift. Drs. Rob Kerr and Jonathan Sherbino co-chaired the conference and Dr. Jeff Ginn was a featured speaker. The Conference was attended by 192 participants.

The Canadian Association of Emergency Physicians held its annual conference in Ottawa in June 2014. The conference is the largest Emergency Medicine Conference in Canada, and incorporates a four day educational program. The conference is a forum to showcase Canada’s best research and promote learning through scientific sessions and interactive workshops on issues of importance and relevance to Canada’s emergency medicine community. Dr. Daniel Kollek, Dr. Indy Ghosh, and Dr. Greg Hall contributed with presentations at the conference.

Congratulation to Dr. Jeremy Wojtowicz on his article, ‘Streptococcus pneumoniae-induced purpura fulminans in a woman with functional asplenia’. Authored by Jeremy M. Wojtowicz, MD; Graham Longden Jones, PhD, MD3. Published online in the Canadian Journal of Emergency Medicine (CJEM).
To humanize the experience of living and dying

Mandate
To develop a recognized program of scholarship and research in palliative care to meet the needs of the university, healthcare, and the broader community.

When we are ill, when illness progresses, and when our lives are coming towards the end, what do we need and hope for? To be known. To be safe. To be cared for. To be with those we care for and to care for those we love. The College of Family Physicians of Canada says that “as a matter of social justice, all Canadians – regardless of age, disease, stage of disease, and geographical location – should have access to palliative care that meets national standards.

What are we doing to make this possible? Nationally, The Quality End-of-Life Care Coalition of Canada and the Canadian Hospice Palliative Care Association have undertaken a project called The Way Forward to ensure that all Canadians have access to high-quality palliative care when and where they need it. Priority actions include: Provide more support for caregivers. Improve the quality and consistency of palliative care. Encourage Canadians to discuss and plan for end-of-life.

Provincially: The Declaration of Partnership and Commitment to Action: Advancing High Quality, High Value Palliative Care echoes the national project in its priorities for palliative care in Ontario - broaden access and increase timeliness of access. Strengthen caregiver supports. Strengthen service capacity and human capital. Strengthen accountability and introduce mechanisms for shared accountability. Build public awareness. Improve integration and continuity.

Dr. Denise Marshall assumed the roles of both Provincial Head, Palliative Care at Cancer Care Ontario and MOH/LHIN Provincial Lead for Hospice Palliative Care to help lead this work.

Regionally: Recently, the Hamilton Niagara Haldimand Brant LHIN established the Regional Hospice Palliative Care Program Council. The Council acts in an advisory capacity to the LHIN and provides collaborative leadership to develop a comprehensive, integrated, regional palliative care program designed around the experience of patients and families. Dr. Samantha Winemaker has been selected as a member of the Council.

Why is family medicine integral to this care? Because of its “commitment to persons rather than a particular body of knowledge, groups of diseases, or special techniques” - a commitment expressed by a special form of “enduring continuity.”

Division Education
The Division of Palliative Care provides education to all levels of learners. In McMaster’s Undergraduate MD program, curriculum is integrated throughout Medical Foundations and Clerkship consistent with EFPEC competencies. Dr. Anne Boyle, who leads undergraduate education in palliative care, also chairs the CSPCP National Undergraduate Education Committee. Dr. Denise Marshall has assumed the portfolio of Family Medicine Postgraduate Education Coordinator. In spring 2014, The Royal College of Physicians and Surgeons of Canada endorsed the establishment of palliative medicine as a subspecialty. Dr. Jenny Legassie is leading McMaster’s efforts to develop educational opportunities for Royal College residents.
The goal of faculty development is to inspire new ways of thinking about teaching in clinical practice and to support our faculty to grow both academically and professionally.

This year, a faculty development working group was established with the objective of reviewing and rebuilding the faculty development program in the Department of Family Medicine. In October 2013, the working group hosted a retreat that focused on analysing current faculty development needs, understanding ongoing faculty development initiatives, identifying resources and discussing challenges in the development of a meaningful and comprehensive faculty development program. A follow-up retreat was held in March 2014, to continue discussions on the current trends in faculty development, an overview of the proposed national frame work in faculty development, developing a community practice model, PBSG-Ed modules, faculty development offerings from the Faculty of Health Sciences, quality assurance and scholarship, the facilitator role and sharing resources. The information gathered from these retreats has become the building blocks needed to develop a program to meet the needs of all faculty members.

To support these initiatives, the role of the Faculty Development Site Coordinator has been expanded to include working with the Site Director to develop opportunities to deliver faculty development, organize activities and act as a resource at the teaching site for postgraduate, undergraduate, academic and curriculum preceptors.

The quarterly faculty development sessions are also undergoing a change in how they will be presented. Two of the sessions will continue in the usual format to include all faculty attending in-person or by videoconference. The remaining two sessions will take place at each site. The content presented at these sessions will be organized by the faculty development site coordinators to address topics and issues identified at their teaching site.

The Carl Moore Lectureship, now in its fifteenth year, is awarded to an individual who has made an important contribution to family medicine and who provides expertise in the topic being presented. This annual event brings timely and provocative topics with local, national and international significance to a forum that welcomes the McMaster, Hamilton and broader community to better understand and respond to issues in primary care. This year, the Carl Moore Lectureship was held on June 19, 2014, at McMaster Innovation Park and we were honoured to have Dr. Dee Mangin, Associate Professor in the Department of Family Medicine, and the David Braley Nancy Gordon Chair in Family Medicine at McMaster University present the Carl Moore Lecture. Dr. Mangin’s broad interests include rational prescribing, innovative models of primary care delivery and the influence of science, policy and commerce on the nature of care.

We are very excited about the upcoming expansion of our faculty development program. Information will be made available on an updated web page that will become an interactive and informative resource for our faculty.
Research

Dr. John Cairney,
Associate Research Director,
Dr. Lisa Dolovich,
Research Director

Research occurs at many locations within the Department; within grant-funded projects within Hamilton and Distributed Clinical Teaching Centres; within the Residency Program; within Graduate Programs whose students are supervised by the faculty members of this Department of Family Medicine.

Undergraduate medical students may also be exposed to research experiences. Our faculty and staff lead or collaborate on projects that generate findings that can be used by our patients, our learners, healthcare providers and society. Our grants and publications lists demonstrate our strength across the lifespan and a broad set of research methods. A review of the department research enterprise in February 2014 highlighted that McMaster University’s Department of Family Medicine is among the top three in research of such departments in Canada and on the criteria of external funding support in 2014, it is arguably the top research Department in Canada.

Only a few of the many highlights are described below and so I encourage you to read through the lists of awards, publications and grants to gain a more complete appreciation of the breadth of research activity across the Department. Research highlights:

**Where our funding came from**

<table>
<thead>
<tr>
<th>Source of Funding</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ontario Ministry of Health and Long-Term Care</td>
<td>53%</td>
</tr>
<tr>
<td>Canadian Institutes of Health Research</td>
<td>24%</td>
</tr>
<tr>
<td>Technology Evaluation in the Elderly Network</td>
<td>7%</td>
</tr>
<tr>
<td>Hamilton Health Sciences Research Strategic Initiatives</td>
<td>4%</td>
</tr>
<tr>
<td>AHSC AFP Innovation Fund</td>
<td>2%</td>
</tr>
<tr>
<td>Ontario Mental Health Foundation</td>
<td>2%</td>
</tr>
<tr>
<td>Local Health Integration Network</td>
<td>1%</td>
</tr>
<tr>
<td>Other</td>
<td>7%</td>
</tr>
</tbody>
</table>

Our research is regularly recognized with local, provincial, and national awards for excellence. We work with other departments across McMaster as well as across Canada and the world. We continue to have a very strong and well-supported research culture, financially viable infrastructure and local, provincial, national and international recognition for research productivity and innovation.
### Department Awards

Dr. Kenneth Collins, centre, receives Residency Leadership award from Dr. Nancy Fowler, left and Jan Baxter at Family Medicine Research Day.

<table>
<thead>
<tr>
<th>Recipient</th>
<th>Award</th>
<th>Description — Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr. Judy Maynard</td>
<td>The Jacqui Wakefield Mentorship Award</td>
<td>Presented to a faculty member (full or part-time) who has demonstrated outstanding mentoring abilities beyond normal professional duties. Nov. 2013</td>
</tr>
<tr>
<td>Dr. John Cairney</td>
<td>Outstanding Research Grant</td>
<td>Presented to a faculty member whose research grant most demonstrates: The potential to: contribute to better decisions about clinical practice, public health, research methodology, or health policy; or to improve health outcomes for patients and/or populations. It should also demonstrate an important addition to previous knowledge, scientific robustness, primary care relevance and creativity in research design. Nov. 2013</td>
</tr>
<tr>
<td>Dr. John Cairney</td>
<td>Outstanding Research Mentor</td>
<td>Recognizes outstanding performance in the mentoring of the research career of more junior colleagues. Mentoring refers to the provision of support, encouragement, networking, and assistance in goal setting and self-evaluation. Nov. 2013</td>
</tr>
<tr>
<td>Human Resource Team:</td>
<td>Chair’s Award For Excellence in Service</td>
<td>Presented to an individual or team that executes job duties in a positive manner, provides exceptional service to “clients”, consistent excellent performance in regular job duties. Fosters team work within work group, is a positive role model for others and demonstrates a willingness to maintain positive work relationships. Is an ambassador for the department and enhances the image of DFM through interaction with others. Nov. 2013</td>
</tr>
<tr>
<td>Ms Diane Gauthier</td>
<td>Chair’s Award for Excellence in Leadership</td>
<td>This individual or group commits to policies and practices, support a quality work and learning environment, as well as demonstrates innovation and creativity. Supports work life harmony, fosters a supportive and collegial team environment and exhibits innovative and proactive leadership. They demonstrate exemplary relationship building both</td>
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Department of Family Medicine | 2013-2014 ANNUAL REPORT
### Local Awards

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<thead>
<tr>
<th>Recipient</th>
<th>Award</th>
<th>Description – Date</th>
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</thead>
<tbody>
<tr>
<td>Dr. Danya Al-Baldawi</td>
<td>Kanwal Shankardass Annual Care of the Elderly Award</td>
<td>within and outside of the work unit and promotes high performance in others. Nov. 2013</td>
</tr>
<tr>
<td>Dr. Erich Hanel</td>
<td>Excellence in Teaching Award</td>
<td></td>
</tr>
<tr>
<td>Dr. Kimberly Barker</td>
<td>Outstanding Contribution to the CCFP EM Residency Program</td>
<td></td>
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<tr>
<td>Dr. Amy McCulloch</td>
<td>CCFP EM Outstanding Resident Award</td>
<td></td>
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<tr>
<td>Dr. Daniel Vilensky</td>
<td>CCFP EM Outstanding Resident Award</td>
<td></td>
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<tr>
<td>Dr. Irene Mitrana</td>
<td>Kitchener Waterloo Postgraduate Teacher of the Year Award</td>
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<tr>
<td>Dr. Thomas St. Amand</td>
<td>Niagara Regional Campus Undergraduate Teacher of the Year Award</td>
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<tr>
<td>Dr. Mike Hatcher</td>
<td>Niagara Regional Campus Postgraduate Teacher of the Year Award</td>
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<tr>
<td>Dr. Massoud Jalayer</td>
<td>Undergraduate Teacher of the Year Award</td>
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Resident's PBSG session, Stonechurch Family Health Centre.
## Local Awards continued

<table>
<thead>
<tr>
<th>Recipient</th>
<th>Award</th>
<th>Description — Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr. Jonathan Lapp</td>
<td>Undergraduate Teacher of the Year Award</td>
<td>June 2014</td>
</tr>
<tr>
<td>Dr. Judy Baird</td>
<td>Michael G. DeGroote School of Medicine, McMaster University, Family Medicine Clerkship Teaching Award</td>
<td>May 2014</td>
</tr>
<tr>
<td>Dr. Marc Sawyer and Marg Alfieri (dietician)</td>
<td>DeafBlind Ontario Service Award</td>
<td>June 2014</td>
</tr>
<tr>
<td>Dr. Brian Finn</td>
<td>Family Physician Preceptor of the Year for 2013-2014 as selected by the KW &amp; area residents</td>
<td>June 2014</td>
</tr>
<tr>
<td>Dr. Colin Terpstra</td>
<td>Special Physician: Preceptor of the Year for 2013-2014 as selected by the KW &amp; area residents</td>
<td>June 2014</td>
</tr>
<tr>
<td>Dr. Jeff Nagge (pharmacist)</td>
<td>Allied Health Professional Preceptor of the Year for 2013-2014 as selected by the KW &amp; area residents</td>
<td>June 2014</td>
</tr>
<tr>
<td>Dr. Lindsey Sutherland and Dr. Talia Varley</td>
<td>McMaster Family Medicine Rotary Bursary in Global Health</td>
<td>June 2014</td>
</tr>
<tr>
<td>Dr. Lindsey Sutherland</td>
<td>McMaster Family Medicine Global Health Scholarly Bursary</td>
<td>June 2014</td>
</tr>
<tr>
<td>Dr. Talia Varley</td>
<td>McMaster Family Medicine Global Health Scholarly Bursary</td>
<td>June 2014</td>
</tr>
<tr>
<td>Dr. Chris Charles</td>
<td>Department of Family Medicine Global Health Scholarly Bursary</td>
<td>June 2014</td>
</tr>
<tr>
<td>Dr. Sutherland will be working in Inuvik, NT.</td>
<td>Dr. Charles will be studying salt intake in populations in Cambodia to later inform public health and policy interventions.</td>
<td>June 2014</td>
</tr>
</tbody>
</table>

Each year the graduating class of the Michael G. DeGroote School of Medicine honours the very best teachers with Teaching Awards presented at the Oath Ceremony on graduation day.
## Local Awards

### Recipient

**Ms Diane Gauthier**

**Award**

Nominee – President’s Award for Outstanding Service in 2013

**Description — Date**

The President’s awards are an opportunity for McMaster University to recognize its most high performing staff members. It is a chance to acknowledge those colleagues who bring that extra measure of innovation and excellence to what they do. 2013

**Dr. Lynda Redwood-Campbell**

**Award**

Rotary Foundation - Paul Harris

**Description — Date**

Citizens recognized for their important contributions and successes in business, society or academics. May 2014

**Dr. Jennifer Bondy**

**Award**

HHS Medical Staff Association The Outstanding Resident of the year

**Description — Date**

May 2014

## Resident Research Day Awards

**Drs. Zein Farag and Ashley Guttmann**

**Award**

The John Snow Cup for Excellence in Family Medicine Medicine

**Description — Date**

“Winning for their project: “Effectiveness of an electronic reminder system at increasing abdominal aortic aneurysm screening rates in outpatient primary care: a cluster randomized controlled trial.” June 2014

**Drs. Cara Sterling, Kayla Vale and Ainsley Moore**

**Award**

Best Overall Poster Winners

**Description — Date**

Effect of Intracervical Xylocaine prior to intrauterine system insertion in primary care.” June 2014

**Drs. Jegan Jegathasan and Avni Mehta**

**Award**

Best Overall Poster Winners

**Description — Date**

“Influenza Vaccinations in pregnant women: Are we immunizing this high-risk group in our suburban family practices?” June 2014

**Dr Brittany Julian**

**Award**

Ben Finkelstein Award

**Description — Date**

In recognition of outstanding contribution to the psychosocial aspects of Family Medicine. June 2014

**Dr. Talia Varley**

**Award**

Ted Evans Scholarship Award

**Description — Date**

In recognition of outstanding practice in the four principles of Family Medicine. June 2014

**Dr. Bryan Liebfried**

**Award**

Gerry Cohen Teaching Award

**Description — Date**

In recognition of excellence as a role model, teacher and resident advocate. June 2014
Resident Research Day Awards continued

<table>
<thead>
<tr>
<th>Recipient</th>
<th>Award</th>
<th>Description — Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr. Zein Faraj – Brampton</td>
<td>Family Medicine Site Leadership Awards</td>
<td>In recognition of a senior family medicine resident(s) who exemplifies the characteristics of a leader. June 2014</td>
</tr>
<tr>
<td>Dr. Heather McCarrel – CRBT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dr. Susan Borden – Halton</td>
<td></td>
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<tr>
<td>Dr. Philip Harvey – Kitchener/Waterloo</td>
<td></td>
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<tr>
<td>Dr. Jennifer Bondy – MFP</td>
<td></td>
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<tr>
<td>Dr. Ryan Hogg – Niagara</td>
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<td></td>
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<tr>
<td>Dr. Kylie Redekop – Niagara</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dr. Crystal Luchkiw – Rural</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dr. Alex Fulki – Rural</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dr. Aalla Sidahmed – Stonechurch</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dr. Erin Gallagher</td>
<td>Family Medicine Leadership Award</td>
<td>In recognition of a senior family medicine resident who has demonstrated an interest in further enhancement of leadership skills within organized medicine. June 2014</td>
</tr>
<tr>
<td>Dr. Caroline Collins</td>
<td>KW - FM Teacher of the Year</td>
<td>June 2014</td>
</tr>
<tr>
<td>Dr. Harmeet Bami</td>
<td>KW - FM Specialist Teacher of the Year</td>
<td>June 2014</td>
</tr>
</tbody>
</table>

Provincial Awards

<table>
<thead>
<tr>
<th>Recipient</th>
<th>Award</th>
<th>Description — Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr. Joe Lee</td>
<td>AFHTO Bright Lights Service Award</td>
<td>Leadership and governance for quality. Oct. 2013</td>
</tr>
<tr>
<td>Dr. Dale Guenter</td>
<td>OCFP Regional Family Physician of the Year</td>
<td>November 2013</td>
</tr>
<tr>
<td>Dr. Judy Baird</td>
<td>OCFP Award of Excellence</td>
<td>June 2014</td>
</tr>
<tr>
<td>Dr. Anne Duvall</td>
<td>OCFP Award of Excellence</td>
<td>June 2014</td>
</tr>
</tbody>
</table>
### Provincial Awards continued

<table>
<thead>
<tr>
<th>Recipient</th>
<th>Award</th>
<th>Description — Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr. Sanjeev Goel</td>
<td>OCFP Award of Excellence</td>
<td>June 2014</td>
</tr>
<tr>
<td>Dr. Robert Kerr</td>
<td>OCFP Award of Excellence</td>
<td>June 2014</td>
</tr>
<tr>
<td>Dr. Frank Martino</td>
<td>OCFP Award of Excellence</td>
<td>June 2014</td>
</tr>
<tr>
<td>Dr. James Milligan</td>
<td>OCFP Award of Excellence</td>
<td>June 2014</td>
</tr>
<tr>
<td>Dr. Doug Oliver</td>
<td>OCFP Award of Excellence</td>
<td>June 2014</td>
</tr>
<tr>
<td>The McMaster Family Health Team</td>
<td>OCFP Family Practice of the Year</td>
<td>Celebrates the accomplishments and hard work of the members of a family practice in delivering comprehensive services and continuity of care for their patients. June 2014</td>
</tr>
<tr>
<td>Dr. Anne Kittler Fath</td>
<td>Research Award</td>
<td>June 2014</td>
</tr>
<tr>
<td>Dr. Michael Lee-Poy</td>
<td>Continuing Professional Development (CPD) Grants: Physical Leadership Development Program</td>
<td>June 2014</td>
</tr>
<tr>
<td>Dr. Diana Ahmed</td>
<td>Continuing Professional Development (CPD) Grants: Enhanced Skills for End-of-life Care at Grantford General Hospital</td>
<td>June 2014</td>
</tr>
<tr>
<td>Dr. Kenya Bracken</td>
<td>College of Physicians &amp; Surgeons of Ontario Council Award</td>
<td>The Council Award honours outstanding Ontario physicians who have demonstrated excellence and and come closest to meeting society’s vision of an “ideal physician”.  March 2014</td>
</tr>
</tbody>
</table>
### Provincial Awards

<table>
<thead>
<tr>
<th>Recipient</th>
<th>Award</th>
<th>Description — Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>SFHC Geriatric Team</td>
<td>Team of the Year Regional Geriatric Program’s SAGE Award</td>
<td>SAGE (Service Awards for Geriatric Excellence) is a unique program that celebrates the outstanding contributions of individuals and organizations committed to providing the highest quality of care to older adults in our communities to ensure they can age with optimal health, independence and dignity. April 2014</td>
</tr>
<tr>
<td>Dr. Myles Sergeant</td>
<td>Individual Ward Regional Geriatric Program’s SAGE Award</td>
<td>April 2014</td>
</tr>
</tbody>
</table>

### National Awards

<table>
<thead>
<tr>
<th>Recipient</th>
<th>Award</th>
<th>Description — Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr. Henry Siu</td>
<td>CCFP Award of Recognition: Early Career Development</td>
<td>June 2014</td>
</tr>
<tr>
<td>Drs. D. Jorgenson, D Dalton, B Farrell, Tsuyuki and Lisa Dolovich</td>
<td>Canadian Pharmacists Journal (CPJ) Best Paper of the Year: <em>Guidelines for pharmacists integrating into primary care teams. CPJ&gt; 2013 146:342-352</em></td>
<td>This award is given annually by the CPJ Editorial Advisory Board to the manuscript judged. June 2014</td>
</tr>
<tr>
<td>Dr. Erynn Shaw</td>
<td>Palliative Medicine Resident Research Award — Canadian Society of Palliative Care Physicians</td>
<td>Award is for the best scholarly project by a resident enrolled in a palliative medicine residency program May 2014</td>
</tr>
<tr>
<td>McMaster FHT</td>
<td>2014 IBCLC Community Award</td>
<td></td>
</tr>
</tbody>
</table>
International
Awards

Recipient | Award | Description — Date
---|---|---
SFHC – McMaster FHT | 2014 IBCLC Community Award (lactation) | The IBCLC Care Directory lists recognized hospitals, birthing facilities, birthing services, and community-based health agencies that hire currently certified International Board Certified Lactation Consultant (IBCLC) certificants and have a dedicated lactation support program.

These facilities also have demonstrated they have provided training for their nursing, medical, and other staff that care for breastfeeding families, and have implemented special projects that promote, protect, and support breastfeeding and the lactation consultant profession.
Funding Awarded


Bayer I, Wong A, Grierson LEM, Piro R, Syed Z. An Initiative to Promote Development of Faculty Technology Use in Health Sciences Education. McMaster University Forward with Integrity. 2014-2015. ($5,000)


Grierson LEM, Mueller V, Lyons J. Studies of learning and reasoning in medicine: The effect of expressive
written reflection on reducing the impact of performance anxiety during simulation-based laparoscopic skill assessment. Royal College of Canada Medical Education Grant. September 2013 – August 2014. ($19,975)


Grindrod KA, Alarakhia M, Burns CM, McMurray DJ, Chilana P, Slonim K, St. Maurice J. Semantic interoperability of exchanged information on a regional electronic health record that is used by an expanded circle of care which includes social supports and community services. Canadian Institutes of Health Research Planning and Dissemination Grant. June 2014 – May 2015. ($10,000)


Kouyoumdjian F. Developing knowledge translation skills and a project to improve prison health in Canada. Royal College of Physicians and Surgeons of Canada Professional Development Grant. March 2014. ($4,000)


Lee L, Aiken S, Patel T, Staples C. Do Hearing Aids Improve Cognitive Function in Persons With Dementia and


Lee L, Patel T. Frailty Markers in Primary Care: A Systematic Review. Department of Family Medicine Pilot Funding for Community Physicians, McMaster University. May 2014 – June 2015. ($5,000)

Lee L, Pefanis J, Milligan J. “C5-75” Demonstration Project to Improve the Care of Medically Complex Patients. Ontario Ministry of Health and Long-Term Care. May 2014 - April 2015. ($179,012)

Lee L, Slonim K. Capturing the Voices and Perspectives of Patients and Caregivers Engaged in the Centre for Family Medicine Family Health Team’s Memory Clinic. Primary Health Care System Program Knowledge User Applied Healthcare Research Question, Department of Family Medicine, Western University. May 2014 - February 2015. ($15,365)


Ng S, Willett T, Brydges R, Grierson LEMEM, Jones-Bonofilio K, Luctkar-Flude M, Tavares W. An Online Flipped Classroom Experience in Continuing Professional Development. Office for Continuing Education and Professional Development, Faculty of Medicine, University of Toronto, Continuing
Funding Awarded . . . continued

Peer Reviewed Publications

Education Research and Development Award. 2014-2015. ($4,956)


Busse JW, Schandelmaier S,


Grierson LEM. Information processing, specificity of practice, and the transfer of learning: Considerations for reconsidering fidelity. Advances in Health Sciences Education. Published online 02 April 2014, DOI 10.10007/s10459-014-9504-x.

Grierson LEM. Revising the Tortoise. Medical Education. 2014;48:461-462.

Grierson LEM, Lyons J, Dubrowski A. Gaze down endoscopic practice leads to better novice performance on gaze up displays. Medical Education. 2013;47:167-172.


Saville D, Bray SR, Martin Ginis KA, Cairney J, Marinoff-Shupe, Pettit A. Sources of self-efficacy and coach/instructor behaviors underlying relation-inferred self-efficacy (RISE) in recreational youth sport. Journal of Sport and Exercise Psychology. 36: 146-156.


Widdifield J, Bernatsky S, Paterson JM, Tu K, Ng R, Thorne JC, Pope JE, Bom-


Walsh A. Chapters 5.2 Nurture and encourage diversity, 5.3 Seek and encourage understanding of and respect for people of diverse backgrounds and 5.5 Maintain positive relationships with students. In Making Sense of Clinical Teaching. Azer S, Ed. Hodder Arnold. London 2013.

A small group, made up primarily of leadership, represents the McMaster Family Health Team as they accept the Family Practice of the Year award.