



Advancing Quality Through Regional Clinical Governance

Policy Forum Program

March 31, 2016

Hyatt Regency Hotel, 370 King Street West, Toronto, ON

POLICY FORUM PROGRAM

8:00am – 9:00am	Breakfast and Registration
	Participants may pick up their name badge and program from the registration desk and enjoy the breakfast provided for the forum attendees.
9:00am – 10:15am	Regionalization: Past, Present and Future
	Moderated by FRANK MARKEL , Executive Director, Canadian Association for Health Services and Policy Research
	Main Recommendations of the Regionalization Report: “Towards the Triple Aim of Better Health, Better Care and Better Value for Canadians: transforming regions into high performing health systems, March 2016”
	Presented by YVES BERGEVIN , Consulting Physician, Institut national d’excellence en santé et en services sociaux (Québec); Part-time Assistant Professor, Department of Family Medicine, McGill University
	Discussant: GREG MARCHILDON , Ontario Research Chair in Health Policy and System Design, Institute of Health Policy, Management and Evaluation, University of Toronto
	What Will It Take To Implement Regional Clinical Governance? Four Building Blocks
	Presented by JEAN LOUIS DENIS , Canada Research Chair in Governance and transformation of Health Organizations and Systems, École nationale d’administration publique
	Discussant: GREG MARCHILDON , Ontario Research Chair in Health Policy and System Design, Institute of Health Policy, Management and Evaluation, University of Toronto
	Theme I: Delivering Better Care together: community-based and strategic clinical networks for health care improvement
	Theme II: Developing and spreading team-based organizations and patient engagement for health improvement
	Theme III: Changing the center of gravity: Primary care leading health improvement
	Theme IV: Managing health system performance for health improvement
	Question and Answer with Audience
10:15am – 10:45am	Health Break
	Enjoy a stretch and enjoy a coffee during this 30-minute health break.
10:45am – 11:00am	Bringing a quality focus to move from silos to systems
	Presented by JOSHUA TEPPER , President and Chief Executive Officer, Health Quality Ontario
	What do we mean by quality improvement? This presentation will outline the reasons to adopt the Health Quality Ontario Quality Improvement framework with its six dimensions.
11:00am – 12:00pm	PART I: Uncovering The Building Blocks: What Do Recent Projects and Initiatives Show Us About What Works and What Does Not?
	Theme I: Delivering Better Care together: networks and community-based care for health improvement
	Moderated by PAUL HURAS , Chief Executive Officer, South East Local Health Integration Network
	Panelists: ANDREW EVERETT , Primary Care Co-Lead, South East LHIN / TOM NOSEWORTHY , Associate Chief Medical Officer, Strategic Clinical Networks & Clinical Care Pathways, Alberta Health Services
	Question and Answer with Audience

12:00pm – 1:00pm	<p>Lunch</p> <p>Participants will be provided a buffet lunch and an opportunity to network with the attendees at the forum.</p>
1:00pm – 2:30pm	<p>PART II: Uncovering The Building Blocks: What Do Recent Projects and Initiatives Show Us About What Works and What Does Not?</p> <p>Theme II: developing and spreading team-based organizations and patient engagement for health improvement</p> <p>Moderated by STEPHEN SAMIS, Vice President, Programs, Canadian Foundation for Healthcare Improvement</p> <p>Presented by JOHN TOOGOOD, Executive Lead: Integration, Transformation and Strategy / LILY YANG, Director of Quality, Patient Safety and Risk at Sinai Health System, Bridgepoint / PATRICIA O’CONNOR, Clinical Improvement Advisor, Canadian Foundation for Healthcare Improvement; Senior Advisor, Patient Engagement, at the McGill University Health Centre (MUHC)</p> <p>Theme III: Changing the center of gravity: Primary care leading health improvement</p> <p>Moderated by DENIS ROY, Vice-President - Science and Clinical Governance, INESSS; President, Canadian Association for Health Services and Policy Research</p> <p>Presented by SARAH NEWBERY, Chief of Staff, Wilson Memorial General Hospital</p> <p>Theme IV: Managing health system performance for health improvement</p> <p>Presented by LEE FAIRCLOUGH, Vice-President, Quality Improvement, Health Quality Ontario</p> <p>Question and Answer with Audience</p>
2:30pm – 2:45pm	<p>Health Break</p> <p>Enjoy a stretch and enjoy a coffee during this 15-minute health break.</p>
2:45pm – 3:30pm	<p>Moving From Successful Projects To Full Scale Implementation: The Role Of Regional Clinical Governance</p> <p>Moderated by DENIS ROY, Vice-President - Science and Clinical Governance, INESSS; President, Canadian Association for Health Services and Policy Research</p> <p>Panelists: NANCY NAYLOR, Associate Deputy Minister, Delivery and Implementation, Ministry of Health and Long-Term Care / DANIELLE MARTIN, Vice President, Medical Affairs and Health System Solutions, Women’s College Hospital / GAIL DONNER, Professor Emerita, Lawrence S. Bloomberg Faculty of Nursing, University of Toronto / CAROLINE BARBIR, President and Chief Executive Officer, Integrated Health and Social Services Centre of Laval / JEFFREY TURNBULL, Chief, Clinical Quality at Health Quality Ontario, Chief of Staff at The Ottawa Hospital</p> <p>Question and Answer with Audience</p>
3:30pm – 4:00pm	<p>Synthesis & Closing Remarks</p> <p>Presented by JOSHUA TEPPER, President and Chief Executive Officer, Health Quality Ontario</p>

INVITED SPEAKERS



CAROLINE BARBIR On April 1, 2015 Caroline Barbir was appointed President and Chief Executive Officer of the Integrated Health and Social Services Centre of Laval. Prior to this nomination, between 2003 and 2015, she was successively Chief Executive Officer of Laval Health and Social Services Centre, Pierre-Boucher Health and Social Services Centre, Lanaudière North Health and Social Services Centre and Lanaudière Regional Hospital. From 1995 to 2003, she was Chief Executive Officer of the Grace Dart Extended Care Centre. Throughout her career, Caroline has held a number of senior executive positions including that of Chief Operating Officer of the Chest Institute of the Royal Victoria Hospital, now part of the McGill University Health Centre. She has a Bachelor of Science degree from McGill University, a Masters in Health Administration from University of Montreal and is a recipient of the Foster G. McGaw Award. She is a Certified Health Executive with the Canadian College of Health Leaders and also maintains a membership in good standing with the "Ordre des administrateurs agréés du Québec" and the "Cercle des Administrateurs de Sociétés Certifiées". In June 2011 she obtained a certificate in governance from the "Collège des Administrateurs de Sociétés" of Laval University and the Directors College of McMaster University and thus holds the titles of Administrateur de Sociétés Certifié and Chartered Director. Caroline also has a clinical faculty appointment with the University of Montreal School of Public Health and has served on a number of Boards such as the Board of the Canadian College of Health Leaders, the Quebec Hospital Association and more recently the Quebec Association of Health and Social Service Establishments.



YVES BERGEVIN is a senior family physician, epidemiologist and public health physician. He currently advises the Institut national d'excellence en santé et en services sociaux (Québec), and national and international agencies. Dr. Bergevin is also a part-time assistant professor at McGill University. Dr. Bergevin completed twelve years of service at the United Nations in 2013, where he was Coordinator of the Maternal Health Thematic Fund and Senior Maternal Health Advisor, providing overall leadership in maternal health for the United Nations Population Fund. He is behind the concept of eliminating preventable maternal mortality and obstetric fistula within a generation. Yves Bergevin has held several senior level positions in global health, including Chief Health at UNICEF, where he fostered a renewed focus on child survival and a major increase in funding for health. Prior to this, he was Principal Advisor, Health, Population and Nutrition for the Canadian International Development Agency and wrote CIDA's first ever Strategy for Health. In his capacity as the global health lead for Canada when he was at CIDA, Dr. Bergevin advocated successfully for a renewed focus on immunization and was, together with his Minister, one of the founding Board Members of the Global Alliance for Vaccines and Immunization, convinced of the benefits of performance-based funding towards sustained impact. He also fostered a strong health, malaria, tuberculosis, HIV/AIDS and development focus of G8 Summits, submitted with a colleague the concept of a global fund to the Government of Canada and secured the initial Canadian funding towards the creation of the Global Fund to fight AIDS, Tuberculosis and Malaria. He then brokered and convened G7 members around the issue leading to the initial G7 pledging of funds for the GFATM. He is the author of over one hundred papers, abstracts and reports. He has also served as a Member of the Board on Global Health, National Academies of Sciences (USA), a Member of the STOP TB Coordinating Board and of the Roll Back Malaria Partnership Board. Dr. Bergevin focuses on contributing to strengthening the performance of health systems towards the Triple Aim of Better Health, Better Care and Better Value.



JEAN LOUIS DENIS is Full Professor at the École Nationale d'Administration Publique and holds the Canada research chair on governance and transformation of health care organizations and systems at ÉNAP. He is a visiting professor at the Department of Management, King's College London. He pursues research on governance and change process in health care organizations and systems. He is a member of the Royal Society of Canada, fellow of the Canadian Academy of Health Sciences and since December 2014 he is director of the Research Centre of Charles Lemoyne Hospital.



GAIL DONNER is Professor Emerita in the Lawrence S. Bloomberg Faculty of Nursing at the University of Toronto. Gail has had a long and varied career in nursing and is the recipient of a number of awards including the Order of Ontario, the YWCA Woman of Distinction and an honorary doctorate from Ryerson University. Gail has been an active volunteer on many boards and committees, and has participated in a number of public policy initiatives. In 2014-15 Gail chaired the Expert Group on Home and Community Care and was recently appointed External Advisor to the Minister of Health and Long-Term Care to continue work on implementing the home and community care agenda in Ontario.



ANDREW EVERETT is a family physician in Brockville, Ontario, where he is the Board Chair of the Upper Canada Family Health Team and Lead Physician for the Thousand Island Health Link. Graduated from the University of Cape Town and practicing in Canada since 1993.



LEE FAIRCLOUGH is HQO's Vice-President, Quality Improvement. She has a diverse background, with experience in health delivery as a radiation therapist, health research and informatics, systems planning and policy, leadership and institutional board membership. Previously, Lee was Vice-President of Strategy, Knowledge Management & Delivery at the Canadian Partnership Against Cancer and member of the executive team that established the organization in 2007. She served as Director of the Toronto Regional Cancer Programme, and Director of Informatics and Administration, Clinical Research Unit at Princess Margaret Hospital, UHN. Ms. Fairclough was also a member of the Advisory Board of the Institute of Health Services and Policy Research, and a Board member with a number of community agencies. She is an adjunct professor with the Institute for Health Policy Management and Evaluation at the University of Toronto.



PAUL HURAS is the founding Chief Executive Officer (CEO) of the South East Local Health Integration Network (LHIN), provides leadership for the LHIN's responsibilities of local health system planning, community engagement, allotting funds, monitoring the performance of health services providers in the South East health system and in engaging the South East community and their health care stakeholders. With over 30 years of leadership roles in health care, some of Paul's previous experiences include CEO of the Thames Valley District Council, Vice President of Planning and Information Services at Peel Memorial Hospital, also having served as acting Executive Vice President; and Assistant Executive Director, Waterloo Region District Health Council. Paul is a Fellow with the School of Policy Studies, Queen's University and holds an adjunct appointment with Queen's in the Department of Community Health & Epidemiology, Faculty of Health Sciences. Throughout his career, Paul has been a member of different boards such as the Institute of Clinical Evaluative Sciences. He also served as the Chair for both The Michener Institute in Toronto and Fanshawe College in London. Paul holds a MBA and an MSc (Epidemiology), a CHE designation with the Canadian College of Health Services Executives and a FACHE designation with the American College of Healthcare Executives.



GREG MARCHILDON is Ontario Research Chair in Health Policy and System Design and Professor at the Institute of Health, Policy and Evaluation at the University of Toronto. He also has a teaching cross-appointment at the School of Public Policy and Governance, University of Toronto. He is a Fellow of the Canadian Academy of Health Sciences, a member of the editorial board of the European Observatory on Health Systems and Policies and an originating member of the Pan-Canadian Health Reform Analysis Network. After obtaining his PhD at the London School of Economics and Political Science, he taught for five years at Johns Hopkins University's School of Advanced International Studies in Washington, DC. He served as Deputy Minister of Intergovernmental Affairs (1994-96) and Deputy Minister to the Premier and Cabinet Secretary (1996-2000) in the provincial government of Saskatchewan. In 2001-02, he was the Executive Director of a federal Royal Commission on the Future of Health Care in Canada (the Romanow Commission). When he returned to academic life in 2003, he was appointed a Canada Research Chair in Public Policy and Economic History (Tier 1) and helped create the Johnson-Shoyama Graduate School of Public Policy with campuses at the Universities of Regina and Saskatchewan. Dr. Marchildon is the author of numerous journal articles on comparative health policy and the history of medicare in Canada. His books include two editions of Health Systems in Transition: Canada co-published by the WHO Regional Office for Europe on behalf of the European Observatory on Health Systems and Policies and the University of Toronto Press.



FRANK MARKEL has had a long and varied career in health care. Frank has held several senior administrative positions in the course of his career including the following: President and CEO of Trillium Gift of Life Network, Ontario's organ and tissue donation organization, Executive Vice President of Toronto Rehabilitation Institute, President and CEO of Hillcrest Hospital, and Vice-President, Planning at St. Joseph's Health Centre. Frank has also worked in the policy area. His roles there include that of Executive Director, the Joint Policy and Planning Committee, and Executive Director of the then Ontario Council of Administrators of Teaching Hospitals. Throughout his career, Frank has taught in the University of Toronto's program in health administration. He holds the title of Adjunct Assistant Professor in the Institute of Health Policy, Management and Evaluation.



DANIELLE MARTIN is Vice President, Medical Affairs and Health System Solutions at Women's College Hospital (WCH) and a family physician in the Family Practice Health Centre at WCH. She is an Assistant Professor in the Department of Family and Community Medicine at the University of Toronto, with cross appointments at the Institute for Health Policy, Management and Evaluation and the School of Public Policy and Governance. Dr. Martin's focus is on improving health at the system level as well as the individual level. In addition to being an active medical educator, her clinical work has involved remote northern medicine as well as a current focus on maternity care. Dr Martin works as an expert both within and outside academia on issues relating to the preservation and enhancement of public health care, and the intersection of primary care with other parts of our health and social systems. As an advocate and researcher she is increasingly involved in work relating to national pharmacare and poverty reduction. Danielle has a significant media presence and is often approached by media to comment on issues relating to health and health care systems. She is the medical correspondent for CBC's The National, a monthly columnist in Chatelaine magazine, and an in-demand speaker on the future of Canada's health care system. In her work at WCH Danielle is helping to advance the vision for Women's College Hospital as a "hospital designed to keep people out of hospital"; developing and evaluating new models of care that deliver solutions to the most pressing issues facing Canada's health system.



NANCY NAYLOR is the Associate Deputy Minister, Delivery and Implementation, Ministry of Health and Long-Term Care (MOHLTC), leading two large divisions. Her portfolio consists of responsibility for Primary Care, Home and Community Care, Local Health Integration Networks, Health System Funding Reform and the advancement of quality initiatives. Nancy is also a member of the Canadian Institute for Health Information (CIHI)'s Board of Directors. Before joining the MOHLTC in 2014, Nancy served as an ADM in the ministries of Finance, Education and Training Colleges and Universities and has held other senior positions in the Ontario government.



SARAH NEWBERRY has been a rural physician in comprehensive community practice since 1996 in Marathon where she is on the board of the Marathon Family Health Team and is Chief of Staff at Wilson Memorial General Hospital. Dr Newberry completed her medical degree with McMaster University in 1993, her residency in 1995 through the Thunder Bay NOMP program, and became a Fellow of the CFPC in 2006. She is an associate professor in the Division of Clinical Sciences at NOSM, where she has had several committee roles since its inception in 2002 and has been recognized for academic leadership. She has been actively involved with the Northwest LHIN and sits on LHIN's Primary Care Council. She has been on the board of the Ontario College of Family Physicians since 2008 and is the current president.



TOM NOSEWORTHY is currently Professor of Health Policy and Management, Department of Community Health Sciences and O'Brien Institute for Public Health, University of Calgary. He is the former Head of that Department and inaugural Co-Director and founder of that Institute. Dr Noseworthy joined Alberta Health Services in May 2011 as an embedded researcher. He served as special advisor to the Executive Vice President of Strategy & Performance. From January 2012 to 2015, he was the Associate Chief Medical Officer, Strategic Clinical Networks. As interim assignments in 2012/13 and 2013/2014, Dr Noseworthy served as Zone Medical Director and Vice President and Chief Health Operations Officer, North Sector & Edmonton Zone. Dr Noseworthy's work has been recognized by the Commonwealth, his Country, Province, University and colleagues. In 2005, Dr Noseworthy was awarded the Alberta Centennial Medal by the Province of Alberta for contributions to health care and policy. In that same year, he was also named as one of Alberta's Top 100 Physicians of the Century by his peers in the Alberta Medical Association and College of Physicians and Surgeons of Alberta. In 2007, Dr Noseworthy was appointed by the Governor General as Member of the Order of Canada, for contributions to health policy and Medicare. In 2012, he received the Diamond Jubilee medal marking the 60th year of the Queen's reign and in recognition of contributions to health care. He was also chosen from amongst the University of Calgary faculty to give the 2012 Lecture of a Lifetime. He received a Certificate of Meritorious Service from the College of Physicians and Surgeons of Alberta for 2012 and he was the recipient of the 2014 Barer-Flood Prize in Health Services and Policy Research, awarded by CIHR.



PATRICIA O'CONNOR is a Clinical Improvement Advisor at CFHI and the Senior Advisor, Patient Engagement, at the McGill University Health Centre (MUHC), where she also served as the Director of Nursing and Chief Nursing Officer. An assistant professor in the Ingram School of Nursing at McGill, she is a Certified Health Executive and Past President of the Academy of Canadian Executive Nurses. She has completed CFHI's EXTRA Fellowship (2004-06), CCHL's Fellowship (2007-09), and in 2008-09, a U.S. Commonwealth Fund Harkness Fellowship in Health Policy and Practice. She has expertise in leading large scale initiatives that engage patients and frontline staff in co-designing care delivery system improvements, as well as in the development of high performing, interprofessional teams, and in health services research.



DENIS ROY holds a community medicine specialty and is a Harkness Fellow of the Commonwealth Fund in Health Policy. Since May 2015, he serves as Vice-President, Science and Clinical Governance at Institut national d'excellence en santé et services sociaux. Beginning in 2009, he has previously exerted the function of Vice-President, Scientific Affairs at the Institut National de Santé Publique du Québec and has been responsible for its comprehensive scientific program on the determinants of population health. Dr. Roy has also been president of the Board of l'Initiative sur le Partage des Connaissances et le Développement des Compétences, a broad-based capacity building consortium aimed at health system improvement. He is the proud author of a recent book on health networks' management and governance. Previously, Dr. Roy has occupied three other executive leadership positions at l'Agence de la Santé et des Services Sociaux de la Montérégie, at the Quebec Health and Social Services Ministry and at the Montreal Public Health Department. Dr. Roy holds an MD from Laval University. In addition, he earned a Master of Public Health at University of California, Berkeley, and a Master of Science (Epidemiology) at McGill University. A fellow of the Royal College of Physicians in Community Medicine, he has been honoured with some prestigious awards, including an Excellence Award by the Quebec Association of Community Health Physicians. He is currently the only Canadian to have received twice the Canadian Health Research Advancement Award, which he obtained due to his outstanding work as a member of two different teams in Montréal and Montérégie.



STEPHEN SAMIS has experience in health research, policy development, knowledge exchange, partnership development and advocacy. Stephen joined CFHI in 2010 to lead the implementation of CFHI's new strategic plan. Since that time he has re-positioned the organization with new programming, new branding and new partnerships. Stephen has played a leadership role in positioning CFHI as Canada's national healthcare improvement organization. Prior to CFHI, he was national director of Health Policy at the Heart and Stroke Foundation of Canada. Stephen moved to Ottawa in 2000 to take on the role of Manager, Research and Analysis, Population Health, at the Canadian Institute for Health Information.



JOSHUA TEPPER is a family physician and the President and Chief Executive Officer of Health Quality Ontario (HQO). An arm's length agency of the provincial government, HQO works in partnership with Ontario's health care system to support a better experience of care and better outcomes for Ontarians. Prior to HQO, Dr. Tepper was the inaugural Vice President of Education at Sunnybrook Health Sciences Centre. As Vice President, he was responsible for Sunnybrook's educational strategy and programming for learners, physicians and staff, patients and their families and the community. Prior to joining Sunnybrook, Dr. Tepper was Ontario's first Assistant Deputy Minister in the Health Human Resources Strategy Division of the Ministry of Health and Long-Term Care. As the ADM he led the HealthForceOntario health human resources strategy to ensure that Ontarians have access to the right number and mix of qualified health care providers, now and in the future. In addition to his involvement in health policy and research at the provincial level, Dr. Tepper has also been active on a national scale as the senior medical officer for Health Canada, an adjunct scientist at the Institute for Clinical Evaluative Sciences, and a research consultant for the Canadian Institute of Health Information. He has received several provincial and national awards for his leadership in these positions. Dr. Tepper has always remained in active practice serving marginalized populations and taking on clinical leadership roles. Previously, he served as the Medical Director for the Inner City Health Associates, President of the Inner City Family Health Team affiliated with Seaton House and as Vice-President of the Society of Rural Physicians. Currently, Dr. Tepper practices in the St. Michael's Hospital Family Health Team and in the Emergency Department at North York General Hospital. Dr. Tepper holds a degree in Public Policy from Duke University, a medical degree from McMaster University, a Master of Public Health from Harvard, and his executive Master of Business Administration at the Richard Ivey School of Business. He completed residency at the University of Toronto.



JOHN TOOGOOD leads the Office of Integration, Transformation and Strategy for Sinai Health System. In this capacity, he coordinates the work to bring together Mount Sinai Hospital, Bridgepoint Hospital, the Lunenfeld-Tanenbaum Research Institute, and Circle of Care into an integrated system, following a voluntary amalgamation in January 2015. Previously, John spent fifteen years as a management consultant, primarily with Boston Consulting Group and Monitor Group. He focused on corporate strategy, growth, and M&A for a range of healthcare clients in the U.S., Europe and Asia, including managed care, pharmaceuticals and devices, hospitals and other providers, and governments. Before consulting, John held several senior roles in the Government of Ontario, including serving as Deputy Chief of Staff and Director of Policy to the Premier.



JEFFREY TURNBULL is Chief, Clinical Quality at Health Quality Ontario. In this role, Dr. Turnbull provides clinical leadership to support HQO's quality improvement efforts. Working in partnership with thought leaders and clinicians, Dr. Turnbull works to affect change and improve the quality and safety of care that is delivered on a day-to-day basis across the province. Dr. Turnbull also serves as Chief of Staff at The Ottawa Hospital. Previously, he was National Medical Advisor for Correctional Service Canada (2011-2014), the Vice-Dean of Medical Education at the University of Ottawa (1996-2001), the President of the Medical Council of Canada (1998-2001), the President of the College of Physicians and Surgeons of Ontario (2006-2007), and the President of Canadian Medical Association (2010-2011). He is also the recipient of several national and international awards, including the Order of Canada and the Order of Ontario. Dr. Turnbull is a dedicated medical educator with a keen interest in poverty and its effect on health and health outcomes. In 2001, he helped establish Ottawa Inner City Health (OICH), which works to improve the health and access to health care for people who are chronically homeless. He has also been involved in educational and health initiatives in Bangladesh, Africa, and the Balkans. Dr. Turnbull holds a Bachelor of Science from the University of Toronto, a Master of Education from the University of Western of Ontario, and a Doctorate in Medicine from Queen's University. He later received speciality certification in Internal Medicine through the Royal College of Physicians and Surgeons of Canada.



LILY YANG is the Director of Quality, Patient Safety and Risk at Sinai Health System -Bridgepoint Campus in Toronto. She has worked through the continuum of acute care and rehabilitation serving both the pediatric and adult populations. Her background is as a Respiratory Therapist and has held roles as Clinical Educator, Professional Practice Leader, Manager of Patient Safety, Manager of Ambulatory Care Services, Acquired Brain Injury, Spinal Cord, Stroke and Respite services at various academic health centres. Lily holds a Bachelor of Science and a Master of Applied Science. She has been a Surveyor for Accreditation Canada for five years and is a past board member and co-chair of the Quality Committee for Sherbourne Health Centre, a primary health provider in Toronto.

