

January 2001

## 2000 Year-End Departmental Celebration – A Look Back

The Department celebrated the end of the 2000 Winter term with a gathering at the Faculty Club on the evening of December 7, 2000. The event was a chance to relax with colleagues and raise a glass of cheer to the close of the year. You may browse the collage of 'thumbnailed' photos of the event in Appendix A

## Referendum on a new name for the Department of Health Administration

As proposed by the Task Force for the Selection of a New Department Name (see Appendix C) a referendum will be held to advise the Chair on the selection of a new name. In keeping with University of Toronto policy, the purpose of the referendum is to seek the input of the faculty on this very important issue. Students and administrative staff members are also invited to provide their feedback on the proposed names.

The principles for the referendum are as follows:

All faculty with a primary or cross-appointment to the Department of Health Administration are entitled to one vote.

In order to allow that all faculty have a voice, yet ensure that those with primary and full-time appointments are recognized, the vote will require a simple majority of those voting in each of the following groups:

the entire faculty (primary and cross-appointed)

primary appointed faculty

primary full-time faculty

The vote will be conducted by secret ballot. The Department's Business Officer, Mr. Horatio Bot will be the Returning Officer.

Each Faculty member will be provided with a ballot and two envelopes. The ballot will be inserted into a small envelope. The smaller envelope will be inserted into a larger envelope. The Faculty member will sign the larger envelope and print their name legibly on that envelope.

The ballots will be returned to the Department's Assistant to the Chair, Ms Jeanne Kerr. She will open the larger envelope and cross off the faculty member's name against the voter list. The small envelope

still sealed, will be separated to ensure confidentiality.

**Ballots will be sent out by mail on February 2, 2001 and will be due on February 23, 2001.**

Results will be announced by February 27, 2001.

If the required majority votes are not achieved the name of the Department will remain unchanged. If the majority votes are achieved then the Chair will prepare a recommendation to the Dean of Medicine for submission for approval through University governance.

The proposed names for the referendum are:

**Department of Health Strategies**

**Department of Health Policy, Management and Evaluation**

## Research

### Quality of Life Instruments Developed

For the past 5 years, a group of researchers (Gary Naglie, Jane Irvine, Paul Ritvo, Murray Krahn) have been developing instruments to evaluate health outcomes in prostate cancer. They initially developed a disease-specific instrument to measure patients' utilities, but completing the task of utility assessment was a lengthy (1 hr.) and fairly demanding process. As part of the utility instrument, a multi-attribute health state classification system was developed. This looks like a 10 item questionnaire. Recently, another grant was successfully obtained and it will allow the team to further develop the instrument as a disease-specific health index by developing a system of utility weights similar to that used in the Health Utilities Index. The result will be what one colleague felicitously described as the "Swiss Army Knife" of quality of life Instruments. By completing a 10 item questionnaire, patients can generate valid psychometric and utility measures of health related quality of life. It is hoped that these instruments, which are all versions of the PORPUS (Patient Oriented Prostate Utility Scale) will be widely used in prostate cancer outcomes research.

### From Hospital to Home and Community: A Developing Research Agenda

Major health system restructuring initiatives, technological advances and changing social values have resulted in rapid reductions in numbers of hospital beds, hospital admissions, and average lengths of hospital stay across Canada. However, public Medicare only covers "medically necessary" services provided by doctors and in hospitals; services provided in home and community by providers other than physicians *may* be publicly covered, but there is no requirement to do so. As well as changing the *site* of care, the ongoing shift out of hospitals thus results in an increasing proportion of care moving beyond universal public coverage. Over the past 18 months, Professors *Raisa Deber* and *A. Paul Williams* have been working to establish the infrastructure for multidisciplinary teams of researchers, graduate students and community partners which will investigate different aspects and consequences of the ongoing shift out of hospitals for providers, consumers and governments. For example, two major funded research projects assess the implications for home care expenditures of different regionalization models now in place in the Atlantic provinces; and the capacity of not-for-profit community-based agencies to respond to the growing numbers of Canadians with higher levels of health care needs who now require continuing care in home and community

## Education

### Revisions to PhD Program

During the past year, an internal committee (Geoff Anderson (Chair), Jan Barnsley, Michael Murray) conducted a review of the PhD program in Health Administration. Following consultation with students, alumni, and faculty, a number of revisions were recommended. The purposes of the revisions are: 1) to ensure flexibility within areas of specialization and in the identification and incorporation of new areas of specialization; 2) to ensure that all graduates have core competencies; 3) to encourage interaction across specializations; 4) to provide in-depth knowledge of specialization-specific theory and methods; 5) to create opportunities for students to synthesize core competencies and specialization-specific knowledge; 6) to establish a proposal development and defense process that will document supervisory and student dissertation expectations and facilitate program completion within an optimal time frame.

Three new PhD level courses will be developed within the Graduate Department of Health Administration (GDHA): Canada's Health Care System and Issues; Intermediate Statistics; and Integrative Methods in Health Research. These courses contain core competencies required for all PhD students in Health Administration.

Areas of Specialization (previously called Streams) are: Health Policy, Health Services Organization and Management, Health Services Outcomes and Evaluation, Clinical Epidemiology, and Accounting/Finance/Informatics. Faculty in each specialization will design a specialization-specific PhD level synthesis course. Successful completion of the synthesis course will constitute successful completion of the specialization comprehensive examination.

Following acceptance of a student's PhD dissertation proposal, the student, thesis committee chair, and program director will sign a letter of understanding outlining supervisory and student responsibilities, expected dissertation content, and an intellectual property agreement.

Course requirements will remain at 10 half courses. The GDHA Curriculum Committee must approve all new courses.

### Research Day 2000/2001 - April 25, 2001

The Department's 2000/2001 Research Day will be held on the afternoon of Wednesday, April 25, 2001. The Day will involve student poster presentations, a guest speaker and a wine and cheese reception. Details are available on the Department's web page: [http://www.utoronto.ca/hlthadmn/research\\_day\\_2001.htm](http://www.utoronto.ca/hlthadmn/research_day_2001.htm).

## Honours and Awards

### Susan Bronskill wins the 2001 HPSS Student Paper Competition

Congratulations to Susan Bronskill the 2001 winner of the Health Policy Statistics Section Student Paper Competition of the American Statistical Association. Susan will be presenting her award winning paper "Longitudinal Profiles of Health Care Providers" at the Joint Statistical Meetings in Atlanta this summer. The paper is noted to involve a methodological innovation in applying statistical analysis to health policy

Susan is currently undertaking a post-doctoral fellowship in the Department of Health Administration, where she also holds the appointment of Lecturer.

## **MHSc Students Celebrate the 2000 Year-End**

The Department's MHSc students celebrated the 2000 year-end with an informal get together in December. A collage of pictures documenting this event is available in Appendix B

## **Alumni**

### **Spring Education Day: Society of Graduates in Health Administration and the Toronto Chapter of CCHSE**

Positioning your organization for the future. The nineties marked a period of upheaval and restructuring in the health care system. As we move into the new millennium, there are new challenges.

The Spring Education Day will explore key issues you need to think about to position your organization for the future, retain your valued staff, and be an employer of choice. Mark May 11, 2001 in your calendars!

## **In the News**

### **Dr. Gillian Hawker featured as 'all-star Canadian health researcher' by Chatelaine**

In the January, 2001 issue of Chatelaine magazine several Canadian researchers in the area of women's health were highlighted. Among them was Dr. Gillian Hawker, Director of the Program in Clinical Epidemiology and Health Care Research in the Department. Gillian is also the Director of the Osteoporosis Research Program at Sunnybrook and Women's College Health Sciences Centre. The program conducts multidisciplinary research on the causes, prevention and treatment of osteoporosis.

### **Dialog on Health Reform, led by Dr. Terry Sullivan featured in the Toronto Star**

The Dialog on Health Reform, supported by the Atkinson Charitable Foundation and co-sponsored by the Department of Health Administration and the Canadian Health Care Association was highlighted in a December 29, 2000 article in the Toronto Star. Dr. Terry Sullivan, Associate Professor in the Department and President and CEO of the Institute for Work and Health, was the Principal Investigator. The project received a grant of \$122,000 from the Atkinson Foundation.

The Dialog commissioned background papers on topics of relevance to the sustainability of publicly funded health services. Among the topics addressed were: waiting lists, public-private financing of health services, and home care. In June 2000 a round-table was held at the University of Toronto that brought together leaders from the health sector, consumers, the private sector, and the public sector to discuss the possible reforms required to sustain the health system. The Round-table report, as well as the background papers are available on the Dialog website at: <http://www.utoronto.ca/hlthadmn/dhr/>.

### **Breast Cancer Study Draws Media Attention**

A study by Ms Ruhee Chaudhry, a MSc student in Epidemiology supervised by Drs Vivek Goel (Chair, Department of Health Administration) and Carol Sawka (Associate Professor of Medicine and Health Administration and CEO of the Toronto-Sunnybrook Regional Cancer Centre) comparing outcomes after initial treatment for breast cancer between community and teaching hospitals was released recently in the CMAJ [<http://www.cma.ca/cmaj/vol-164/issue-2/0183.htm>]. The study received broad media publicity among the major networks and print media.

### **Faculty Comment on Private International Referral Service**

Drs. Goel and Raisa Deber (Professor of Health Administration) provided media commentary on the proposal by Private Care International to refer patients needing surgery abroad.

## Appendix A

December 7, 2000 Departmental Year-End Celebration



## Appendix B

### MHSc Students Celebrate the 2000 Year-End



## Appendix C

### REPORT OF THE TASK FORCE FOR THE SELECTION OF A NEW DEPARTMENT NAME

December 8<sup>th</sup>, 2000

Dr. Vivek Goel  
Chair, Department of Health Administration  
University of Toronto  
12 Queen's Park Crescent West, 2<sup>nd</sup> Floor  
Toronto, ON  
M5S 1A8

Dear Vivek:

I am writing on behalf of the Task Force for the Selection of a New Department Name to report back on our activities to date, and our recommendations for the selection of a new Department Name. Members of the Task Force include: Tina Smith (Chair), Helena Axler, Ross Baker, Ruth Corbin, Brian Feldman and Sue Ross.

The Task Force convened in August, 2000 to discuss the process and criteria for selecting a new name. It was agreed by all present that the new name must:

- be recognizable and relevant to alumni and key stakeholders
- encompass the increasing breadth of Departmental activities
- encompass the future focus of the Department, and
- reflect the Department's uniqueness

It was also agreed that the selection process must be perceived as fair and transparent by all Department members, and should provide ample opportunity for all members to participate in the process and bring forward their ideas and suggestions for discussion.

As part of this process the Task Force agreed to:

- review names of similar Departments at other Universities
- call for suggestions for names from Department members
- prepare a short list of names that meet the selection criteria
- consult with the Department and the community on the short list
- recommend 2 names
- conduct a referendum to make the final selection



The Task Force has currently conducted the review (attachment 1), sent out a call for suggestions for names (attachment 2), and prepared a short list of names for consultation with the Department and the community which included:

- Department of Health Strategies
- Department of Health Management and Research
- Department of Health Care Management, Policy and Research
- Department of Health Care Evaluation, Management and Policy
- Department of Health Management, Policy and Evaluation

Consultations with broader Department and Community were conducted at the November Department faculty meeting and Clinical Epidemiology program retreat. The task force has since met to share the feedback which indicated that the term research should not be included in a Department name as this function can be attributed to all academic units, did not favor the use of the overarching term Health Strategies, and indicated that a variant of the term health or health care management, evaluation and policy might be acceptable. One recommendation was that the name would be more acceptable if it was preceded by an agreed upon honorific such as the Emmett Hall Department of Health Management, Policy and Evaluation. Although it was noted that this would take away the possibility of raising funds for the Department through the sale of the Department name to a donor. However, follow-up discussions with university administration have indicated that the process for selection of a honorary name would be highly political, very time consuming (up to three years) and ultimately rest with governing council, and that they did not recommend such an approach.

Given the above feedback, the Committee recommends the following action:

- ensure that fund-raising for the Department name is made a priority Departmental activity
- prepare a referendum for selection of a Department name using the following 2 names:

SHealth Strategies  
SVariant of Health Management, Policy and Evaluation

- or work with a company specializing in the field of naming/branding to further take up the task of name selection. Such companies may be available on a pro-bono basis.

We thank you for the opportunity to work on this very important activity.

Yours Sincerely,

Tina Smith

## ATTACHMENT 1

### Review of Common Names for Similar Departments

- Health Administration/Health Care Administration/Health Services Administration
  - Health Administration and Policy
  - Health Administration Studies
  - Health Administration and Human Services
  - Health Care and Epidemiology
  - Health Care Management
  - Health Care, Organization and Policy
  - Health Management and Policy
  - Health Policy and Administration
  - Health Policy, Management and Behavior
  - Health Services
  - Health Services Management and Policy
  - Health Services Research and Policy
  - Health Systems Management
  - Policy Analysis and Management
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## ATTACHMENT 2

### Suggested Names

- Health Care Research and Administration (3)
- Health Organization, Policy and Evaluation
- Health Policy, Management and Evaluation (3)
- Health Management, Policy and Evaluation (2)
- Health Services Management, Policy and Evaluation
- Health Services Management and Policy
- Health Services and Policy Research
- Health Services Research, Management and Policy
- Health Services Analysis
- Health Services Management
- Health Services
- Population Health Sciences
- Epidemiology and Health Administration
- Evaluation and Management
- Public Health Sciences