

IHPME CONNECT 07.2017

CHRIS HAM ANNOUNCED AS WINNER OF THE PEGGY LEATT KNOWLEDGE AND IMPACT AWARD

When Chris Ham first graduated with a degree in political science in 1972 he never thought he would one day be considered one of the most influential leaders in health services research.

Now as Chief Executive of the [King's Fund](#), a charitable foundation committed to improving healthcare, Ham leads a team involved in research, analysis, leadership and organization development in the English National Health Service (NHS).

It is no surprise that with such leadership experience Ham has been named the 2017 recipient of the Institute of Health Policy, Management and Evaluation's [Peggy Leatt Knowledge and Impact Award](#). This is the second year in which the award will recognize a recipient for their achievements in developing a transformative platform of evidence that improves healthcare and health care systems.

Like Peggy Leatt, who was a visionary in seeking innovative and interdisciplinary approaches to solve critical healthcare problems, Ham is committed to working in the middle ground between researchers and decision makers. His passion is to



use research and evidence to improve health and quality of care which requires active and continuous engagement with health care leaders. The King's Fund is uniquely well placed to work in this way by 'speaking truth to power' and by working alongside leaders who are themselves committed to improving outcomes for the populations they serve.

Ham has worked in the field of health policy research for over forty years at the Universities of Leeds, Bristol and Birmingham, and as director of the strategy unit at the Department of Health from 2000 - 2004, before taking up his current role in 2010. While at the University of Birmingham, he was appointed to a chair in health policy and management in 1992 where he was in charge of the [Health Services Management Centre](#). The Centre worked closely with leaders in the NHS who were undertaking post-graduate studies at the university and also conducted research based evaluations of major innovations in healthcare delivery. A further accomplishment was the establishment of a health economics unit, which was funded by the NHS and designed to analyze practical challenges within the health sector. It was during this period, that the media began to increasingly look to Ham as an expert on issues facing the NHS.

In the early 1990's Ham also worked as an advisor to the [World Health Organization \(WHO\)](#) and the [World Bank](#), where he was able to contribute to the thinking of international health care agencies on healthcare reform. "In the 1990's the World Bank was strongly focused on promoting market oriented approaches to healthcare," said Ham "but we knew as health system researchers, that healthcare is very different from other sectors, there are always market failures, and such failures cannot be afforded in healthcare."

Ham's passion for health services research and his burgeoning career path within it, was a happy accident. During his post-graduate studies he landed an NHS funded post as a research assistant at the University of Leeds. His task was to write a

More on the next page...

history of hospital planning practices in Yorkshire which was published as his first book, *Policy making in the National Health Service*, in 1981. With his original training as a political scientist, Ham became fascinated with the issues he studied, “I realized that healthcare as a sector, was fertile ground for understanding the dynamics of power and influence in public services.” Following his time at Leeds, he moved on to the University of Bristol where he was able to combine teaching and research on health policy and management, “by that stage,” said Ham, “I’d gotten the bug and it has never left me.”

In his current position as CEO of the King’s Fund, Ham leads 125 staff in work designed to offer independent analysis and commentary on challenges facing the health sector, as well as provide support for health care leaders seeking to make improvements in care. The King’s Fund dates from 1897 and is known and respected for its influential, evidence based reports on various aspects of healthcare funding and delivery. The Fund as a health care think tank, is committed to working with current and future leaders to transform care at regional and local levels. A team of communications specialists ensure that the Fund’s messages are shared widely across publications, digital platforms, and a program of seminars and conferences, making it a trusted source of information and analysis.

With its office in the heart of London, the Fund has become a sought after meeting place for people from across the health sector, who value the opportunity to debate the challenges that face the NHS and social care. A particular challenge that Ham and the Fund have been working on is health system integration. Integration in this respect, encompasses primary and secondary care, health and social care, and physical and mental health care.

“There is mounting evidence of the benefits of integration as populations continue to age and the burden of disease shifts to chronic medical conditions like diabetes and heart disease,” said Ham. The Fund has been successful in influencing government policy to support integration and is working with leaders in the NHS and local government to bring about improvements in care in different areas of England. “Our role is to go beyond Whitehall and Westminster to support the implementation of new care models centered on the needs of patients and populations,” he adds.

Another priority for the Fund involves work on prevention and population health. In the early stages of his career, the [Lalonde report](#) on a new perspective of health for Canadians, was influential in shaping Ham’s thinking on prevention. “All health systems face demographic pressures and financial constraints that affect their current methods of treatment and care,” said Ham. “Those factors affecting the NHS and the Canadian health system are a result of an aging population, changing lifestyles and the broader social and economic determinants of health.”

Ham references [The Expert Patient Program](#) as an example of an initiative to bring about a shift in managing long-term chronic diseases. “The expert patient program provides support to people, giving them the confidence they need in order to understand how to manage their symptoms, take certain medications, or adapt their lifestyle to suit their health needs,” said Ham. Supporting individuals in maintaining their independence is beneficial not just for the patient but also the health system as a whole.

Local governments in the UK, such as those in the Northwest of England, have also taken action to promote population health. In one area they have begun to work with teachers and pupils to implement a program called the “daily mile.” This program creates time within the school curriculum to encourage students to walk or run one mile every day. “This early adoption of a healthy lifestyle will go a long way towards improving health and wellbeing in our communities in the longer term,” said Ham, “and this is something that is being done outside of the health system, as a result of better education and information being provided to the public.”

Recently, the Fund hosted a major national conference with over 400 leaders from across England, including the Fund’s president Prince Charles, on the topic of social prescribing, an approach that involves offering people options and advice on exercise, diet and nutrition, as well as providing them with access to the arts, and opportunities to tackle loneliness and isolation. It is this type of commitment to change and reform that leaves Ham hopeful for the future of the NHS and health systems in countries like Canada

While he is optimistic about the future, Ham argues that it is necessary for politicians, health care leaders, and the public to ensure that these systems continue to strive for universality and equity. “My main hope is that the public and politicians do not forget how precious health systems are in countries like the UK and Canada,” says Ham. “Current generations may take these fundamental principles of equity and universal coverage for granted, having never known anything else, but it wasn’t always this way.”

And truly, nothing is forever. We are in a time of great global challenges and financial pressures that put these very principles at risk. “Strong leadership is needed, in order to ensure that we secure adequate funding, and continue to reform and improve our health systems to meet the changing needs of the population,” said Ham. Moving toward equity of access and equity of outcomes is a tall order, but Ham is hopeful that those in charge will choose to remember the words of [Joni Mitchell’s 1970 classic Big Yellow Taxi](#), “you don’t know what you’ve got till it’s gone.”

Chris Ham will be honored at The Peggy Leatt Knowledge and Impact Award reception hosted by the Institute of Health Policy, Management and Evaluation on September 7, 2017 at the University of Toronto’s Faculty Club in Toronto, Ontario. For more details about the event and to register, please visit <http://ihpme.utoronto.ca/events/peggy-leatt-knowledge-and-impact-award>

Read the
DLSPH Bulletin

PEGGY LEATT AWARD RECEPTION

Join us September 7, at the University of Toronto's Faculty Club, 5:00pm-7:00pm.

For more details and to register visit:

<http://ihpme.utoronto.ca/events/peggy-leatt-knowledge-and-impact-award>

SYRIAN PHYSICIAN STRANDED BY TRUMP TRAVEL BAN BEGINS STUDIES AT UNIVERSITY OF TORONTO



Dr. Khaled Almilaji enrolls in Executive Master of Health Informatics Program

by Nicole Bodnar

Dr. Khaled Almilaji, [a Syrian physician affected by the Trump Administration's travel ban](#), arrived in Toronto on June 16 and began the Institute of Health Policy, Management and Evaluation's (IHPME) Executive Master of Health Informatics Program on June 20, 2017.

"Our School is committed to values that embrace human rights, equity, leadership, and the notion that global health is also local – we live in a world in which traditional borders have no meaning," said Howard Hu, Dean of the Dalla Lana School of Public Health, IHPME's home faculty.

"As a recognized humanitarian with extraordinary global public health experience, he will enrich the scholarship of our academic community."

In the fall of 2016, Dr. Almilaji began studies in the Master of Public Health program at [Brown University](#) in Providence, Rhode Island, on a student visa. On January 1, 2017, he flew to Turkey to attend a United Nations meeting related to his humanitarian work. On January 18, he received word that his visa was revoked and while trying to renew it, the executive

order was issued on January 27, indefinitely halting entry into the U.S. for citizens of seven mainly Muslim countries.

After weeks of advocacy by Brown's leaders and elected officials from Rhode Island proved unsuccessful in getting Dr. Almilaji's visa renewed, Dr. Terrie Fox Wetle, Dean of the [Brown School of Public Health](#), contacted Dean Hu, a Brown University alumnus. She asked him to consider admitting Dr. Almilaji since it looked increasingly likely that he would be unable to return to the country to complete his degree.

"Once it became clear that his return would not be imminent, Dean Hu and I discussed options for Khaled to continue his graduate studies at the University of Toronto," said Dr. Wetle. "We have been honored to have Khaled in our MPH program and we wish him the very best of luck with his continued education."

As a humanitarian and public health advocate, Dr. Almilaji worked closely with the World Health Organization and United Nations to coordinate the delivery of vaccines to 1.4 million Syrian children to curtail an outbreak of polio in 2013. He is also a co-founder of the [Canadian International Medical Relief Organization](#), a medical charity that has delivered health care in Syria during the six-year-long civil war.

"I am so grateful to U of T, and so glad to have the chance again to improve my knowledge, which will positively reflect on my ability to contribute later in rebuilding my country's health system," Dr. Almilaji wrote in an e-mail. "I hope that I can share my humble field experience with colleagues in the Dalla Lana School of Public Health."



When he arrived in Toronto on June 16, Dr. Almilaji was reunited with his wife, Jehan, who stayed with friends in the U.S since January and is pregnant with the couple's first child.

On June 22, Dr. Almilaji began the [Executive](#)

[Master of Health Informatics](#) program, which will enhance his expertise in health informatics and benefit a project he is working on with global relief agencies through the collection and analysis of Syrian primary care data.

"Khaled will be a tremendous asset to the program," said [Julia Zarb](#), Master of Health Informatics Program Director. "The program will equip him with the information technology skills needed to help rebuild Syria's health care system, and his peers will learn from his global experience and in turn improve Canada's healthcare system."

AWARDS

Emily Seto, Winner of Connaught New Researcher Award, Talks Building Innovative Healthcare Apps



IHPME Professor Emily Seto has been named one of the 56 recipients of the [Connaught New Researcher Award](#) by the University of Toronto. Seto is a faculty member and the lead for the [Health Informatics program](#) at IHPME. She is also an alumna of the Institute, having earned her PhD in 2011.

"There was no such thing as a health informatician when I entered the work force," said Seto, "everyone involved in the field was from a variety of backgrounds, it was very multidisciplinary." Seto, who is a professional engineer graduated with her MSc in medical imaging where she realized her interest in medical technologies. It was through her PhD at IHPME however, that Seto began to focus on how mobile medical technologies could be utilized to solve healthcare issues.



Having worked in the field of health informatics for many years, Seto is especially interested in how health care technology facilitates patient care. Her proposal for the Connaught New Researcher Award entitled "Telemonitoring in an integrated chronic disease management clinic: a new model of care for complex patients with multiple chronic conditions," focuses on the use of mobile technologies to enhance complex patient care, and to assist the health system in providing more cost efficient service.

The Connaught New Researcher Award is given annually to assistant professors at the University of Toronto who are within the first five years of their tenure-stream appointment. The funds are intended to allow new faculty the opportunity

to further develop their research in the early stages of their career. Winning the Connaught Award provides Seto with the appropriate groundwork to further develop telemonitoring innovations such as mobile apps to manage patient care on a digital level.

"Telemonitoring enables patients to track their health from their own home, including parameters such as weight, blood pressure, and symptoms. The information is then sent automatically to their healthcare provider," said Seto. Through an algorithm developed with clinicians, the telemonitoring system sends real-time messages back to the patient with advice on how to manage their health, such as to take more medication or reduce their salt intake. Clinicians are alerted if the patient gets worse, and can follow up with a phone call to reinforce patient education or change their medication if needed. "The main goal of using telemonitoring is to support patients in self-care as well as assist their healthcare providers in providing the appropriate clinical care so patients are not constantly being readmitted to hospital," said Seto.

These mobile apps are developed in conjunction with clinicians and patients who provide valuable feedback and help Seto and her team ensure that the technology is useful to the care being provided. Seto is also currently partnering with the [William-Osler Health System](#) to integrate telemonitoring equipment within the chronic disease management clinic. "Finding ways to help manage chronic conditions would not only save healthcare dollars, but better the lives of patients who will feel more involved with their care," said Seto.

Solving these kinds of healthcare problems was one of the many reasons Seto found herself drawn to the field of health informatics. Now, her goal is to see mobile technologies placed within our healthcare system, while looking to provide further global innovation for health systems worldwide.

CRAIG THOMPSON, UNIVERSITY OF TORONTO RECIPIENT OF THE ROBERT WOOD JOHNSON AWARD



The 2017 Robert Wood Johnson award winner from the University of Toronto, is recent MHS graduate Craig Thompson, who was presented with the award at

a reception hosted by the [Canadian College of Health Leaders \(CCHL\)](#) on June 12 in Vancouver, Canada.

The Robert Wood Johnson awards were established in 1956 by [Johnson & Johnson Medical Inc.](#) and are presented

annually to [six deserving students at Canadian universities](#) who are pursuing a Masters in Health Administration.



Craig Thompson with fellow award winners, Dan Harper Photography

Each student who receives the award is anticipated to make a valuable contribution to the health services industry, and Craig is already taking significant steps and is well on his way to becoming an influential leader in health systems management.

Thompson followed an unconventional path into the health services industry having originally graduated with a degree in civil engineering. After practicing engineering for 10 years, Thompson shifted his focus and career to new media and digital communications at the time when the world wide web and the Internet was making its debut. Thompson's diverse work in the private sector as a digital strategist and his volunteer efforts as a patient advocate positioned him well to take on the role of Director of Digital Communications at [Women's College Hospital](#) in 2012. For over five years he led a team of communications specialists in the development and implementation of integrated digital communications initiatives. In 2015, Thompson made another significant career decision to pursue the [MHSc degree](#) with the Institute of Health Policy, Management and Evaluation at the University of Toronto. "I knew I needed to better understand the business of healthcare in Ontario if I was going to be successful at bringing about system change for the benefit of patients and families," said Thompson.

Throughout the program, Thompson maintained his interest in patient advocacy, so when it came time to find a placement as part of

his practicum, he was eager to work at [Patient Ombudsman](#), a brand new organization that works as a champion for fairness in Ontario's healthcare system. The Patient Ombudsman's office was opened to the public in 2016, as a place for patients and caregivers to voice their concerns and complaints regarding the quality of care and their experiences at a hospital, long-term care home or with home care services. Having worked for start-ups in the past, Thompson was immediately attracted to the idea of developing strategies to help bring the patient voice to the forefront of shaping policy and improving healthcare experiences for all Ontarians. "When I arrived to begin my practicum, I was encouraged to apply my skills and experience in digital communications and strategic planning," said Thompson. "I was also able to help with the launch of a new, more patient-centered website which included an easy-

to-use online complaint form."

[Patient Ombudsman](#), with its focus on influencing positive change in Ontario's healthcare system, was exactly the place in which Thompson felt his passion and experience could flourish and where he felt he could also help make a difference for patients and families. With his experience, determination, and commitment to help find workable ways to tackle system-wide issues, it makes sense that Thompson, who graduated in June, ultimately won the opportunity to become the organization's new Executive Director. "It is a dream come true," said Thompson of his new role, "it's a privilege to be recognized for my leadership skills and diverse experiences, including my ability to reinforce the patient perspective in the everyday operations of the office. I'm also looking forward to helping advance the organization's position as a supportive bridge between patients, caregivers, and the health sector organizations under the office's jurisdiction."

Being adaptable and open to working as a change agent is exactly why Thompson is a deserving winner of the Robert Wood Johnson award. He is keen to be a part of the transformation underway to help improve the lives of patients and caregivers. "It is truly an honour," said Thompson, "to be recognized in this way by the Institute's distinguished faculty."

JULIA ZARB NAMED TO VICTORIA UNIVERSITY BOARD OF REGENTS

[Victoria University](#), a college within the larger University of Toronto has appointed Julia Zarb, program director of the Masters of Health Informatics degree at IHPME, to their [Board of Regents](#).

This is an exciting opportunity for Zarb as she is also an alumna of the college, and was actively involved in student leadership activities while completing her undergraduate degree. She is very pleased to be able to give back to that community in a leadership role.

The Board of Regents acts as a governing body that presides over a series of committees, such as Advancement, Campus Life, Finance and Audit as well as Property. It is a privileged and compelling role to be named to the board as it calls upon members to utilize their skills in leadership, governance, communications, and fundraising among many others, to ensure the smooth operation of the college's activities.

In addition, each member is responsible for making recommendations to their specified committee as well as act as a collaborative decision making partner alongside the Chancellor who oversees the executive administration of the college.

For Zarb, committing to this role as part of a four-year term was an easy decision, "I've had a career filled with adventure

and diversity,” says Zarb, “Victoria gave me a foundation of confidence that enabled me to take risks, and build resilience.” Looking forward to her appointment, Zarb is eager to contribute to the vision, growth and continued sustainability of Victoria University College. For more information about the board of regents visit, <http://www.vicu.utoronto.ca/about/board.htm>

FACULTY APPOINTMENTS

New Faculty

Daniel Werb – Assistant Professor, Status

Renewal Faculty

Nancy Gray Cooper – Adjunct Professor, Status

Chaim Bell – Professor, Status

Sharon Dell – Professor, Status

Paul Kurdyak – Associate Professor, Status

Alexander Lo – Assistant Professor, Status

Barbara Major-McEwan – Adjunct Lecturer

Geetha Mukerji – Assistant Professor, Status

Christine Soong – Assistant Professor, Status

Vicky Stergiopoulos – Professor, Status

Adam Weizman – Assistant Professor, Status

MSC/PHD DEFENSES

Clinical Epidemiology

Jolene Fisher, MSc

Thesis Topic: *Relationship Between Procedure Volume and Mortality After Surgical Lung Biopsy in Interstitial Lung Disease*

Date: June 5, 2017

Sergio Acuna, PhD

Thesis Topic: *Malignancy and Solid Organ Transplantation: Evaluating Cancer Mortality, Pretransplant Malignancies, and Cancer Screening*

Date: June 23, 2017

Andrew Czarnecki, MSc

Thesis Topic: *Predictors of Hospital Readmission after Trans-Catheter Aortic Valve Implantation in Ontario*

Date: June 29, 2017

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 **Annette Paul, Director of Advancement** at annette.paul@utoronto.ca or visit [IHPME Donate](#) or [Support/Campaign](#). Thank you for your support!

IHPME IN THE NEWS

Syrian Doctor Caught in U.S. Immigration Ban Gives Up, Moves to Canada Dr. Khaled Almilaji has arrived at IHPME to begin the Executive Masters of Health Informatics: <https://theglobeandmail.com>

Why Overtreatment and Overdiagnosis Can Be Bad for Your Health: Op-ed by Prof. Wendy Levinson <https://cbc/radio>

Interview with Outgoing Director-General of WHO, Dr. Margaret Chan

Interviewed by Dr. Garry Aslanyan, Dr. Chan is asked to contemplate her 10 years of leadership. www.unspecial.org

A Tale of Two Nations: Outcomes

Prof. Greg Marchildon speaks on amenable mortality in [MedPage Today](#)

PUBLICATIONS EVENTS

[Kuluski, K.](#), Im, J., & McGeown, M. (2017). "It's a waiting game" a qualitative study of the experience of carers of patients who require an alternate level of care. BMC Health Serv Res, 17(1), 318. doi: [10.1186/s12913-017-2272-6](https://doi.org/10.1186/s12913-017-2272-6)

Rodin, A., [Shachak, A.](#), Miller, A., Akopyan, V., Semenova, N. (2017) Mobile apps for eye care in Canada: An analysis of the iTunes store. JMIR mHealth & uHealth. 6 (5). <http://mhealth.jmir.org/2017/6/e84/>

Holtzer E, Moore-Dean A, Srikanthan A, [Kuluski K](#). Reforming Refugee Healthcare in Canada: Exploring the Use of Policy Tools. Healthc Policy. 2017;12(4):46-55. <http://www.longwoods.com/content/25099>

Avirop Biswas, Paul I. Oh, Guy E. Faulkner, Alis Bonsignore, Maureen T. Pakosh, [David A. Alter](#); The energy expenditure benefits of reallocating sedentary time with physical activity: a systematic review and meta-analysis. Journal of Public Health (Oxf) 2017 1-9. doi: [10.1093/pubmed/idx062](https://doi.org/10.1093/pubmed/idx062)

Avirop Biswas, Guy E Faulkner, PI Oh, [David A Alter](#). Patient and practitioner perspectives on reducing sedentary behavior at an exercise-based cardiac rehabilitation program. Disability and Rehabilitation. 2017:1-8. doi: [10.1080/09638288.2017.1334232](https://doi.org/10.1080/09638288.2017.1334232)

U of T Policy Reports Repository

U of T Libraries and the Office of the Vice-President Research and Innovation is looking to catalogue and make accessible grey literature published by our faculty members and trainees. The online searchable repository would contain reports that address diverse areas of policy at the municipal, provincial, national and global level. The repository would be made available through Tspace, U of T's online secure research repository. The University is looking to collect publications from faculty that align with the following criteria:

- Reports - not including journal articles
- Reports authored/produced by IHPME - not externally commissioned
- Authors/co-authors are faculty, staff, student from IHPME at time of publication - may be in partnership with authors from other institutions.
- Published/issued within the last 10 years.

To submit a publication or if you have questions about the criteria email: vpri.reports@utoronto.ca

NAO Lecture Series: Martin McKee

July 6 | 9:00am - 10:30am | HS 610

Access and Quality: The Performance of Health Systems Worldwide

The second NAO lecture presents Martin McKee, Professor at the London School of Hygiene and Tropical Medicine, & Research Director of the European Observatory on Health Systems.



Health Informatics Summer Seminar: Dr. Richard Booth

July 26 | 12:00pm - 1:00pm | HS 208

[Register Online](#)

Future Directions for Nurses in an Automated, Artificially-Intelligent, Social-Networked Healthcare Environment. Join us for a Skype session with Dr. Richard Booth who will be discussing his thoughts and elaborating on his recent publication.

Peggy Leatt Knowledge and Impact Award

September 7 | 5:00pm - 7:00pm | Faculty Club

This year's Peggy Leatt award winner is Chris Ham, CEO of The King's Fund. Join us in celebrating and recognizing Chris Ham on his achievements.

[Register Online](#)

SAVE THE DATE Rural Health Symposium

September 21 | Faculty Club

In collaboration with the [Northern Ontario School of Medicine](#), join us for a day of discussions on rural health policy research.

GREEN CORNER

Update: The Environmental Committee recently convened to discuss a strategic plan that will allow the Institute to achieve its overarching goal, which includes being a part of the solution in supporting environmental friendly and sustainable health systems. Through a series of steps, involving educational outreach, as well as research and operational changes, IHPME looks to succeed in fostering innovative change in health system planning with an environmental approach. Watch us as we grow from a sprout to a tree! Stay tuned for further details.



IHPME STORY CAMPAIGN

The Institute of Health Policy, Management and Evaluation has been the leading management and evaluation program in health services and health care research for the past 70 years.

From its early inception as the Department of Health Administration in 1947 to its current role as a leading institute, IHPME has been making progressive changes in research and leadership for many years.

We invite you to share your memories, stories, and snapshots of your time at IHPME, as we compile a collage of stories to showcase our growth and engagement with our community.

To share your story, image or text, please email:
ihpme.events@utoronto.ca

Note: Materials will be shared via IHPME social media and will be presented for display at this year's Moonshot celebration on October 24, 2017.

IHPME IS A SCENT FREE ZONE

A reminder to faculty, staff, and students to refrain from wearing scented products within the department.



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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 rebecca.biason@utoronto.ca