Donor support ensures celebration of students, faculty and alumni.

Success reflected in academic forums, publications and grants.

Advancements via research and program work, practicum placements and partner engagement.

IHPME faculty research, teach and lead across health systems.

IHPME and Alumni make ongoing progress in working together.

Milestones in relations between IHPME partners, researchers, faculty and students.
# Contents

## 1 Decades

<table>
<thead>
<tr>
<th>Page</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
<td>70 Year Timeline</td>
</tr>
<tr>
<td>8</td>
<td>IHPME Inception</td>
</tr>
<tr>
<td>12</td>
<td>IHPME Evolution</td>
</tr>
<tr>
<td>14</td>
<td>Since the Millennium</td>
</tr>
</tbody>
</table>

## 2 Research

<table>
<thead>
<tr>
<th>Page</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>18</td>
<td>Humanitarians &amp; Innovators</td>
</tr>
<tr>
<td>20</td>
<td>Scholars</td>
</tr>
<tr>
<td>22</td>
<td>IHPME Awards</td>
</tr>
<tr>
<td>24</td>
<td>2017 Doctorates</td>
</tr>
</tbody>
</table>

## 3 Collaboration

<table>
<thead>
<tr>
<th>Page</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>28</td>
<td>IHPME Events</td>
</tr>
<tr>
<td>30</td>
<td>IHPME Alumni Association</td>
</tr>
<tr>
<td>31</td>
<td>2017 Graduate Students’ Union</td>
</tr>
<tr>
<td>32</td>
<td>IHPME Green</td>
</tr>
</tbody>
</table>

## 4 Programs

<table>
<thead>
<tr>
<th>Page</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>36</td>
<td>IHPME Programs</td>
</tr>
<tr>
<td>37</td>
<td>Practicum Placements</td>
</tr>
<tr>
<td>38</td>
<td>HSR MSc/PhD</td>
</tr>
<tr>
<td>39</td>
<td>CEHCR MSc/PhD</td>
</tr>
<tr>
<td>40</td>
<td>MSc SLI</td>
</tr>
<tr>
<td>41</td>
<td>MSc QIPS</td>
</tr>
<tr>
<td>42</td>
<td>MHSc</td>
</tr>
<tr>
<td>43</td>
<td>MHI</td>
</tr>
<tr>
<td>45</td>
<td>Donate, Apply &amp; Connect</td>
</tr>
</tbody>
</table>
Welcome to our celebration of IHPME’s 70th birthday. From its earliest roots in the School of Hygiene to its more recent move to the Dalla Lana School of Public Health, IHPME has consistently played a significant role in the delivery of health services and the setting of health policy in Ontario, in Canada, and beyond. We have taken this year to look back and celebrate those individuals and events that have played a large part in our history—and in the educational initiatives that have shaped us and our interactions with our communities. We hope you enjoy this review of our history.

I’m sure that all of you reading this document have your own memories of the Institute. We’ve collected many stories and pictures over this year and are happy to share them with you. My own memories stem from when I joined what was then the Department of Health Administration in 1985, as a Research Officer in the provincially funded Health Care Research Unit. Our mandate was to provide evaluation support to community-based programs. The values that IHPME is currently committed to were evident then; a desire to work with communities to improve health care services, with a focus on applied research. Significant events in my history would include the Clinical Epidemiology and Health Care Research unit joining IHPME, and the evolution and expansion of our graduate programs. The faculty and staff involved in these developments are amongst the smartest, most committed individuals that I have ever worked with; the strength of the Institute and its educational options is a proud testament to their efforts. And, finally, there are all the students that have passed through IHPME and are now our proud alumni. As an instructor, program director, graduate coordinator and now as acting director, I have interacted with literally hundreds of students. To watch them grow in their programs, to graduate and contribute in so many ways to improving the health care and health delivery systems in Ontario, Canada and internationally is definitely something to be treasured.

It is an exciting time to be in the Institute of Health Policy, Management and Evaluation.

Through our combined efforts, I am confident that IHPME will continue to achieve its goals of innovative research and strong training, in a climate of evidence informed decision making and applied health services research.

Rhonda Cockerill
Acting Director
Institute of Health Policy, Management and Evaluation
“We have lots to be proud of—an important and successful research agenda, committed and engaged alumni, donors who are willing to step up and help propel our vision, faculty and staff who are prepared to ‘go the extra mile,’ and students who have elected to come to IHPME for their graduate education.”
1947: Diploma of Health Administration begins in the School of Hygiene. First program of its kind in Canada. Harvey Agnew is the first Director of the Department of Hospital Administration.

1947: First class has just four students, Walter J. Birch, H. Robert Cathcart, George W. Peacock, and Ben G. Rothman.

1950s: The Department is increasingly recognized for the quality of its graduates. New full-time faculty members are appointed including Cope Schwenger who was the first recipient of the Eugenie Stuart Award for Excellence in Teaching. U of T offers a Certificate in Hospital Administration, awarded by the Canadian Hospital Council.

1962: Burns Roth leaves position as Deputy Minister in Saskatchewan and becomes the first full-time Director of the Department of Hospital Administration in the School of Hygiene.

1967: Departments of Public Health and Hospital Administration combine into a new Department of Health Administration.

1975: School of Hygiene is dissolved and the Department becomes a part of a new Division of Community Health in the Faculty of Medicine.

1978: Master of Health Science (Health Administration) first cohort launched.
1984: MSc/PhD program begins with admission of one student. Program initially focused on organizational behaviour.

1989: Louise Lemieux-Charles graduates as the first PhD and is also the first recipient of the Ted Goldberg Award.

2001: With Vivek Goel as Chair, the name change to the Department of Health Policy, Management and Evaluation (HPME) is approved by Governing Council.

2005: HPME moves into the Health Sciences Building.

1947: Diploma of Health Administration begins in the School of Hygiene. First program of its kind in Canada. Harvey Agnew is the first Director of the Department of Hospital Administration.

1947: First class has just four students, Walter J. Birch, H. Robert Cathcart, George W. Peacock, and Ben G. Rothman.

1962: Burns Roth leaves position as Deputy Minister in Saskatchewan and becomes the first full-time Director of the Department of Hospital Administration in the School of Hygiene.

1967: Departments of Public Health and Hospital Administration combine into a new Department of Health Administration.

1994: Peggy Leatt becomes Chair of the Department. Health administration graduates become increasingly involved in hospital-based research institutes, a new area of health management.

1997: MHSc degree program receives maximum accreditation award from CAHME formerly the ACEHSA, the only program in Canada to do so.

2011: HPME becomes an institute (IHPME).

2014: After becoming an Institute in 2011, IHPME moves from the Faculty of Medicine to the Dalla Lana School of Public Health.

2017: IHPME Chair Adalsteinn Brown becomes Interim Dean, Dalla Lana School of Public Health and Rhonda Cockerill becomes Acting Director, IHPME.
The story of IHPME’s 70 year history, as Leslie Boehm writes in his upcoming publication, Toward the Health of a Nation: The Institute of Health Policy, Management and Evaluation – The First 70 Years, is one in which “time (the evolution of Canadian health care) and place (the University and School within which it is situated) collide.”

The first seeds of IHPME were sown via a course in Health Administration offered through the School of Nursing which began as a part of the School of Hygiene. The post-graduate course, given in 1938-39, was only open to nursing administrators.

As a need emerged to train people to manage hospitals, the School of Hygiene developed a Diploma in Hospital Administration (DHA) that launched in 1947 and is credited as the foundational keystone for IHPME. This DHA program, in turn, was integral to the establishment of what was Canada’s first, and for many years, only School of Public Health. It was one of the first three schools of public health funded by the Rockefeller Foundation in the 1920’s alongside Harvard and John Hopkins University.

The years leading to the inception of IHPME were framed by University of Toronto faculty member J.G. FitzGerald as he established Canada on the international public health scene with the foundation of two world-class organizations:

**School of Hygiene**
- Major funder of Banting and Best’s insulin research
- Future home of the Department of Hospital Administration (which would become IHPME)
- For many years, almost all Deputy Ministers of Health were graduates of the Diploma in Public Health program

**Connaught Labs**
- An innovative research and biological production facility
- A significant influence in public health in Canada, especially in the area of communicable diseases
- A central player in the development and distribution of the polio vaccine

The first home of the School of Hygiene was in what is now called the FitzGerald Building.
“Hospitals and health policy have sustained a place in our national history. Canadians have long had an interest in health and social welfare. And, the hospitals this program initially concentrated on are an important part of our provincial and local history.”

*Toward the Health of a Nation: The Institute of Health Policy, Management and Evaluation – The First 70 Years*
Post-World War II health care saw a rise in medical science and an increased focus on the delivery of health care, particularly in hospital settings—to the point that these institutions became a “visible and potent symbol...of health security.”

With care progressively delivered in hospitals vs. physician offices, an increased complexity evolved within the health care environment. In particular, the range of hospital-based services expanded to include diagnosis and treatment. Health care came to be seen as a ‘system,’ and the need for specialized management emerged—this in turn, sparked the emergence of hospital management studies.

In September 1947, classes began for the Diploma in Health Administration delivered via the School of Hygiene. It was the first of its kind in Canada and one of only a half dozen in North America at the time.

In September 1947, classes began for the Diploma in Health Administration delivered via the School of Hygiene. It was the first of its kind in Canada and one of only a half dozen in North America at the time.

Within two years, the program had attracted applicants from across North America as a result of its strong standing, the international stature of the School of Hygiene and the reputation of the Department’s first Director, Harvey Agnew, who was known for his role in the Canadian Medical Association.

Some of the first graduates were drawn into managing North America’s first hospital insurance program in Saskatchewan, and to working with the newly established Department of Public Health in that province.

In December 1950, a DHA graduate, Ed Wahn, met with Burns Roth, who was doing an administrative residency at Winnipeg General Hospital. Because the Tommy Douglas administration was building with great promise, Wahn convinced Roth to cut short his residency and join the recently-formed Saskatchewan Department of Public Health.

Within two years, Burns Roth was Deputy Minister of Health for Saskatchewan.

By 1951, U of T was offering a Certificate in Hospital Administration that was awarded by the Canadian Hospital Council. By the mid-fifties, the Department of Hospital Administration at the School of Hygiene was being consistently recognized for the quality of its graduates as they increasingly assumed senior administrative positions across the country.

Excerpts from Leslie Boehm’s, Toward the Health of a Nation: The Institute of Health Policy, Management and Evaluation – The First 70 Years (Draft copy).
EUGENIE STUART

Eugenie Stuart is credited with advancing the Diploma of Health Administration through her exceptionally well-organized courses and teaching methods. She remained with the Department of Health Administration until her retirement in 1971.

_Eugenie Stuart, centre, with the Diploma of Health Administration class, 1964._

1960s

“From a first concentration on hospitals and a very practical emphasis on hospital management, a professional degree from [what is now IHPME] expanded to include research and academic degrees. This included research on health care, health systems, policies and outcomes.”

In 1962, _Burns Roth_, former Saskatchewan Deputy Minister of Health, became the second (first full-time) Director of the Department of Hospital Administration in the School of Hygiene at U of T.

He had originally been slated to start a year earlier but after the Douglas government won an election in 1960 with a mandate to implement the first medical insurance program in North America, Burns Roth found himself at the center of preparations.

July 1, 1967 the departments of Public Health and Hospital Administration combine into a new Department of Health Administration.
In 1973, the School of Hygiene hosted a 60th Anniversary Symposium. The Department of Health Administration was integral to the process and the event hosted an impressive roster of speakers:

- Marc Lalonde, Minister of National Health and Welfare
- Department graduate, Ormand Solandt, founding Chair of the Science Council of Canada, and former U of T Chancellor
- George Ignatieff, Provost of Trinity College, former Ambassador to the UN, and future U of T Chancellor

In 1975, the School of Hygiene was dissolved and the Department became a part of the new Division of Community Health in the Faculty of Medicine.

As acting Chair of the Department of Health Administration in the early 70’s John Hastings was instrumental in the development of the Division of Community Health and leading the department through its amalgamation with the Faculty of Medicine.

In 1976, Eugene Vayda was named as Chair.

- A major push to do more research ensued
- The Health Care Research Unit started with Ministry of Health funding

By 1978, a new curriculum had been developed for a Master of Health Sciences Health Administration program.

- The first cohort launched in September 1978. Three ‘core courses’ distinguished the new program and, to encourage professional interaction, were required by all MHSc students in the five departments of the Division of Community Health. The present HAD 5010 is a remnant of this.
- The Diploma program (DHA) was discontinued with the last cohort admitted in 1977.

In the late 1970s, the Department of Health Administration moved into the extensively renovated McMurrich Building that housed the Division of Community Health.
Fostering intellectual exchange has been one of the key mandates of IHPME over the past 70 years. In the 1990s as our graduate programs expanded, our faculty continued to act as ambassadors of health innovation. In 1993, faculty members visited Virginia Commonwealth University to exchange ideas and collaborate with the Health Administration program there.

**1980s**

In 1984, the Department of Health Administration launched its MSc/PhD program. Louise Lemieux-Charles (PhD, 1989) future Chair of IHPME, was the first PhD graduate. She later became the first recipient of the Ted Goldberg Award.

- In 1986, Ted Goldberg was Chair of the Department of Health Administration.
- In 1988, a Physician Management Program started as a ten-day course aimed at developing physician leaders for the health care system.
- In 1989, a Hospital Research Unit is launched.

**1990s**

With Peggy Leatt leading as Chair throughout the 1990s, the Department made great strides in expanding its scope of activities in undergraduate medical education. It provided course modules for second, third, and fourth year medical students.

- In 1994, the MHSc degree in Health Administration is first offered in a modular format.
- By the latter half of the 1990s, health administration graduates become recognized for increasing involvement in hospital-based research institutes, a new area of health management.

**FACULTY PORTRAIT**

Fostering intellectual exchange has been one of the key mandates of IHPME over the past 70 years. In the 1990s as our graduate programs expanded, our faculty continued to act as ambassadors of health innovation. In 1993, faculty members visited Virginia Commonwealth University to exchange ideas and collaborate with the Health Administration program there.

IHPME faculty and members of the Health Administration Program pictured at Virginia Commonwealth University.
2000s

By 2000, with Vivek Goel as Chair, the Department of Health Administration had launched Research Day to showcase student work.

In July, 2001, a name change was approved by the Governing Council and becomes the Department of Health Policy, Management and Evaluation (HPME).

By 2005, with Louise Lemieux-Charles as Chair, HPME moved into the Health Sciences Building where it currently resides.

A new Health Informatics program and the Master of Health Informatics (MHI) degree were launched by HPME in 2008.

“IHPME students graduate with knowledge and skills on par with the very best programs internationally. I first learned that as a Clinical Epidemiology graduate two decades ago when I compared what I had learned to what people in other programs were being taught. The large number of our graduates who have gone on to be global leaders in health research and health systems is a testament to the commitment of our faculty and our students to work at the very top of their fields. That level of excellence also means that education is bidirectional—faculty teach but also learn from students. It is such a privilege to be a faculty member here.”

Ahmed Bayoumi
2010s

In November 2011, HPME became an Institute (IHPME) within U of T.

In 2012, Adalsteinn Brown was named as Chair of IHPME, and by 2014 IHPME had moved from the Faculty of Medicine into the Dalla Lana School of Public Health.

In 2016, IHPME launched a new MSc concentration in System Leadership and Innovation (SLI) with Geoffrey Anderson as Program Director aimed at undergraduate and postgraduate physicians. In the same year, an executive stream was added to the MHI degree.

Continuing her contribution to IHPME, Louise Lemieux-Charles worked with Vivek Goel, currently Vice President, Research and Innovation at U of T, Alison Paprica, and U of T researchers to host a forum on needs and opportunities to create leadership and management skills amongst scientists and researchers.

With the advent of its 2016 partnership with the Institute for Circumpolar Research, IHPME made strides in forging its international footprint and meeting challenges of regions in the far north.

By 2017, the North American Observatory on Health Systems and Policies officially launched in alliance with IHPME. Roy Romanow, former premier of Saskatchewan and former Chair of the Royal Commission on the Future of Health Care and Bob Bell, Deputy Minister of Health and Long Term Care are inaugural speakers.

IHPME helped to mitigate effects of a United States travel ban that effected international students with the admission of Khaled Almilaji to the executive Master of Health Informatics program in June, 2017.

2017 also saw the rise of an Alumni Mentorship Program aimed at connecting current MSc and PhD students in the Health Services Research (HSR) stream with HSR alumni.

This is the latest initiative of the IHPME Graduate Students Union (IHPME GSU) which also runs an annual Research Day, a series of Lunch and Learn sessions, Health Policy Rounds, and Student Rounds.

By July 2017, Adalsteinn (Steini) Brown made the move to his new role as Interim Dean of the Dalla Lana School of Public Health. Rhonda Cockerill moved from a role as IHPME Graduate Coordinator, and the first IHPME Vice Director, to become Acting Director.

In the 2010s, an important new addition to the IHPME intellectual milieu emerged with the advent of student-led co-curricular activities.

“...
In 2014, the Ebola virus was spreading quickly across West Africa. IHPME faculty member Robert Fowler, Program Director of the Clinical Epidemiology and Health Care Research Concentration, found himself on the front-line of one of the most serious epidemics of infectious disease in modern history. Realizing that mortality rates could decline if patients received more aggressive care, Rob advocated for enhanced supportive methods of care, such as sustaining hydration through IV, which would enable patients to rid their systems of the Ebola virus on their own.

In April 2017, the Royal College of Physicians awarded Rob the Teasdale-Corti Humanitarian Award which acknowledges a physician’s work in health care or emergency medical services which may have included personal risk or exposure, and has gone beyond the normal routines of practice.

In the 2017 theme of the prestigious Hult International Business School ‘Hult Prize’ was “Refugees – Reawakening Human Potential.” MSc candidate Rosemary Yachouh felt this was a perfect opportunity to address some of the gaps she has witnessed during refugee settlement, particularly in Toronto. Joining forces with a team of students from U of T’s Engineering department they presented their concept for a web and mobile app to assist Syrian and Iraqi refugees, at the annual competition in March 2017.

Teams from universities around the globe compete for a $1 million prize at this prestigious showcase in the hopes of making their concepts a reality. Their app known as Medial, would provide enhanced streamlined care for agencies working with refugees, while providing links to services for newcomers, such as housing options, health care information, and ways to improve language skills or secure employment. While Yachouh’s team did not win, support from organizations in Toronto such as WelcomeHomeTO have offered to help fund further development of the Medial app.

Presented to Executive Master of Health Informatics candidate, Khaled Almilaji, by The Right Honourable Julie Payette, Governor General of Canada for contributions made via the Canadian International Medical Relief Organization to provide critical medical supplies and training in war-torn Syria, at great personal risk.
INNOVATORS

Connaught New Investigator Award

Emily Seto, faculty member, and Health Informatics Research Lead at IHPME, has been named one of fifty-six recipients of the 2017 Connaught New Investigator Awards by the University of Toronto for her proposal entitled, “Tele-monitoring in an integrated chronic disease management clinic: a new model of care for complex patients with multiple chronic conditions.” This fund, presented to tenure-stream faculty early in their careers, provides Emily with the groundwork to further develop tele-monitoring innovations, such as mobile apps to manage patient care on a digital level.

Barer-Flood Prize

IHPME faculty member Ross Baker is the recipient of the 2017 Barer-Flood Prize, a prestigious career achievement award. Presented by the Canadian Institutes of Health Research, the award recognizes an exceptional health policy researcher who has made a lasting contribution to the health system in Canada. Ross is well known for his research on quality improvement and patient safety, including the Canadian Adverse Events study, which he published in 2004 alongside Peter Norton, and the Ontario Hospital Reports Initiative, the first ‘scorecard’ that measured the performance of acute care hospitals in the province from 1999-2009. In 2012, he also led the development of the MSc concentration in Quality Improvement and Patient Safety at IHPME, which has grown to include a cohort of 117 graduates.

U of T Arbor Awards

Each September, the University of Toronto honours volunteers from the community at the Arbor Awards Celebration. IHPME adjunct faculty member, Leslie Boehm and IHPME alumnus, Jeannine Girard-Perlman were among those recognized for their work in support of IHPME and health education. As a member of the University of Toronto Wilson Centre, Jeannine Girard-Perlman worked to develop a new education initiative. Leslie Boehm will publish a 70-year history of the Institute 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.

IHPME faculty launched multiple publications in 2017, including:

- **Health Professionals’ Education in the Age of Clinical Information Systems, Mobile Computing and Social Networks.**

- **Treating Health Care: How the Canadian System Works and How it Could Work Better.**
SCHOLARS

CIHR Health System Impact Fellowships

A new training model for health services researchers provides experiential learning opportunities for post-doctoral fellows. Developed by the Canadian Institutes of Health Research Institute of Health Services and Policy Research (CIHR-IHSPR), these Health System Impact Fellowships pair host organizations in the health care system with PhD graduates in an effort to retain new Canadian investigators who are just beginning their careers.

Of the 46 fellowships nationally available, eight have been offered to IHPME post-doctoral fellows with organizations such as AdvantAge Ontario, Sunnybrook Health Sciences Centre, the Institute for Clinical Evaluative Sciences, and North York General Hospital. In October of 2017, Federal Health Minister Ginette Petitpas Taylor announced a $5.8 million investment for these fellowships, which will create further opportunities for PhD graduates to make an impact in our health system.

Research Chair at Trillium Health Sciences

Trillium Health Sciences, Institute for Better Health (IBH) has appointed IHPME faculty member Walter Wodchis as its inaugural Research Chair in Implementation and Evaluation Science. The appointment is an opportunity that will enable Walter to bring data to the forefront of IBH’s research projects, and to build on shared priorities, such as bundled care, complex integrated care, and applied learning opportunities for graduate students.

As Research Chair, Walter will take the lead in developing a program to evaluate new models of health care organization and delivery that will improve care for patients in the community.

Vanier Canada Graduate Scholarships

In 2017, the Vanier Canada Graduate Scholarship program—valued at $50,000 per year for three years during doctoral studies—was awarded to three IHPME students.

2017 – Alainna Jamal

Improving health outcomes for Canadians is a major focus of Alainna Jamal’s research into gram-negative antibiotic resistance in ICUs. The PhD student in Health Services Research credits her success to the support she receives from her research team including her supervisor Allison McGreer and other mentors.

“Antibiotic resistance is a global public health threat and an urgent issue that I wanted to study among patients who are particularly vulnerable to infection.”
Alainna Jamal

2017 – Daniel Pincus

“As an overwhelming sense of accomplishment comparable to being accepted to medical school,” is how Daniel Pincus described the moment he learned that he had been awarded the VGS. As Canada’s population ages, Daniel’s research on improving surgical wait times for patients with hip fractures is very timely in seeking to create positive outcomes for patients.

2017 – Tim Rappon

Tim Rappon is grateful for the recognition that this competitive prize bestows upon his research. His work focuses on sustainable quality improvement initiatives for elder care, particularly in acute care settings. Tim was also awarded the 2017 CIHR Institute of Aging Anne Martin-Matthews Doctoral Prize of Excellence in Research on Aging.
Barford Advanced Practice Nursing Scholarship

Executive Master of Health Informatics student Tsega Eyasu is the recipient of the prestigious Barford Advanced Practice Nursing Scholarship from the Centre for Addiction and Mental Health. During her placements in nursing school, she was drawn to mental health care nursing as it incorporated both science and technology to help the most vulnerable patients in our health system. The scholarship funds a six month paid internship through CAMH, allowing nurses to draw upon their graduate learning experience and apply it directly into the field.

“There is great potential in using technology to improve front line care, as well as using collected data to improve the overall health care system.”

Tsega Eyasu, Executive Master of Health Informatics (Candidate).

Gordon Cressy Awards

The Gordon Cressy Awards honour excellence in the student community. Established in 1994 by the University of Toronto Alumni Association, the awards recognize outstanding leadership by students in the University community and beyond.

Gordon Cressy 2017 Winners

Aviroop Biswas – PhD, Health Services Research
Aviroop has been an active participant in student politics throughout his time at IHPME, as a student representative for the IHPME GSU and as chair of the Institute’s, major student led conference, Research Day. He was also a member of the Academy of Health Executives, where he helped run a university wide case competition on health policy.

“My goal was always to get the best possible experience out of my time at IHPME. Volunteering gives you the opportunity to connect with faculty and students one on one.”

Mark Tatangelo – PhD, Health Services Research
His volunteer work with the Ontario Best Practices Research Initiative was a way to give back to a community that has invested in him. Mark worked with a cohort following Ontario rheumatoid arthritis patients with the goal of obtaining feedback from patients about their care.

“My research is very focused on improving the lives of patients with inflammatory arthritis and so my volunteer activities are also ways to further my research and give back to the community.”

Rosemary Yachouh – MSc, Health Services Research
As the President of the Assyrian Chaldean Syriac Student Union, Rosemary has been instrumental in spear-heading funding campaigns that have raised over $45,000 to support Syrian and Iraqi displaced peoples, some of which was matched by the Canadian government.

“It is in my power to volunteer now, but I want my research to give a voice to Syrian newcomers, about how the system has fallen short, or how it has been successful for them in any way.”
Robert Wood Johnson Award
An award for outstanding graduate students in Health Administration programs in Canada.

2017 WINNER: CRAIG THOMPSON (MHSC)

Claire Bombardier Awards
These awards are given to outstanding students at IHPME whose field of research is clinical epidemiology and health care research.

2017 WINNERS:
FARAJ ABDALLAH (MSC)
MADHUR NAYAN (PHD) – GOLD AWARD
CHRIS WALLIS (PHD) – PLATINUM AWARD

Ted Goldberg Award
An award for academic excellence and promise for doctoral candidates in Health Services Research.

2017 WINNER: MARK TATANGELO (PHD)

IHPME Faculty Awards
Eugenie Stuart Awards
Awards for excellence in teaching for faculty/preceptors/tutors.

2017 WINNERS:
Best Course Preparation Greg Marchildon & Allie Peckham
Best Mentor Noah Ivers
Best Thesis Supervisor Fiona Miller
Best Instructor Joshua Tepper
Director’s Award George Tomlinson

MSC & PhD Research Concentration Awards
Thomas and Edna Naylor Memorial Award
An award for best paper based on a thesis in Health Services and Health Care Research.

2017 Winner: Romina Brignardello Petersen

Awards reflect the hard work of annual recipients, and the strong support of teams and leaders that surround them.

We appreciate your donations as we set our sights on making contributions to student development, high achievement programs in health care, and to growing bodies of knowledge. To donate, please visit our site.

IHPME.UTORONTO.CA/DONATE
Harry and Rose Perlstein Award
An award for the best MSc QIPS paper to support quality and safety in long-term or post-acute care hospitals.
2017 Winner: Shaan Chugh

IHPME OPEN AWARDS

Peggy Leatt Knowledge and Impact Award
An award made possible through the support of several donors and Longwoods Publishing. This award recognizes one recipient annually for achievements in developing transformative evidence on ways and means to improve health care and health systems.
2017 Winner: Chris Ham

Health Equity and Social Justice Award in Honour of Diana Moeser
An award for a student whose work is guided by the goal of health equity and social justice.
2017 Winner: Vinusha Gunasaleen

Kevin J. Leonard Award
An award for students who engage and empower patients through the use of technology to become partners in their own health care.
2017 Winner: Quynh Pham

Emerging Health Systems Leaders Award in Honour of Louise Lemieux-Charles (Chair 2002-2012)
The Louise Lemieux-Charles Award recognizes emerging leaders who are passionate about improving health care decision-making and management. This year’s winner, MHI graduate and IHPME adjunct faculty member, Lauren Bell, is dedicated to innovation in the health system having supported the development of a digital health transformation strategy for the province of Ontario.
2017 Winner: Lauren Bell

Esta Wall Award
Esta Wall was a 1978 graduate of the IHPME Health Administration Program, and dedicated her life to being an active leader in the health care industry, as both a strategist, consultant and mentor. Her goal was always to create a warm, welcoming and respectful place for seniors. This award recognizes a student at IHPME who is currently providing an impact on the life of seniors, whether focused on creative living or community and grass-roots based projects with a gerontology focus.
2017 Winner: Natalie Warrick

Comparative Health Systems Award in Honour of Leslie Boehm
Recognizing an IHPME student for their outstanding leadership and contribution in the field of health policy and whose work is guided by the goal of comparative analysis. This newly created award is a gift from IHPME adjunct faculty member and alumnus, Leslie Boehm. The inaugural winner will be announced in 2018

RESEARCH DAY AWARDS

Maureen Dixon Memorial Award
2017 Winner: Nicholas Howell

Robert Duff Barron Award
2017 Winner: Carla Sobara

For additional Award Winners including best Poster and Best Oral Presentations please visit: ihpme.utoronto.ca/impact/awards

MHSC HEALTH ADMINISTRATION AWARDS

Harold Livergant Award
An award for an outstanding year one student in the field of Complex Continuing Care Management and/or Policy. Kimberly Chetwynd is the 2017 recipient of the Harold Livergant Award recognizing her work in complex care management as part of the Master of Health Science in Health Administration.
2017 Winner: Kimberly Chetwynd
### 2017 DOCTORATES

#### CLINICAL EPIDEMIOLOGY & HEALTH CARE RESEARCH

<table>
<thead>
<tr>
<th>Topic</th>
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<tr>
<td>The Development of Outcome Measures and Identification of Effective Behavioural Modification Strategies to Study the Efficacy of Habitual Physical Activity on Health Outcomes in Children with Chronic Disease</td>
<td>Samantha Stephens</td>
<td>Brian Feldman</td>
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<td>Barriers to Early Physical Rehabilitation in Mechanically Ventilated Patients</td>
<td>Shannon Goddard</td>
<td>Brian Cuthbertson</td>
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<td>Chemoprevention in Kidney Cancer</td>
<td>Madhur Nayan</td>
<td>David Juurlink</td>
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<td>Clinically Significant Prostate Cancer: Biological and Epidemiological Observations to Improve Cancer-free and Survival Metrics</td>
<td>Chris Wallis</td>
<td>Robert Nathens</td>
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<td>Processes and Structures of Care for Critically Ill Patients with Acute Brain Injury</td>
<td>Victoria McCredie</td>
<td>Avery Nathens</td>
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<td>Malignancy and Solid Organ Transplantation: Evaluating Cancer Mortality, Pretransplant Malignancies, and Cancer Screening</td>
<td>Sergio Acuna</td>
<td>Nancy Baxter</td>
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<td>Improving the Design &amp; Analysis of Prognosis Studies in Rare Diseases</td>
<td>Siok Hoon Lily Lim</td>
<td>Brian Feldman</td>
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<td>Incidence and Prognosis of Post-traumatic Headache in Adults</td>
<td>Carolina Cancelliere</td>
<td>David Cassidy</td>
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<td>Team-based Electronic Communication in the Care of Patients with Complex Conditions</td>
<td>Rishi Teja Voruganti</td>
<td>Eva Grunfeld</td>
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<td>Post-thrombotic Syndrome in Pediatrics: Development of a Measurement Index</td>
<td>Maria Laura Avila</td>
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#### HEALTH SERVICES RESEARCH

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<tr>
<td>An Examination of Fragility Fractures that Occur in Ontario Workplaces</td>
<td>Chamila Dilanji Adhihetty</td>
<td>Susan Jaglal</td>
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<td>Examining the Relationship between Exercise and Sedentary Behaviour among Cardiac Rehabilitation Patients to Inform Intervention Strategies</td>
<td>Aviroop Biswas</td>
<td>David Alter</td>
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<td>Outcomes and Costs of Post-acute Care Pathways in Hip Fracture Patients – Implications of Trade-offs in Resource Allocation</td>
<td>Kirsten Blythe Pitzul</td>
<td>Susan Jaglal</td>
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<td>The Quality of Care Among Older Adults with Diabetes Comorbid with Other Chronic Conditions</td>
<td>Yelena Petrosyant</td>
<td>Walter Wodchis</td>
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<td>A Realistic Evaluation of Family Navigation in Youth Mental Health and Addictions</td>
<td>Nadine Reid</td>
<td>Rhonda Cockerill/Janet Durbin</td>
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<tr>
<td>Ontario’s Retirement Homes and Long-term Care Homes: Policy Implications for Care Services, Funding and Governance Regimes</td>
<td>Blair A. Roblin</td>
<td>Raisa Deber</td>
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<td>Mobile Technology and Health Apps: Patient and Provider Experiences in Cardiac Rehabilitation</td>
<td>Sarah Louise Sharpe</td>
<td>Ross Baker</td>
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<tr>
<td>Insights into the Impact of Med Rec Implementation at Admission in Acute Care and Long-term Care Settings in Alberta</td>
<td>Aleksandra Stanimirovic</td>
<td>Whitney Berta</td>
</tr>
<tr>
<td>Generating Evidence to Streamline the Clinical Pathway in Autism Spectrum Disorder Using Simulation Models: Cost-effectiveness Comparisons of Screening and Genetic Testing Strategies</td>
<td>Tracy Yuen</td>
<td>Wendy Ungar</td>
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<td>The Association of Health Literacy and Self-efficacy to Cancer Chemotherapy Self-management Behaviours and Health Service Utilization</td>
<td>Janet Papadakos</td>
<td>Doris Howell</td>
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Then and Now

In 1984 IHPME implemented its first doctoral program, which at the time was largely focused on organizational behavior. The first PhD graduate, Louise Lemieux-Charles, went on to become a faculty member and Director of the Institute from 2003-2013.

Over the course of our 70 year history, the PhD program has grown to include a number of research streams from health services outcomes and evaluation, to health economics and health informatics.

Our most recent PhD graduate of our 70th year was Nadine Reid, a supervisee of Acting Director Rhonda Cockerill and CAMH’s Janet Durbin. Broadly, Nadine’s dissertation research looked at the navigation of the youth mental health and addiction service system, and how a family-centered navigation service model can have an important and impactful role in both supporting families and facilitating access to the right care, in the right place, at the right time.

Having a parent who is also a psychiatrist, Nadine became interested in the field of mental health and addictions early on. After completing a Bachelor’s degree in psychology and a Master’s degree in sociology of mental health, she knew a PhD at IHPME was the next step in her educational journey.

“I chose IHPME not only because of its reputation and its collaborative relationships with local health care institutions, but also because of the rigour and quality of training in the doctoral program; I knew I’d graduate with confidence and credibility. Now, I have the knowledge, skills and ability to adapt to a wide range of roles in health services, and I’m very excited to see how my career path will unfold.”—Nadine Reid, PhD Graduate Health Services Research
IHPME COLLABORATION
“Events at IHPME build our community by connecting students, faculty, alumni, and broader system partners. Whether it is about sharing the latest research or celebrating our shared successes, events like Research Day, the annual partnership event with the Canadian College of Health Leaders, and countless seminars and lectures are what make IHPME stand out as a place for life-long learning.”

TAYLOR MARTIN
CHAIR, IHPME ALUMNI EVENTS COMMITTEE

IHPME Research Day
May 3, 2017
A spring event showcasing IHPME student research presented by IHPME & the IHPME Graduate Students’ Union

Insight to Impact: Achieving Health System Change

Keynote: Werner Brouwer, Professor of Health Economics, Institute of Health Policy & Management, Erasmus University Rotterdam

Moderator:
Mark Dobrow, Associate Professor, IHPME

Panelists:
Melanie Barwick, Head, Child and Youth Mental Health Research Unit, Senior Scientist CHES Research Institute, Associate Professor, Dept. of Psychiatry and DLSPH
Sacha Bhatia, Cardiologist Women’s College Hospital (WCH), Director, Institute for Health Systems Solution and Virtual Care (WCH), Assistant Professor, IHPME
Karim Keshavjee, CEO Infoclin Inc., Adjunct Professor, IHPME
Karen Michell, Executive Director, Council of Academic Hospitals of Ontario
Karen Tu, Senior Scientist, Institute for Clinical and Evaluative Sciences, Family Physician, Toronto Western Hospital Family Health Team, Professor, Dept. of Family and Community Medicine and IHPME

To see Research Day Awards visit: ihpme.utoronto.ca/awards
IHPME Annual Moonshot Event  
**October 24, 2017**  
Annual event presented by IHPME,  
IHPME Alumni Association & Health Quality Ontario  

Keynote: **Mary Uhl-Bien**, BSNF Railway Endowed Professor of Leadership, Neeley School of Business, Texas Christian University  

IHPME Practicum Showcase: An Ignite® Event  
**November 8, 2017**  

The event provides an opportunity for students from across the Institute to showcase their practicum experience and work for their preceptors through a unique presentation format:  
20 Slides • 15 Seconds • 5 Minutes  

Prizes were awarded to:  
- **Syed Rayyan Qadri**, MHI Candidate  
- **Kimberly Chetwynd**, MHSc graduate  

An interactive Preceptor Workshop session on best practices for practicum placements preceded this year’s event.  

**STAY INFORMED.**  

Events, news and research are listed on IHPME Social Channels:  
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Facebook  
Instagram @ihpmeuoft  

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LEARN MORE ONLINE AT  
IHPME.UTORONTO.CA/EVENTS  

IHPME ROUNDS & SERIES  

**IHPME Health Informatics Seminar Series**  
For Health Informatics students, as well as alumni and faculty, to learn and discuss relevant topics in the field.  

**Health Policy Rounds**  
To foster discussion between like-minded individuals with an interest in health policy as an area of study.  

**Health Economics Graduate Seminar Series**  
A showcase for speakers from the academic and policy realms to discuss particular health related issues using modeling techniques from health economics.  

**Health Leadership Series**  
A forum for ideas and debate among health system leaders.  

**Health Services, Systems and Policy Seminar Series**  
Engages Canadian and International Scholars on the topics of health services research and, in particular, network analysis and its impact on the field.
“Building towards the shared priorities of sustainable impact on our health system is one of the key goals of the IHPME Alumni Association. Working closely with the Institute, we aspire to continue to strengthen our relationship with past and present alumni, building on our 70 year history as one of the leading academic institutions in health policy, management and evaluation.

The IHPME network is a solid and growing group of highly skilled and innovative individuals who show the caliber of education at IHPME and a true passion for change.”

LEE FAIRCLOUGH, PRESIDENT, IHPME ALUMNI ASSOCIATION
“Originating as a school of health administration, IHPME has increased considerably both in size and diversity of disciplines. As students, we hope that IHPME continues to become a progressively more diverse and integrated training ground for the next generation of leaders, working together to improve the student experience at IHPME and improve our health care system.”

Michael Lebenbaum
President, IHPME Graduate Students Union

2017 GRADUATE STUDENTS’ UNION

The IHPME-GSU proudly celebrated alongside the IHPME community our 70 year history. This past year we have increased our engagement and interaction with students including greater representation from our growing number of academic degree programs.

Our students have also benefitted from the new Vernissage Health Series, open to students from all degree programs. It teaches dialogue and change management to emerging leaders like ourselves, in order to provide us with the ability to make an even greater impact on the health system.

Our annual Research Day 2017 “Insight to Impact: Achieving Health System Change,” was a great success, with over 100 student presenters, and over 200 attendees. From poster presentations to paper discussions, our students worked tirelessly to showcase their innovative research, ideas, and ways to achieve lasting change.

As we look back on the Institute’s 70 years as a leader in the field of health policy, management and evaluation, we are eager to continue to work closely with our faculty and researchers in the field, and to participate in cross collaborative partnerships with our fellow students in the Dalla Lana School of Public Health.
A new research initiative, the IHPME Committee on the Environment, Climate Change and Sustainability has grown from an idea into a departmental movement. The 2017-18 strategic plan outlines four areas of focus—Education, Research, Operations, and Cross-Cutting Initiatives—that will make IHPME a leader in addressing the issues of climate change and environmental sustainability, as these affect population health and health systems. According to co-chairs, Fiona Miller and Christine Shea, the Global Green and Healthy Hospitals Initiative was one of the motivating factors behind the creation of the committee, as many Canadian health care delivery organizations were already pledging to lead in efforts to build resilient health systems while reducing their negative impacts on the environment.

“An increasing number of health care leaders are seeking to promote population health by mitigating harm and advancing sustainable development,” said Fiona. Next steps for the committee include fostering the inclusion of these ideas within the educational curricula at IHPME. “One of our goals is to make thinking about the health system’s environmental impact and our responsibility as part of the norm,” said Christine.

A report on a December survey of the IHPME Community on research interests and knowledge needs related to climate change and environmental sustainability will be forthcoming in 2018.
FOUR YEARS OF IDEAS—MORE THAN 3,300 HEALTH CARE PROFESSIONALS TRAINED 
& EQUIPPED IN QUALITY IMPROVEMENT.

Improving & Driving Excellence Across Sectors (IDEAS) is the provincial quality improvement (QI) training program for health care professionals. Supported by a secretariat at IHPME and led by co-executive sponsors Adalsteinn Brown and Ross Baker, IDEAS recently finished its fourth year contract from the Ministry of Health and Long-Term Care with outstanding success. In its fourth year, IDEAS pivoted its delivery strategy to increase access to the program and find greater alignment with the provincial health systems strategy. The Introductory Program (two days in class) was redesigned to become the Foundations Program; a blended model that consists of three hours of eLearning followed by a one day workshop. The Advanced Learning Program was adapted to run focused cohorts on implementing specific provincial priorities, including Health Links and the Major Depression Quality Standards.

“Vernissage Health can be the catalyst to unleash the leadership potential in everyone and help harness this energy for positive change.”

—Wendy Nelson, Adjunct Faculty Member, Project Lead, Vernissage Health

VERNISSAGE
HEALTH

Bringing together experienced and emerging leaders and engaging them in dialogue is the main focus behind IHPME Adjunct Faculty member, Wendy Nelson’s Vernissage Health Series. Through four sessions, Wendy along with Blake Poland, Associate Professor with the Dalla Lana School of Public Health, focused on contemporary leadership and development through generative dialogue. Through these sessions, both the emerging and experienced leaders approach to change and system transformation is altered, as they learn to use dialogue as a tool to engage and understand the people they are working with within the health system.

“The level of support provided for people enrolled in your program is phenomenal. Looking back I can see how your weekly meetings with us, the monthly webinars, the tutorials from ICES, the assignments, the text books, and the step-by-step learning in class ensured we had the skills, knowledge and confidence to be successful in our project. All of this support from IDEAS allowed us to acquire a deep understanding of the skills, tools, and philosophy of QI thereby ensuring we are able to continue our work on other projects not just the one we signed up to tackle. It makes me appreciate just how special the IDEAS training was. I highly recommend it for everyone working in the health care sector.”

—Recent Ideas Advanced Learning Program Alumnus

IDEAS was created and is delivered through a collaborative partnership between IHPME, Health Quality Ontario, the Institute for Clinical Evaluative Sciences (ICES) and Ontario’s six Faculties of Medicine and Health Sciences, including McMaster University, Northern Ontario School of Medicine, Queen’s University, University of Ottawa, University of Toronto, and Schulich School of Medicine & Dentistry, Western University. IDEAS is committed to building the capacity for improvement across Ontario by delivering the Foundations of Quality Improvement Program to learners across the province.
IHPME PROGRAMS
PROFESSIONAL PROGRAMS

EMHI
Executive Master of Health Informatics

MHI
Master of Health Informatics

MHSn
Master of Health Science in Health Administration

RESEARCH PROGRAMS

MSc
CEHCR
Clinical Epidemiology & Health Care Research

HSR
Health Services Research

QIPS
Quality Improvement & Patient Safety

SLI
System Leadership & Innovation

PhD
CEHCR
Clinical Epidemiology & Health Care Research

HSR
Health Services Research

IHPME PROGRAMS
PRACTICUM PLACEMENTS

PRACTICUM POSITIONS ARE THE CORNERSTONE OF IHPME PROGRAMS.

Over the past 70 years, IHPME has expanded its graduate programs to include important networking and growth opportunities through our practicum placements. These placements would not exist without the support and dedication of our preceptors, who engage our students in their organizations, and foster their innovative ideas in health system transformation.

This summer, MHI student Allie Margaret May embarked on a practicum experience in Yellowknife with the Northwest Territories Government. She spearheaded a health information exchange strategy that would create better communication channels between clinicians and their patients in order to allow for more people to be assessed remotely for treatment instead of requiring them to be medically evacuated.

As a preceptor for the MHSc Health Administration program, Anne-Marie Malek, CEO of West Park Health Care Centre sees the practicum as a critical component of each student’s learning experience, providing them with insight and access to varying levels of decision making. For an organization like West Park, practicum students bring a fresh perspective and an evidence-based approach to the projects they work on, including developing a patient and family engagement strategy and applying skills they’ve acquired in another industry to a hospital setting.

“All the students we have had at West Park bring such an energy and a real desire for impact. For me, in a preceptor role, the practicum is an important connection with IHPME and promotes dialogue on issues and trends at an academic level, with a field perspective.”

Anne-Marie Malek, Preceptor and CEO, West Park Health Care Centre
HEALTH SERVICES RESEARCH
Program Director: Audrey Laporte

As the largest graduate program in this arena in English Canada, Health Services Research (HSR) is offered as a concentration at both the Master of Science and Doctoral levels, preparing students for academic, research, and planning positions in the public and private sectors.

Forging a strong interdisciplinary base, the graduate program combines intensive graduate training in HSR with advanced training in academic disciplines.

HEALTH SERVICES OUTCOMES & EVALUATION
Faculty Lead: Katie Dainty & Lusine Abrahamyan

The Health Services Outcomes and Evaluation PAS draws upon several academic disciplines including economics, epidemiology, and program evaluation to systematically examine the impacts of health services (e.g., mental health, primary care, acute care and chronic care) on the health status of various populations.

As with many areas of HSR, there has been a heightened focus on both qualitative and quantitative research over the past several years. Demand within this domain has drawn particular attention to knowledge-related issues—changing clinical practice, development and implementation of policy, and the return on investment for knowledge. There is also increasing interest in patient experience, performance measurement, and outcome evaluation.

HEALTH INFORMATICS RESEARCH
Faculty Lead: Emily Seto

The Health Informatics Research PAS nurtures a new generation of graduate students to become researchers, clinicians, managers and policy makers who are proficient in their discipline and also in health care information management. It also acts as a catalyst for interdisciplinary collaborative research to tackle major issues around the design, development, evaluation and use of electronic health solutions.

HEALTH POLICY
Faculty Lead: Fiona Miller

Health Policy as an area of study investigates: the political, social and economic conditions that produce and distribute health across populations; examines the systems devoted to sustaining public health or governing, regulating and delivering health care and related social services; and explores the processes through which health and related policies are generated, implemented and achieve their effects, as well as the outcomes of such policies. Students gain knowledge of specific health systems and the challenges they face, as well as analytic approaches to making sense of these arrangements and dynamics.

HEALTH ECONOMICS
Faculty Lead: Audrey Laporte

The Health Economics PAS is designed to enable participants to apply the foundations of economic analysis to theoretical, empirical, evaluative, and policy issues in the field of health and health care. Health Economics is concerned with the study of resource allocation within the health sector and between health and other sectors.

In this domain, specific attention is paid to the behaviours of health care recipients, health care providers, and third-party payers and regulators as well as methods for evaluating health care services, technologies and programs.

ORGANIZATION and MANAGEMENT
Faculty Lead: Whitney Berta

The Health Services Organization and Management area of study draws upon the disciplines of organization and management science, implementation science, sociology and organizational psychology to understand the organization of health services and the impact of management and organizational practices on performance.

HEALTH TECHNOLOGY ASSESSMENT
Faculty Lead: Beate Sander & Wendy Ungar

The Health Technology Assessment PAS is based on a domain which is “a research based, applied assessment of relevant available scientific evidence and patient perspectives, applied to technology related to health and disease” (Danish Institute for HTA, 2001). HTA is related to research due to its methods, but is also related to planning, administration, and management due to its focus on decision-making. Applied HTA takes as its starting point the needs of decision-makers (and their policy advisers) for an evidence informed process for deciding whether or not to adopt and fund health technology, and to what extent.
Researchers, students, faculty and graduates of Clinical Epidemiology and Health Care Research (CEHCR) continue to focus on bringing diagnostic improvements, treatment enhancements, and a greater range of integrated responses to clinical situations. Rob Fowler is a critical care physician at Sunnybrook Health Sciences Centre whose research focuses upon the care of acutely ill patients in both developed and developing health care systems, in conjunction with the World Health Organization’s Health Emergency Program.

**Over the past 6 years**, CEHCR has witnessed ever-expanding interest from academic clinical communities. While all graduate students come from clinical backgrounds, the population has become increasingly diverse, drawing not only from a medical specialty focus, but increasingly from pediatrics, psychiatry, anesthesia, radiology, nursing, pharmacy, physiotherapy and chiropractic’s.

- Students are 100% clinically trained and receive unsurpassed funding support.
- The program is highly competitive, with 1 in 5 applicants gaining acceptance, and a growing international student applicant pool.
- More than 80% of students are awarded competitive peer-reviewed research fellowships to pursue training.
- Students reflect an exceptionally high rate of successful grant applications and quality peer-reviewed publications.
- Graduates hold faculty positions in prestigious institutions in North America and beyond, and most begin their research careers with prestigious peer-reviewed salary awards from major funding bodies.

While the most common graduate pathway used to end with the successful completion of a Master’s degree and thesis, our students are increasingly choosing to undertake a PhD.

Faculty include more than 80 leading clinical epidemiology researchers spanning multiple departments, disciplines, and institutions.

Recognizing a global pool of bright, enthusiastic, dynamic students, CEHCR currently aspires to develop mechanisms to support increasing international student enrollment and assistance—from both developed and developing regions.

“IHPME’s Clinical Epidemiology Program stands strong with a multitude of relevant and practical courses, taught by passionate, world-renowned faculty. As I approach the finish mark of my PhD, I feel confident in pursuing a career as an academic cardiac surgeon. I highly recommend this program to anyone aspiring to clinical research.”

Saswata Deb, MD, PhD candidate (CEHCR),
Surgeon Scientist & Clinical Investigator Program
Vanier Canada Graduate Scholarship
Claire Bombardier Award Winner
MSc SLI

SYSTEM LEADERSHIP & INNOVATION
Program Director:
Geoffrey M. Anderson

Launched in July, 2016 with a first cohort of undergraduate and post-graduate medical trainees, IHPME offers an MSc concentration in System Leadership and Innovation (SLI), developed in cooperation with Undergraduate Medical Education (UME) and Postgraduate Medical Education (PGME) in the Faculty of Medicine. MSc SLI offers leadership education through course work and practicums to UME students and PGME trainees at the University of Toronto.

The MSc SLI concentration allows students to obtain a non-thesis MSc with a focus on the key aspects of physician leadership for system innovation including leadership and motivation, strategic thinking and planning, research methods for evaluating health system innovation, and policy analysis and techniques for system change. The MSc concentration is offered in full-time and part-time scheduling formats.

MSc SLI students explore the foundations of leadership and system innovation to develop the necessary skills to lead change and to create evidence on where change is most needed. They also learn to understand how innovation can be developed and implemented, and how to systematically assess the impact of change on all aspects of the health system. The core curriculum focuses on the following areas:

• Leadership, motivation and partnering
• Strategic vision and planning for health system change
• Research methods for evaluating health system innovation
• Leading and responding to health policy and system change

Core courses are taught by IHPME faculty who are recognized nationally and internationally. The core practicum experiences draw upon the rich array of leadership and innovation settings available through our academic and institutional partners that provide learning and research opportunities supervised by our faculty.

MSc SLI provides students with tools and techniques that will allow them to interpret and apply knowledge, and to critically assess and to conduct research on the impact of innovation and change.

“The program helped me to engage at the population and health systems level. As the role of the physician evolves, we will be relied upon to provide leadership and understand the policies that contribute to an effective health care system.”

Ali Damji,
MSc System Leadership and Innovation (Candidate)
MSc QIPS

QUALITY IMPROVEMENT
& PATIENT SAFETY
Program Director:
Christine Shea

MSc QIPS, one of Canada’s first programs focusing on quality improvement (QI) and patient safety, is now working with its sixth cohort of 30 students, comprised of a mix of clinicians and other health professionals. Ross Baker is the Academic Director for MSc QIPS.

MSc QIPS provides students with the opportunity to focus research and learning on both the theory and application of improvement science in real time. The program offers a comprehensive, innovative curriculum that incorporates the latest research and thinking in health care quality improvement, patient safety and leadership.

Students and instructors learn in an ‘all teach, all learn’ environment through the development of quality improvement projects that provide a means to explore challenges and test solutions for sustainable change. A number of projects have won awards and have been published as students are becoming QI leaders and creating change in health care.

MSc QIPS is seeing alumni return to support the program as mentors, and graduates have become heavily involved in QI instruction. Collectively, the program’s students, faculty and alumni are raising the profile of QI in practice. The number of applicants to the program continues to grow each year.

A thesis-based option for the Master’s level meets the expressed needs of some candidates for a more in-depth project focus, and enables the learning of more advanced research methods. The thesis option is ideal for students pursuing academic careers as it allows for testing sustainability and ‘scale-up’ theories, in addition to involving a process for formal peer review.

An inaugural MSc QIPS Alumni Event was held in response to a survey of graduates with the desire to re-engage with the program.

Follow QIPS conversation on Twitter @IHPMEqips

“As physicians, it is our duty to be driven to improve the quality of care we provide.”

Shaan Chugh,
Winner of the 2017 Harry and Rose Perstein Award,
MSc QIPS graduate
The Master of Health Science in Health Administration program brings business and management principles into alignment with a health services focus. A two-year graduate program, the MHSc allows high-achieving professionals to earn a degree without interrupting their careers.

- Classmates include managers and professionals from all segments of the public and private health sectors. The program is competency-based and emphasizes experiential learning with real-work exposure and achievement.

In 2017, MHSc students were engaged in a range of practicum placements, under the supervision and mentorship of top health sector executives.

- Graduates are equipped with a solid foundation in keys areas of leadership knowledge including:
  - Health policy and economics
  - Health care trends and issues
  - Strategic planning
  - Change management and quality
  - Marketing
  - Outcomes and evaluation
  - Human resource management/Information systems
  - Accounting and finance
  - Quantitative decision-making skills

Faculty and guest faculty of leading researchers, including the foremost thinkers, researchers, and practitioners influencing our health care system today, bring their innovative thinking to MHSc teaching.

The MHSc Health Administration program earned a seven-year accreditation by the Commission on Accreditation of Health Care Management Education (CAHME) in 2014. This is the highest possible ranking. The CAHME Accreditation Award ensures program excellence—the integration of the field of practice into all aspects of the program, facilitated by strong relationships with leading health care practitioners, provincial and national organizations.

“We have the opportunity to learn from and engage with top notch faculty who are influencing the future of the industry. Current leaders and executives are visible in the classroom and throughout real-world practicum placements.”

Leah McTiernan,
MHSc Candidate 2018
Health informatics at IHPME is offered via the MHI professional program in regular and executive streams. Emily Seto is the Academic Director for MHI and IHPME Lead for Health Informatics Research.

MHI is a professional degree with a 2017 enrolment of 105 in all cohorts. It is based in principles of problem solving, change management and adaptive thinking. Students, alumni and faculty work with the conviction that informatics in health care has transformative potential.

• The regular stream of MHI is ideal for emerging early to mid- career candidates from health care, business, and technology backgrounds. Our cohorts are on average 25% clinically trained, and have experience in the sector. MHI is delivered in a 16-month in-class format including a 4-month practicum placement, to provide experiential learning under mentors from government, health service provider organizations, and the private sector. 2017 practicum placements ranged from placement in the Centre for Addiction and Mental Health and other hospitals such as Women’s College Hospital and West Park Health Care Centre, to Public Health Ontario, ThoughtWire, and the Ministry of Health and Long-Term Care.

• The executive stream of MHI (EMHI) launched its second cohort of 18 students in 2017. Several are trained as medical doctors, with others having backgrounds in pharmacy, nursing, health care administration and systems management. Many Toronto-area hospitals are represented. EMHI is designed for established mid- to senior-stage candidates who require a relevant graduate credential to move forward in their careers. It is delivered in a 22-month modular format and involves an employer-based project.

Faculty in MHI are recognized leaders in health informatics and innovation on national and international levels. Students in 2017 have benefited from mentorship activities with peers and leaders in the field, including events such as the Ignite® Practicum Showcase. The program is increasingly competitive with an admissions rate in 2017 of 1:4 for the regular stream. Graduates are highly valued for hiring within a variety of health care settings.

“Key competencies in project management, change management, health informatics systems and data analysis gained through the EMHI curriculum helped me prepare for my new role in Health Informatics.”

Tanya Agnihotri, EMHI 2019 Candidate
DONATE

We have our sights set on making contributions to student development, to rewarding high-achievement programs in health care, and to growing bodies of knowledge.

WWW.IHPME.UTORONTO.CA/DONATE

You may choose to direct your support to any of our general, alumni or specific award funds. We truly appreciate your donations.

APPLY

Visit our academic pages online to review our research and professional areas of study.

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Individual IHPME programs provide notes and guidelines as to who is best suited to apply.

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