



Cyclical Program Review Final Assessment Report and Implementation Plan for the MD Program

Programs Reviewed

MD (including the QuARMS admission pathway)

MD/MSc, MD/PhD*

* The connected MSc/PhD programs are reviewed by their home departments and are not covered in this review.

Overview

In accordance with Queen's University Quality Assurance Processes (QUQAP), this final assessment report (FAR) provides a synthesis of the external evaluation, internal responses, and assessment of the above programs. This report identifies the significant strengths of the programs, and opportunities for program improvement.

An implementation plan (IP) is attached that identifies:

- How the recommendations be implemented,
- who will be responsible for acting on and monitoring progress on the recommendations,
- any resource or governance implications resulting from the recommendations, and
- timelines for implementation of the recommendations.

Final Assessment Report: Executive Summary

Summary of Review

- 1) The School of Medicine was notified in February 2023 that the next cyclical review of its programs was scheduled to take place in 2024-2025. The School produced a self-study document that was checked for completeness by the Office of the Vice-Provost (Teaching and Learning) (VPTL) and reviewed by the Faculty Dean and VPTL before being shared with the review team. The self-study was approved on August 5, 2025.
- 2) The review team visit took place on November 24-25, 2025. The review team members were:
 - i. Dr. Shannon Venance, Professor & Vice-Dean, Medical Education, Schulich School of Medicine and Dentistry, Western University.

- ii. Dr. Marcus Law, Professor & Associate Dean, MD Program, Temerty Faculty of Medicine, University of Toronto.
 - iii. Dr. Lynne Postovit, Professor, Department of Biomedical & Molecular Sciences and Vice-Provost (Academic Affairs), Queen's University (internal reviewer).
- 3) The visit included meetings with:
- i. Students (Kingston and Lakeridge)
 - ii. Instructors (Kingston and Lakeridge)
 - iii. Staff (Kingston and Lakeridge)
 - iv. Director, EDIIA, Interprofessional Education
 - v. MD Program Directors, Course Directors (Kingston and Lakeridge), Associate and Assistant Deans
 - vi. Leadership of relevant health care organizations: Kingston Health Sciences Centre, Lakeridge Health Research and Education Network, Providence Care.
 - vii. Dean, Faculty of Health Sciences
 - viii. Vice-Provost (Teaching and Learning)

The reviewers were led on a tour of the facilities at the Kingston site by students. Participants from Lakeridge Health joined meetings virtually.

- 4) The review team reported on January 5, 2026. The Associate Dean, MD Program and the Dean, Queen's Health Sciences responded to the report on April 2, 2026.
- 5) The Senate Cyclical Program Review Committee considered the review team report and internal responses in a draft Final Assessment Report and Implementation Plan at its meetings on May 21 and June 16, 2026. The Report and Plan was approved on June 16, 2026.

The following strengths were noted:

- Strong student-faculty relationships and supportive culture
- Deeply committed faculty and staff
- Well-designed Lakeridge MD Program with early clinical exposure and excellent student satisfaction
- High-quality Clinical Skills training
- Robust regional partnerships supporting distributed education
- Effective governance and program evaluation structures
- Strong EDIIA leadership and forthcoming curriculum
- Successful accreditation outcomes in 2023 and 2025
- Creative approach to Admissions through Qualified Applicant Randomization Selection (QARS)

The following opportunities for enhancement were noted:

- Curricular renewal toward a generalist, cognitively integrated model (e.g., integrating basic science and EDIIA with clinical learning)

- Strengthening compensation and/or recognition systems for clinical teachers
- Developing succession plans for academic leadership roles
- Deeper analytics on assessment outcomes and campus-level comparability

Summary of Review Team Recommendations

The reviewers made 9 recommendations in the following areas. For a full list of the recommendations, please see the Implementation Plan.

- Faculty workload sustainability and protected time
- Assessment quality, question development, and standard-setting practices
- Attendance policies, professionalism expectations, and consistency
- Need for forums enabling cross-course and cross-campus faculty collaboration
- Timely provision of course evaluations to instructors and leadership
- Succession planning for key educational leadership roles
- Engage with Centre for Teaching and Learning re curriculum modernization and digital learning resources.
- Faculty development to support implementation of new EDIIA curriculum across both campuses

Status

The MD program has been approved to continue.

Dates monitoring reports due: Dec 2027 and Jun 2030

Date of next review: 2031-2032 academic year

Prepared by Vice-Provost (Teaching and Learning), School of Medicine & Faculty Dean:
Jan – Jun 2026

Approved by the Senate Cyclical Program Review Committee: June 16, 2026



Implementation Plan

Notes:

- 1) Short-term = within 1 year, Medium-term = 1-3 years, Long-term = beyond 3 years.
- 2) Where Deans have not added comments, this denotes that they agree with the action plan and have no further comments.

Recommendation 1 (Continuous Improvement)

Strengthen assessment governance by ensuring transparent application of pass thresholds, maintaining consistent item review processes, and adopting standard-setting practices.

The Dean had no comments on these planned actions.

Planned Action(s)	Person(s) Responsible for Leading Implementation	Resource and/or Governance Implications	Timeline and Milestones
Increase of pass thresholds from 60% to 65% for all final examinations.	Eleni Katsoulas Andrea Guerin	None	Completed.

Planned Action(s)	Person(s) Responsible for Leading Implementation	Resource and/or Governance Implications	Timeline and Milestones
Increase pass thresholds for composite marks from 60% to 65% for all courses.	Eleni Katsoulas Andrea Guerin	None	Completed
Mandatory 25% new content material in each unit test, mid-term examinations, and summative examinations every year. This is monitored by the Assessment and Education Consultant.	Eleni Katsoulas Andrea Guerin Course Directors	None	Completed
Revision of eligibility criteria for supplemental exams.	Eleni Katsoulas Andrea Guerin Course Directors	None	Completed
Mandatory 50% new content material for supplemental final examinations.	Eleni Katsoulas Andrea Guerin Course Directors	None	Completed
Tagging of exam content to national objectives.	Eleni Katsoulas Course Directors		Medium term
Implementation of Academic Performance Advisory Group.	Eugenia Piliotis	None	Completed.

Recommendation 2 (Continuous Improvement)

Improve faculty workload sustainability by formalizing expectations for teaching and leadership roles, and by working with SEAMO and Lakeridge Health to ensure equitable protected time.

Planned Action(s)	Dean's Contribution to Plan, where appropriate:	Person(s) Responsible for Leading Implementation	Resource and/or Governance Implications	Timeline and Milestones
Develop a framework in active partnership with SEAMO of deliverables (including academic deliverables) and accountability.	The Dean is leading collaboration with SEAMO on the framework.	Faculty Dean Chief Medical Officer, Southeastern Ontario Academic Medical Organization	None anticipated	End December, 2027.

Recommendation 3 (Continuous Improvement)

Enhance collaboration across campuses through regular joint faculty development, and amongst courses through shared curriculum planning and structured communication forums.

Planned Action(s)	Dean's Contribution to Plan, where appropriate:	Person(s) Responsible for Leading Implementation	Resource and/or Governance Implications	Timeline and Milestones
Establishment of Medical Education Leadership Team, ensures that program leaders from both campuses report to one vice-dean.		Vice-Dean, Education, FHS	Change in governance to further enhance collaboration	Complete

Ensure faculty and staff from both campuses are aware of existing collaboration mechanisms, by communicating clearly about them.		Associate Dean, MD Program.	none	By Spring 2027.
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Recommendation 4

Strengthen feedback loops by providing timely, accessible summaries of course and faculty evaluation findings to instructors and leadership.

Planned Action(s)	Dean's Contribution to Plan	Person(s) Responsible for Leading Impl'n	Resource and/or Governance Implications	Timeline and Milestones
Revision of preclinical course evaluation form		Eleni Katsoulas	None	Short term
Development and implementation of joint rotation evaluation forms		Eleni Katsoulas	None	Completed
Major revision of curriculum	Budget is allocated	Eugenia Pilotis	Recruitment of Director, Curriculum Innovation, Project Manager, and Additional Educational Developer. Budget has been approved	Medium term

Recommendation 5

Develop succession plans for key educational leadership roles to maintain stability and continuity.

The Dean had no comments on these planned actions.

Planned Action(s)	Person(s) Responsible for Leading Implementation	Resource and/or Governance Implications	Timeline and Milestones
Develop plan for recruitment, retention and consistent funding of educational leadership positions.	Faculty Dean	Will become apparent as plan is developed.	Plan developed by end December 2027.

Recommendation 6

Engage with the University's Centre for Teaching and Learning (CTL) to expand administrative and educational-developer support for curriculum modernization and the development of high-quality digital and hybrid learning resources.

Planned Action(s)	Dean's Contribution to Plan, where appropriate:	Person(s) Responsible for Leading Implementation	Resource and/or Governance Implications	Timeline and Milestones
Collaborate with the CTL, with the goal that the CTL will be a major contributor to the revision of the pre-clerkship curriculum.	Will continue to advocate for CTL involvement and assist VPTL with evolution of CTL.	Eugenia Piliotis Andrea Guerin	CTL resources and their allotment are beyond the control of the MD Program.	By December 2027

Recommendation 7

Continue monitoring campus equivalence through disaggregated program evaluation data and ensure alignment in assessment outcomes.

The Dean had no comments on the planned actions for recommendations 7 or 8.

Planned Action(s)	Person(s) Responsible for Leading Implementation	Resource and/or Governance Implications	Timeline and Milestones
Comparative data across campuses for clinical years (1 st cohort at Lakeridge Health in academic year 2025-26).	Danielle Blouin Eleni Katsoulas	None	Short term

Recommendation 8

Clarify expectations regarding professionalism and attendance, ensuring policies are transparent, consistently applied, and realistic for both learners and faculty.

Planned Action(s)	Person(s) Responsible for Leading Implementation	Resource and/or Governance Implications	Timeline and Milestones
Updating of attendance policy	Eugenia Pilotis Andrea Guerin	None	Completed.
Attendance tracking by Academic Performance Advisory Group	Gena Pilotis Andrea Guerin Bikrampal Sidhu	None	Completed and ongoing
Review of balance of large group vs. small group activities	Andrea Guerin and Director, Curriculum Innovation (TBA)	Budget for curriculum renewal has been approved	Long term

Recommendation 9

Expand faculty development to support effective implementation of the new EDIIA curriculum across both campuses.

Planned Action(s)	Dean's Contribution to Plan, where appropriate:	Person(s) Responsible for Leading Implementation	Resource and/or Governance Implications	Timeline and Milestones
Recruitment of EDIIA Director		Eugenia Piliotis	None	Short term
Recruitment of EDIIA Lead at Lakeridge Health campus	Will review budget allocation	Eugenia Piliotis Allan Grill	Needs financial resources for the position	Short term
Faculty development activities about EDIIA at both campuses		EDIIA Curriculum Director (Kingston) EDIIA Curriculum Lead (Lakeridge Health) OPDES	Financial and human resources to deliver EDIIA programs (speakers, venues, financial compensation may be required for some attendees).	Medium term