

June 2001

Office of the Chair

Vivek Goel to Join University's Senior Administrative Team

On April 26th, 2001, the Governing Council of the University of Toronto approved the appointment of Vivek Goel to the position of Vice-Provost, Faculty, for a five-year term starting July 1, 2001. "Professor Goel has a range of experience and skills that will be valuable assets in his new position," says Provost Adel Sedra. "His experience as chair of a large department in the Faculty of Medicine and his involvement in university governance, most recently as vice-chair of Academic Board, will provide a strong foundation for him in his role as vice-provost, faculty. He is also an accomplished researcher who understands the values and challenges of academic life. I look forward to having him join our team."



Although Dr. Goel is looking forward to the challenges of his new position, the decision to accept this appointment was a difficult one. "I have tremendously enjoyed being Chair of this Department", said Vivek "and have learned many things in interactions with my colleagues. While important challenges remain, such as that of ensuring adequate space for the Department, much has been accomplished in areas such as the merger with Clinical Epidemiology, the renaming of the Department, and the establishment of our own independent graduate department. I do sincerely believe that I will be able to continue to contribute to both the Department and the Faculty of Medicine in my new role. I look forward to continuing to work with colleagues on critical issues such as the nature of clinical and status-only appointments, and bringing a perspective from the Faculty of Medicine and the Affiliated Hospitals to the decision processes in the University central administration."

Louise Lemieux-Charles Appointed Interim Chair, Department of Health Administration

On May 22, 2001 Dr. David Naylor, Dean, Faculty of Medicine announced the appointment of Dr. Louise Lemieux-Charles as Interim Chair, Department of Health Administration effective July 1 - December 31, 2001. Louise is an Associate Professor who has been a member of the Department since 1990. She is Program Director of the Hospital Management Research Unit and a researcher and member of the management team of *HEALNet*. She teaches courses in the health care management stream of the MHS program with specific emphasis on organization theory, strategy and governance, and human resource management and supervises PhD students in the organization theory and behaviour concentration. Her current research which is funded through *HEALNet*, CHSRF and the MOH-LTC includes examining the relationship of mid-level performance indicators to managing health care organization performance at the strategic level, the role of evidence in health system change, and the effectiveness of community-based networks in the delivery of care to individuals with dementia and their caregivers.



Department's New Name Approved by Governing Council

The Academic policies and Priorities Committee of the University of Toronto, Governing Council has approved the name change for the Department of Health Administration to the Department of Health Policy, Management, and Evaluation (HPME), effective July 1, 2001. We will be working to propose a new logo and image for materials such as letterhead, web pages, and calendars. Your suggestions are welcome; please send them to Tina Smith at tina.smith@utoronto.ca

Research

Hospital Report 2001 - An Update

The *Hospital Report 2001 Series* builds on earlier hospital balanced scorecards developed by researchers in the Department of Health Administration. In addition to the hospital specific acute care balanced scorecards, this year's work includes system-level balanced scorecards for complex continuing care and emergency department care, feasibility studies on rehabilitation, mental health, and population health, and special reports on nursing care and women's health. This range of reports reflects the development cycle within the Hospital Report project.

Components of the project evolve through three stages. Initially a feasibility study evaluates the applicability of the balanced scorecard to a particular health care sector and the feasibility of identifying indicators and collecting relevant data. The next phase is a system-level balanced scorecard that includes the calculation of indicators of clinical utilization and outcomes, patient satisfaction, financial condition and performance, and system change and integration across hospital regions and hospital peer groups. Investigators use system level reports to refine methodologies before publishing data at a hospital-specific level. In the third phase, researchers refine the risk-adjustment methods and indicator definitions and publish hospital-specific results. This focus on risk adjustment in the third phase helps to ensure comparisons between hospitals that are as fair as possible. Following the release of acute care hospital results in *Hospital Report '99*, researchers from within the Department and the Canadian Institute of Health Information have worked together to further refine these methods. CIHI will release this year's acute care hospital report on July 16, 2001. The remaining reports will be available in November and December.

In contrast to work on the sector specific reports, work this year on nursing care and women's health will be integrated into future reports to provide a more appropriate and more comprehensive picture of hospital and health system performance. Despite the diversity of work, however, researchers on the project follow a common approach and set of principles. Following a review of the state of the science through literature searches, structured interviews, site visits, and consultation with individual experts, the researchers convene expert panels composed of clinicians, administrators, and health records professionals to help select indicators. This approach has helped to ensure a majority of hospitals participating in the project, despite the fact that participation remains voluntary and requires hospitals to fund patient satisfaction surveys and respond to a barrage of organizational questionnaires on practices, resources, and other issues. Finally, to ensure that reports are useful for both quality improvement and accountability, all methods used in the reports must be made publicly available.

This year's work also includes methodological research to support future reports. This research includes enhanced models for risk adjustment, indices to aggregate individual performance measures, more work on the relationship between hospital-level performance in different quadrants (e.g. patient satisfaction and clinical utilization and outcomes), and the development of a resource inventory for hospitals. Several researchers are collaborating on a chart audit to assess the validity of many of the clinical outcomes in the reports and on a survey sent to all acute hospital health records departments to learn more about variations in coding quality. These efforts are the first steps in a larger initiative to address issues of data quality. Finally, researchers are also working on the development of episodes of care that incorporate care provided in different sectors and by different institutions. This work should improve the measurement and appropriate allocation of performance scores to organizations across the continuum of care.

In addition to its increased research activity, the project has also expanded from an organizational perspective. In addition to faculty from the Department of Health Administration, the project includes investigators from Department of Public Health Sciences, the Rehabilitation Sciences Sector, the Faculty of Nursing, Providence Centre, the Centre for Addiction and Mental Health, the University Health Research Network, and the Institute for Clinical Evaluative Sciences in Ontario (ICES). The Ministry of Health and Long-term Care joined the Ontario Hospital Association to jointly sponsor the project. Representatives from each sponsor organization along with hospital executives and other stakeholders provide input to the project through advisory committees and numerous expert panels.

As research progresses on all fronts, the new research collaborative has begun planning for the future. Individual investigators have proposed a variety of new sectors, new themes, and methodological innovations to increase the breadth, depth, and sophistication of the Hospital Reports. These areas for expansion include, most notably, ambulatory care, home care, the development of benchmarks, and strong attention to improving the quality of data underlying the Reports and to measuring employee and physician satisfaction.

Education

Canada's Health System and Health Policy - Part III

With the introduction of Canada's Health System and Health Policy - Part III in the fall 2001 the redesign of the policy stream of the MHS Health Administration Program will be complete. Adalsteinn Brown, an Assistant Professor in the Department of Health Administration, is leading the new course.

Course Description

Decision-makers in a variety of settings are confronted by diverse sometimes conflicting sources of evidence. This evidence is often of unclear quality, may be affected by conflict of interest, or may not be relevant to a particular situation because of the assumptions or data sources underlying the evidence. This course reviews five common sets of methods that decision makers may encounter; it explores common problems in the interpretation of evidence generated by these methods; and considers case(s) studies to support this exploration and to demonstrate the relevance of these methods to policy development.

Honours and Awards

Lee Fairclough Named Winner of the 2001 Health Executive Forum Student Award

Lee Fairclough, a first year MHSoc student was named this year's winner of the Health Executive Forum Student Award from the University of Toronto. Lee received the award for demonstrated excellence in health administration education. In addition, to being a graduate student in the Department of Health Administration and President of her class, Lee currently holds the position of project coordinator at the Princess Margaret Hospital (PMH) for a five year CIHR multi-institutional project to research musculoskeletal neoplasia. Prior to obtaining this position she worked for three years as a radiation therapist at PMH, and has published several articles in the field of radiation therapy and radiation physics.

Congratulations Lee.

Appointments

New Appointments

New Cross Appointments to the Department of Health Administration during the month of May:

- Dr. David Naimark, Assistant Professor, Department of Medicine
- Dr. Paul Fortin, Associate Professor, Department of Medicine

Students

First Annual Pre-convocation Brunch a Huge Success

Graduates, family, friends, faculty, staff, and alumni all gathered at the University College Union on Monday June 11, 2001 to celebrate the significant achievements of the Class of 2001. The brunch was very well attended and was a great success. Graduates remarked how nice it was to be able to share this special day with all involved, fellow graduates, family and friends, Department faculty and staff. Family members got to mingle and meet the many people they had heard about over the years. “We are proud to call you graduates of the Department of Health Administration, University of Toronto” said Dr. Vivek Goel, Department Chair “and we look forward to working with you in the future as fellow colleagues and alumni. Our thanks also go to the many family members and friends who supported you through your time of graduate studies, and to the Society of Graduates in Health Administration for generously sponsoring this event.”

The Department of Health Administration Proudly Presents the Class of 2001

MSc/PhD Health Administration

Alina Gildner, Ph.D.
Post-Doc., Institute for Work and Health

Ruth Hall, Ph.D.

MHSc Health Administration

Ms. Nathalie Beaulieu
Program Manager, Neurological Rehabilitation Services
West Park Healthcare Centre

Dr. Randall Bissett
Vice President
Cancer Care Ontario

Dr. Nicholas Braithwaite
Physician/Healthcare Consultant

Ms. Laurel Brown
Project Manager, Business Integration
MDS

Mr. Romeo Cercone
Vice President, Rehabilitation and Continuing Care
St. Joseph's Healthcare

Mr. Sanjay Cherian
Consultant
The Hay Group

Mr. Wol Bong Chung
Performance Improvement Specialist
Scarborough General Hospital

Ms. Zenita Dhalla

Ms. Jodeme Goldhar
Executive Assistant to the President and CEO
Baycrest Centre for Geriatric Care

Ms. Claudine Hodge
Patient Care Manager, Respiriology
St. Joseph's Health Centre

Mr. Shiran Isaacksz
Project Analyst
University Health Network

Ms. Nila Jacobs
Freelance Policy Consultant
Merck Frosst

Mr. David Jewell
Director, Client Services
Hamilton Community Care Access Centre

Ms. Susan Jewell
Director, Diagnostic Imaging and Medical Short Stay
Hospital for Sick Children

Ms. Lorraine Ladha
Consultant, Member Relations
Ontario Hospital Association

Ms. Tracey Lam
Manager, Business Development
Glaxo Wellcome Inc.

Dr. Richard Lee
Resident, Diagnostic Radiology
McMaster University

Ms. Sandy Litman
Manager, Psychology, Education and Research
Glenrose Rehabilitation Hospital

Ms. Evelyn Maurice
Manager, Out-patient Rehabilitation Services
Humber River Regional Hospital

Ms. Deborah Mercer Dennie
Director, Education and Quality Management

Ms. Tessa Mintz
Consultant
EnviriMed Inc.

Ms. Serena Moosa
IT Consultant

Dr. Mireille Norris
Geriatrician/Internist
Regional Geriatric Program Eastern Services

Ms. Carolyn Plummer
Professional Practice Leader & Educator
Sunnybrook and Women's College Health Sciences Centre

Ms. Jennifer Rodgers
Project Manager
Joint Policy and Planning Committee

Mr. Mike Sanderson
Regional Director
BC Ambulance Service

Ms. Shalimar Santos-Comia
Coordinator, Nursing Education & Community Partnerships
Sunnybrook and Women's College Health Sciences Centre

Ms. Liveleen Singh
Manager, Complex Continuing Care Unit
Baycrest Centre for Geriatric Care

Ms. Shawna Swartz
Planner and Coordinator, Special Projects
Toronto Rehabilitation Institute

Mr. Corry Thomas
Urban Health Administrative Fellow
Sherbourne Health Centre

MSc. Clinical Epidemiology and Health Care Research

Dr. Stephen Hall
Professor, Department of Oncology
Queen's University

Dr. Edward Chow
Radiation Oncologist
Toronto Sunnybrook Regional Cancer Centre

Dr. Hermine Brunner
Clinical Fellow
Children's Hospital Medical Center
Cincinnati, Ohio

Dr. Alain Nordmann
University Hospital
Basel, Switzerland

Graduate Diploma - Clinical Epidemiology and Health Care Research

Dr. Andrew Sherwood
Assistant Professor, Faculty of Medicine
Dalhousie University
Halifax, Nova Scotia

Dr. Sergio Kowalski
Rheumatology Physician
Sao Paulo, Brazil

Martha Rolland
Quality Management Coordinator
for the Bone Marrow Transplant Program
Hospital for Sick Children

Alumni

Spring Education Day a Big Success

A successful Spring Education Day was held on May 11, 2001 at the Inn on the Park. The joint event with the Greater Toronto Area Chapter of the Canadian College of Health Service Executives was entitled "Market Metamorphosis: Positioning your Organization for the Future". The day was extremely well attended, drawing a crowd of 200 to hear a dynamic gathering of speakers and network with colleagues over lunch.

Barbara Talbott, of Four Seasons Hotels and Resorts kicked off the day with an insight into her organization's strategy around building a strong corporate culture and focus on employee development. David Weiss, of Geller, Shedletsky and Weiss challenged the group with his discussion of the return on investment of an employer of choice strategy focused on key talent. Irshad Manji, Journalist from City TV, moderated a panel, which touched upon the key issues of branding, changing employee demographics, being an employer of choice and engaging employees. The speakers - Irene Podolak of Deloitte & Touche, Jane Cooke-Lauder of Johnston Smith International, and Brian Flanagan of Organizational Studies Inc.-gave a breadth of insight on how organizations need to rethink themselves to meet these challenges. The formal part of the day ended with Steven Rowell, from Crothall Services Canada energizing the group with his strategies for becoming a dynamic organization, focused on customer service.

Feedback from those attending the session was very enthusiastic about the program and the speakers, citing it as current and a priority topic. Comments were that it was "one of the best, most relevant, well-paced, action-packed sessions of the year" and that it was the "best Education Day yet". The Planning Committee looks forward to the opportunity to build on this year's success with another stimulating day next spring.

Other Notables

The MHSc Health Administration Program Makes the News

On June 11, 2001, the Globe and Mail featured the MHSc Health Administration Program in its special supplement on Health Careers. The article entitled "U of T Program Spawns Leaders" focused on the program's mission to develop leaders in health management and policy and its unique delivery format. "During a time when the delivery of health care is becoming increasingly complex and sophisticated, the men and women given the job of managing the system must have the tools, the skills and the education to lead... the whole idea of the program is to create leaders in the field."

Don Redelmeier and Robert Tibshirani's 1997 Study Makes the News

On May 29, 2001 the Globe and Mail headline read, "Outlaw Use of Phones by Drivers, MDs Urge". Among those cited was our own Dr. Donald Redelmeier who said, "banning the use of cell phones while driving is probably justified and more cost-effective than generally realized and especially attractive if emergency calls are allowed." Don stated that other countries have been able to bring in rules that are acceptable to drivers, possible to enforce and followed as frequently as seat-belt laws. Donald Redelmeier and Robert Tibshirani's research study can be found in the New England Journal of Medicine, 1997.