

IHPME CONNECT 10.2017

WALTER WODCHIS APPOINTED RESEARCH CHAIR WITH TRILLIUM HEALTH PARTNERS

Research powered by data, is a statement that Dr. Walter Wodchis, Professor at IHPME, lives and works by.

It is also one of the ways in which health system change is implemented, a goal that Wodchis eagerly works towards in just about every aspect of his evaluative research.

It is no wonder then, that Wodchis has been appointed to be the inaugural Research Chair in Implementation and Evaluation Science at [Trillium Health Partners' Institute for Better Health \(IBH\)](#). His expertise and knowledge as a leading researcher in the areas of health economics, integrated care and health system evaluation, will benefit the ongoing research being undertaken by IBH, as it works to develop innovative solutions that improve the health care journey for patients and families in Ontario.

Launched in 2014, the Institute of Better Health was created as a research hub within Trillium Health Partners with a mission to seek out innovative solutions that improve health and quality of care for patients and the community. Recruiting Research Chairs in Implementation and Evaluation Science is the next step being undertaken by IBH as a means of enhancing their research capacity and providing an increased ability to test and



evaluate measures that will improve the way health systems function. This is also a major milestone in helping to build Trillium Health Partners into a learning health system.

For Wodchis, this appointment is an opportunity he is eager to be a part of, where he will be able to bring data to the forefront of IBH's research projects, as well as build upon both institutions shared priorities such as bundled care, complex integrated care, and applied learning opportunities for graduate students. The Research Chair role also offers Wodchis the ability to work on focused iterative cycles of implementation, evaluation and research, something he isn't always able to accomplish in evaluations of pilot projects. Dr. Wodchis has recently lead evaluations of [The Change Foundation's Partners for Advancing Transitions in Healthcare](#), Health Links across Ontario, and the Integrated Funding Model pilot study. In these activities, he works to influence the design of Ontario's health care system, examining integrated care options and resource utilization patterns. "Implementing health system change, does not occur quickly," notes Wodchis, "and although my time will be divided, taking on this role will bring a sense of consolidation to my work, knowing that I will have the ability to remain engaged with a program through more than one cycle of evaluation."

As Research Chair, Wodchis will take the lead in developing a program that will evaluate new models of health care organization and delivery that will improve care for patients in the community. Areas within the health system that Wodchis and IBH will be focusing on with respect to health system functionality include coordinated care, bundled care funding options, and integrated care for patients with complex health needs.

The gap in coordinated care, particularly with respect to elderly populations is a growing concern. Recently, Wodchis worked on the evaluation of a pilot project involving bundled care funding for the Ministry of Health, as it has become a strong area of interest for improving coordinated care. "Bundled funding

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is one really important way to improve coordination of care across the care episode,” says Wodchis. “If not solve, then certainly make a considerable improvement upon. It creates a single accountability, from treatment and acute care to the moment when a patient is stabilized.” Alongside evaluating bundled care options, he will also be working on evaluating integrated care programs across the care continuum within the health system, a strategic direction that both Trillium Health Partners and IHPME are working towards.

Affecting health system change as Wodchis says, takes considerable time, and many cycles of evaluation, but methods of evaluation that researchers like Wodchis use, are key to obtaining the data that will power innovation and change. “First, we look at how well a program is being enacted, which is referred to as implementation,” says Wodchis, “then we look at the experience of patients and caregivers, always keeping this at the forefront and collecting this data on an ongoing basis. We also look at self-monitoring data, which is again rapid cycle and provides real-time feedback about the impact of the program. And finally, we conduct rigorous and robust evaluation, which takes more time, but allows us to investigate whether the program has achieved intended outcomes.”

This type of data gathering is something that Wodchis sees as the real driver behind not only system change, but the creation of a learning health system. “Creating a learning health system requires partnership, trust, effective communication of data, and a sense of fearlessness... because sometimes interventions fail. Not harming people, but also not improving patient experience or outcomes” says Wodchis. In his role as Research Chair, Wodchis will be using his approach to evaluation to improve programs and systems while they are in process, working in an iterative cycle and able to see change built into a system/program as it grows and is developed, powered as always by data. “I have become a bit fatigued by the single cycle quality improvement approach of plan, do, study, act,” says Wodchis. “These evaluation processes are intended to be iterative, yet it is rare to undertake a second cycle of revision, implementation and evaluation.”

While working through a series of evaluation cycles is something that Wodchis looks forward to in his role with IBH, he is also hopeful that the Mississauga/Halton system will soon be transformed into a learning health system, and its partnership with IHPME at the University of Toronto, will help bring the system one step closer to this aim. An applied learning program for IHPME graduate student researchers will be led by Wodchis and will allow students to gain knowledge transition skills and a broader learning experience that will benefit them as they move into the work force. “We know that the majority of our PhD students will not remain in an insular academic setting,” says Wodchis, “as an educational institution, it is our responsibility to provide them with the capability to be able to go out and work in a health system setting from the moment they graduate, equipped with the skills and knowledge to foster and develop health system change.”

HEALTH SYSTEM IMPACT FELLOWSHIPS

National Fellowship Program provides PhD and Post-doctoral students with health system experience



Frances Morton-Chang, Hon. Ginette Petitpas Taylor, Minister of Health, Dan Buchanan, Director of Financial Policy, AdvantAge Ontario, Steini Brown, Interim Dean, Dalla Lana School of Public Health, Robyn Tamblyn, Scientific Director CIHR, Peter Rekal, Rekal Centres, Susan Graham-Nutter, CEO Rekal Centers

Today, the Honourable Ginette Petitpas Taylor, Minister of Health announced a \$5.8 million investment in Health System Impact Fellowships and Training Modernization Start-Up grants, a new training model for health services researchers that provides post-doctoral fellows with the opportunity to take part in experiential learning. [The Canadian Institutes of Health Research Institute for Health Services and Policy Research \(CIHR-IHSPR\)](#), and the [Canadian Health Services and Policy Research Alliance](#) developed the programming and are offering 46 Health System Impact Fellowships to help prepare academics for careers within health system organizations.

“When I was in job interviews after completing my PhD, I found I was often pigeon-holed as a researcher, and as someone with little “real world” experience yet I wanted to use the skills and knowledge I had learned during my doctorate, to analyze, evaluate and make an impact on the health system,” said Frances Morton-Chang, a post-doc at IHPME and Health System Impact fellow with [AdvantAge Ontario](#), a not-for-profit organization advancing long-term care, housing and services for seniors.

The CIHR - IHSPR launched the Health System Impact Fellowships to address this challenge faced by new PhD graduates and post-doctoral fellows. As part of a training modernization strategy, the fellowships allow host organizations within the health system, such as AdvantAge Ontario, the Ministry of Health and Long-Term Care, and others,

to provide a “hands on” learning experience for new graduates. It also seeks to retain new Canadian investigators who are just beginning their careers, while allowing organizations to benefit from their expertise.

“Within my first week, I have attended long-term care funding symposiums, been paired with Dan Buchanan, the Director of Financial Policy as my host supervisor, and have had multiple opportunities for interdisciplinary learning with senior leadership members,” said Morton-Chang. Choosing to pursue this fellowship, she knew that it would provide her with renewed networks, highlight her strengths, and allow her to build productive relationships.

The announcement took place at the Rekai Centre, one of Toronto’s long-term care facilities on [National Seniors Day](#).

Morton-Chang’s research has already proven to be an asset for the health system. With the ongoing shortage of beds in long-term care facilities her work with AdvantAge Ontario is geared toward finding better ways at providing support for seniors and vulnerable individuals who require integrated care, such as with campus care models.

“The work that Frances proposes has the potential to not only afford insights regarding the potential impact of campuses of care that are of particular interest to AdvantAge Ontario, but also to inform industry decision-making on a topic that is of interest nationally,” said Whitney Berta, Associate Professor at IHPME, and academic supervisor for Frances Morton-Chang.

At just age fourteen, Morton-Chang already knew she wanted to work with seniors. Roaming in and out of neighbour’s houses, she would sit with seniors eager to talk with them, and enjoy some juice and cookies. “At that age I had also begun to draw out what I thought a senior’s care home should look like, and they looked similar to a village of care,” said Morton-Chang. She completed her Bachelor’s degree in Gerontology at McMaster University, and continued to pursue graduate studies in IHPME’s MHS and PhD programs.

Seeking innovative solutions in integrated care for seniors and vulnerable members of the population is both an academic and professional passion for Morton-Chang, and the Health System Impact Fellowship is helping her channel this passion into impact while advancing her career.

“Our investment in the program represents one of our Government’s efforts to both train and keep our best and brightest researchers right here at home. It will help rethink the traditional model of workplace integration for PhD students across the country. It will no doubt have an effect on



improving health services for Canadians in the future,” said the Honourable Ginette Petitpas Taylor, Minister of Health.

For Morton-Chang this opportunity will allow her to see the real life implications of the research she is conducting and will help inform her future work. “I want to see a positive change in the health system that offers people a degree of choice in how and where they live in their vulnerable years. Having a foot in both the academic and the “real” world is going to help me make that kind of a lasting impact on our health system.”

ALUMNI LESLIE BOEHM

On Chronicling 70 Years of IHPME

If there is anything you need to know about IHPME’s history over the past 70 years, Leslie Boehm is just the person you should speak to. An alumni of IHPME and current faculty member, Leslie or Les as many may know him, has



Leslie Boehm and Rhonda Cockerill at the U of T Arbor Awards

taken on the daunting task of documenting the seventy year journey of the Institute of Health Policy, Management and Evaluation in a book titled *Toward the Health of a Nation: The Institute of Health Policy, Management and Evaluation - The First 70 Years*. The 250 page book is set for release in early 2018.

Boehm has voluntarily siphoned through archives, images, and more while in the dark and dusty corners of libraries around the University of Toronto campus. “There is no substitute for primary materials,” says Boehm, “I have spent a lot of time in the U of T archives, the Thomas Fisher Rare Book Library and the Gerstein Library, but nothing compares to talking to people, like former faculty and alumni.” The idea to write a book about IHPME first came along as Boehm was working on a manuscript for another book. While rifling through archives, Boehm continued to stumble upon connections to IHPME, making him wonder if perhaps he should be pursuing an entirely different manuscript all together.

In March of 2017, Adalsteinn Brown, then Director of IHPME, approached Boehm with an interesting request, asking if Boehm would be interested in writing a history of IHPME’s past seventy years. “At first, when Steini asked whether I would like to take on this project, I originally thought my plate was much too full, but it’s a book that needs to get done. There is a story to be told here,” said Boehm.

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Boehm graduated from IHPME in June 1980. “When I heard about the program in health administration at the University of Toronto, it was my first choice, and I have never regretted it,” said Boehm. The Department of Health Administration as it was then known, was one of the few graduate health administration programs providing connections directly within the field for its students. It was also steadily increasing its research capacity to respond to the ever growing health system in Ontario an aspect that Boehm says continues to draw students and researchers from across the nation.

Throughout his work on the book, Boehm discovered that IHPME has evolved alongside the health system from its early inception. Beginning as a diploma program in health administration, the Institute has grown to include MSc, PhD, MHI, and MHSc degrees, with a variety of program streams and concentrations relative to the complex nature of the health system.

“One thing that stood out for me while I was researching, were the tapes I uncovered of people like Dr. F Burns Roth, or Dr. Andrew Rhodes debating the way in which they wanted to educate people, between a theoretical and practical focus” said Boehm, “it was truly fascinating.” By situating itself within the School of Hygiene, the Department of Health Administration was able to draw on the connections that people like Dr. Burns Roth, Dr. Rhodes and the first director Dr. Harvey Agnew, had across the country. “Just two years after its inception, the department was operating on a national stage, drawing people and students from across Canada and the United States,” said Boehm.

There was a seamless interaction between academia and the field that was necessary in order to provide the highest quality of education to students. In the 1970’s the department began to push for a greater focus on research and was beginning to move towards implementing professional degrees that would allow students to work and pursue further education at the same time. While in the 90’s and 2000’s, there was a move beyond just management and a greater concentration on policy and evaluation which led to the current moniker for the department - The Institute of Health Policy, Management and Evaluation.

All this and more is highlighted in great detail in Boehm’s upcoming book, and the extraordinary amount of work he has put into this project has not gone unnoticed. Boehm was recently honoured at the University of Toronto Arbor Awards on September 14 at President Meric Gertler’s official residence, for his voluntary work on this chronicle history of IHPME. The symbol of the Arbor award is an oak leaf, signifying growth, learning, and leadership, all qualities that Boehm possesses as a graduate and faculty member of the department.

“I have always found IHPME tends to know more about a student’s capabilities before they have discovered them on their own,” said Boehm, “IHPME faculty have a willingness to provide help and support which is integral to building an alumni community and successful leaders in the health system.”

Boehm is set to wrap up writing on his manuscript next month, perfect timing as IHPME will be celebrating its 70th anniversary on October 24 at its annual Moonshot celebration. “It is hard to let go of this book, but I know I have to,” said Boehm, “there is just such a rich history of great minds coming together to make healthcare for Canadians better, I’m truly privileged to be able to tell this story.”

AWARDS

U of T President Honours Arbor Award Recipients

On September 14, 2017 in the sunlit gardens of President Meric Gertler’s official residence in downtown Toronto, alumni, staff and faculty were celebrated for their volunteer efforts at the University of Toronto at the annual [Arbor Awards](#).

Among them were IHPME’s own Leslie Boehm and Jeannine Girard-Perlman, who have each contributed their time to worthwhile



projects benefitting the community around them. Jeannine Girard-Perlman is a member of the University’s Wilson Centre. She has worked to develop a new education initiative within the Centre which focuses on advancing health care education and practice through research. Leslie Boehm, an adjunct faculty member, has been tirelessly working on a 70 year history of IHPME titled “Toward the Health of a Nation: The Institute of Health Policy, Management and Evaluation - The First 70 Years” set for release in early 2018. The book celebrates the evolution of IHPME alongside the growth of the health system in Canada.



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MOONSHOT 2017
OCTOBER 24, 2017
[TICKETS ON SALE NOW](#)**

CIHR Trailblazer Awards - Daniel Werb

Congratulations to Daniel Werb, Assistant Professor at IHPME, on winning in the early career category of the CIHR-IPPR 2017 Trailblazer Awards. Recognized by a peer review committee for their excellence and innovation in health system impact, these recipients are awarded based on their outstanding level of contribution in their early, mid and/or senior career as a population and public health researcher. Dr. Werb is also a Research Scientist at the La Ka Shing Knowledge Institute at St. Michael's Hospital. Werb's research seeks to address a critical gap in HIV risk prevention, through the use of PRIMER (Preventing Injecting by Modifying Existing Responses). [Read More](#)



Society for Medical Decision Making Elects Dr. Beate Sander

The [Society for Medical Decision Making \(SMDM\)](#) has announced its 2017-18 election results and IHPME proudly congratulates Dr. Beate Sander on being named Vice President Elect. The Society for Medical Decision Making is an international group that looks to improve the health of individuals and populations. For more information about the SMDM board members subscribe to their [newsletter](#).



Katie Dainty Named Research Chair in Patient Centered Outcomes

Assistant Professor Katie Dainty has been named as North York General Hospital's Research Chair in Patient Centered Outcomes. The appointment of Research Chairs at NYGH is part of their 2015-2018 strategy to transform care through applied research and innovation. [Read More](#)



Celebrating Innovation and Speaking Truth to Power: The 2017 Peggy Leatt Award Reception



Interim Dean Steini Brown, Acting Director Rhonda Cockerill and Peggy Leatt Award Recipient Christopher Ham

Surrounded by leaders from the Ontario health system community, the Institute of Health Policy, Management and Evaluation honoured Christopher Ham, CEO of the King's Fund, on September 7 at the Peggy Leatt Knowledge and Impact Award reception.

This is the second year in which the IHPME community has selected a leader in health policy innovation as a recipient of this award, named for former director Peggy Leatt, who was an effective and persuasive leader, always advocating for an interdisciplinary approach to solving critical health care problems. The King's Fund, a charitable organization committed to improving healthcare, is at the forefront of using this interdisciplinary approach in analyzing, researching and providing leadership in the English National Health Service (NHS).

"We were delighted to honour Chris Ham as this year's recipient of the Peggy Leatt Knowledge and Impact Award," said Acting Director Rhonda Cockerill. "His message about the importance of Knowledge Brokers who can link evidence to practice was well received by the IHPME community, a multi-disciplinary Institute with a mandate for applied research, research that is implemented and leads to system

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improvement, there were important lessons in Chris's overview of The King's Fund and their strategies to "get the message".

In order to have the greatest impact, The King's Fund relies heavily on its communications team as a means of disseminating their research and analyses, and conveying "truth to power," through evidence-based reporting. They consistently follow the motto of "rigorous, relevant and timely," to ensure the greatest impact of their reports and research, as well as to maintain any indirect influence they may have on shaping politicians and policy makers' understanding of the issues and challenges facing the NHS.

Christopher 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 with The King's Fund.

As part of his interdisciplinary approach to finding solutions to challenges facing the National Health System, Ham remains committed to working in the middle ground between researchers and decision makers. He is passionate about using research and evidence to improve health and quality of care which requires active and continuous engagement with health care leaders.

For more information about The King's Fund visit <https://www.kingsfund.org.uk/>

A full gallery of the Peggy Leatt Award Ceremony is available [IHPME Facebook Page](#).

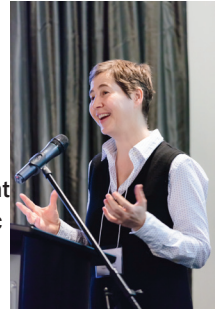
FACULTY APPOINTMENTS

New Faculty

Karen Benzie – Professor, Status
Lauren Bell – Adjunct Lecturer
Flavio Guarda – Visiting Professor
Aasif Khakoo – Adjunct Lecturer
Susan Law – Associate Professor, Status
Nancy Reichmann – Professor, Status
Henry Thomas Stelfox – Associate Professor, Status

New Chair in Health Management Strategies

IHPME is pleased to announce that Professor [Fiona Miller](#) is our new Chair in Health Management Strategies. "I am honoured to have been awarded the chair, which closely aligns with my interests in health technology policy, the management of health innovation systems and strategic change for sustainable innovation," said Miller. "With this opportunity, I hope to galvanize interest in these issues within IHPME and the wider community."



MSC/PHD DEFENSES

Clinical Epidemiology and Health Care Research

Justyna Bartoszko, MSc

Thesis Topic: *The Association of Anemia with Cardiopulmonary Exercise Capacity and Adverse Patient Outcomes in Noncardiac Surgery* Date: September 6, 2017

Blair Roblin, PhD

Thesis Topic: *Ontario's Retirement and Long-Term Care Homes: Policy Implications for Care Services, Funding and Governance Regimes* Date: September 12, 2017

IHPME IN THE NEWS

When no one asks how you are doing as a caregiver PhD student Sara Shearkhani speaks to CBC's Out in the Open: <http://www.cbc.ca/player/play/1052599875708>

Health-care premiums 'spoonful of sugar' to ease the pain of taxes: expert

Prof. Raisa Deber weighs in on Manitoba's consideration of health care premiums: <http://www.cbc.ca/news/canada/manitoba/manitoba-health-premium-1.4292887?cmp=rss>

For this Syrian grad student, a fresh start Denied re-entry into the U.S. to complete his studies in public health, Khaled Almilaji finds a warm welcome at U of T: <http://magazine.utoronto.ca/feature/for-this-syrian-grad-student-a-fresh-start-khaled-almilaji-marcia-kaye/>

PUBLICATIONS

[Born KB](#), Coulter A, Han A, et al Engaging patients and the public in Choosing Wisely BMJ Qual Saf Published Online First: 09 June 2017. doi: [10.1136/bmjqs-2017-006595](https://doi.org/10.1136/bmjqs-2017-006595)

Farmanova E, Grenier J, Chomienne M-H, Hogg W, Ritchie P. A demonstration study of collaboration in primary care: Insights from physicians and psychologists. J Interprofessional Educ Pract [Internet]. 2017;9:27–33. Available from: <http://linkinghub.elsevier.com/retrieve/pii/S2405452616300192>

[Mayvis Rebeira](#), Paul Grootendorst, Peter C. Coyte, and Victor Aguirregabiria (2017). Does rising income inequality affect mortality rates in advanced economies? Economics: The Open-Access, Open-Assessment E-Journal, 11 (2017-16): 1–23. <http://dx.doi.org/10.5018/economics-ejournal.ja.2017-16>

[Rebeira M](#), Grootendorst P, Coyte PC. Factors associated with mental health in Canadian Veterans. J. Mil Vet Fam Health. 2017;3(1):41–51. <https://doi.org/10.3138/jmvfh.4098>

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

IHPME IS A SCENT FREE ZONE

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



EVENTS

CCHE Seminar Series

Fridays | 10:00am - Noon | HS 108 | Free

[Adrian Rohit Dass - October 6](#)

[Petros Pechlivanoglou - October 13](#)

[Lusine Abrahamyan - October 20](#)

[Dhaval Dave - October 27](#)

POHR Seminar: Dr. Susan Brien

October 17 | 12:00pm - 1:30pm | HS 208 | Free

Dr. Susan Brien, Director of Public Reports at Health Quality Ontario will give a lecture entitled "How Long Will I Wait and How Good Will My Care Be? Understanding the Information Needs of Patients When it Comes to Health System Performance"

IHPME Fall Open House

October 21 | 1:00pm - 4:00pm | HS 610 | Free

This is an opportunity to learn about the School of Public Health and its graduate programs such as IHPME. Come and meet our world-class faculty, get the insider's scoop from our current students and talk about your future career plans with alumni. It's also a great way for us to meet you – to learn about your ideas and interest in the diverse field of Public Health.

Registration details coming soon.

Moonshot 2017 - IHPME Alumni Celebration

October 24 | 6:00pm - 10:00pm | Delta Marriott Toronto | \$25/35

IHPME is turning 70, and we invite you to celebrate the impact our students and alumni have had on transforming health care today and for the next generation. Join us and reconnect with your IHPME community, toast 70 years of health system transformation, and hear from our keynote speaker, renowned complexity leadership expert Mary Uhl-Bien.

[Buy Tickets](#)

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!

GREEN CORNER



The IHPME Environmental Committee has established an approved strategic plan that will help us reach our overarching goal of fostering health system change through a sustainable environmental approach. The Committee is

seeking ways to reduce the environmental footprint of the Institution and will focus on four specific areas – Education, Research, Operations, and Cross Cutting Initiatives – to address change. Below are a summary of changes that will be addressed in year one of this strategic initiative. We are proud to announce that members of the committee are in the final stages of planning for an initiative with Health Canada titled “Opportunities for engaging Canadian health systems in addressing the challenge of climate change: Contribution to the National Climate Change and Health Vulnerability and Adaptation Technical Report.”

Education

- In Year 1, IHPME will identify a set of core competencies related to the environment, climate change and sustainability for all graduates of the Institute’s educational programs.
- In Year 1, IHPME will develop an overview of educational “pathway” opportunities, to allow students to add additional sustainability expertise to their program of study, including through community-engaged learning, research or professional practice.

Research

- Generate and disseminate knowledge about research needs and opportunities related to the environment, climate change and sustainability that Institute-affiliated faculty and students are pursuing or aim to pursue.
- Plan for Institute Research Day devoted to these issues.

Operations

- Measurable improvements in the sustainability of office operations in IHPME at 155 College, as assessed by the “Green Office Self-Assessment Tool” supported by the University sustainability office.
- Encourage staff at IHPME at 155 College to participate in the Green Ambassador program supported by the University sustainability office.

Cross Cutting Initiatives

- Regular reporting and communication, through the Institute website and “IHPME Connect,” to make our activities and accomplishments visible, and raise awareness of these issues.
- Plan for a “Listening tour” with health system partners – to identify opportunities for collaboration related to the environment, climate change and sustainability, including through educational initiatives (e.g., community-engaged learning opportunities such as

placements or practical), research-based knowledge or operations.

For further details about the strategic plan and to view the full document visit the [IHPME Environmental Committee webpage](#)

Stay tuned to this section each month as we provide updates on our progress and further developments related to our environmental initiatives.

CONNECT WITH IHPME ON SOCIAL MEDIA

Follow [@ihpmeuoft](#) to hear more about faculty research, alumni events and IHPME in the news.

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.

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

