

IHPME CONNECT 09.2016

SPOTLIGHT ON ALUMNI

ANNE WOJTAK ON LEADERSHIP IN HEALTH CARE AND ADVICE FOR STUDENTS

Anne Wojtak has 20 years of experience working in the home and community care sector and is currently the chief performance officer at the Toronto Central Community Care Access Centre. Her expertise includes corporate strategy and organizational performance as well as privacy, policy development, risk management, project management, team leadership and communications.

Recently, the Institute of Health Policy, Management and Evaluation (IHPME) sat down with her to discuss her insights on health care and leadership.

Q. What is the most significant change you have seen in healthcare delivery since graduating?

AW: Our system was designed in the 1950s, around acute care and primary care – home care and community care was embryonic at best, if it existed at all.

Since I graduated in the 1990s, we have a much older population, with multiple complex and chronic diseases and we are finding that hospitals are not the best places to care for this population of patients.



We don't really have a healthcare system, rather, we have a series of healthcare providers who work in silos and who do their best to try to connect care within a fragmented system. In addition, health care is not sufficiently patient-centered, this is particularly problematic for our older population.

We are now rapidly trying to catch up and we need a completely new system design that's going to serve the population of patients we now have. I think that home care has huge potential to become the foundation of a sustainable, patient-centered health system of the future.

Q. How does IHPME prepare students for emerging challenges in the healthcare system?

AW: IHPME does an amazing job of helping students understand current health system policy and giving students the methodological rigor they need for quality improvement, research and evidence, evaluation, and improvement science. All of these skills are needed to help us solve our system's biggest challenges. We need their skills and knowledge because the emerging challenges will demand innovative solutions.

I think an important element in addressing some of these challenges is recognizing that we need to build up the prevention side of health care and help patients and families become part of their own health care team. This means raising awareness of how to achieve optimal health, changing expectations for personal responsibility, and supporting caregivers in their roles.

Q. How will IHPME need to evolve and adapt in order to prepare students for the future of health care?

AW: I think one of the most prescient changes that IHPME made in the last few years was moving from the Faculty of Medicine to the Dalla School of Public Health.

More on the next page...

This changes our perspectives on what health care is and broadens the opportunities for students to be part of an education path that links health care and public health. Given how the current government envisions where the healthcare system is going, this alignment of health care, population health and public health is absolutely where we need to go.

Q. Is there a broader range of possibilities for students graduating today – do you see demand rising for any particular skill set?

AW: The biggest demand I see is for system thinkers. Our healthcare system doesn't need more people who are trained to run hospitals or clinics or parts of health care. What we need is people who have competencies in systems thinking.

For a researcher, this means seeing beyond a diagnosis to understand what impacts overall health. For leaders, this means thinking beyond walls and understanding that we need to have partnerships across the health system. For quality improvement, it means thinking about a person's whole healthcare journey, not just a point in time.

Q. Home care is among the fastest growing sectors in health care – do you think that research into the sector is keeping pace? What are some areas that could benefit from further exploration?

AW: The opportunities for research in home care are endless, because it's almost a blank slate. Since home and community care is the future of our healthcare system, I want to see more investment in research and evaluation for different models of home care, use of technology to enable patients to help drive their own health care, integrated systems of care, new funding models, research into health outcomes related to home care and integrated care.

I'm proud to work for an organization that is doing amazing research into home care, including research on the impact of integrated care and the needs of informal caregivers. I am concerned that with the upcoming changes in the healthcare system that investing in research and evidence related to home and community care may not be a priority. However, to have a high performing healthcare system, which I think Ontario could be, we need to have the infrastructure, funding and commitment to building research, innovation, evidence and best practice development and adoption at all levels of the health system.

Read the
DLSPH Bulletin

IHPME ON flickr

LIFELINE SYRIA UPDATE

Recently, IHPME – along with others from across the Dalla Lana School of Public Health (DLSPH) – formed a team for the Lifeline Syria Challenge, so that they could make a tremendous difference for one Syrian family.

The team is excited to report that, with the Arts and Medicine team (which includes artists and staff from the Hospital for Sick Children), they are sponsoring a Syrian family!

The family – which includes two daughters and two sons – are currently in Lebanon and have applied for visas.

The IHPME team and colleagues will be supporting the family in securing housing and clothing and orienting the newcomers to Canadian life.

Very shortly, the fundraising team will be providing details on how you can contribute clothing, household goods and support. Thank you to all who donated to the campaign!

FACULTY NEWS

IHPME DIRECTOR TO PROVIDE EXPERT ADVICE TO MUSKOKA COUNCIL



The North Simcoe Muskoka Local Health Integration Network (NSM LHIN) Board of Directors recently announced the appointment of [IHPME Director Adalsteinn Brown](#) as the special advisor who will co-chair the Muskoka and Area Health System Transformation (MAHST) Council.

Brown, in his role as Special Advisor and Co-Chair, will provide experience and knowledge that will assist in advancing integration efforts between the partners involved in the MAHST project. Brown is a strong proponent for equitable access to care that matches the individual's needs. His considerable experience within the Ontario health care system will assist the Council in developing a Health System Model for Muskoka that incorporates equitable access as a key component of the final design.

[Read the full announcement.](#)

More on the next page...

FACULTY NEWS

PROF SHABESTARI TO DELIVER GUEST LECTURE

IHPME Assistant Professor [Omid Shabestari](#) will be delivering a speech for the 3rd Annual Health Care Predictive Analytics Summit, which is being held on Oct 18-19 in Boston, MA. [See the conference page](#) to learn more.

AWARDS & HONOURS

Congratulations to the numerous IHPME students who were recently nominated for the Lee Lusted Award - the most prestigious international student award in medical decision making. The award recognizes students' original research in medical decision making and is awarded at the annual meeting of the Society for Medical Decision Making. This was an exceptional year for the institute! [See the complete list of abstracts.](#)

FACULTY APPOINTMENTS

New Appointments

Ken Berger – Assistant Professor (Status)
Scott Berry – Associate Professor (Status)
Colin Furness – Assistant Professor (Cross-Appointment)
Caron Gan – Adjunct Lecturer
Anna Greenberg – Adjunct Lecturer
Carrie-Lynn Haines – Adjunct Lecturer
Steve Lin – Assistant Professor (Status)
Sharmistha Mishra – Assistant Professor (Status)
Simron Singh – Assistant Professor (Status)
John Strauss – Associate Professor (Status)
Alisha Tharani – Adjunct Lecturer
Zahi Touma - Assistant Professor (Status)
Catharine Walsh - Assistant Professor (Status)

Renewed Appointments

John Bohnen – Professor (Status)
Hy Eliasoph – Adjunct Professor
Sanjeev Sridharan – Associate Professor (Status)

Faculty Promotions

Junior Promotion – Assistant to Associate Professor
Rinku Sutradhar
Senior Promotion – Associate to Full Professor
Robert Schwartz

PUBLICATIONS

Innis J, [Barnsley J](#), [Berta W](#), Daniel I.

J Nurs Care Qual

[Development of Indicators to Measure Health Literate Discharge Practices](#)

Chalkidou K, Glassman A, Marten R, Vega J, Teerawattananon Y, Tritasavit N, Gyans Lutterodt M, Seiter A, Kienny M-P, Hofman K, [Culyer AJ](#)

Bulletin of the World Health Organization

[Priority-setting for achieving universal health coverage](#)

Culyer AJ

Health Economics, Policy and Law

[Cost-effectiveness thresholds in health care: a bookshelf guide to their meaning and use](#)

Culyer AJ

Health Economics, Policy and Law

[Cost-effectiveness thresholds: a comment on the commentaries](#)

Culyer AJ

International Encyclopaedia in Global Bioethics

[Equity and Equality](#)

Culyer AJ

International Journal of Health Policy and Management

HTA – algorithm or process?

[Comment on “Expanded HTA: enhancing fairness and legitimacy](#)

[O'Brien KK](#), Colquhoun H, Levac D, Baxter L, Tricco AC, [Strauss S](#), Wickerson L, Nayar A, Moher D, O'Malley L

BMC Health Services Research

[Advancing Scoping Study Methodology: a web-based survey and consultation of perceptions on terminology, definition and methodological steps](#)

[Shachak A](#), Elamrousy S, Borycki EM, Domb S, Kushniruk AW
Studies in Health Technology and Informatics | Volume 228: Exploring Complexity in Health: An Interdisciplinary Systems Approach

[Towards Educational Electronic Health Records \(EHRs\): A Design Process for Integrating EHRs, Simulation, and Video Tutorials](#)

[Trbovich PL](#), Hyland S

MJ Qual Saf.

[Responding to the challenge of look-alike, sound-alike drug names](#)



SUPPORT IHPME

The Institute of Health Policy, Management & Evaluation, as part of the Dalla Lana School of Public Health, is the first Canadian public health school to launch its own fundraising campaign. With the support of our generous donors, our Boundless Campaign will enable IHPME to continue shaping training and research in health systems, management and policy.

For more information on how you can get involved, give annually, create a named fund, or consider the School in your estate planning, please contact **Ryan Lindsay, Senior Development Officer** at ryan.lindsay@utoronto.ca or visit [IHPME Donate](#) or [Support/Campaign](#). Thank you for your support!

EVENTS

A Roundtable on the Canada Health Act: Version 2.0

Sept 14, 2016 | 8:30 am - 5:30 pm
Hart House

This conference invites stakeholders and other interested individuals to analyze the issues, identify possible frameworks and discuss whether we need to move towards a Canada Health Act, Version 2.0. This conference will: provide a forum for innovative ideas on health care reform to be presented, debated, discussed and ultimately considered by law and policymakers so that positive change is affected.

\$ | *Registration required.*

Details available:
<http://ihpme.utoronto.ca/events/a-roundtable-on-the-canada-health-act/>

Health Policy Rounds Choosing Wisely Canada – Opportunities for Health Services Research Speaker: Karen Born, PhD

Sept 15, 2016 | 12:00 pm – 1:00 pm
HS 412

Registration required.

Details available:
<http://ihpme.utoronto.ca/events/ihpme-health-policy-rounds-sept-15/>

CCHE Seminar Series

Should I stay or should I go? Explaining general practitioners' decision to quit new primary care team in Quebec, Canada

Presented by: Mehdi Ammi, PhD

Sept 16, 2016 | 10:00 am – 12:00 pm
HS 100

Details available:
<http://ihpme.utoronto.ca/events/cche-seminar-2016-september/>

Scotland's quality journey ... The end of the beginning

Sept 19, 2016 | 12:00 pm - 2:00 pm
HS 106

Join IHPME's Adalsteinn Brown and Ross Baker, the Centre for Quality Improvement and Patient Safety, and Health Improvement Scotland for a special presentation session on Monday, September 19, 2016 at the Health Sciences Building, Room 106.

Dr. Brian Robson, Executive Clinical Director of Health Improvement Scotland, will present on *Scotland's quality journey ... The end of the beginning*. Guests will have a chance to participate in a Q&A after the presentation.

Registration required.

Details available:
<http://ihpme.utoronto.ca/events/health-improvement-scotland-at-ihpme/>

IHPME Practicum Showcase: An Ignite® Event

Sept 28, 2016 | 4:30 pm - 6:30 pm
HS 610

Registration Is Now Open! Join us for presentations and a reception. As well, the 2016 recipient of the Harold Livergant Award will be announced.

Find out more:
ihpme.utoronto.ca/events/ihpme-practicum-showcase-ignite-event/

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EVENTS

Health Technology Assessment for Decision Making

Sept 28-30, 2016
Hart House

This three-day course will bring together experts from a range of disciplines to provide attendees with pragmatic tools for HTA. This intensive course will be useful to individuals who use HTA to make decisions relating to drugs, devices, and programs.

\$ | *Registration required.*

Details available:
<http://ihpme.utoronto.ca/events/hta-institute-2016/>

Behavioral Economics & Health Care Symposium

Oct 7, 2016 | 9:00 am - 3:00 pm
Li Ka Shing Institute - Allan Waters Family Auditorium

A practical and integrative look at the application of principles from behavioral economics and decision neuroscience in health care. Showcase lectures will discuss relevant findings that contribute to advancements in the field.

Registration required.

Details available:
<http://ihpme.utoronto.ca/events/behavioral-economics-health-care-symposium/>

IHPME Symposium: Deconstructing/Reconstructing Hospitals

Oct 18, 2016 | 4:00 pm - 7:00 pm
Earth Science Building, Auditorium ES1050

Has the Medical model outlived its usefulness? Is technology making hospitals (as we know them) obsolete? These questions and many more will be addressed in presentations by Robert MacIsaac, Hamilton Health Sciences; Thom Tyson, Appletree Medical Group, and Chekema Prince, CSO Pression Inc.

Registration required.

Details available:
<http://ihpme.utoronto.ca/events/ihpme-symposium-deconstructingreconstructing-hospitals/>

Save the Date: IHPME Annual Moonshot Event

Oct 20, 2016 | 5:00 pm - 9:00 pm
Metro Toronto Convention Centre

Join us as we celebrate the impact our students and alumni have on transforming health care, today and for the next generation, at a fun evening of food, cocktails, awards and appreciation.

\$ | *Registration required.*

Details available:
<http://ihpme.utoronto.ca/events/ihpme-annual-moonshot-event/>

SPEED MENTORING with EHL Toronto and IHPME

November 17, 2016 | 5:30 pm - 8:15 pm
HS

Emerging Health Leaders (EHL) Toronto and IHPME present this exciting speed mentoring session. Whether you're a current student, recent graduate, or early career professional in the health sector, take this opportunity to learn from and network with health care experts and industry leaders.

Details available:
<http://ihpme.utoronto.ca/events/speed-mentoring-with-ehl-toronto-and-ihpme/>

WE'D LIKE TO HEAR FROM YOU

We're pleased to receive submissions of 400 words or less for consideration in upcoming editions. If you'd like your event listed, please send full details.

Contact: rhonda.cockerill@utoronto.ca and
ihpme@utoronto.ca