Sharpening our focus:
Advancing evidence-informed health policy, management and evaluation

Strategic Plan
2009 to 2012
Executive Summary

www.hpme.utoronto.ca
Executive Summary

The Department of Health Policy, Management and Evaluation (HPME) brings together leading researchers from a wide variety of disciplines to develop and translate innovative ideas into evidence-informed practices that improve the planning, delivery and outcomes of health care. Through its outstanding graduate educational programs, HPME is developing Canada’s future health leaders and researchers.

Located within the Faculty of Medicine (FOM) in the University of Toronto, HPME is the largest department of its kind in English-speaking Canada. The Department has grown tremendously in the last decade and makes significant contributions to knowledge in the fields of organizational management and leadership, performance management, health services research, health care research, knowledge transfer, quality improvement and patient safety.

The Department has 17 core faculty members. In addition, there are 85 faculty members whose primary graduate appointment is in HPME, and who represent a wide variety of disciplines. An additional 130 adjunct faculty members from the health care sector contribute to the professional master’s and executive education programs, providing the Department with a unique combination of academic and professional expertise.

In 2008, the Department began a strategic planning process to guide its activities in light of the changing university and health care environment. A number of priorities were determined, including: faculty renewal; stakeholder relationships and partnerships; increasing the Department’s resource base; and ensuring that educational programs continue to meet student and marketplace needs.

The plan identifies six strategic directions:
1. Leverage and enhance strategic foci to advance and promote HPME
2. Advance integration, collaboration and strategic partnerships
3. Recruit the best students and meet changing learner needs
4. Develop human resources and nurture leadership capacity
5. Generate, test and apply benchmarks for excellence
6. Sustain resources and pursue opportunities to increase funding base

HPME Vision, Mission, Values

Vision
Leadership in innovative thinking in health policy, management and evaluation.

Mission
Providing leadership in understanding and improving the financing, organization, delivery and outcomes of health services and clinical intervention.

Values
- Commitment to innovation and excellence
- Lifelong learning and critical inquiry
- Responsiveness to our students and to the field
- Collaboration and partnership
- Accountability and transparency within our academic communities and with the public.
Our Past Five Years

The strategic plan will leverage the Department's strengths in education, research and knowledge translation. There have been many achievements over the past five years, including:

- In Fall 2005, the MHSc program was awarded an eight-year accreditation, the highest possible ranking. In Spring 2007, the top quality of the Department's degree programs was further affirmed with the successful completion of the Ontario Council Graduate Studies Review.

- In 2006, HPME became home to the Ontario Research Chair in Health Policy and System Design, one of three Chairs awarded to the University of Toronto by the Ontario Government. Tony Culyer, an eminent health economist, was recruited to fill the Chair.

- Two new degree programs – the Master of Management of Innovation (MMI) and the Master of Health Informatics (MHI), a collaboration with the Faculty of Information – were launched. These new programs reflect HPME’s commitment to addressing the educational needs of the broader health care sector.

- The Department enhanced its educational offerings for health care leaders with the establishment of the Clinical Epidemiology Institute in 2007. This commitment to leadership development continued with the approval of an undergraduate medical education leadership program.

- HPME’s strength in partnering with other U of T departments and other universities is reflected in the funding of two collaborations by the Ontario Ministry of Health and Long-Term Care – The Toronto Health Economics and Technology Assessment (THETA) Collaborative and the Health System Performance Research Network (HSPRN). The Department’s interdisciplinary initiatives have also resulted in three Canadian Institutes of Health Research (CIHR) team grants.

- HPME research has grown over the years, with funding doubling from 2000 to 2007, from $2.7 million in 2000 to a total of $6.3 million in 2006–07 and $5.5 million in 2007–08.

- HPME’s growth in academic and research activity necessitated relocating to a larger space on campus. The renovation and move to 155 College Street was a major undertaking, but has created new opportunities for the Department. The space brings faculty, students and research staff together in a stimulating environment conducive to collaboration and learning, and has made HPME a hub for meetings and events with external partners and collaborators.

- The Department is taking a lead role in facilitating a U of T (HPME, Dalla Lana School of Public Health and Lawrence Bloomberg Faculty of Nursing) and teaching hospitals partnership to establish an Institute of Clinical Evaluative Sciences (ICES) satellite in downtown Toronto. This will have important implications for health service researchers and graduate students who are building their careers in health services and policy research.
# Action Plan

The following action plan will move the strategic directions forward:

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<thead>
<tr>
<th>Strategic Directions</th>
<th>Key Initiatives</th>
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</table>
| 1. Leverage and enhance strategic foci to advance and promote HPME                   | 1-1 Confirm, develop and advance the objectives of the six strategic foci:  
  - Health policy and system performance  
  - Health economics and health technology assessment  
  - Quality and patient safety  
  - E-health and health informatics  
  - Clinical evaluation and effectiveness  
  - Leadership, management and knowledge translation  
  1-2 Map educational programs within a robust strategic foci framework, clarifying the key competencies required for all HPME graduates  
  1-3 Plan communications strategies and messaging for the strategic foci with input from students, alumni and communications experts |
| 2. Advance integration, collaboration and strategic partnerships                      | 2-1 Identify several health care system strategic priorities and align collaborations and strategic partnerships within the system priorities  
  2-2 Actively expand collaborations with the School of Public Policy and Governance (SPPG) and the Dalla Lana School of Public Health  
  2-3 Strengthen collaborations with other universities nationally and internationally  
  2-4 Leverage existing collaborations and partnerships to advance strategic foci |
| 3. Recruit the best students and meet changing learner needs                          | 3-1 Promote HPME’s programs to targeted pools of students  
  3-2 Refine programs and instruction to meet changing learners needs  
  3-3 Continue to grow and explore opportunities for continuing education and professional development programs |
| 4. Develop human resources and nurture leadership capacity                             | 4-1 Extend reach beyond the HPME core for faculty engagements and contributions  
  4-2 Strengthen leadership development  
  4-3 Formally initiate succession planning |
| 5. Generate, test and apply benchmarks for excellence                                 | 5-1 Establish a task force to develop an HPME framework for benchmarks and performance measures  
  5-2 Develop short- and long-term outcome measures for the six strategic directions and for the six strategic foci  
  5-3 Apply these measures to the Department’s Accountability Framework |
| 6. Sustain resources and pursue opportunities to increase funding base                | 6-1 Optimize partnership opportunities for funding supports and new initiatives  
  6-2 Market expert resources  
  6-3 Strengthen fundraising leveraging the advancement capabilities of the Faculty of Medicine |
Moving Forward

HPME is recognized as the leading department of its kind in Canada and one of the leading health services research departments in North America. The Department's remarkable success can be attributed to its strong leadership, the talent and diversity of its faculty members and the high calibre of its students. In addition, HPME has a strong history of collaboration, partnership and outreach, activities that have allowed it to leverage its small faculty and modest resources to achieve significant impact in academic circles and in the health care system. In the next four years HPME will sharpen its focus with its six strategic foci, concentrating its efforts on strategic collaborations with new partners and revitalizing its educational offerings to meet learners' changing needs. Implementation of the initiatives and actions outlined in this plan will bring HPME closer to realizing its vision of “leadership in innovative thinking in health policy, management and evaluation.”

Implementation Priorities

The following implementation priorities are proposed for the first 12 to 18 months. Evaluation and performance measurement will be incorporated into each of the strategic directions.

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<tr>
<th>Strategic Directions</th>
<th>Priority Implementation Actions</th>
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<tbody>
<tr>
<td>1. Leverage and enhance strategic foci to advance and promote HPME.</td>
<td>Establish a task force to review implications of emerging strategic foci on current concentrations and implement required changes.</td>
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<tr>
<td>2. Advance integration, collaboration and strategic partnerships.</td>
<td>Pursue strategic partnerships with the SPPG, the Dalla Lana School of Public Health and the Ontario Agency for Health Protection and Promotion.</td>
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<td>3. Recruit the best students and meet changing learner needs.</td>
<td>Strengthen HPME website to include more current information on faculty and activities (e.g., faculty publications).</td>
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<td>4. Develop human resources and nurture leadership capacity.</td>
<td>Leverage FOM initiatives in leadership, succession and recognition to advance leadership opportunities and challenges in the Department.</td>
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<td>5. Generate, test and apply benchmarks for excellence.</td>
<td>Establish a task force to develop an HPME framework for benchmarks and performance measures.</td>
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<td>6. Sustain resources and pursue opportunities to increase funding base.</td>
<td>Develop a business plan for each new area of strategic focus, targeting current and new funding sources.</td>
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