

IHPME CONNECT 08.2017

MEET IHPME'S NEW ACTING DIRECTOR

The Institute of Health Policy, Management and Evaluation is pleased to welcome its new acting director Professor Rhonda Cockerill whose term commenced on July 1, 2017.

For many in the IHPME community, Rhonda Cockerill is a well-known and familiar figure, and this appointment is a testament to her dedication to the Institute, her fellow colleagues, alumni, and graduate students.

This is IHPME's 70th year and there have been many achievements and milestones for the Institute since its early days in what was once called the School of Hygiene. The educational programs that IHPME offers have expanded over the years to include new areas of study such as the [Masters of Health Informatics](#) (MHI and EMHI) and MSc's with concentrations in [Quality Improvement and Patient Safety](#) (QIPS), as well as [Systems Leadership and Innovation](#) (SLI). "The structure of our programs has also changed," says Professor Cockerill, "we have created executive programs to allow professionals to return to school and take advantage of the learning opportunities we offer."

Alongside these improvements, there has been a strong push towards integrating more status and adjunct faculty into the IHPME community, which in turn has provided students and other core faculty members with a broader scope of research and networking opportunities. The Institute's current status within the [Dalla Lana School of Public Health](#) has also provided a significant opportunity for growth. "As a large component of the School of Public Health, we have a wonderful opportunity to showcase the breadth and impact of IHPME's work on the health care system," says Professor Cockerill. "We are more visible, and better able to show our strengths and abilities with respect to our faculty and student research."



Professor Cockerill is also very proud of the multidisciplinary nature of IHPME that has evolved over the years. From economists, to health policy analysts, health care professionals and individuals with expertise in quality management, there is a synergy that emerges in the work of the faculty, and their ability to create teams to work on a variety of research topics. "A major advantage of having such a broad range of faculty and skills, is that our impact becomes that much wider, which makes IHPME a truly unique place to study," says Professor Cockerill. With such a large range of expertise, prospective students can look forward to engaging in meaningful research, and developing networks of peers that will enhance not only their current studies, but their career paths as they move into the healthcare system.

Professor Cockerill is no stranger to achieving impactful change. In her time as a faculty member with IHPME, she has focused on the evaluation of community based programs. One example of her impact was her involvement in the evaluation trials of [Plan B](#), a birth control strategy. "In the years prior to the evaluation, women were required to obtain a prescription and doctor's note, often delaying the effectiveness of the treatment," says Professor Cockerill. Following the trial and evaluation, pharmacies were able to provide Plan B without the need for a prescription, preventing unnecessary complications for many individuals. "That is just one small example of the impact that I have had, but there are countless other projects from our faculty that have had a lasting effect on the way that health care is delivered."

Prior to her new role, many at IHPME knew Professor Cockerill as IHPME's Graduate Coordinator, a role that allowed her to interact with students constantly, something that she is looking forward to maintaining as Acting Director. "I really enjoy meeting our students, I love when they experience success, truly no one is more proud than I am," she laughs.

More on the next page...



"Their success is my success. If I wasn't in this role, I would miss the opportunity to meet our students and hear about their exciting ideas. It is truly a privilege." Professor Cockerill's hopes for the future of IHPME include the continued success of our graduates, and the ability of our Institute to remain a welcoming place for all who seek a place to study and research.

As her role as Acting Director begins, Professor Cockerill also looks to the future and a major milestone on the horizon for IHPME. This year the Institute of Health Policy, Management and Evaluation approaches its 70th anniversary, and on October 24, the IHPME community is invited to celebrate at our annual Moonshot event. "Moonshot is really an amazing opportunity for classmates to network with each other, for faculty to reconnect, and for everyone to enjoy themselves at a fantastic social party," says Professor Cockerill. Alumnus Leslie Boehm, has also undertaken a book project to capture the 70 year anniversary, and alumni are encouraged to reach out to Professor Cockerill if they have additional ideas for the 70th anniversary celebration.

"Undertaking a degree in IHPME is for many people, an important step in their life. They made a decision that involves a lot of work, but they also met people who have had a transformative impact on their experiences. Moonshot attracts faculty, students, stakeholders and donors in the IHPME family, because there is a strong connection between all of these networks," says Professor Cockerill.

We invite you to join us for Moonshot 2017, in celebration of IHPME's 70th anniversary at the Delta Marriott in Toronto. The key note address will be given by renowned complexity leadership expert, Professor Mary Uhl-Bien of the TCU Neely School of Business. Ticket sales begin August 16, visit the event page for further details and to register: ihpme.utoronto.ca/events/moonshot-2017

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RECONNECT: ALUMNI PROFILES

**Shirlee Sharkey, CEO Saint Elizabeth
Healthcare, MHSc**



When Canada was celebrating its 125th anniversary, Shirlee Sharkey had just graduated with a Masters in Health Administration from the Institute of Health Policy Management and Evaluation. For the past 25 years, Sharkey has remained steadfast in her quest to find solutions to complex problems within the Canadian health system and beyond. She is currently the CEO of [Saint Elizabeth Health Care](http://SaintElizabethHealthCare.ca), a charitable not-for-profit social enterprise, where she is constantly looking for new and innovative ways to draw on her passion of keeping patient centered care at the forefront.

As we at IHPME prepare to celebrate 70 years of high quality education for today's health systems leaders, we sit down with Shirlee, who also recently received an honorary doctor of laws degree from UOIT, to speak with her about her passion for patient centered care and how she has worked to evolve Saint Elizabeth Health Care in her time as CEO.

When you first graduated and began your career journey, what were some of your aspirations?

SS: In 1992 when I made the decision to go back to school and pursue further education, my main goal was to contribute to the healthcare system in a meaningful way. I knew that in order to do so, I would need to broaden my experiences and knowledge and so I chose to enter the MHSc program at the Institute of Health Policy, Management and Evaluation.

You have been referred to as a health systems expert and advisor, how did the MHSc degree and your own personal experience prepare you to be the successful leader that you are in today's health care sector?

SS: I've had a number of unique experiences that have collectively contributed to my success. Early in my career, I worked in the world of hospitality and then as a visiting nurse, prior to moving into health leadership positions. It took a lot of courage to move from a teaching hospital to the community, it was almost like entering the Wild West. These experiences provided me with a different perspective, and the realization that fundamentally this work is all about people. How you care for people, how you accommodate them and how your services connect with them. These are all mindsets that the curriculum at IHPME prepares you for, they teach you to think about patient care in new and exciting ways.

Saint Elizabeth has been working in community health care since 1908. When you joined as CEO and President, what were some of the developments you were hoping to foster to create an impact for the current health system?

I didn't start in 1908 though I have been here for quite a while! But when I look back to where I was 25 years ago, and why I was interested in moving to Saint Elizabeth, I remember my focus on homecare. At that time, I really felt homecare was under-utilized, under-valued, and not understood as well as it could be. This was a real opportunity for me to step in and help grow Saint Elizabeth while increasing our ability to impact people and their lives. We've coined the term, spreading hope and happiness, which has truly been the vision of Saint Elizabeth and continues to be.

Ontario and Canada's health system is a complex one, how do you and your team at Saint Elizabeth approach issues around palliative care and long-term care to find innovative solutions?

SS: Innovation is an interesting concept. I have always thought of innovation as the engine for change that is necessary in healthcare. The roots of my passion for innovation came in part from the IHPME curriculum which helped me to understand that change is necessary, especially in our healthcare system. We have looked at a variety of change innovation strategies at Saint Elizabeth, such as process innovation particularly with respect to changing the model of home care. We have also utilized social innovation, which involves finding new solutions to deal with tough social problems. I would have to say the most exciting mode is disruptive innovation where you turn everything on its head to find a solution that works. In end of life care, we try to look at the challenges that are arising in a different way, and come up with new ideas that hopefully make the experience better for patients, families, and caregivers.

Three areas Saint Elizabeth is focusing on at the moment are Indigenous health, end-of-life care, and caregiver and wellness support. What are some of the key achievements in these areas that Saint Elizabeth has helped to foster and further develop?

I am very proud of what Saint Elizabeth has accomplished in each of these areas as a non-profit social enterprise. With end of life care we have funded over \$4 million since 2015 to address the gaps and issues that occur in this phase of care, both locally and across the country. Our focus on caregiver support, is an example of disruptive innovation. We created "[Elizz](#)" which is a site geared towards all aspects of caregiving, from education to services and support. Currently we have over 2.5 million caregiver connections, which helps us to really understand the needs and experiences of family caregivers and the integral role they play in patient care and the health system. Our work with First Nations communities, which has been making a significant impact for more than 15 years, has us now partnering with over 500 communities, providing educational support so that health care can be provided close to home, within their own communities.

Why is it important for the health system to focus on long-term and in-home care?

As a society, it's critical that we find new solutions for the aging population. The majority of Canadians want to remain at home, and this requires a different way of thinking in the health care community as well as a cultural shift. We need to be prepared to find different solutions for people who may require long-term care, and in turn, provide them with the information and services to support their preferences and choices. There was a recent study by [CIHI](#), which showed that long-term care could have been delayed or avoided for more than one in five seniors. Unsurprisingly, health professionals in the community are generally more aware of the options to support people at home, and can assist patients in finding and designing effective care arrangements to suit their needs.

Having just received an honorary doctor of laws degree from UOIT, what are your plans for the future and your role as a health systems leader and expert advisor?

Receiving the degree was such a great honour, in fact I was very emotional that day. I was full of a sense of humility, pride, and I couldn't help but reflect on my own graduation journey all those years ago. When I think of the future, I know the challenges will be endless – yet there is also great possibility. Right now at Saint Elizabeth we have over 9000 employees, who we refer to not just as health care providers but as leaders of impact. That on its own suggests we have an amazing opportunity to change the lives of people and influence what is happening in our healthcare system. I look forward to all of the celebrations, heartaches and good things to come.

What are your hopes for the future of end of life care and palliative care in Ontario and Canada?

Anyone who has gone through a family death experience or

Read the
DLSPH Bulletin



watched a loved one die, knows that it is life changing. It is a defining moment and it does change you. Our goal at Saint Elizabeth is to make sure that everyone – regardless of where they live, their health condition or financial situation – has the opportunity to experience the kind of death they want. That is the big picture and main goal of improving end of life and palliative care. In addition, I would like to see a greater level of discussion about dying and death, so that it becomes a more natural conversation for people as opposed to something that is frightening or mystical.

AWARDS

Diabetes Action Canada Awards

Professor Xiaolin Wei of IHPME has been awarded the Patient Oriented Research Early Career Investigator Mentorship Award from Diabetes Action Canada, an award worth up to \$10,000 and given on a yearly basis to deserving candidates. Diabetes Action Canada is a strategic patient oriented research network which seeks to improve the health outcomes of people with diabetes and its related complications. Read the full announcement at <https://diabetesaction.ca/announcement-recipients-diabetes-action-canada-awards-2017-18/>

CIHR-IHSPR/CAHSPR STUDENT POSTER COMPETITION

Congratulations to Brittany Speller on placing second in the 2017 CIHR-IHSPR/CAHSPR Student Poster Competition. This annual competition takes place at CAHSPR as a means of encouraging graduate students to showcase their work and recognizing their research efforts. Speller's poster on "Development of a Decision Aid for Young Canadians Diagnosed with Breast Cancer who are at Risk of Infertility Following Cancer Treatment," was ranked in the top three of the entire competition. Additional winners and information are available at: <http://www.cihr-irsc.gc.ca/e/50376.html>

HSPRN STUDENTS RECEIVE OUTSTANDING AWARDS

Congratulations to Mudi Kadu on recently being awarded the Age-Well Graduate Student and Postdoctoral award in Technology and Aging from [Age-Well NCE](#). Kadu's winning research is entitled "Assessing Implementation Readiness for Integrated Care-Enabling Technologies." These awards provide partial funding for exceptionally qualified candidates and their research for up to one year.

Jennifer Gutberg has been awarded a a three year fellowship from [Fonds de recherche du Québec – Santé \[FRQS\]](#) for her research entitled, "Understanding the Role of Middle Managers in Influencing Patient Safety Culture: A Comparative Case Study."

Congratulations to Jennifer Im on her acceptance into the Canadian Frailty Network Interdisciplinary Fellowship Program. This program provides trainees with the opportunity to take part in adapted experiential learning and provides them with further skills and understanding of frailty and late life issues. Funding for the program is provided by both the CFN and HSPRN. For more information about the fellowship program visit: <http://www.cfn-nce.ca/training/interdisciplinary-fellowship-program/>

ROSS BAKER APPOINTED TO UHN BOARD OF DIRECTORS

At the Annual General Meeting of University Health Network in June, Dr. Peter Pisters, President and CEO of UHN announced the appointment of IHPME faculty member, Ross Baker, as a member of the [University Health Network Board of Directors](#). Ross will also chair the Safety and Quality Committee of the Board.

FACULTY APPOINTMENTS

New Faculty

Renata Axler – Assistant Professor, Status
Susan Brien – Adjunct Lecturer
Wendy Nelson – Adjunct Professor
Tyrone Perreira – Assistant Professor, Status
Sanja Stanojevic – Assistant Professor, Status
Jessica Widdifield – Assistant Professor

Renewal Faculty

Robert Devitt – Adjunct Professor
Eric Fonberg – Adjunct Professor
Jodeme Goldhar – Adjunct Lecturer
Eva Grunfeld – Professor, Cross Appointment
Kerry Kuluski – Assistant Professor, Status
Altaf Stationwala – Adjunct Lecturer
David Wiljer – Associate Professor, Status
Anne Wojtak – Adjunct Lecturer
Frances Wright – Professor, Status



MSC/PHD DEFENSES

Clinical Epidemiology and Health Care Research

Lily Lim, PhD

Thesis Topic: *Improving the Design & Analysis of Prognosis Studies in Rare Diseases* Date: July 21 2017

Carolina Cancelliere, PhD

Thesis Topic: *Incidence and Prognosis of Post-traumatic Headache in Adults* Date: July 24, 2017

Teja Voruganti, PhD

Thesis Topic: *Team-based Electronic Communication in the Care of Patients with Complex Conditions* Date: July 26, 2017

Health Services Research

Tracy Yuen, PhD

Thesis Topic: *Generating Evidence to Streamline the Clinical Pathway in Autism Spectrum Disorder Using Simulation Models: Cost-effectiveness Comparisons of Screening and Genetic Testing Strategies* Date: June 21, 2017

Aleksandra Stanimirovic, PhD

Thesis Topic: *Insights into the Impact of Med Rec Implementation at Admission in Acute and Long-Term Care Settings in Alberta* Date: July 27, 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

Toronto's Plan for Tackling Opioid Crisis Falls Short: Editorial

Dr. David Juurlink argues first responders should carry naloxone kits: <https://www.thestar.com>

Opioid Use Common Among Cancer Survivors

Rinku Sutradhar weighs in: [Medical Health News](#)

PUBLICATIONS

Farmanova, E., Bonneville, L., & Bouchard, L. (2017). Active offer of health services in French in Ontario: Analysis of reorganization and management strategies of health care organizations. *The International Journal of Health Planning and Management*, (July), 1–16. <https://doi.org/10.1002/hpm.2446>

Kuluski, K., Ho, J. W., Hans, P. K., & Nelson, M. L. (2017). Community Care for People with Complex Care Needs: Bridging the Gap between Health and Social Care. *International Journal of Integrated Care*, 17(4). <http://www.ijic.org/articles/10.5334/ijic.2944/>

Massuci, L., Beca, J., Sabharwal, M., Hoch, J.S. (2017) Methodological Issues in Economic Evaluations Submitted to the Pan-Canadian Oncology Drug Review (pCODR). *PharmaEconomics Open*, 2 (1-9). <https://link.springer.com/article/10.1007/s41669-017-0018-3>

Thakkar, V., Sullivan, T. (2017). Public Spending on Health Service and Policy Research in Canada, the United Kingdom, and the United States: A Modest Proposal. *International Journal of Health Policy and Management*, 6(1-4). http://ijhpm.com/article_3348_bbfdbf181f181d3928370959e9cebb491.pdf

PEGGY LEATT KNOWLEDGE AND IMPACT AWARD

RECEPTION

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SEPTEMBER 7, 2017

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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

system design for rural and northern communities. Featured speakers include, Suzanne Stewart, Carrie Bourassa, James Rourke, Greg Marchildon, and more.

A full list of panels and speakers will be available on the IHPME events page.

Stay tuned for registration details.

NAO Lecture Series: Save the Date

September 25 | Location TBA



Our third lecture from the North American Observatory on Health Systems and Policies features James Gillespie, Associate Professor, School of Public Health at the University of Sydney, who will speak on "Perverse Policies: Comparing Private Health Insurance in Australia and Canada."

EVENTS

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](#)

Rural Health Symposium

September 21 | Faculty Club

The Rural Health Symposium is a joint initiative by the Institute of Health Policy, Management and Evaluation and the Northern Ontario School of Medicine. We invite you to join us for a day of presentations and panels focused on creating an agenda for research and health

GREEN CORNER

Update: The Environmental Committee recently convened to discuss a strategic plan that will allow the Institute to achieve it's 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.

DON'T MISS IT

Into the North: A Health Informatics Experience



We hope you have been keeping up with our student blogger Allie Margaret May, who is in the final stages of her four month practicum in the Northwest Territories as part of the Masters of Health Informatics Program. Her recent posts have covered everything from what's new and exciting in Yellowknife to why she chose a career as a health informatician. Read more at: <http://ihpme.utoronto.ca/category/into-the-north-a-health-informatics-experience/>

IHPME IS A SCENT FREE ZONE

A reminder to faculty, staff and students: please refrain from wearing scented products in 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