

IHPME CONNECT 01.2015

DEVELOPING LEADERSHIP: TRANS- FORMING HEALTH CARE

Leadership may be a quality that's most often associated with executive offices, but IHPME's Tina Smith, who leads the Institute's MHS accreditation program, believes the health system of 2015 and beyond needs leaders at every level of an organization.

IHPME's MHS Health Administration program is designed to meet this need through its focus on the unique leadership challenges facing the health care sector. "Students experience a classroom environment that includes a diverse mix of students from different professions and career stages," says Tina. "An inter-disciplinary curriculum brings together business, management and policy to broaden their exposure to current trends and directions in health care."

In November 2014, the program received a maximum seven year accreditation award for program excellence from the Commission on Accreditation of Healthcare Management Education.

Built around the NCHL Leadership Competency Model™, the program's curriculum focuses on three overarching domains – Transformation, Execution and People. Within those domains are 26 behavioral and technical competencies, which managers and professionals can use to assess their progress as leaders. "The program is based on the fundamental premise that leadership development is an ongoing process that takes deliberate practice," says Tina. About two-thirds of the assignments are field-based, and all in-class learning and other assessment activities are designed to simulate real-world activities.



Because the curriculum focuses on leadership attributes, the program seeks applicants with more intangible qualities. The selection process uses competency-based approaches meant to identify personal attributes,

Applicants are reviewed and ranked, with one-third going through to an interview process. Once there, they move briskly through-out a series of three interview stations, each with two program faculty and one current student. It's an opportunity for the applicant's leadership potential to shine through – interviewers have no knowledge of grades, references or letters of intent. The program's admission committee makes the final assessment.

Part of the program's attraction for many students is that they can continue in their careers while still completing the MHS program in two years. Class time is concentrated into Wednesday evening, all day Thursday, Friday and Saturday. These sessions happen five times in a four-month block.

"Classmates and guest faculty provide a strong network of colleagues and employers that extends well beyond their time in the program," says Tina. Students are likely to be sitting among – and sharing ideas with – nurses, physicians, rehabilitation therapists, accountants, lawyers, pharmacists, social workers and engineers. After finishing the program, graduates have gained a network of people who work in government, planning agencies, acute care, rehabilitation, mental health, community care, primary-care, long-term care, as well as voluntary agencies, consulting and industry.

While education is an essential step toward a leadership career

[CONTINUED ON PAGE 2](#)



in health care organizations, IHPME's MHS Health Administration graduates leave the program equipped with the tools to continue their leadership journey, progressing over time to senior leadership positions throughout the health care delivery system.

OBSERVATIONS FROM A MASTERS STUDENT

RELATIONSHIPS RESPECT DISCIPLINE: WHAT IT MEANS TO TRULY CARE FOR PATIENTS

Andy Geer is a Master of Health Administration student at the University of Toronto's Institute of Health Policy, Management and Evaluation. Previously, he worked for St. Michael's Hospital in the Decision Support department and will begin working at the OHA in January. Andy came to Bridgepoint in the fall of 2014 for his practicum and we asked him to reflect on his time here.

One cold evening last winter I hurried into class a few minutes late to find that we had a guest lecturer in the midst of a presentation. As she walked up and down the aisle, I realized that her smaller stature belied a very passionate, seemingly inexhaustible enthusiasm – an enthusiasm that captivated the class for an entire hour. At the start of Marian's presentation, I knew little about the organization or its leadership, but by the end, Bridgepoint was the only organization I wanted work on my practicum with.

Arriving at any new organization is challenging – getting to know the people, understanding its business, and figuring out how you can contribute – but even more so when this needs to be accomplished within three months. However, the warmth and willingness of staff across the organization to meet with me and share their stories and the work that they do has made my experience here an incredible one.

A unique project that stands out in my mind is the admission redesign project that uses experience-based co-design to

“Our graduates gain a perspective that spans the entire health care sector. The experience resonates throughout their careers,” says Tina. “I'd describe the student experience, in one word, as 'opportunity.'”



improve the patient experience during the first 48 hours after admission, recognizing that patients also play an important role in process improvement. Essentially, it is a way of gathering the negative and positive experiences of both staff and patients, and then bringing them together to explore the findings to identify ways to improve service. During the value stream mapping exercise, I was impressed by the enthusiasm and teamwork of the 2 North staff, where we discovered a number of areas where staff were going beyond their prescribed duties to increase the comfort and experience of patients.

From my involvement in this project, to the Board meetings discussing hospital strategy and operations, I have been afforded a unique opportunity to observe the entire organization at work and how it deals with the complex and dynamic nature of the health care sector.

During my time here, I have also had the opportunity to observe the leadership and care for patients that permeate every level of the organization. Each member of staff knows the role they play in achieving Bridgepoint's vision, and it's inspiring to watch how closely aligned the organization's efforts are with its strategy.

I have learned many things over the last few months that will serve me well far into my future. I have a new appreciation for the value of relationships, respect, discipline and what it means to truly care for patients that face complex challenges I little understood before. I leave Bridgepoint with a newfound respect for the front-line clinicians that do this daunting job every day, and with great appreciation for what it takes to provide the leadership that makes this possible.



PUBLICATIONS

Raisa Deber

University of Toronto Press Journals Blog: *Paying for health care by Canadian Public Policy* author Raisa Deber. See the full story by IHPME's Raisa Deber here: <http://blog.utpjournals.com/2014/12/08/contributor-post-paying-for-health-care-by-canadian-public-policy-author-raisa-deber/>

Khanlou N, Haque N, Sheehan S, & Jones G.

"It is an issue of not knowing where to go": Service providers' perspective on challenges in accessing social support and services by immigrant mothers of children with disabilities. 2014. *Journal of Immigrant and Minority Health*, <http://link.springer.com/article/10.1007/s10903-014-0122-8>

Jennings J, Khanlou N, & Su C.

Public health policy and social support for immigrant mothers raising disabled children in Canada. 2014. *Disability and Society*, <http://www.tandfonline.com/doi/abs/10.1080/09687599.2014.966804#.VJMOISvF980>

Khanlou N & Wray R.

A whole community approach toward child and youth resilience promotion: A review of resilience literature. 2014. *International Journal of Mental Health & Addiction*, 12(1), 64-79. DOI: 10.1007/s11469-013-9470-1, Available URL: <http://link.springer.com/article/10.1007%2Fs11469-013-9470-1>

AWARDS

Sindhu Johnson

Congratulations to IHPME's [Sindhu Johnson](#) for being awarded the **2015 Canadian Rheumatology Association Young Investigator Award!** In recognition of a young Canadian investigator who has contributed significant, original research in rheumatology. The candidate must be a CRA member in good standing, must be no more than 7 years after being established as an independent investigator who has performed outstanding, landmark, original research (clinical or basic science) in rheumatology as judged by peers and citations.

Dr. Jarred Rosenberg

We are pleased to announce Dr. Jarred Rosenberg as the winner of the **Harry and Rose Perlstein Graduate Award.**

Jarred is a recent graduate of IHPME's MSc concentration in Quality Improvement and Patient Safety and is a geriatrician at the Toronto East General Hospital. In his new role at TEGH, he is helping to rebuild the Geriatric Medicine program with a focus on quality improvement. He recently opened a new Acute Care for Elders (ACE) unit designed to improve the care of older adult inpatients at TEGH and has employed QI methodology to continuously evaluate and improve the new model of geriatric care delivery.

Jarred was awarded the Harry and Rose Perlstein Graduate Award for his project entitled "Improving antimicrobial stewardship in long-term care." The Harry and Rose Perlstein Graduate Award is presented to a student in the MSc QIPS concentration, whose project has a potential to benefit patients in long-term care or post-acute care. Mr. Perlstein, the donor, would like his award to improve quality and safety in a long-term care or post-acute care setting in memory of his wife Rose.

THESIS DEFENSES

[Ahmad Elnahas MD, FRCSC](#) – MSc Oral – *The Impact of the Ontario Bariatric Network on Health Services Utilization following Bariatric Surgery* – November 24

[Elinor Simons MD, MSc](#) – PhD Oral – *The Timing of Modifiable Environmental Exposures during Childhood Affects the Age of Asthma Development* – December 9

[Joanne Ho MD](#) – MSc Oral – *Adverse cardiac events among older patients on venlafaxine: a population-based study* – December 12

[Andrea Covelli MD](#) – PhD Oral – *Choosing Mastectomy: A Qualitative Exploration of the Increasing Mastectomy Rates in Women with Early-Stage Breast Cancer* – December 12

[Karen Born](#) – PhD Oral – *The Organizational Context of Care Transition Interventions: Case Studies from Ontario* – November 25

[Constance Williams](#) – PhD Oral – *Practical Virtues: an Evidence-based Ethical Framework for Approaching End-of-life Care in the Neonatal Intensive Care Unit* – December 9

[Aubrey Chiu](#) – MSc Oral – *Social Participation, Self-perception and Social Support in Boys Living with Hemophilia* – November 4

[Elizabeth Lockhart](#) – MSc Oral – *Engagement of Primary Care Providers in Care Coordination for Patients with Complex Medical Conditions* – November 13



EVENTS

IHPME Annual Research Day 2015!

It's that time of year again, as the IHPME-GSU Planning Committee gears up for the IHPME student-led Research Day, hosted at HSB on **May 6, 2015**.

Check our website for continued updates: <http://ihpme.utoronto.ca/events/ihpme-annual-research-day-2015/>

An annual spring event showcasing IHPME student research, with the aim of recognizing excellence in teaching and learning; featuring lectures by internationally renowned thinkers and leaders.

We are pleased to announce [Lisa Simpson, MB, BCh, MPH, FAAP](#), President & CEO of AcademyHealth, Washington, D.C. as Research Day 2015 Keynote Speaker!

Health Services Research and Policy Case Competition

Supported by IHPME and HSPRN, hosted by The Student Chapter of AcademyHealth@University of Toronto

February 10, 2015

Cost: \$20 registration per student. Registration opens December 8th to January 16th. Thousands of dollars in prizes!

Details found here: <http://ihpme.utoronto.ca/events/health-services-and-policy-case-competition/>

Webinar II for Prospective Master of Health Administration (MHSc) Students

January 7, 2015

5:30pm

Details found here: <http://ihpme.utoronto.ca/events/mhsc-webinar-ii/>

2015 IHPME Faculty Development Workshop

January 30, 2015

9:00am to 12:00pm

“Advanced statistical methods for handling event history data: Going beyond the Cox model” with Rinku Sutradhar, Ph.D.

The workshop will be particularly helpful to faculty who do applied research with large clinical, epidemiological and administrative cohort datasets, providing a broad understanding of approaches to data analysis and interpretation utilizing cutting edge methodology/statistical analysis techniques.

Registration closed; however, we will be taking waitlist names: <http://ihpme.utoronto.ca/events/faculty-development-workshop/>

IHPME Seminar Series 2014-15 with Dr. Dorothy Shaw

January 14, 2015

12:00pm

[Dr. Dorothy Shaw, MBChB, FRCSC, FRCOG, CEC, CCPE](#), Vice President, Medical Affairs, British Columbia Women's Hospital & Health Centre. She will discuss Intersects Between Women's and Children's Health and Rights: A Global Perspective.

Location: Room 1260 (12th Floor) SickKids, 525 University Avenue, Toronto.

For more details please visit: <http://ihpme.utoronto.ca/events/ihpme-seminar-series-january-14-2015/>

IHPME-GSU Scholarly Activity with IHPME's Society of Graduates

January 28, 2015

12:00pm

Featuring three prominent [Society of Graduates \(SOG\)](#) members: Jodeme Goldhar, SOG President and Lead, Health System Integration for Complex Populations & Primary Care, Toronto Central CCAC, Sue VanderBent, SOG Past-president and CEO, Ontario Home Care Association, and Anne Wojtak, Chair, Communications & Marketing SOG and Senior Director, Performance Management & Accountability, Toronto Central CCAC.

Location: HS106

For more details please visit: <http://ihpme.utoronto.ca/events/ihpme-gsu-scholarly-activity-with-sog/>

IHPME Staff Team Building Outing

January 29, 2015

2:00pm

Location: SPiN

For more details please visit: <http://ihpme.utoronto.ca/events/ihpme-team-outing-spin/>

