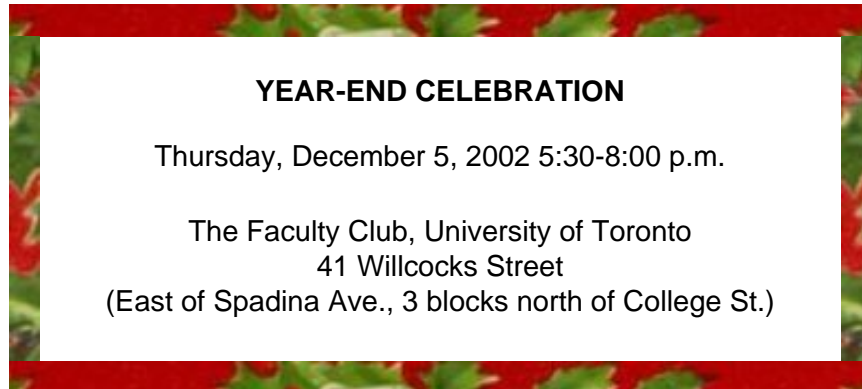


**DEPARTMENT OF HEALTH POLICY,
MANAGEMENT, AND EVALUATION
- NEWSBYTES -**

November/December 2002

Office of the Chair

The Department of HPME Invites You to Our...



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Visiting Professor Robert Rich to speak on Critical Issues in Knowledge Utilization and Health Policy Making

The Department of Health Policy, Management and Evaluation and the Centre for Addiction and Mental Health invite you to attend a presentation by [Dr. Robert Rich](#), Professor of Law at the University of Illinois at Urbana-Champaign. Dr. Rich will speak on Tuesday, February 18 at the Koffler Institute of Pharmacy Management, 569 Spadina Avenue, from 4 pm to 5 pm, with a reception to follow.

Robert Rich has a joint-appointment with the Institute of Government and Public Affairs (IGPA), where he was Director from 1986-1997. He is also appointed in the College of Medicine and the Political Science Department. He is currently Director of the Office of Public Management of IGPA. His research focuses on health law and policy, federalism and the role of the states, environmental policy, and science policy.

This event is free, but please R.S.V.P. by February 7, 2003 to anna.gagliardi@utoronto.ca

A Welcome Solution for HPME Space Constraints

The Department of Health Policy, Management and Evaluation (HPME) has been situated in the McMurrich Building on the University of Toronto downtown campus for over 25 years. As our educational programs, faculty members and research endeavours evolve and expand, limited space in the McMurrich Building places significant constraints on our growth and productivity.

Over the past five years, HPME has examined various means to ameliorate the space restrictions within which it presently offers programs and carries out research but none have completely addressed all our needs. Accommodation is not available for new and important research projects that have been awarded peer-reviewed funding. Faculty members are spread across several sites and contiguous meeting rooms are few, hampering collaborative efforts. Within the current arrangement graduate student offices are simply not possible.

The University of Toronto recently acquired a building at 155 College Street which previously housed the Toronto District School Board. This facility has been earmarked for HPME, the Departments of Public Health Sciences and Family and Community Medicine, and the Faculty of Nursing. The building will require extensive renovations prior to occupancy. These modifications are scheduled to begin in late 2003 and early 2004. We have initiated the planning process and all involved parties view this exercise as an excellent opportunity for collaboration.

To fund the renovations all involved departments are expected to engage in fund raising activities therefore we seek your assistance in this endeavour. Through this newsletter and other forms of communication we will keep you informed of our progress. As always we appreciate any support you can offer during this period.

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HPME Research Day

Don't forget to mark your calendars!
Research Day
Wednesday, May 7, 2003

Research

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.

This issue of the HPME newsletter features research profiles for:

- [Geoff Anderson](#) is an HPME Professor, Senior Adjunct Scientist with ICES, and Liberty Health Chair in Health Management Strategies. His research focuses on health care system performance measurement and pharmaco-surveillance.
- [Jan Barnsley](#) is an Associate Professor in HPME and the Departmental Director of the MSc/PhD program. Her research involves the use of performance indicators and performance measurement in the primary care setting.

+ + PROFILES OF THE MONTH + +**Geoffrey Anderson, PhD**

Dr. Geoffrey Anderson is an HPME Professor and was recently named as the Liberty Health Chair in Health Management Strategies. This position is located in both the faculties of Medicine and Law, with the goal of studying alternative approaches to managing Canada's health care system. His research focuses on health care system performance measurement and pharmaco-surveillance.

Education and Work Background

Dr. Anderson obtained a degree in Medicine from the University of Ottawa and a Master's of Science in Community Medicine at the University of Toronto. This was followed by a PhD in public policy analysis at the RAND Graduate School of Policy Studies in Santa Monica, California. Dr. Anderson then worked at the University of Ottawa and the University of British Columbia before he joined HPME and the Institute for Clinical Evaluative Sciences, where he is currently a Senior Adjunct Scientist.

He is a member of the health personnel awards committees in Ontario and Alberta and is a member of the Federal Provincial and Territorial Advisory Committee on Health Care Services, for which he chairs a Working Group on Quality of Care. In the past, Dr. Anderson held a National Health Scientist Award from the National Health Research and Development Program (NHRDP), an Ontario Career Scientist Award from the Ontario Ministry of Health, and a position as Senior Research Advisor for the Canadian Institute for Health Information (CIHI).

Research Activities

Recently completed research includes an examination of alternative approaches to the development and testing of hospital-level mortality measures using different approaches to cohort definition and risk-adjustment; development of the clinical utilization and outcomes used in the Ontario Hospital Report Cards on Acute Care Hospital and Emergency Department Care investigation of the quality of drug therapy clinical practice guidelines in Canada; and an assessment of how nurse staffing affects the surgical volume-outcomes relationship.

Current research led by Dr. Anderson includes a randomized controlled trial to test the effectiveness of a coordinated multifaceted guideline implementation intervention in reducing the rate of cesarean section; the development of a framework for incorporating pharmaco-surveillance in formulary decision-making; evaluation of a methodological framework for improving the measurement of hospital outcomes; and an assessment of pharmacological management of chronic disease in older adults. He is also participating in a multi-part project examining the development of population-based hierarchical analytic methods to assess the impact of medical and non-medical determinants of health.

Teaching and Supervisory Responsibilities

Dr. Anderson is currently supervising one PhD student and two Post-Doctoral fellows. He is the coordinator for the Health Policy and Evidenced-based modules in the medical undergraduate program in the faculty of Medicine and teaches graduate courses in HPME.

Future Research

Future research will examine adverse event rates associated with prescription drug therapy and the determinants of multi-drug adherence in older persons.

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Janet Barnsley, PhD

Dr. Barnsley is an Associate Professor in HPME specializing in primary care performance measurement and the use of performance indicators. Her research involves working closely with primary care physicians to identify, select, and evaluate measures that can be used to assess primary care practice. She also functions as the Departmental Director of the MSc/PhD Program.

Education and Work Background

Dr. Barnsley received her PhD at the University of North Carolina at Chapel Hill, Department of Health Policy and Administration, under the supervision of Dr. Arnold Kaluzny, well-known for his research on program evaluation in health care. She then became affiliated with the University of Toronto as a Research Associate in HPME (then Health Administration), followed by a position with the Department as Assistant Professor.

Dr. Barnsley was a member of the Primary Health Care Expert Working Group for the Canadian Institute of Health Information. She is on the Research Subcommittee of the Ontario Association of Health Centres and on the Board of Directors for the Flemingdon Community Health Centre. In the past, she has served on various committees for the Toronto District Health Council, Joint Policy and Planning Committee, Canadian Hospital Association, and the Canadian Council on Health Services Accreditation.

Research Activities

Recently completed projects include a three-year multi-university study comparing walk-in clinics with other primary care settings on quality, cost, satisfaction and utilization; the development of a performance framework for primary care using an expert panel consensus process; and the development and application of a performance framework for health care organizations. The latter was a HEALNet project conducted in collaboration with researchers from the University of Montreal.

Current research activities led or co-led by Dr. Barnsley include developing, implementing and evaluating a model to promote collaboration between chiropractors and physicians in two Primary Care Networks. Another research study involves field-testing the previously developed primary care performance measures to assess the feasibility of collecting indicator data. The information will be used in province-wide workshops on the use of performance indicators in primary care.

Teaching and Supervisory Responsibilities

Dr. Barnsley is currently supervising one PhD student, and is involved as a committee member on four additional student committees. Recent graduates include Shelley Cleverly (Consultant), Michelle Wrobel (Toronto East General Hospital), Maria Matthews (Memorial University, Newfoundland), and Diane Watson (Canadian Institutes for Health Research).

Future Research

Future research will focus on the transfer of patient information between family physicians and specialists based in hospitals or in the community.

Education

Two New Courses Receive SGS Approval

The following two courses have recently received approval by the School of Graduate Studies.

HAD5774H - Comparative Health Systems **Instructor: D. Zakus**

Each country in the world possesses and implements a unique health service delivery system. While there may be many factors, components and issues in common, there are nonetheless many differences. In the development and betterment of the Canadian/Provincial health systems it is important to learn about and analyze other country's systems to learn how they treat similar issues and to discover innovations for ours.

This course will examine various health system components, processes and outcomes from the viewpoint that we Canadians still have much to learn about how to best deliver health services. Improvement only comes through change and innovations and we need to know and understand what other jurisdictions are doing, especially those which are of a similar socio-economic status and which have similar needs to meet.

To this end, this course will focus on studying the health systems of the OECD countries, but will not neglect the opportunity to learn from others, especially those middle and low income countries implementing interesting and innovative reforms.

Particular issues like equity/inequity at local, national and international levels, and the current and looming effects of globalization will also be put into context with respect to the continual development of health service delivery mechanisms in Canada.

HAD5775H - Competition, Cooperation and Strategy in Healthcare **Instructor: W. Berta/A. Brown**

Current changes in Canadian health care, including growth in privately financed and delivered care, hospital restructuring, and new sources of capital financing for hospitals have renewed interest in strategic planning techniques more common in US healthcare institutions. A number of strategic planning tools such as balanced scorecards and integration are used in Canada, but there is little understanding of the competition and cooperation that stimulated their uptake in other countries and how these concepts affect institutions within the Canadian health care system.

This course builds on an earlier course in strategy in health care to show how these tools can be used to understand and respond to competition in health care; even in Canada. Students taking this course explore a number of issues around the application of strategy and performance measurement frameworks to cases from the for-profit, not-for-profit, and non-profit sectors in health care. This is a survey course that touches on a number of issues and examples in private sector management in health care.

The course has two objectives: To introduce a toolbox of methods and perspectives useful for understanding issues in strategy and the private sector in health care and to provide examples of interesting cases in the Canadian and US healthcare system that reflect possibilities in the evolution of the healthcare system. By the end of the course, students should be familiar with a number of emerging issues around the public-private split in the Canadian health care system and be capable of applying industry and company strategic analysis and performance measurement techniques to address common health policy topics such as the horizontal and vertical integration of services and public-private partnerships.

Honours and Awards

Jan Barnsley Presents Distinguished Paper

[Dr. Jan Barnsley](#), HPME Associate Professor and Director of the MSc/PhD program, was invited to present a Distinguished Paper at the Family Medicine Forum 2002, hosted by the College of Family Physicians of Canada, on Thursday, November 7 in Montreal. Dr. Barnsley discussed the Primary Care Performance Assessment Framework Project. This study involves Ontario primary care physicians in the development of evidence-based practice management tools and processes with a focus on improving the quality of medical records. The study's data collection tools are based on a framework of primary care indicators in the areas of preventive care, screening and health promotion, management of acute and chronic conditions, and practice organization and management. The indicators were selected through consensus by a 12-member primary care panel including physicians and a nurse practitioner from various types of practice and with different reimbursement schemes, in both urban and rural settings.

Appointments

Recent School of Graduate Studies Appointments

- Dr. Mary Corey
Hospital for Sick Children
Department of Preventive Medicine and biostatistics
University of Toronto
- Dr. Brian Golden, Professor
Joseph L. Rotman School of Management
- Dr. Keyvan Karkouti
Toronto General Research Institute
University Health Network
- Dr. Lorelei Linguard
Department of Paediatrics
Hospital for Sick Children

- Dr. Aideen Moore
Division of Neonatology
Hospital for Sick Children
- Dr. Kellie Murphy
Department of Obstetrics and Gynaecology
Mount Sinai Hospital
- Dr. Michael Schull
Clinical Epidemiology Unit
Sunnybrook and Women's College Health Sciences Centre
- Dr. George Tomlinson
Toronto General Hospital
- Dr. Kumanan Wilson
Toronto General Hospital

Recent Status Only Appointments

- Mr. Steinthor Ardal
Director, Central East Health Information Partnership
- Dr. Fred Ashbury, President
PICEPS Consultants, Inc.
- Mr. Nizar Ladak
Director of Health Services Information
Canada Institute for Health Information
- Mr. Andrew Szende, CEO
Electronic Child Health Network
- Dr. Janine Lindsay Wiles
Department of Geography and Geosciences
- Ms. Jennifer Zelmer
Director of Health Reports
Canada Institute for Health Information

Students

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

PhD Health Administration

Julie Arnold Gilbert
Deborah Tregunno
Wendy Young

MSc Health Administration

Shelley Cleverly
Jennifer Tranmer

MSc Clinical Epidemiology and Health Care Research

Niall Ferguson
Meredith Golomb
Lawrence Green
D. Andrew Loblaw

Diploma in Clinical Epidemiology

Rena Buckstein
Brigitte Jolles
David Petrik

Diploma in Health Administration

Urve Tamberg

Alumni

Annual General Meeting a Success

The Society of Graduates, Department of Health Policy Management and Evaluation held a successful Annual General Meeting on October 29, 2002 at the Holiday Inn on King Street. Faculty, graduates, students and guests had the pleasure of hearing from guest speaker Deputy Minister of Health and Long Term Care, Phillip Hassen. The Deputy called on everyone present to share in the opportunity of building a caring, accountable health system in Ontario with all sectors working together to develop effective solutions.

The Graduating Class of 1977 was honored, and Frank Lussing, CEO York Central Hospital spoke on behalf of the class and their significant contributions to the health system over the past 25 years.

Roslyn Savage from the Trillium Health Centre received the Leadership Award for her tremendous leadership in the development of numerous successful programs in acute care over the years and for inspiring many individuals and teams.

The recipient of the Literary Award for 2002 was Sharon Rogers for: "Mixed Gender Wards: What does the evidence indicate" published in Hospital Quarterly, Winter 2001/2002.

Future Society of Graduates, Annual General Meetings will build on the success of the 2002 meeting, where graduates, faculty and students can network and celebrate each others' accomplishments.

Other Notables

Medical Errors: Ross Baker Interviewed on CBC News

[Dr. Ross Baker](#), HPME Associate Professor, was interviewed on Friday, August 30 by the host of CBC NewsWorld about the need to investigate the incidence and cause of adverse medical events in Canadian acute care hospitals. Along with Dr. Peter G. Norton, a Professor of Family Medicine at the University of Calgary, Dr. Baker is leading a study to examine the extent of adverse events, and the availability of data that could be used to track such occurrences. 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.

Dementia Care Networks' Study Final Report

[Dr. Louise Lemieux-Charles](#), HPME Chair and Associate Professor, along with Dr. Larry Chambers, President and Chief Scientist at the University of Ottawa Institute on Health of the Elderly, recently completed a multicentre examination of health care services in Ontario for those with Alzheimer disease and other dementias. The case study investigated the evolution, structure, and administrative and service delivery processes of four community-based dementia care networks in Ontario from 1999 to 2002 through review of agency documents, key informant interviews, focus groups, and survey of providers, caregivers and individuals with dementia. The findings, available in a [full technical report](#) (227 page pdf file) or [summary report](#) (84 page pdf file), have implications for care recipients, caregivers, health and social service professionals, and government policy makers.

Peter Coyte's Home Care Recommendations Accepted by Kirby Committee

[Peter C. Coyte](#), HPME Professor, Co-Director of the [Home and Community Care Evaluation and Research Centre \(HCERC\)](#), and CHSRF/CIHR Chair in Health Care Settings and Canadians, was commissioned by the Honourable Michael J.L. Kirby to develop recommendations for the organization, delivery and financing of home care in Canada.

As chair of the Senate Standing Committee on Social Affairs, Science and Technology, Kirby plans to release the recommendations for health care policy reform on Friday, Oct. 25, 2002. More information about the [Standing Committee](#) is available on the [Romanow Commission](#) website.

Dr. Coyte's report, entitled [Expanding the Principle of Comprehensiveness from Hospital to Home](#), suggests that home health care services should conform to the principles of universality, accessibility, comprehensiveness, portability and public administration as set out in the Canada Health Act. Nine recommendations are included in the report, based on three principles: first, reforms should be introduced in a phased manner with supports that further service integration; second, the comprehensiveness principle captured in the Canada Health Act should be broadened to include necessary health care wherever that care is sought, delivered and received; and finally, mechanisms that constrain government liabilities should be included in any reform package. Dr. Coyte's most notable recommendation is that hospitals should be paid to provide home care services and retain the option of out-sourcing where cost effective.

The full text of the report is available on the [HCERC](#) website.

David Zakus Advisor for Romanow Commission Report on Globalization and Health

[Summary Report -- Putting Health First: Canadian Health Care Reform, Trade Treaties and Foreign Policy](#)
(Acrobat PDF)

[Davis Zakus](#), HPME Associate Professor and Director of the [Centre for International Health](#) in the Faculty of Medicine at the University of Toronto, served on a panel of national advisors to the Romanow Commission in developing a report on globalization and health.

The report describes key trade provisions affecting Canadian health care and the implications of trade treaties for health care policy, including commercialization of hospital and clinical services, health insurance and financial services rules, home care, and pharmacare. The report also suggests options for maintaining and enhancing flexibility in health care policy that involve reducing uncertainty and strengthening coherence in trade and foreign policy. The full text of the report is available on the [Romanow Commission](#) website.

Ross Baker to Deliver Closing Plenary at Patient Safety Conference

[Ross Baker](#), HPME Associate Professor, will be delivering the closing plenary session at the 5th Joint National Conference on Quality in Health Care. The conference theme is Patient Safety: A Leader's Role in Quality Care. It will take place on February 13 and 14, 2003 at the Hilton Toronto Hotel.

The [conference schedule/registration form](#) (Acrobat PDF) are available from the [CCHSE](#) website.

Dr. Baker will be jointly offering the plenary session with Dr. Peter G. Norton, a Professor of Family Medicine at the University of Calgary. Together they are leading a study to examine the extent of adverse events, and the availability of data that could be used to track such occurrences.