

April 2001

Office of the Chair

Health Administration Research Day April 25, 2001

Research Day is an opportunity to interact with students and colleagues. In addition to posters by our students and our guest speaker, we will also be awarding our prizes, including the new Naylor award for best dissertation.

The guest speaker will be Sharon-Lise Normand from the Harvard Medical School. Details of her talk are noted below. Two of our faculty, Jack Tu, Canada Research Chair in Health Services Research at the Institute for Clinical Evaluative Sciences, and Scott Dudgeon, Executive Director of the Metropolitan Toronto District Health Council will be the discussants.

A detailed program and information is available at
http://www.utoronto.ca/hlthadmn/research_day_2001.htm

Statistical Considerations for Profiling Providers of Medical Care

Comparing (or profiling) medical providers on the basis of outcomes, costs, or processes of care involves analyzing observational data in order to make comparative statements about the quality of care. Profiling thus involves several challenging analytic steps: determination of the appropriate outcome, standardization or risk-adjustment of patient outcomes, and ultimately selection of "outliers". In this talk, we review various approaches to profiling, with particular emphasis on the statistical issues associated with each step. Examples involving patients with cardiovascular disease will be used to demonstrate issues and results.

Research

Proposed Program in eHealth Innovation

Dr. Alex Jadad, recent appointee to the Rose Family Chair in Supportive Care at the Faculty of Medicine and Professor in the departments of Health Administration and Anesthesiology, is leading the development of an ambitious research program. As Director of the Program in eHealth Innovation, a joint initiative of the University of Toronto and University Health Network, he has assembled an impressive team of researchers from across both the University and its affiliated teaching hospitals, to develop this program.

Dr. Jadad is a 37-year old Colombian-born physician, patient advocate, researcher and educator. In 1994, he received a Doctor of Philosophy degree at the University of Oxford (Balliol College), becoming one of the first physicians in the world with a doctorate in knowledge synthesis. In 1995, he moved to Canada and joined the Department of Clinical Epidemiology & Biostatistics at McMaster University, where he was Professor and Chief of the Health Information Research Unit and Director of the McMaster Evidence-based Practice Centre. In October 2000, he moved to Toronto. His research focuses on the development and evaluation of unique strategies to enhance the health system, through state-of-the-art technology, to help people access and use the knowledge and services they require to meet their health-related needs, regardless of who or where they are. In 1997, Dr. Jadad received a National Health Research Scholars Award, from Health Canada; in 1998 one of 'Canada's Top 40 Under 40' awards, and in 1999 a Premier's Research Excellence Award, in recognition for his efforts to improve our understanding of the role of knowledge and technology in health-related decisions. Alex is married, with two children (and enjoys spending time with them more than anything else). He also likes to play the piano, scuba dive and perform close-up card tricks (all at a basic level).

He would like the new Program in eHealth Innovation to:

- Create a strong platform for the UHN and U of T to nurture existing relationships, create new collaborative opportunities, promote a more efficient and effective research, development and commercialization environment around eHealth innovations.
- Provide an environment that expands the research, development and evaluation settings from traditional university- or laboratory-based locations, to a network of sites that include the community, classrooms and clinical settings, encouraging active participation of the public, educators, students, health care providers and other key stakeholders in all the steps of the process.
- Promote a needed shift in the research, development and evaluation processes from the traditional bench-to-bedside model to the point of need along the continuum of care, i.e. research and development conducted in homes, community-based organisations, consulting rooms, classrooms, hospital libraries.
- Foster the development of innovative methodologies and research tools to evaluate new technological developments in real-enough-time.
- Support the development and growth of a strong eHealth cluster of research and development projects at the UHN and U of T.
- Become a leading institution recognized internationally for its contributions to education, research and training in eHealth.
- Foster strong collaborative links with other academic institutions as well as with government agencies interested in eHealth, community and professional organizations, media representatives and the private sector.

However, the immediate priority of the program is to secure funding through sources such as the Ontario Research and Development Challenge Fund (ORDCF) and the Canada Foundation for Innovation.

Funding from these agencies is important since Canada is in a unique position to lead the world in the transformation of the health system in the information age. The three key infrastructure components included in the proposal submitted to these agencies will support the most innovative eHealth research and development in the world, and act as a magnet to promote and strengthen collaborative research worldwide, with the epicentre in Canada.

We are seeking support to develop:

- **The Centre for Global eHealth Innovation:** This will include 10,000 sq. ft. of renovated space at the Toronto General Hospital, which will enable economies of scale to support eHealth innovation research. It will host physical, human and virtual resources to support five core functions (idea/knowledge exchange; research and development; education and training; business development; and research administration). It will also include the first standard usability laboratory dedicated to support research in eHealth innovations in Canada.
- **The Health-oriented Flexible Simulation Environment:** This will be a unique laboratory designed like a movie set in an area of 5,000 sq. ft. to simulate real world settings, such as consulting offices, nursing stations, classrooms, boardrooms, waiting rooms, homes, and other decision-making environments. This will allow controlled experiments and economies of scale for the efficient pre-testing, refinement and development of new information technologies, human-computer interaction, evidence-based decision-making and computer-assisted learning tools.
- **Living Laboratories:** This will be a series of networked environments in health care institutions (institutional laboratories in hospital wards, consulting rooms, waiting areas and libraries) and the community (non-institutional laboratories in family physician offices, waiting rooms, community centres, schools and homes) to support research and development activities in real-world decision-making settings.

This unique infrastructure will foster the development of a 'mini-model of the world' in Canada, with the capacity to recreate any health decision-making environment in any region of the world, bring research to the point of care, promote input from all groups of decision-makers, and accelerate the rigorous evaluation of eHealth innovations. It will act as an engine for trans-disciplinary research on the transformative effects of information and communication technologies on health systems, positioning Canada as a leader in eHealth innovation and its health system at the forefront of the information age.

For more information, please contact:

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From Hospital to Home and Community: An Expanding Research Agenda

Professors Raisa Deber and A. Paul Williams have recently received several major grants for their research analyzing the ongoing shift in Canadian health care out of hospitals and institutions and into home and community. A 5 year project entitled M-THAC (From Medicare To Home And Community) was ranked first (of 78 proposals) in the new Community Alliances for Health Research program, funded by the Canadian Institutes for Health Research (CIHR) and the Social Sciences and Humanities Research Council (SSHRC). M-THAC establishes the infrastructure for multidisciplinary teams of researchers, graduate students and community partners to investigate the costs and consequences of this shift for providers, consumers and governments.

Deber and Williams have also received a number of major awards for related projects examining particular aspects of the shift from hospital to home and community. These include a 3 year grant to examine the capacity of not-for-profit community-based agencies to respond to the growing numbers of Canadians with higher levels of health care needs now in home and community; this research was ranked 2nd nationally and is funded under SSHRC's Society, Culture and the Health of Canadians II Strategic Grants. A 3 year project funded by NHRDP/CIHR is assessing the implications of the Maritime provinces' natural experiment on expenditures for such services as home care, public health, and mental health; the provinces vary in which services are incorporated within regional budgets and which have remained at the provincial level. The Hospital for Sick Children Foundation has funded a 2 year project to examine the funding and delivery of home care for children with complex care needs, focusing particularly on how services vary across Community Care Access Centres in different parts of Ontario. Finally, under its Standard Grants program, SSHRC has funded a 3 year project examining changes to rehabilitation services as they also shift out of hospitals to home and community.

This expanding research agenda brings together scholars from different universities and departments as Health Administration, Nursing, Rehabilitation Sciences, Law, Economics, Public Administration, and Sociology along with community-based researchers and partners at the national, provincial, and local levels. Strong links already exist with the Home Care Evaluation Research Centre and with the Nursing Effectiveness Unit. A number of Health Administration alumni are associated with this research as researchers and partners, and the different projects have already catalyzed doctoral dissertations for 8 of our current students.

**SSHRC October 2000 Competition Grant Results for Health Administration
Department Faculty**

2001 - 2004 Principal Investigator - Paul Williams	
Title	From Hospital to Home and Community: Analyzing Local Realities and Global Logics in Canadian Health Care
Other Investigators	Raisa Deber, University of Toronto (Co-PI); Peter C. Coyte, Colleen Flood, Susan Rappolt, Molly Verrier, University of Toronto; Janet Lum, Ryerson Polytechnic University (Co-Investigators)
Funding Source	Social Sciences and Humanities Research Council of Canada: Society, Culture and the Health of Canadians II, Strategic Grant
Amount Awarded	\$378,000

2001 - 2004 Principal Investigator - Paul Williams	
Title	Resetting the Institutional and Structural Balance in Canada's Health System: Privatization, Globalization and the Case of Rehabilitation Services in Ontario
Other Investigators	Raisa Deber, University of Toronto (Co-PI); Susan Rappolt, Molly Verrier, University of Toronto; Janet Lum, Ryerson Polytechnic University (Co-Investigators)
Funding Source	Social Sciences and Humanities Research Council of Canada: Standard Grants Competition
Amount Awarded	\$156,000

2001 - 2003 Principal Investigator - Paul Williams	
Title	Prescriptions for Pediatric Home Care: Analyzing the Impact of the Shift from Hospital to Home and Community on Children with Complex Care Needs
Other Investigators	Raisa Deber, University of Toronto (Co-PI); Patricia McKeever, Karen Spalding (Co-Investigators)
Funding Source	Hospital for Sick Children Foundation Home Care Grants Competition
Amount Awarded	\$127,270

2001 - 2006 Co-Principal Investigators Raisa Deber and Paul Williams	
Title	From Medicare to Home and Community: Overtaking the Limits of Publicly Funded Health Care in Canada
Other Investigators	Raisa Deber (PI) University of Toronto
Funding Source	Social Sciences and Humanities Research Council of Canada, Community Alliances for Health Research
Amount Awarded	\$1,158,569

2001 - 2003 Co-Investigators - Raisa Deber and Paul Williams	
Title	Do Regionalization Models Matter? Home Care Resources Allocation in the Maritime Provinces
Other Investigators	Raisa Deber (PI)
Funding Source	Health Canada, National Research and Development Program (NHRDP)
Amount Awarded	\$208,078

Education

Curriculum Innovations: Canada's Health System and Health Policy

Times Change. Paul Williams and Raisa Deber have combined the Core Courses and Canadian Politics and Health Policy into a new, 3-course sequence which integrates the system-level issues which were once the foundation of Canada's Health Care System, with a "Policy Toolkit" intended to make sense out of a rapidly changing, highly politicized environment. Rather than writing a term paper or journal entries, students now learn to craft briefing notes analyzing current topics, ranging from Walkerton to health care funding to private clinics.

In the first course, the toolkit incorporates "ideas, institutions, and interests;" this is expanded in the second course to look at such topics as agenda setting, regulation, and decision making. Panels of experts provide insight on specific topics. The course has benefited greatly from an expert group of tutors (many of whom are alumni) who have first-hand knowledge of the health system as practitioners and managers, and who can demonstrate how theoretical concepts can be applied to practice. In the third course, new faculty member Adalsteinn Brown will address key methodologies often used for policy analysis (e.g., economic analysis, small area variation studies).

Honours and Awards

CIHR Awards Competition Results - Year 2001

Doctoral Research Awards

Suzanne M. Cadarette

Health Administration & Sunnybrook and Women's College Health Sciences Centre

Title: Osteoporosis: impact and needs assessment in elderly women

Supervisor: Gillian Hawker

Erin Gilbert

Health Administration - University of Toronto

Title: Policy implications of implementing clinical practice guidelines in long-term care settings: barriers and best practices

Supervisor: Paul Williams

Lisa Madlensky

Institute for Medical Sciences - University of Toronto

Title: Screening behaviours in relatives of Ontario colorectal cancer patients

Supervisor: Vivek Goel

Post Doctoral Fellowship Competition

Andrea D. Furlan

Institute for Work and Health

Title: Non-randomized students: can there be a valid alternative to randomized trials in assessing treatment effectiveness? An exploration of the evidence in the musculoskeletal field

Supervisor: Claire Bombardier

Jill A. Hayden

Health Administration - University of Toronto

Title: The Development, refinement, validation and assessment of a clinical predictive rule for the management of acute low back pain in primary care practice

Supervisor: Claire Bombardier

David N. Juurlink

Medicine - Institute for Clinical Evaluative Sciences - Toronto

Title: A population-based study of drug interactions in the elderly

Supervisor: Donald A. Redelmeier

Baiju R. Shah

Institute for Clinical Evaluative Sciences - Toronto

Title: The provision of care for patients with diabetes mellitus in Ontario

Supervisor: Janet E. Hux

Lillian Sung

Health Administration - University of Toronto

Title: A controlled serial N-of-1 trial of topical Vitamin E as prophylaxis for chemotherapy induced oral mucositis in pediatric patients

Supervisor: Brian M. Feldman

New Investigators - 15/9/00**Michael J. Schull**

Clinical Epidemiology & Biostatistics - Sunnybrook & Women's College Health Sciences Centre

Title: Pre-hospital and emergency services in Canada

Supervisor: Brian M. Feldman

Appointments**Status Only and Cross Appointments to the Department of Health Administration during the Month of March****Primary Status Only**

- Dr. F. Curry Grant, Lecturer, at Institute for Clinical Evaluative Sciences
- Dr. Colin Preyra, Assistant Professor, at Joint Policy & Planning Commission

Cross Appointments

- Dr. David Hodgson, Assistant Professor from the Department of Radiation Oncology
- Dr. Ian Tannock, Full Professor from the Department of Medicine
- Dr. Kathleen Pritchard, Full Professor from the Department of Medicine
- Dr. Colin Macarthur, Associate Professor from the Department of Paediatrics

Students

Department Hosts First Annual Pre-Convocation Brunch for the Graduates of 2001 and their Families

The Department of Health Administration is pleased to invite all graduates of the class of 2001 (MHSc, MSc/PhD and MSc Clinical Epidemiology) and their families to a pre-convocation brunch to be held on June 11th, 11:00 a.m. - 1:00 p.m. in the University College Union Building, 79 St. George Street, Toronto. We hope that you will join us for this celebration of your significant achievements while a student in the Department.

Students - Night out at the Madison

[Click here to see enlarged photos.](#)



Mary Lou King Presents at the Ontario Association of Community Care Access Centres' Conference

Mary Lou King (PhD candidate, Department of Health Administration) will be presenting at the Ontario Association of Community Care Access Centres' Conference entitled "Community Care Partnerships at Work" to be held June 10-12, 2001 at the International Plaza Hotel, Toronto, Ontario. Mary Lou's presentation is entitled "Profiles of Case Management in Ontario, and focuses on her province-wide study on how case management is actually operationalized in Ontario CCACs. Consistent with the literature, her findings reveal varied approaches, with different models favoured in different conditions and contexts. Her results confirm Ontario's uniqueness as a world leader. Features that deserve to be showcased on an international stage will be highlighted.

Karen Spalding, Erin Gilbert and Wendy Young Featured at this Year's Ontario Community Services Research and Evaluation Network Symposium.

Karen Spalding, Erin Gilbert and Wendy Young (PhD) candidates, Department of Health Administration) will be presenting at the Ontario Community Services Research and Evaluation Network Symposium will be held May 9, 2001 at the Sheraton Parkway, Richmond Hill. Overviews of their sessions are listed below:

Prescriptions for Pediatric Home Care: Analyzing the Impact of the Shift from Hospital to Home and Community on Children with Complex Care Needs

Karen Spalding, RN, Paul Williams, PhD, Raisa Deber, PhD and Patricia McKeever, PhD, University of Toronto

A rapidly increasing number of children, who formerly might have spent much or all of their lives in hospitals, now require care at home. We assess current approaches to the funding and delivery of home care for complex care children and discuss research strategies to evaluate the impact for children, families, health care providers and policy makers.

The Development, Implementation and Evaluation of a Community Pathway for Heart Attack Patients

Wendy Young, University of Toronto; Eileen Ryan, East York Access Centre; Margaret Wiltshire, Toronto Community Care Access Centre; Julie McShane, St. Elizabeth's Health Care; and Nancy French, Toronto East General Hospital.

The East York Access Centre, the Toronto Community Care Access Centre, the Scarborough Community Care Access Centre, the Toronto East General Hospital, public health, community providers, patients, Partners for Health, and researchers will present qualitative and quantitative methods used to examine a home care pathway for heart attack patients.

Policy Implications of Implementing Clinical Practice Guidelines in Long-term Care Settings: Barriers and Best Practices

Erin Gilbert, University of Toronto

This presentation describes key challenges inherent in implementing clinical practice guidelines (CPGs) to promote best practices in long-term care (LTC) settings. the identification of relevant CPGs and implementation barriers specific to LTC will be addressed as a prerequisite for identifying strategies that encourage successful incorporation of guidelines into practice.

Alumni

Market Metamorphosis: Positioning your Organization for the Future - May 11, 2001

Following a period of restructuring in the health care system, the new millennium presents health care managers and their organizations with new challenges and possibilities.

This year's spring Education Day will provide inspiration for improved performance as the key issues for positioning our organizations for the future are explored. The program includes a group of dynamic speakers who will address topics including customer service and loyalty; leveraging human capital; addressing multi-generational values with a view to being an employer of choice; and, branding and market positioning of your organization. Featured speakers include:

Kathleen Taylor

President, Chief Corporate Officer Worldwide
Four Seasons Hotels and Resorts

David Weiss

Partner, Geller Shedletsky & Weiss

Steven Rowell

Vice-President Training and Development
Crothall Services Canada
(Formerly Director, Walt Disney Co.)

Irene Podolak

Partner, Deloitte Touche
Selected by Report on Business 2001 as one of the 35 best companies to work for in Canada

Jane Cooke-Lauder

Director, Johnston Smith International

Brian Flanigan

Senior Consultant, OSI (subsidiary of Carlson Marketing Group)

The event will be held on Friday, May 11th, 2001 at the Inn on the Park, Park Ballroom, 1100 Eglinton Avenue East, Toronto. Registration begins at 8:00 a.m. and the Program runs from 8:30 a.m. - 1:00 p.m., with lunch to follow.

Registration Fees:	Members	\$109
	Non-Members	\$149
	Students	\$99

For further information and to register, please visit our [web site](#). Specific questions can be forwarded by e-mail to educationday@hotmail.com.

Other Notables

Adalsteinn Brown Featured as Keynote Speaker at the May 2001 Insight Conference on Performance Improvement in Healthcare

Adalsteinn Brown, Assistant Professor, Department of Health Administration and Principal Investigator of the Hospital Report 2001 Series will present the keynote address at the May 2001 Insight Conference to be held in Toronto May 14-15, 2001.

The theme of this year's conference is "Raising the Bar: Linking Health System Performance Improvement to Accountability", and Steini's presentation entitled "New Directions for the Hospital Report Project" will examine linkages between the Hospital Report Project and quality improvement, hospital strategy, and accountability.

The CQI Network and the Institute for Safe Medication Practices Canada presents "Breaking the Silence: Errors in Healthcare"

Horrific cases of medical error often reported in the headlines of many newspapers are just the tip of the iceberg. Deaths due to medical error exceed many common sources of mortality. The Institute of Medicine Report in the United States asserted that more people die as a result of medication error than from motor vehicle accidents, breast cancer or AIDS. Nothing suggests that Canadian data may be any different.

This two-day conference brings together a unique group of experts and practitioners including our own Dr. Ross Baker examines the issue from a Canadian perspective. The conference is scheduled for April 20-21, 2001 at the Holiday-Inn-on-King in Toronto. For further information please visit the [CQI Network website](#).