

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

May/June 2002

Office of the Chair

Louise Lemieux-Charles Appointed Chair

On May 13, 2002 Dr. David Naylor, Dean, Faculty of Medicine, announced the appointment of Dr. Louise Lemieux-Charles as Chair, Department of Health Policy, Management and Evaluation for a 5-year term, effective July 1, 2002.

In addition to her role as Chair, Dr. Lemieux-Charles is an Associate Professor in HPME, Program Director of the Hospital Management Research Unit, an adjunct scientist with the Institute for Work and Health and a member of the Collaborative Centre for Bioethics at the University. Prior to her appointment in HPME, she held positions in senior management in the acute care system, in teaching and in consulting.

Dr. Lemieux-Charles is actively involved in both the MHS and the MSc/PhD programs as teacher, preceptor and thesis supervisor. Her current research focuses on performance management, human resources management, organizational learning, knowledge transfer and, service delivery networks - all within the context of healthcare. Some of her ongoing research projects involve the relationship of performance indicators to an organization's strategic performance; the role of evidence in major system change; and the effectiveness of community-based networks in the delivery of care to individuals with dementia and their caregivers. Her most recent findings have been published in *The Journal of Organizational Behavior*, *Health Care Management Review* and the *Canadian Journal of Public Health*.

Dr. Lemieux-Charles is on the Board of Governors of the Toronto Rehabilitation Institute, Chair of the CHSRF General Grants Review Committee, a member of the DHC Toronto Health Service Plan Committee and a member of the MOHLTC Provincial Alzheimer's Strategy Committee.

HPME Website Stakeholder Survey

Introduction

As the University of Toronto moves to an electronic academic environment, it is critical for the Graduate Department of Health Policy, Management and Evaluation (HPME) to maintain a web site that is comprehensive, current, easy-to-use, and esthetically pleasing. Therefore a Web Site Working Group was convened to evaluate the current site (<http://www.utoronto.ca/hpme/>) and plan future enhancements. The Working Group suggested that a survey was warranted to ensure that the needs of all stakeholders - staff, faculty, current students and prospective students - were addressed.

A survey was developed to elicit opinions on the content and functionality of the current site, and recommendations for further development. The survey was distributed to faculty, staff, and current students by email. Students accepted to graduate positions in Clinical Epidemiology also received the survey by email. Students being considered for acceptance to the MHS program were asked to complete a print version of the survey while waiting to be interviewed. The results were presented to the HPME Curriculum Committee for their comments.

Discussion

Although the response rate was low (see [Table 1](#)), overall results (see [Table 2](#)) show that most respondents to the HPME web survey provided positive feedback regarding the usability of the HPME web site (range 76% to 91%). However, there was less agreement that the Department's mission, objectives and research activities were clearly described and highlighted (60%).

Members of the Web Site Working Group noted that the web site was originally designed to disseminate information about educational programs, but that its mandate has broadened in scope to include a knowledge transfer function. This necessitates some minor modifications to better "brand" the Department through clearer definition of its mission and more apparent, dynamic display of research activities.

Through discussions with the Curriculum Committee, it was decided that Rhonda Cockerill will serve as the web content manager of educational information and that educational web content would become a standing item on the agenda of the Curriculum Committee to ensure that there is a clear mechanism for decision-making regarding changes and updates to the web site. It should be noted that, as requested by written comments from current and prospective students, course descriptions are being compiled and will be posted to the HPME web site as they are finalized. Anna Gagliardi, in her role with HPME as coordinator of knowledge transfer, will be responsible for web content to feature the Department's research activities and contributions.

Research

HPME Researcher, Ross Baker, Leads National Investigation of Adverse Events in Hospitals

[Dr. Ross Baker](#), Associate Professor with HPME, is leading a research study that examines the frequency and nature of adverse events in Canadian acute care hospitals. Jointly funded by the Canadian Institutes of Health Research (CIHR) and the Canadian Institute for Health Information (CIHI), the study will examine the extent of adverse events, and the availability of data that could be used to track such occurrences. Dr. Peter Norton, Head of the Department of Family Medicine at the University of Calgary is co-principal investigator.

A research team in each of British Columbia, Alberta, Ontario, Quebec and Nova Scotia will examine randomly selected patient records in four hospitals to identify indications of medical or surgical adverse events. Where initial review indicates such a possibility, the charts will be examined in depth by specially trained physicians. The study, commencing in June 2002, is expected to conclude in 2004.

Similar studies in other countries have demonstrated that adverse events occur more frequently than commonly believed. A review of American studies was that issued in November of 1999 by the Institute of Medicine (IOM), entitled [To Err Is Human: Building A Safer Health System](#). Based on these studies, the report indicated that as many as 44,000 to 98,000 people die in American hospitals each year as the result of these adverse events. Even using the lower estimate, this would make this the eighth leading cause of death in the United States -- higher than motor vehicle accidents, breast cancer or AIDS.

While many healthcare organizations track incidents and deaths, these data do not reflect the complete incidence of adverse events. Hence this research represents an important landmark study. Results from the study will be compared to other measures of adverse events developed from local reporting and administrative data to help develop more complete measures that can be used to track such events. This information will be important in identifying ways to improve patient safety and quality of care.

Research and Teaching Profiles

Faculty associated with the Department of Health Policy, Management and Evaluation (HPME) are involved in a broad range of research activities with a variety of organizations. Success of the HPME Knowledge Transfer initiative is dependent on presenting our stakeholders with a unified, clear image of the depth and breadth of Departmental expertise. To promote greater internal awareness of the knowledge developed through HPME, faculty research profiles will be included as a regular feature of this newsletter.

In this issue we feature research profiles from Ross Baker and Rhonda Cockerill:

- [Ross Baker](#) is an Associate Professor with HPME and, in July, will assume the position of Chair of the Association of University Programs in Health Administration, which represents all of the accredited masters degree programs in health administration in the US and Canada. His research interests focus on organizational factors influencing patient safety and clinical improvement, and strategies and tools for improving the use of performance information in healthcare.
- [Rhonda Cockerill](#) is a Professor and Graduate Coordinator for the Department of Health Policy, Management and Evaluation. Her research interests include development and evaluation of performance indicators for primary care; evaluation of networks of dementia care; evaluation of pharmacy provision of emergency contraception; and evaluation of HIV counseling services. She teaches in the areas of quantitative methods and program planning and evaluation.

+ + PROFILES OF THE MONTH + +

Ross Baker, PhD

Dr. Baker is an Associate Professor in HPME. His current research focuses on organizational factors influencing patient safety and clinical improvement, and strategies and tools for improving the use of performance information in healthcare. Together with Peter Norton at the University of Calgary he recently finished a survey and interview research on current patient safety activities in Canada. Ross Baker assumes the Chair of the [Association of University Programs in Health Administration \(AUPHA\)](#) in July 2002. He also serves as a member of the National Steering Committee on Patient Safety chaired by Dr. John Wade.

Education and Work Background

Ross Baker has an M.A. and Ph.D. from the University of Toronto and a bachelor's degree from McGill University. He taught at Dalhousie University and the University of Alberta prior to his appointment at the University of Toronto.

Research Activities

Current research includes a project funded by HEALNet on the use of digital dashboards to make strategic decisions in healthcare organizations, and a review of patient safety activities in the US, UK and Australia funded by Health Canada.

Teaching and Supervisory Responsibilities

Dr. Baker is currently supervising three students pursuing Masters and PhD degrees.

Future Research

With funding from the Canadian Institute for Health Information and the Canadian Institute for Health Research, Dr. Baker will be leading an investigation of *Adverse Events in Canadian Hospitals*, along with co-investigator Dr. Peter Norton, Professor and Head of the Department of Family Medicine at the University of Calgary. Through systematic review of hospital charts, the study will examine the extent of adverse events in Canadian acute care hospitals and the availability of data that could be used to support continuous monitoring and reduce these events. This is the first study of its kind in Canada and results of the study are expected to be released to the public in 2004.

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Rhonda Cockerill, PhD

Dr. Cockerill is a Professor in HPME specializing in program evaluation and the use of performance indicators. Her research projects involve the evaluation of a broad range of programs including networks of dementia care, pharmacy provision of emergency contraception, and HIV counseling and rehabilitation services. She also functions as the Departmental Graduate Coordinator.

Education and Work Background

Dr. Cockerill received her PhD at the University of Edinburgh. She completed a post-doctoral degree in the Department of Health Administration at the University of Alberta and worked for three years as Manager of Strategic Planning, Department of Hospitals and Medical Care, Government of Alberta prior to joining the University of Toronto. Her first position at the University of Toronto was as an evaluation consultant with the Health Care Research Unit.

Dr. Cockerill has been engaged in student funding activities, serving as a committee member for CIHR, Connaught, and Lupina Fellowship committees. She has been actively involved with the Canadian Evaluation Society and the American Evaluation Association (AEA) and currently serves on an Executive Committee of the AEA. Dr. Cockerill is also a Board member of the Anne Johnston Community Health Centre in Toronto, Canada's first barrier-free health facility.

Research Activities

Current research activities include an evaluation of a pilot project for the delivery of emergency contraception through pharmacies; development of performance indicators for primary care; an evaluation of dementia care networks; and a needs assessment of the delivery of rehabilitation services to an HIV/AIDS population.

Recently completed projects include an evaluation of the Aboriginal Healing and Wellness Strategy (AHWS) and an evaluation of the HIV/AIDS testing program.

Teaching and Supervisory Responsibilities

Dr. Cockerill is currently supervising five Masters and PhD students and is involved as a committee member on over ten additional committees. Recent graduates include Mary Lou King (Ryerson University), Pat Griffen (University of Ottawa) and Maureen Dobbins (McMaster University).

Future Research

Future research will continue to focus on the evaluation of community based programs.

Education

Task Force Examines the Needs of Professional Graduate Students in the Faculty of Medicine

The Associate Dean of Graduate and Inter-Faculty Affairs requested that the standing sub-committee for Professional Masters Program of the Decanal Advisory Committee on Graduate Affairs form a Task Force to review the current and future needs of professional graduate students in the Faculty of Medicine and to recommend strategies to address these needs. Subcommittees were organized to review in depth the following areas: student services (including financial); professional graduate student tuition; and financial need of professional Master's students.

For more than a decade, the tuition fees for health professional graduate students have exceeded the tuition fees paid by students enrolled in a research thesis MSc program. The decision to engage in this tuition fee differential was based on the assumption that health professional students will be immediately employed in jobs at "higher rates of payment" than graduates of MSc programs. The Task Force believes no data support the assumption that graduates of MSc programs will be employed in jobs paid at a lower level than health professionals (non-MDs) graduating from our Faculty of Medicine.

Analysis of OSAP/UTAPs utilization by graduate students in the Faculty of Medicine in 2000-01 identified that professional Masters' students are the higher users of both student loans and high needs' bursaries compared to the MSc/PhD students. Professional Masters' students have little access to financial counseling. A questionnaire was distributed to the professional Masters' students to assess their financial need on entry into, and during their program of study. This sampling of 169 professional graduate students revealed that at least 50% enter from their undergraduate programs with a significant debt accumulated mainly due to educational expenses. By the time they complete their Masters' programs, these individuals will accumulate a total debt load on average between \$30,000 and \$40,000.

The Task Force recommends the following:

Student Tuition Fee

1. The tuition fee for health professional Masters' programs be frozen until it is equal to the MSc tuition fee. Assuming a steady rise in the latter over the next 3 to 5 years, once equivalent both tuition fees will then increase at the same rate.

Student Financial Need

1. Formulate a standard format for gathering financial information with due regard for confidentiality for all professional master's programs and initiate prospective surveillance of student financial need in the Faculty of Medicine starting Sept 2002.
2. Increase the availability and amount of UTAPs or high needs' bursaries to address the unmet needs of graduate students in the health professional Masters' programs.
3. Improve access to and utilization of the University of Toronto graduate student bursary system provided by the School of Graduate Studies.
4. Enhance the access for professional Masters' students to a line of credit arrangement similar to that available to medical students.
5. Enhance the effort of the Faculty of Medicine Development Office and Graduate Departments to raise funds for scholarships and bursaries targeted to the financial needs of professional master's students.

Student Financial Services

1. Each Graduate Department should provide the first point of contact for basic level of advice to students about all sources of financial aid including OSAP/UTAPs, scholarships and bursaries. Appropriate application forms and guidelines should be available at the Departmental level including on their Web sites with links to information provided by the School of Graduate Studies. Departments should delegate responsibility for communication about financial aid to specific administrative staff.
2. Financial counseling services should be provided by the Faculty of Medicine. These services should include, but not be limited to:
 - o a resource person to provide individualized financial counseling
 - o financial counseling about management of personal budget and debt at entry and exit of the degree program
 - o provision of regularly scheduled financial management seminars
3. Information about financial resources and services should be centralized and easily accessed. Improved communication should be accomplished.

Honours and Awards

Coyte Appointed as President: Canadian Health Economics Research Association

Peter C. Coyte has been elected for a two-year term as the President of the Canadian Health Economics Research Association (CHERA/ACRES). Coyte is a Professor in the Department of Health Policy, Management and Evaluation in the Faculty of Medicine, University of Toronto. He holds a CHSRF/CIHR Health Services Chair and is Co-Director of the Home and Community Care Evaluation and Research Centre (HCERC). CHERA/ACRES has been in place for more than twenty years. Members include academics and decision makers. CHERA/ACRES describes itself as a national, membership-based, non-profit organization which promotes Canadian health research. The mandate of CHERA is to provide an effective forum for communication, to assist in the dissemination of health research, to promote quality research and to promote effective partnerships.

Research Day Award Winners

[Research Day PowerPoint Show](#)

(800 kb)

The Department of Health Policy, Management and Evaluation held its Annual Student Research Day on May 1, 2002. The winners of awards were:

Eugenie Stuart Award: Best Instructor - Gillian Hawker & Mary Hannah (decided on the basis of student evaluations and contribution to the Department's teaching programs, as assessed by the Department's Curriculum Committee)

Maureen Dixon Award: Mary Lou King (supervisor, Rhonda Cockerill), (student most likely to make an outstanding contribution to a community based agency).

Harold Livergant Award: Judy Maheu, Outstanding MHSc Year 1 Student in the Field of Continuing Care

Ted Goldberg Award: Anna Gagliardi (supervisor - Vivek Goel), Most Promising PhD Student.

Claire Bombardier Award: Tamarah Kagan-Kushnir (supervisor - Aileen Davis), Most Promising MSc (Clinical Epidemiology) Student.

Thomas & Edna Naylor Memorial Award: Best MSc/PhD Thesis in Health Services Research, Louise Bordeleau (supervisor - Pamela Goodwin), "Defining the Impact of Various Methods of Analyzing Missing Quality of Life Data in a Study Looking at Psychosocial Support in Women with Metastatic Breast Cancer

MHSc Poster Awards

G.B. Rosenfeld Award - First Place: Cheryl Chapman/Frances Morton/Kaiyan Fu/Doina Lupea/ Jennifer Pepper, "Free Influenza Immunization for Ontario's Healthy Working Adults: An Evidence-Based Policy?".

Second Place: Gauri Junnarkar/Barbara Belanger, "Assess the Impact on the Long Term Costs of Cardiovascular Disease Compared to Stroke: The Inclusion of Informal Caregiver Costs in a Cost Effectiveness Analysis".

MSc Poster Awards

GSU Award - First Place: Catherine Birken (supervisor - Colin Macarthur), "Formal Evaluation of the Clinimetric Properties of Asthma Severity Scales for Use in Preschool Children".

Second Place: Nadine Shehata, (supervisor - Gary Naglie), "A Cost-Effectiveness Analysis of Screening Donors for Malaria by Polymerase Chain Reaction".

PhD Poster Awards

Eugene Vayda Award - First Place: Doug Lee (supervisor - Jack Tu), "Do Practice Guidelines and Randomized Trials Have an Impact on Treatment of Heart Failure Patients".

GSU Award - Second Place: Dave Juurlink (supervisor - Don Redelmeier), "Adverse Outcomes Following Drug Interactions in the Elderly".

Appointments

Promotions

To Associate Professor effective July 1, 2002

- Dr. David Zakus
Department of Health Policy, Management and Evaluation
Director, Centre for International Health

Students

The Department of HPME proudly presents the Class of 2002 - June Convocation

PhD Health Administration

Mary Lou King

MSc Clinical Epidemiology and Health Care Research

Geoffrey Liu

Diploma in Clinical Epidemiology

May N. Tsao

MHSc Health Administration

Stewart Boecker
Douglas Brunton
Barbara Cadotte
Renila Castillo
Cheryl Chapman
Brian Chisamore
Andrea Cohen
Lee Fairclough
Jennifer Faraone
Dennis Fong
Kaiyan Fu

Keva Glynn
Laura Humphrey
Thomas Jakobek
Jeanie Joaquin
Gauri Junnarkar
Henriette Koning
Doina Lupea
Faith Malach
Kim Martin
Janice McCuaig
Frances Morton

Raman Nijjar
Jennifer Pepper
May-Lin Poon
Alison Quigley
Monica Simpson
Pamela Spencer
Patricia Syms Sutherland
Gail Terashita
Isaac Weinroth

Lee Fairclough named Winner of the 2002 Robert Wood Johnson Award

Lee Fairclough, a second year MHSc student, was named this year's winner of the Robert Wood Johnson Award from the University of Toronto. The award goes to the student viewed as the most likely to contribute valuable service to the field of health services management, and all program faculty are involved in the nomination and selection process. In addition to being a graduate student in the Department of Health Policy, Management and Evaluation, Lee holds the position of Technical Planning Consultant at the Joint Policy and Planning Commission.

Congratulations Lee.

Emily Musing named Winner of the 2002 Health Executive Forum Student Award

Emily Musing, a first year MHS student was named this year's winner of the Health Executive Forum Student Award from the University of Toronto. Emily received the award for demonstrated excellence, both current and future, in the field of health administration. In addition to being a graduate student in the Department of Health Policy, Management and Evaluation, Emily holds the position of Director of Pharmacy at the University Health Network

Congratulations Emily.

Ontario Graduate Scholarship Award Winners

Health Administration (PhD)

Ellen Schraa (supervisor - George Pink)
Warren Winkelman (supervisor - Kevin Leonard)

Clinical Epidemiology (MSc)

Kelly O'Brien (supervisor - Ahmed Bayoumi)

Alumni

Spring Education Day a Big Success

Education Day this year (May 10, 2002) was a very successful event, like those of recent years. Keynote speaker Bob Rae opened the discussions with an entertaining and enlightening discussion of policy questions underlying the theme of the day, "The Evolving Role of the Private Sector in Our Health Care System". He was followed by Don Schurmann of Turnkey Management Consulting who gave us up-to-date information about the organization of health care in Alberta, as well as a historical view of changes there, and of issues which have arisen. His was a voice of experience, pointing out among other things, that privatizing a system is not without problems, but rather it means exchanging one set of problems for a different set. The third speaker, David Berlin, gave an account of issues faced by his company, who offer a new treatment for inoperable cardiac patients, that is currently not covered by OHIP.



Alumni Planning Committee

After a networking break, the discussions were carried on by a panel of experts: Professor Raisa Deber of HPME, Shirley Sharkee, President, St. Elizabeth Health Care and Gery Barry President, Liberty Health. They had so much to say to one another, that they continued their conversation even after the moderator, Sholom Glouberman, had closed the day!

All in all, an interesting day. Congratulations to the planning committee and to co-chairs Charissa Levy and Lisa Newman.

Sister Elizabeth Davis (Class of 1985) receives Honorary Degree from Memorial University

Sister Elizabeth Davis an outstanding community leader, health services executive, and educator was awarded an honorary doctor of laws degree this spring from Memorial University.

Elizabeth Davis is a member of the congregation of the Sisters of Mercy of Newfoundland. Prior to 1982 Sister Davis was a high school teacher in several communities in Newfoundland, teaching mathematics, English and religious studies. After completing her MHS Health Administration in 1985 she served as executive director of St. Clare's Mercy Hospital in St. John's from 1986 - 1994. In 1994 she became the first president and chief executive officer of the Health Care Corporation of St. John's, a post she held until 2000.

Sr. Davis has been an active participant on board and system-wide committees, and task forces in both the health and education systems. She is presently a member of the Medical Council of Canada, the National Board of Medical Examiners of the United States, the Canadian Health Services Research Foundation, the editorial advisory board of Hospital Quarterly and the advisory committee on advocacy for the Catholic Health Association of Canada.

Among her recent awards are the Humanitarian of the year Award from the Newfoundland and Labrador chapter of the Canadian Red Cross, the 2001 Performance Citation Award from the Catholic health Association of Canada, and the 2001 Award for Distinguished Service from the Canadian Healthcare Association (Memorial University, Spring Convocation 2002).

Other Notables

+ + IN THE NEWS + +

Alex Jadad Named in TIME Magazine

A recent issue of TIME Magazine (April 8, 2002) featured an article entitled "The Cutting Edge" with the byline "New technologies and a wave of post-boomer talent are winning renown for Canadian medicine." The article "highlights the most important trend in Canadian health care: a shift from the era of scarcity and brain drain to a scene dominated by new technologies and a new generation of researchers that have a truly international impact." Mentioned in the piece is [Alex Jadad](#), HPME Professor, and Director of the [Centre for Global eHealth Innovation](#), who is "connecting clinicians and researchers, social scientists, engineers and computer specialists to produce research with a depth he says no individual could achieve on their own."

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First Do No Harm: Making Sense of Canadian Health Reform

By Terrence Sullivan and Patricia M. Baranek
Malcolm Lester, 108 pages, \$12.95

First Do No Harm, authored by [Terrence Sullivan](#), Associate Professor with HPME, and [Patricia Baranek](#), HPME graduate, was released in May 2002 and discusses the sustainability of Canada's Medicare system.

A reviewer for the Globe and Mail noted that the book "is a primer on health-care reform. It also explains how medicare works and, more important, how it needs to work." and "It is slim but weighty at the same time...the authors make smart recommendations, including national standards for home care -- something that's urgently needed."

Terry Sullivan highlights the contribution of other HPME researchers, notably [Peter Coyte](#), [Colleen Flood](#) and [Raisa Deber](#), who developed policy papers related to health reform in Canada. Many of the facts and figures within the book are drawn from those policy papers.

The policy documents were originally prepared for the [Dialogue on Health Reform](#), an initiative that engaged Canadian leaders in business, academia, health care, and politics to discuss the benefits of universal public insurance in health care and promote sensible reform efforts in two specific areas: improved home care and better waiting list management. With funding from the Atkinson Charitable Foundation, the Dialogue on Health Reform commissioned various reports, all available through the HPME web site , and coordinated a National Leadership Roundtable on Health Reform with Terry Sullivan as Chair of the Steering Committee.

First Do No Harm is an important book on many fronts...it serves to emphasize the work of the Dialogue on Health Reform; its release coincides with the work of the Romanow Commission and its content fuels those discussions; and it also highlights the significant role played by HPME-affiliated researchers in improving the quality of the Canadian health care system.