

DEPARTMENT OF HEALTH POLICY,
MANAGEMENT, AND EVALUATION
- NEWSBYTES -

October 2001

Office of the Chair

Search Committee Announced for New Department Chair

On September 24, 2001 Dean Naylor announced the membership of the Search Committee for a new Chair for the Department of Health Policy, Management and Evaluation.

Membership of the Search Committee is as follows:

- Committee Chair - David Naylor
- Department Faculty - Rhonda Cockerill / Dave Davis / Raisa Deber / Gillian Hawker / Terry Sullivan
- Students - Tamara Daly (MSc/PhD student) / Lee Fairclough (MHSc graduate student)
- Cognate Chair/Dean Representatives - Harvey Skinner (Chair, Department of Public Health Sciences) / Dyanne Affonso (Dean, Faculty of Nursing)
- School of Graduate Studies Representative - Umberto De Boni (Associate Dean, SGS)
- Hospital Representative - Joseph Mapa (President and CEO, Mount Sinai Hospital)

Annual Year End Celebration

We don't want you to miss out, so please mark your calendars now! The Department of Health Policy, Management and Evaluation will host it's Annual Year End Celebration on December 6, 2001. Further details to be announced shortly.

Research

Kevin J. Leonard, MBA, PhD, CMA
Associate Professor, Dept. of HPME, Faculty of Medicine

As a brief introduction, I received my Ph.D. from the Joint Doctoral Program in Montreal where I specialized in Statistics and Information Systems Theory for Business. My dissertation explored the application of advanced statistical models to credit decisions for small business loans. These models proved to be quite effective and showed increased performance over more conventional statistical methods. After five years as a Full-time Lecturer while completing my doctorate, I moved to the Bank of Canada, Canada's central bank in Ottawa, where I studied the effect of Credit on fiscal and monetary policy. Subsequently, I worked for the Fair, Isaac Companies in San Rafael, California, the world leader in the development of risk management tools.

In July 1990, I joined Wilfrid Laurier University as an Assistant Professor teaching courses in Business Statistics, Management Information Systems and Operations Research in both the undergraduate and MBA programs. Further, as Director of the REMAT (REsearch into the Management of Advanced Technology) Center, I was in the unique position of working with faculty, research assistants and the external constituents (industry, government and the community). The mandate of the Center was to facilitate the constituents= adoption and utilization of state-of-the-art technology and information systems.

While at Laurier, I became the Founding President of the CCRMA - Canadian Credit Risk Management Association - the first organization of its kind where credit risk management professionals work together to address industry issues. Within this association, I assisted financial institutions in negotiating contracts with scorecard vendors; developed a fraud model for VISA authorizations using an Expert System Rule-base; developed and piloted a comprehensive training package for front line lending personnel; and designed management reports for application scoring, credit bureau score implementation and account management. I have also been involved with the development of multi-media database management systems for different professional sports teams B specifically, the New York Rangers and Vancouver Canucks. Finally, in the Spring of 1994, I began an 18 month research project into the information needs and business processes of the Grand River Hospital Corporation.

In July 1996, I joined the Faculty of Medicine at the University of Toronto in the Department of Health Policy, Management and Evaluation. Since this time, I have continued my research into the application of Information Technology (IT) to healthcare in the following areas: the design and development of patient healthcare information systems, cost/benefit analysis for IT investment, and assessing industry needs around information, technology and confidentiality. Further, I have taken up the challenge of assisting the faculty members in my department in the movement toward the implementation of IT into course curriculum by adopting distance education technology.

In addition, I am currently a research investigator for a Community Health Information Network in Waterloo. This project is in its fifth year; my involvement has focussed on user information needs and connectivity issues. Further, I am the Chair of the Research Advisory Sub-committee of the Ontario Community and Long Term Care Research and Evaluation Network which studies research topics relating to the transfer of research findings into practice in the Long Term and Home Care sectors. Finally, I am involved in an innovative off-campus initiative funded by the Ministry of Health. This CCACIMS initiative, where I am a member of the Council, is developing a common information platform for all 43 CCACs throughout the province.

Impact of Research

To date, all of my research has focused on one concept - better information in the right and most accessible format will improve decision making. As can be seen from my Curriculum Vitae, I have applied this theory to banking and credit, sports, student-teacher interaction and, over the last six years, health care. At first glance, my research direction may seem very disjointed, however, this strategy has actually allowed for synergies that may not have been realized if industries did not have cross-over with either research personnel or practitioners. In my two areas of interest (statistics and information theory), this multi-industry focus is quite common. John Tukey, one of the most influential statisticians of the last fifty years once said: "the best thing about being a statistician is that you get to play in everyone's backyard".

Research Programme for Next Five Years

Problem Definition: A communication gap exists between healthcare information systems users and the technology developers

While technology consultants are fluent in technology trends, most are not aware of the types of information that healthcare managers would like to have to support, or sometimes to even drive, their decision making. In addition, health stakeholders - clinicians, patients, administrators, executives and directors - are not aware of all of the possibilities that technology can offer - either historically or in the immediate and/or near future. Hence, the dialogue between the two parties is often strained. Neither side, normally, is aware of the specific constraints and opportunities that exist on the other side.

In essence, many factors have affected organizations and their ability to make the best use of their information systems assets. These factors are so complex that they cannot be resolved straightforwardly. However, they can be solved, in part, by nurturing a new generation of graduate students, healthcare clinicians and managers who are fluent in their health discipline, in healthcare information management issues and in information technology capabilities and trends. In addition, they can be addressed by facilitating the entire IT development life cycle from needs analysis through implementation.

It is my belief that the best way for my research to positively impact the healthcare system is to create a Curriculum Health Informatics graduate studies program. This program would incorporate both PhD and MSc studies that will provide a catalyst and focal point for education and collaborative research in Health Informatics in an attempt to address the above noted technology problems. One of the key elements in this programme will be a Seminar series whereby leading researchers and experts in the field of health informatics will present leading edge ideas to our academic community. At present, both Dave Davis, (Director of Continuing Education, Faculty of Medicine) and Alex Jadad (Director of e-health Innovation, UHN) have expressed an interest in combining this Series with their programs and constituents.

Specifically, it is my vision that this programme would have four principal operating objectives:

- to promote health informatics development through an academic curriculum;
- to create an integrated research community in this field;
- to support health care organizations in adopting and evaluating information technology through research, student work and consulting;

- to conduct collaborative research with Partners which include:
 - Information Technology companies
 - Research organizations
 - Private companies focusing on IT consulting and service.

The Benefits

The vision is that within two to three years we will develop an internationally significant programme of study for health informatics. This will provide the ability to educate individuals with the skills necessary to carry on analysis of the healthcare delivery system across the country. In addition, I believe there is significant potential for partnership with industry and significant potential to research and develop innovative solutions for export to other parts of the world.

In short, I believe that all of my research history and employment experience has eventually led me to this point in time. Due to the lack of IT sophistication historically in the **administration of health care**, the needed experience to provide IT leadership has not been readily forthcoming within healthcare. As such, expertise must be obtained from outside the industry. It is my hope that my experience in banking and other applications will provide me with the qualifications to bring viable IT solutions to healthcare in the very near term.

Research Initiatives

Over the last couple of years, the reception for collaborative research into both theory and practice has led to a number of research developments. These include:

- Research surrounding the development, implementation and measurement of an Information Management System for 43 province-wide CCACs.
- Working on the creation of an Healthcare Informatics Center for both Research and Education at Department of Health Policy, Management and Evaluation
- Research relating to the evaluation of the benefits from Information Technology - incorporating the TAHSC hospitals, Toronto CCAC and the Waterloo Region CHIN.
- Conference Research Director for One Day Symposium for Ontario Community Services Research and Evaluation Network (OCSREN) - Toronto Airport Hilton, February 16, 2000.
- Research surrounding the needs for Information Technology of Ontario's hospitals (with the OHA).
- The creation of a multidimensional database for the Mount Sinai Toronto CCAC Hospice Palliative Care Network (HPCNet) project.
- The Development of an Electronic Patient Record in CD format for University Health Network.
- The Development of a Centralized Patient Data Registry for the Canadian Cystic Fibrosis Foundation
- The Development of an efficient data-capture system for Pre-ER encounters (with Metro Toronto Ambulance and Sunnybrook Hospital)
- The development of performance measures and standards for Community (Toronto CCAC) -Hospital (UHN, St Michael's and Mount Sinai) information transfer.
- HISE - Healthcare Interactive Simulation Exercise; modified to research Patient Information Needs.
- Researching the needs for Patient Advocacy and patient information systems.
- The Effect of Funding Policy on Day of the Week Admissions and Separations in Hospitals: The cases of Austria and Canada.

For further information including recent publications and presentations, please click [here](#).

Education

Two New Courses Approved for Offer by the Department of HPME

The Executive Committee of Division IV of the School of Graduate Studies reviewed and approved the following two new courses for offer as of academic year 2001/2002 by the Graduate Department of HPME.

HAD 5772H - Intermediate Statistics for Health Services Research Instructor: Michael Murray, PhD

This course is designed to give all PhD students in the Department of Health Policy, Management and Evaluation, regardless of program or concentration, a working knowledge of statistical analysis techniques relevant to health services research. Topics include such things as t-tests, ANOVA, correlation, regression, multiple regression, logistic regression, factor analysis, reliability analysis, and statistical process control procedures. This course stresses a "hands-on" practical approach to statistical analysis in health services research. Each technique will be introduced by readings and a lecture. Students will then work through computer printouts and published articles to understand the translation of equations and formulae to practice. Students will have the opportunity to run computer analyses relevant to each technique using databases provided in a computer lab using SPSS.

HAD 5011H - Canada's Health Care System and Health Policy - Research Stream Instructor: A. Paul Williams, PhD

HAD 5011 is new course which is compulsory for all PhD students in the Department of Health Policy, Management and Evaluation. It is meant to ensure that all graduates of the PhD program have a developed understanding of current health policy issues and a capacity to conduct policy analysis. The course will be taught in conjunction with HAD 5010H - Canada's Health Care System and Health Policy: Part 1 (Professional Stream), sharing the same classroom components including panels and presentations focussing on current health policy issues. However, course faculty will conduct the tutorials in HAD 5011H as well as the evaluation to ensure a more extensive mastery of theory and literature.

Honours and Awards

Gillian Hawker receives F.M. Hill Award in Academic Women's Medicine

Congratulation to Dr. Gillian Hawker who has been named Sunnybrook and Women's first F.M. Hill Professor. The F.M. Hill Professorship is an endowment provided by friends of Professor F.M. Hill, a former Chief of Medicine at Women's College Hospital. The Professorship was established to promote women to academic leadership positions, to promote the development of academic activities in women's health and to support medical staff, particularly women, in developing their careers in the Department of Medicine.

The Department of Medicine at the Faculty of Medicine, University of Toronto and at Sunnybrook & Women's collaborated to establish the F.M. Hill Professorship in Academic Women's Medicine in 2000. In addition to assuming this role, Gillian will continue to maintain her leadership to the Clinical Epidemiology program in the Department of Health Policy, Management and Evaluation at the University of Toronto.

Appointments

Kevin Leonard Receives Tenure and Promotion

Congratulations to Kevin Leonard on receiving tenure and on his promotion to Associate Professor, Department of HPME.

Cross Appointments for October 2001, Department of HPME

- Sandra Donnelly, Associate Professor, Cross Appointment from Department of Medicine
- Dorcas Beaton, Assistant Professor, Cross Appointment from Department of Occupational Therapy
- Upton Allen, Associate Professor, Cross Appointment from Department of Paediatrics

Students

Raman Nijjar Wins 2001 Alan Hay Award

Each year, the R. Alan Hay Memorial Trust Fund of the Ontario Hospital Association awards the R. Alan Hay Memorial Prize to outstanding health administration students in Master's degree programs of designated universities. The award is given in commemoration of Alan Hay's lifelong contribution to the improvement of healthcare services, and is based primarily on performance and promise demonstrated by a student in their administrative residencies. This year the University of Toronto award went to Raman Nijjar, MHSc Year 2.

Raman completed her residency at the North York General Hospital under the preceptorship of Mr. Murray MacKenzie, President and CEO. During her time at the hospital, Raman became immersed in the life of the hospital and participated in many management related activities including developing a proposal for a memory disorders program and a review of the organization's Balanced Scorecard initiative. "Her writing skills and exceptional presentation skills are perhaps the best I have witnessed in working with residents for over 25 years" said Mr. MacKenzie.

Congratulations Raman.

Alumni

Alumni Annual Dinner Meeting - November 5, 2001

Members of the alumni executive are busy preparing for the Annual Dinner Meeting which will be held on Monday, November 5, 2001 at the Holiday Inn on King Street. The Silver Anniversary Class of 1976 will be honored this year. The evening promises to be a fun filled event and there will be a prize for the class with the most attendees. So, encourage your classmates to come and make this the most memorable annual dinner yet.

To register for the dinner meeting, please call Rose Jones at (416) 586-5062 or e-mail Rose at rjones@mtsinai.on.ca. We look forward to seeing you.

More details can be found in the [Alumni Fall Newsletter](#).

Other Notables

Ross Baker and Liane Soberman Present at International Conference in Australia

Last month, Ross Baker and Liane Soberman Ginsburg attended the Fourth International Conference on the Scientific Basis of Health Services in Sydney, Australia. Both were part of a group representing HEALNet, a federally funded network of researchers whose work aims to improve decision-making in healthcare. Ross Baker presented a paper on the "Development and Use of Performance Measurement Frameworks To Improve Decision-Making in Canadian Healthcare". He also participated in a panel presentation on Canadian research efforts, featuring the work of HEALNet and the Canadian Institutes of Health Services Research. Liane Soberman Ginsburg presented a paper on "How Managers Perceive Hospital Performance Data" based on her PhD thesis research in the Department. Participants in the meeting came from more than 20 countries.

The Department of HPME Welcomes Andrew Bland, NHS Management Trainee

Andrew Bland is currently on a three-month elective placement within the Department of HPME where he is studying Patient Satisfaction under the supervision of Steinni Brown. The elective is one stage of a two-year fast track Management Training Scheme in the English NHS, developed in 1948 and re-vamped under the new Blair government. The purpose of the elective is to make international comparison and bring lessons back to the UK. 60 Trainees are currently in different countries worldwide.

Since Andrew graduated from Durham University last year he has worked within Learning disabilities, Cardiology and Elderly Care. When he returns to the UK he will complete a Masters Degree in Health Management at Birmingham University and join a team establishing a new Primary Care Trust in the South of England.