



5-year Review for the Centre for Studies in Primary Care
Report to Senate – May 26, 2010

Motion 1:

That Senate approve the renewal of the Centre for Studies in Primary Care for an additional period of five years, effective July 1, 2010.

Motion 2:

That Senate refer the recommendation on page 3 of 3 of the report “that Senate establish a standardized process for reviewing centres and institutes, including the development of template documents to guide members in the committee’s deliberations,” to the Senate Advisory Research Committee (SARC) for review and appropriate action.



David M.C. Walker, MD, FRCPC
Dean

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MEMORANDUM

Georgina

TO: Georgina Moore, Secretary to the Senate

FROM: Dr. David Walker, Dean, Faculty of Health Sciences

DATE: April 14, 2010

SUBJECT: 5-Year Review for the Centre for Studies in Primary Care

Further to your memo of July 2, 2009, please find attached the recommendations of the Committee established to review the Centre for Studies in Primary Care. The Committee has recommended that the Centre should be authorized (renewed) for a further period of five years.

Yours sincerely,

David

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UNIVERSITY SECRETARIAT
QUEEN'S UNIVERSITY



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April 8, 2010

Dr. David M.C. Walker
Dean
Faculty of Health Sciences
Macklem House, 18 Barrie St
Queen's University

Re: Review of Centre for Studies in Primary Care

Dear Dr. Walker: *David*

Attached please find the report of the Committee that was established to conduct the 2010 review of the Centre for Studies in Primary Care. The Committee, which has made several recommendations both for the Centre and the review process itself, has concluded that the Centre should be authorized (renewed) for a further period of five years.

If we can be of any further assistance, or if there any questions with respect to the report before it is forwarded to Senate for consideration, please do not hesitate to contact me.

Yours sincerely,

James F. Brien
Chair, Advisory Review Committee
Centre for Studies in Primary Care

Encl.

c.c. Dr. R.V. Birtwhistle, Director, Centre for Studies in Primary Care
Members of the Review Committee

**Centre for Studies in Primary Care
Report of the Review Committee
April 8, 2010**

The Centre for Studies in Primary Care (the Centre) was established in November 2000 following initial approval by Senate. In May 2005, Senate approved the renewal of the Centre for a further five years. As required by the "Procedures Governing the Establishment, Reporting and Review of Research Centres, Institutes and Other Entities at Queen's University," Dean David Walker appointed a review committee tasked with making recommendations through him to Senate either for the continuation of the Institute for a further period of up to five years, or for the Institute to be phased out of existence. The membership of the Committee comprised:

- James F. Brien Director of Research for the Faculty of Health Sciences and Professor, Department of Pharmacology and Toxicology
- Robert J. Brison Professor, Department of Emergency Medicine
- Michael Brundage Professor, Department of Oncology
- Sudeep S. Gill Assistant Professor, Department of Medicine
- Margaret B. Harrison Professor, School of Nursing

Dr. Brien served as Chair of the Committee and Gail Knutson, Senior Staffing Officer in the Faculty of Health Sciences, provided administrative support.

The Review Committee met on two occasions with the first meeting on January 6, 2010 and the second on March 1, 2010. During the first meeting, the Committee approved its Terms of Reference (copy attached), considered the information that was provided by the Centre, identified any additional materials required or issues to explore further, and determined the steps to be followed in the review process. The Committee also noted the absence in the Senate document of a standardized process for reviewing centres and institutes.

In reviewing the abundance of material that was initially provided, the Committee found it difficult to clearly identify from the submissions the Centre's core goals and accomplishments as well as its core faculty and activities. In order to conduct a constructive assessment of the Centre's productivity and initiatives in terms of its objectives and its plan for the next five years, Dr. Richard Birtwhistle, Director of the Centre, was asked to provide some additional information. Dr. Birtwhistle was also invited to attend the Committee's second meeting, at which he gave a brief presentation of the accomplishments of the Centre over the past five years and articulated its goals and objectives for the next five years.

The **Mission** of the Centre states, "The Centre for Studies in Primary Care is dedicated to the conduct of primary-care research, surveillance and education that extends our understanding of health, health maintenance, disease and its treatment, care delivery and the assessment and dissemination of evidence." The **Vision** of the Centre is, "To improve the health and well-being of people in southeastern Ontario and beyond through research, surveillance and education in primary care." The **primary Objectives** of the Centre are to study: doctor-patient interactions at the primary-care level; the effectiveness of therapeutic interventions commonly provided by primary-care

physicians; and the quality of patient outcomes. The Centre focuses on sentinel surveillance of selected chronic diseases, health services research and other research work undertaken on a contractual basis.

Accomplishments of the Centre and Adequacy of its Financial and Human Resources

The Centre has been productive in its development and it is financially healthy. It is led by a Director (Dr. Birtwhistle) and a part-time Associate Director (Dr. Michael Green) and has staff that includes a research and program manager, an administrative assistant, four full-time and one casual research associate, a senior data manager, a data manager, a part-time epidemiologist and a postdoctoral fellow. The Centre generates its funding by external peer-reviewed grants and contract-based research. A major source of funding is provided by the Public Health Agency of Canada in support of the Canadian Primary Care Sentinel Surveillance Network for Chronic Disease. Phases 1 and 2 of this Network are complete, and funding in the amount of \$12.8 million over a five-year period for Phase 3 has recently been approved. The Centre is part of a network that currently has nine sites across Canada, collecting data that focus on the diseases of hypertension, diabetes, arthritis, depression and chronic obstructive pulmonary disease. It is an objective of the Centre to re-establish a regional network for studies in primary care and to formalize a southeastern Ontario practice-based research network. There are physicians in Picton and Sharbot Lake who have agreed to take part in the next phase of the Sentinel Surveillance Network, and there will be opportunities to involve graduate students. The Centre has been working with the Kingston Council on Aging for the past two years and, as family medicine residency programs expand, together they are developing educational initiatives in long-term care facilities. They currently have residents who are going to Providence Care and are establishing hubs in Belleville and Peterborough.

Appropriateness of the Centre's Organizational Structure

The Centre is evolving. As part of this evolution, the Governance Structure has been deemed to be optimal, but the membership of the Governing Council has changed over the past five years to ensure effective participation by its constituency (see attached document).

Leadership of the Centre

The Director of the Centre, Dr. Richard Birtwhistle, was reappointed for a five-year term commencing July 1 2009, and a review of the Director's appointment is not part of the Committee's mandate. Nevertheless, based on the submitted documentation, the interaction with the Director, and the deliberations at the two meetings, the committee members were of the collective opinion that Dr. Richard Birtwhistle has provided outstanding leadership during his tenure as Director of the Centre and that he has provided substantive evidence of the Centre's: organization and governance, fully-engaged membership, funding successes in its three thematic areas of research, capacity building in the education of family medicine residents, and community outreach.

Recommendations

Authorization (Renewal) of the Centre

The Advisory Review Committee recommends unanimously that the Centre be authorized (renewed) for a further five-year period.

Development of the Centre

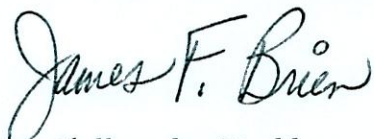
To assist the Centre in realizing its Mission during this renewal period, the Committee strongly recommends that the Centre:

- Articulate and focus on its Objectives in relation to its Mission, particularly in the annual report that is submitted to the Vice-Principal Research.
- Provide evidence of integration of the three thematic areas of research – surveillance of chronic diseases, health-services research, and contract reports and reviews.
- Develop performance measures for objective evaluation of its productivity during and at the end of the renewal period.
- Separate the educational role of educating family-medicine residents from the research goals, or harmonize optimally these two separate activities (*e.g.*, engage family-medicine residents in defined roles in projects that are core to the Centre's primary Objectives).
- Raise its visibility by developing a marketing strategy that promotes its Mission and celebrates its accomplishments.

Review of Faculty of Health Sciences-Based Centres and Institutes

The Senate document that governs the review of centres and institutes at Queen's states that "the operations of the centre or institute shall be examined by a review committee which will be named by the Dean or Vice-Principal (Research) as appropriate." Although the members of the current Advisory Review Committee of the Centre for Studies in Primary Care approved the Terms of Reference, they appeared at times to be uncertain of the requisite benchmarks to use to evaluate the productivity of the Centre, which is essential in order to make the recommendation for renewal of centre status. In view of this, the Advisory Review Committee wishes to make the following recommendations regarding the process for the objective review of Queen's Faculty of Health Sciences-based centres and institutes:

- Establishment by Senate of a standardized process for reviewing centres and institutes, including the development of template documents to guide members in the Committee's deliberations.
- Engagement of the Research Advisory Committee of the Faculty of Health Sciences to conduct the review of Faculty-based centres and institutes.



Respectfully submitted by
James F. Brien
Chair, Advisory Review Committee
Centre for Studies in Primary Care

Advisory Review Committee
Centre for Studies in Primary Care
Terms of Reference
(approved January 6, 2010)

The Committee will advise the Dean on the viability of the Centre and make a specific recommendation on whether the proposal should be authorized for a further period of up to five years or be phased out of existence.

As part of the review, the Committee should:

- consider the appropriateness of the organizational structure as described in the Centre's constitution
- consider the accomplishments of the Centre (based on a summary of the activities of the previous five years that should include an assessment of what has been achieved)
- consider the adequacy of the financial and human resources for sustaining the Centre for a further five-year period
- make recommendations and/or suggestions that it feels may be appropriate and helpful for the development of the Centre
- comment on the leadership of the Centre, recognizing that: a) the Director, Dr. Richard Birtwhistle, was reappointed for a five-year term commencing July 1 2009; and b) a review of the Director's appointment is not part of the Committee's mandate

**Governance Structure
of the Centre for Studies in Primary Care (CSPC)**

**Dean of Health
Sciences**

**Head of
DFM**

Director CSPC
The Director of the Centre reports to the Head of
Family Medicine and the Dean of the Faculty of
Health Sciences Annually

The Governing Council

Chair: Mr. John Wilson
Director CSPC: Dr Richard Birtwhistle
The Associate Director(s): Dr Michael Green
The Department Head of Family Medicine: Dr Glenn Brown
Family Medicine Residency Program Director: Dr Willa Henry
Two faculty members Department of Family Medicine: Drs Walter Rosser & Susan Phillips
Two members of NSPC: Dr. Jeff Sloan & 1 Vacant Position
Four members from affiliated departments: Drs M-A McColl, A Brown, P Groome, J Tranmer.
Community members: Ms M. Alden
CSPC Research & Program Manager: Ms. Jyoti Kotecha
Two members at large: Removed as the number of members from affiliated Queen's University departments has increased from two to four.
Family Medicine Research Director: Not applicable as Dr Birtwhistle holds this position.
Family Medicine Undergraduate Director & Family Medicine Medical Director:
No longer members because of time constraints of encumbering faculty in these positions.

The Membership