

# Conference Program MARCH 24, 2015

MaRS DISCOVERY DISTRICT | TORONTO, ON



**CAHSPR ACRSPS**

Canadian Association for Health Services and Policy Research  
L'Association canadienne pour la recherche sur les services et les politiques de la santé



**Ontario**

**Health Quality Ontario**

**Qualité des services  
de santé Ontario**

The Canadian Association for Health Services and Policy Research, in partnership with Health Quality Ontario, is pleased to present our annual Policy Forum.

# *Learning from Failure: Time for Action*

Also in partnership with



Canadian Institute  
for Health Information  
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Canadian Patient  
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services de santé



WOMEN'S COLLEGE HOSPITAL  
Health care for women REVOLUTIONIZED

# PROGRAM

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| 7:30am – 8:30am   | <b>Breakfast</b>  |
| 8:30am – 8:50am   | <b>Welcome Remarks</b><br>Presented by:<br><b>JEREMY VEILLARD</b> , Canadian Association for Health Services and Policy Research, Canadian Institute for Health Information<br><b>LEE FAIRCLOUGH</b> , Health Quality Ontario   |
| 8:50am – 9:30am   | <b>Why Is It Important To Learn From Failure?</b><br>Presented by:<br><b>BARB FARLOW</b> , Patient Advocate   |
| 9:30am – 10:30am  | <b>System Failure: How Do We Accelerate Learning?</b><br>Moderated by:<br><b>CHRIS POWER</b> , Canadian Patient Safety Institute<br>Presented by:<br><b>L. NELSON HOPKINS</b> , School of Medicine and Biomedical Sciences, University of Buffalo<br><b>ROBYN TAMBLYN</b> , Institute for Health Services and Policy Research (CIHR-IHSPR)<br><b>WENDY LEVINSON</b> , Choosing Wisely Canada  |
| 10:30am – 10:45am | <b>BREAK</b>  |
| 10:45am – 12:00pm | <b>Learning from Failure Fest: Round One</b><br>Moderated by:<br><b>LEE FAIRCLOUGH</b> , Health Quality Ontario   |
| 12:00pm – 12:45pm | <b>LUNCH</b>  |
| 12:45pm – 1:45pm  | <b>Learning from Outside Health Care</b><br>Moderated by:<br><b>DANIELLE MARTIN</b> , Women's College Hospital<br>Presented by:<br><b>TRINA ALEXSON</b> , Cisco Systems Canada Co.<br><b>JOHN RONSON</b> , Telus  |
| 1:45pm – 2:00pm   | <b>BREAK</b>  |
| 2:00pm – 3:00pm   | <b>When Politics Meets Failure: Learning from Failure</b><br>Moderated by:<br><b>FRANK MARKEL</b> , Canadian Association for Health Services and Policy Research<br>Presented by:<br><b>MARK STABLE</b> , Rotman School of Management, School of Public Policy and Governance, University of Toronto<br><b>TONY DEAN</b> , School of Public Policy and Governance, University of Toronto<br><b>JANET DAVIDSON</b> , Alberta Health<br><b>GEORGE SMITHERMAN</b> , G & G Global Solutions |
| 3:00pm – 3:45pm   | <b>Learning From Failure Fest: Round Two</b><br>Moderated by:<br><b>DANIELLE MARTIN</b> , Women's College Hospital  |
| 3:45pm – 4:20pm   | <b>Closing Session: It's Time for Change, So What Are We Going To Do?</b><br>Moderated by:<br><b>JEREMY VEILLARD</b> , Canadian Association for Health Services and Policy Research, Canadian Institute for Health Information<br>Presented by:<br><b>LEAH SMITH</b> , Queen's University<br><b>HEATHER DAVIDSON</b> , Ministry of Health British Columbia<br><b>LOUISE NASMITH</b> , University of British Columbia  |

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## SPEAKER BIOS



**TRINA ALEXSON** is the head of Advanced Services for Cisco Canada. In her role, she leads engineering teams that work directly with Cisco customers to help them plan, build and operate their networks. Trina has over 25 years experience in the information technology industry and has been with Cisco since 1996. Prior to her role in the services organization she led software development teams responsible for high availability features in Cisco's premier routing platforms. She holds a Bachelor of Engineering degree from Memorial University of Newfoundland and an MBA from Richard Ivey School of Business, University of Western Ontario. Trina is co-author of "Bit by Bit" a career guide for young women 15-25 who are considering technology careers.



**HEATHER DAVIDSON** has worked for the BC government since 1991 in a series of progressively senior positions, mostly in the Ministry of Health. She is currently Assistant Deputy Minister of the Health Sector Planning and Innovation Division with responsibility for health sector strategic planning and reporting, legislation, intergovernmental relations, and research and analysis. She has led many strategic initiatives on behalf of government such as pay-for-performance, clinical care management, physician quality assurance, and the seniors action plan and, as such, has experienced many opportunities for learning from failure. Heather holds a PhD in Psychology (Adult Development and Aging) from the University of Victoria. Prior to joining the provincial government, she worked as a gerontologist in a variety of clinical settings in Alberta and Ontario.



**JANET M. DAVIDSON, O.C., MHSA, LLD (Hon)**, was appointed Deputy Minister of Alberta Health in September, 2013. Prior to that she was the Official Administrator of Alberta Health Services. Janet has over 30 years of experience in healthcare in the government, voluntary and hospital/community sectors in a number of Canadian jurisdictions. She currently holds the position of Vice Chair on the Board of the Canadian Institute for Health Information and is a member of a number of other boards such as the Institute of Health Economics; Mental Health Commission of Canada; and the Canadian Partnership Against Cancer. Janet received a Bachelor of Nursing Science from the University of Windsor and a Master's in Health Services Administration from the University of Alberta. She is a graduate of the Institute of Corporate Directors' Education program, the UC Berkeley School of Public Health's Global Health Leadership program and has an Honorary Doctor of Laws Degree from the University of Windsor. She is an Officer of the Order of Canada and has been named twice to the list of Canada's Top 100 Most Powerful Women. In 2011 and 2012 Janet was also named as one of Canada's Top 25 Most Influential Women.



**TONY DEAN** teaches at the School of Public Policy and Governance at the University of Toronto. He advises governments and international organizations on public service reform and building capacity for policy-making and delivery. From 2002 to 2008 Dean was Secretary of the Cabinet and Head of the Ontario Public Service. He has written on public sector leadership and has co-authored a Mowat Centre report on pathways to fiscal sustainability in Canada. In 2012 he authored a report on integrated public service delivery in Commonwealth countries. Dean has chaired advisory panels on teachers' benefit plans (2014) Occupational Health and Safety in Ontario (2010) and Business and Human Resource Planning in Canada's public service (2008). Dean is a columnist for the Toronto Star's "Queen's Park Briefing" and has also written for the UK-based Guardian newspaper. He is currently working on a book on public service reform.



**LEE FAIRCLOUGH** is Health Quality Ontario'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 (CPAC) 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 (IHSPR), and a Board member of Unison Health and Community Services.



**BARB FARLOW** – Since the death of her daughter Annie almost 10 years ago, Barbara has been advocating for improvements in health care. She is a founding member of Patients for Patients Canada and an Ambassador to the Pediatric International Patient Safety and Quality Community. In addition to speaking at international medical conferences and universities, Barbara has authored numerous articles in medical journals on various topics including original research and the parent perspective on communication and ethics.



**L. NELSON HOPKINS, MD, FACS** – Ranking seventh among the most published neurosurgical departments in North America and first per capita, Dr. L. Nelson Hopkins has established UB Neurosurgery as one of the most respected with patients traveling to Buffalo from around the world. Dr. Hopkins pioneered endovascular neurosurgery; a subspecialty dedicated to minimally invasive treatment of vascular diseases of the brain and spine and has trained a new generation of neurosurgeon leaders skilled in catheter-based technology for minimally invasive neurosurgery.



**WENDY LEVINSON** is a Canadian physician and academic. She is the Chair of Choosing Wisely Canada, "a campaign to help physicians and patients engage in conversations about unnecessary tests, treatments and procedures". She is also Professor of Medicine at the University of Toronto. Born and raised in Toronto, she received a Bachelor of Science degree from the University of Toronto, a Diploma in Education from McGill University, and her MD from McMaster University in 1976. She is the Sir John & Lady Eaton professor and Chair of Medicine in the Department of Medicine at the University of Toronto Faculty of Medicine. She is a co-author of Goldman's Cecil Medicine, 24th Edition. In 2013, she was awarded the Canadian Medical Association's May Cohen Award for Women Mentors. In 2014, she was made an Officer of the Order of Canada "for her contributions to promoting effective communication between physicians and patients, as well as for her sustained leadership in academic medicine".



**LOUISE NASMITH, MDCM, MED, CCFP, FCFP, FRCPC(Hon), FCAHS**, is a Professor in the Department of Family Practice at UBC. She obtained her medical degree from McGill University in 1978 and her CCFP in 1982. From 1995 to 2002 she was chair of the Department of Family Medicine at McGill; from 2002 to 2007 chair in the Department of Family and Community Medicine at the University of Toronto; and in 2007 became the Principal of the College of Health Disciplines at the University of British Columbia and in 2014 the Associate-Provost Health. She was President of the CFPC from 2005-2006. Her scholarship has focused on medical education across the continuum, integration of care for chronic illness and interprofessional education. She has been very involved in accreditation of education programs. Until 2014, she served as the Chair of the Accreditation Committee for the CFPC for over ten years, currently is a member of the Canadian Council for the Accreditation of Pharmacy Programs, and is the chair of the Medical School Self-Study for the undergraduate medical program's CACMS accreditation survey in 2016.



**FRANK MARKEL, Ph.D.**, 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), a family physician in the Family Practice Health Centre at WCH, and an Assistant Professor in the Departments of Family and Community Medicine and Health Policy, Management and Evaluation at the University of Toronto. Danielle's policy expertise and passion for equity have made her an emerging leader in the debate over the future of Canada's health-care system. In 2006 she helped launch Canadian Doctors for Medicare and chaired the board of CDM until May 2013.



**CHRIS POWER** – What began as a desire to help those in need 30 years ago has evolved into a mission to improve the quality of healthcare for all Canadians. Chris Power's journey in healthcare began at the bedside as a front-line nurse. Since then, she has grown into one of the preeminent healthcare executives in Canada. Her experiences, her success, and her values have led her to the position of CEO of the Canadian Patient Safety Institute. Previously, Chris served for eight years as president and CEO of Capital Health, Nova Scotia, with an annual operating budget of approximately \$900 million, and 12,000 staff. Under Chris's leadership Capital Health achieved Accreditation with Exemplary Status in 2014 with recognition for 10 Leading Practices. Chris is also involved in a number of collaboratives with the Canadian Foundation for Healthcare Improvement. She also holds significant governance roles including Co-Chair of HealthCareCAN, Chair of the Canadian Partnership Against Cancer, Canadian Institutes of Health Research Governing Council, and Board Member of Canadian Association for Health Services and Policy Research. Most recently Chris participated as a member of the federal advisory panel on healthcare innovation and through this role has gained even greater insight into the many pan-Canadian organizations that will be beneficial in forming partnerships, leveraging expertise and advancing the goals of CPSI.



**JOHN RONSON** is a respected strategist, facilitator, governance and public policy expert with over 30 years of experience as a lawyer and management consultant. He has worked for clients across Canada and internationally, leading a variety of assignments to improve healthcare delivery. As a Practice Leader with TELUS Health, John has led a number of engagements for the Government of Ontario that have driven substantive improvements in how healthcare is planned and delivered in Ontario. He was the lead consultant in overhauling the process for health capital planning, working jointly for the MOHLTC and the then Ministry of Public Infrastructure Renewal. He led the consulting team working jointly with the Ministry, the Ontario Medical Association and the Ontario Hospital Association on issues related to emergency department overcrowding. He also supported a Ministry team in developing the Province's first strategy for Chronic Disease Prevention and Management. Over the past year and a half, he has worked with the 14 LHIN CEOs to create a unified strategy that charts a collaborative path for performance improvement across the province. Outside of Ontario, John has worked for and advised on a number of public policy matters for organizations including the United Kingdom Health Education Authority, the New York City Health and Hospitals Corporation, the Governments of Manitoba and Alberta and the British Columbia Royal Commission on Healthcare and Costs. As a lawyer, he was a partner with Blake, Cassels and Graydon, one of Canada's leading law firms. Among many engagements, he led a team of lawyers acting for the Province of Ontario in the creation of Teranet – a public-private partnership to transform the land registration system for the province. John is a graduate of Queen's University (B.A. and LLB) and the Institute of Corporate Directors. He has served as a Director of Teranet, Waterfront Toronto, the Canadian Cancer Society and a number of other organizations.



**LEAH SMITH** recently completed a PhD in epidemiology at McGill University, where her dissertation was on the impact of human papillomavirus (HPV) vaccination on adolescent health outcomes. She is currently a postdoctoral fellow in the Department of Public Health Sciences and the Centre for Health Services and Policy Research at Queen's University where she continues to be involved with research on the short-, intermediate-, and long-term effects of the HPV vaccine and of Ontario's grade 8 HPV vaccination program. Leah has been a member of the CAHSR Student Working Group since 2011 and is currently serving her second term as Co-Chair. She also serves as the Student Representative on the CAHSR Board of Directors. Leah holds an MSc in epidemiology from Queen's University and a BSc (Honours) in Psychology from Memorial University of Newfoundland.



**GEORGE SMITHERMAN** is sought-after for his advice and recognized as one of Canada's leading public policy voices, having been active in public life as a grassroots organizer and community activist, an elected official and senior advisor at the local, provincial and federal level, spanning more than 30 years. Most recently a candidate for Toronto Mayor, George Smitherman previously served as Ontario's Deputy Premier – a role that often saw him as the government's leading spokesperson on many of the most contentious issues facing the province. Elected 3 times as the Member of Provincial Parliament for Toronto Centre, George served in both opposition and on the McGuinty Government's front bench. During his time in Cabinet, he was responsible for the allocation of more than \$250 billion. George was one of Ontario's longest serving Ministers of Health and Long-Term Care, holding the portfolio from 2003-2008. Widely viewed as the most transformative health minister in a generation, George brought drug spending and hospital budgets under control while at the same time dramatically reducing medical wait times to the lowest in Canada. His tenure brought significantly improved access to doctors and nurses. Ontario's Family Health Team model, which serves more than 3 million Ontarians, was pioneered during this period.



**MARK STABILE** is Founding Director of the School of Public Policy and Governance at the University of Toronto and Professor of Economics and Public Policy at the Rotman School of Management, University of Toronto. He is also a Research Associate at the National Bureau of Economic Research, Cambridge, Massachusetts, a Policy Fellow at the Martin Prosperity Institute and Visiting Professor at the London School of Economics. From 2003-2005 he was the Senior Policy Advisor to the Ontario Minister of Finance, where he worked on tax, health, and education policy. He is the recipient of the Carolyn Tuohy award in Public Policy, the John Polanyi Prize in Economics, the Harry Johnson Prize from the Canadian Economics Association and an Excellence in Teaching Award from the Rotman School. His recent work focuses on the economics of child health and development, child mental health, health care financing, and tax policy and health insurance. He has advised the Governments of the United States, Canada, and Ontario, among others, on health care reform and programs to reduce child poverty. He is co-editor of *Exploring Social Insurance: Can a Dose of Europe Cure Canadian Health Care Finance*, published in 2008 by the McGill-Queen's University Press. He serves on the Advisory Board for Canada 2020 and on the Board of Directors for the Higher Education Quality Council of Ontario. Professor Stabile received his Ph.D. from Columbia University and his BA from the University of Toronto. As of June, 2015 he will be Professor of Economics at Sciences-Po, Paris.



**ROBYN TAMBLYN** is a Professor in the Department of Medicine and the Department of Epidemiology and Biostatistics at McGill University. She is a James McGill Chair, a Medical Scientist at the McGill University Health Center Research Institute, and the Scientific Director of the Clinical and Health Informatics Research Group at McGill University. Dr Tamblin's ground-breaking research on educational outcomes has elucidated important relationships between health professional training, licensure and practice that have subsequently guided credentialing policies. Her work on prescription drug use, its determinants, and computerized interventions to improve drug safety (MOXXI) have been recognized internationally. She leads a CIHR-funded team to investigate the use of e-health technologies to support integrated care for chronic disease, and co-leads a Canadian Foundation for Innovation Informatics Laboratory to create advanced technologies to monitor adverse events in populations and create new tools to improve the safety and effectiveness of health care. Her work is published in the *Journal of the American Medical Association*, the *Annals of Internal Medicine*, the *British Medical Journal*, *Medical Care*, and *Health Services Research* among others. She has been awarded the CHSRF KT award for her research in improving the use of medication as well as the ACFAS Bombardier award for innovation in the development of a computerized drug management system. As of January, 2011, she became the Scientific Director of the Institute of Health Services and Policy Research at the Canadian Institutes of Health Research.



**JEREMY VEILLARD**, Ph.D., is CIHI's Vice President of Research and Analysis and an assistant professor (status only) at the University of Toronto Institute of Health Policy, Management and Evaluation. He is also the current President for the Canadian Association for Health Services and Policy Research (CAHSR) for the period 2013-2014. Dr Veillard has expertise in health policy development and health system reforms, as well as evaluation and health system performance measurement, and has extensive professional experience in the health sector in Europe and in Canada. Dr Veillard was the Regional Adviser for Health Policy and Equity at the World Health Organization Regional Office for Europe from 2007 to 2010. Jeremy's previous experience includes leading work on the Health Results Team at the Ontario Ministry of Health and Long-Term Care, serving as a policy advisor at the WHO/EURO in charge of hospital reforms and working as a hospital administrator in France. Jeremy has a PhD in health systems research from the faculty of medicine of the University of Amsterdam (Netherlands) and two master's degrees.