



Institut d'analyse stratégique et d'innovation
Institute for Strategic Analysis and Innovation

CONFERENCE PROGRAMME

Using Globalization Strategically to Expand Knowledge, Seize Healthcare Opportunities and Improve Care

Fifth Annual Conference of the McGill University Health Centre's
Institute for Strategic Analysis and Innovation

November 21, 2012 — Montreal

MUHC (Montreal General Hospital)
1650 Cedar Avenue, Montreal

Livingston Hall: Breakfast, lunch and health breaks
Osler Auditorium: Conference sessions

CONFERENCE CHAIRS



Mr. Normand Rinfret

Director General and Chief Executive Officer, McGill University Health Centre



Mr. Bernard Lord

Special Advisor, McGill University Health Centre's Institute for Strategic Analysis and Innovation (MUHC-ISAI); President and CEO, Canadian Wireless Telecommunications Association; former Premier of New Brunswick

Is health care at an important crossroad?

I suppose that depends on one's perspective. I believe that it is because the landscape of Canada is changing dramatically thanks to immigration and emigration, international students travelling to and from their home countries, our ageing population, as well as the accelerated dissemination of new knowledge and technologies.

This year, the McGill University Health Centre's Institute for Strategic Analysis and Innovation (MUHC-ISAI) focused on a number of questions related to the opportunities and challenges we face as a community, as a nation and as a planet, including our own institution's place in the global healthcare system and policies that facilitate or hinder development of international relationships. Geographical borders still exist, but myriad activities are conducted collaboratively across jurisdictions. I am confident that today's conference will serve as a platform for a rich conversation, as our speakers and panelists explore institutional capacity, diversity, innovation, quality and safety, and their varied experiences. By keeping an open mind and pondering the importance of adaptation, we stand to benefit from richer learning experiences and different resources.

I'd like to thank Bernard Lord for continuing to be a special advisor to the MUHC-ISAI while also extending my gratitude to McKesson, Roche, Merck and Pfizer — our MUHC-ISAI Partners' Advisory Council—and Parkhurst Publishing for ensuring, year after year, that we can provide our participants with a thought-provoking programme of events. As always, proceedings will be published in the annual *Health Innovation Report* and made available on healthinnovationforum.org. Please enjoy the conference!

ADMINISTRATIVE COMMITTEE OF THE MUHC-ISAI

Normand Rinfret
Director General and CEO, MUHC

Bernard Lord
Special Advisor, MUHC-ISAI;
President and CEO, Canadian
Wireless Telecommunications
Association

Susan Usher
Director, Health Policy Division,
Parkhurst Publishing

Harris Poulis
General Counsel and Director
of Legal Affairs, MUHC

Judith Horrell
Senior Strategic Advisor, MUHC

ABOUT THE MUHC-ISAI

The MUHC-ISAI was formed in May 2007 to enable the MUHC, as an academic health centre, to contribute to the ongoing development of health care policy. You can find out more about the MUHC-ISAI's activities at www.healthinnovationforum.org.



Normand Rinfret
Director General and Chief Executive Officer, MUHC

About the co-chairs



Normand Rinfret
Director General and CEO, MUHC
Mr. Rinfret was appointed Director General and Chief Executive Officer of the MUHC on September 4, 2012. He joined the MUHC in 1979 and in the ensuing years held a number

of senior positions in human resources, planning, real estate and technical services. He served as Associate Director General and Chief Operating Officer of the MUHC from 2005 until being named Interim Director General in December 2011. Mr. Rinfret is the founding president of CRISO, (Research and Intervention Centre for Healthy Workplaces), a not-for-profit research and consultancy group affiliated with the MUHC. As a board member, he has shared his experience with La Capitale assurances générales (chair of ethics committee), and the Association des directeurs généraux des services de santé et des services sociaux du Québec.



Bernard Lord
Special Advisor, MUHC-ISAI
Mr. Lord is President and CEO of the Canadian Wireless Telecommunications Association. In 2007, he agreed to become a special advisor to the McGill University Health

Centre's Institute for Strategic Analysis and Innovation. He also serves as director and advisor for several corporate and non-profit organizations and he is a member of the New Brunswick Law Society.

He became one of Canada's youngest premiers at the age of 33. In June 1999, he led the New Brunswick Progressive Conservative Party to one of its greatest victories. Mr. Lord won a second majority in 2003 and served as premier until October 2006. He was elected four times as the Member of the New Brunswick Legislative Assembly for the district of Moncton East. In 2007-2008, he served as Special Advisor on official languages to the Government of Canada. Also in 2007, Mr. Lord was awarded the Order of New Brunswick.

CONFERENCE PROGRAMME

WEDNESDAY, NOVEMBER 21

LIVINGSTON HALL

08:00 **Continental Breakfast**

OSLER AUDITORIUM

08:30 **Opening Remarks**
Mr. Bernard Lord

08:45 **Globalization, Innovation and Institutional Capacity: Prospects for Canada's Healthcare System**
Dr. Jean-Louis Denis, Professor and Canada Research Chair on Governance and Transformation of Health Organizations and Systems, École nationale d'administration publique (ENAP)

09:30 **Questions**

09:45 **Academic Health Centres as Agents of Change**
Dr. Edward Hillhouse, Chief Medical Advisor and Chief of Medical, Academic and Research Affairs, Hamad Medical Corporation, Qatar

10:30 **Questions**

LIVINGSTON HALL

10:45 **Health Break**

OSLER AUDITORIUM

11:15 **Panel Discussion: How Does International Collaboration Contribute to Innovation and Quality Improvement?**

Moderator:

Ms. Marilyn Kaplow

Consultant; Former Director of Quality Management, MUHC

Panellists:

Dr. Renzo Cecere, Surgical Director, Heart Failure and Heart Transplant Program, MUHC;
Vice-President, Clinical Operations, Montreal Medical International

Ms. Patricia O'Connor, Director of Nursing and Chief Nursing Officer, MUHC

Dr. Tarek Razek, Director, Adult Trauma Program, MUHC

LIVINGSTON HALL

12:00 **Lunch**

CONFERENCE PROGRAMME

WEDNESDAY, NOVEMBER 21 (continued)

OSLER AUDITORIUM

13:00 **Challenges and Opportunities in Global Healthcare Research, Practices and Policy**
Brian Ward, Deputy Director, Research Institute of the MUHC (Fundamental Science); Professor of Medicine & Microbiology, McGill University

13:40 **Questions**

13:50 **The UHN and Kuwait Ministry of Health: Implications for Future Partnerships and International Strategy for Canadian Hospitals**
Ms. Fatima Sheriff, Director, International Health Program, University Health Network (UHN)
Ms. Jessica Wise Blackman, Manager, Business Development, International Health Program, UHN

14:30 **Questions**

LIVINGSTON HALL

14:45 **Health Break**

OSLER AUDITORIUM

15:15 **Connecting the Best Minds, Knowledge and Tools across Traditional Boundaries to Improve Health Care**
Dr. Richard E. Scott, Director, Office of Global e-Health Strategy, and Associate Professor, Departments of Community Health Sciences and Family Medicine, University of Calgary

15:50 **Questions**

16:00 **Panel: Importing and Exporting Health Care: An Exploration of Possibilities and Concerns**
Moderator:
Mr. Bernard Lord

Panellists:
Dr. Fabrice Brunet, Director General, CHU Sainte-Justine
Ms. Lise Denis, Director General, Association québécoise d'établissements de santé et services sociaux (AQESSS)
Ms. Maria Mastracchio-Lafontaine, Co-chair, Users' Committee and Member, Board of Directors, MUHC
Dr. Wendy Thomson, Director, School of Social Work, and Professor of Social Policy, McGill University

17:00 **Closing Remarks**
Mr. Normand Rinfret

17:15 **End of the Conference**

About the speakers

Fabrice Brunet

Director General and CEO, CHU Sainte-Justine

Dr. Brunet has been Director General of CHU Sainte-Justine since 2009. He also chairs the Conference of Quebec AHSC's Director Generals. He is Professor in the Department of Pediatrics at the Université de Montréal and Vice-President of the Université de Montréal health network (RUIS).

Among his many accomplishments are the construction of a clinical research centre and cardiac surgery centre in Paris, a hospital project in Saint Petersburg, and the creation of a resuscitation and intensive care unit in Toronto. At Sainte-Justine, he has overseen a number of modernization projects, including the construction of a new research centre and a building for specialized care units with a budget of \$1 billion.

Born in Paris, Dr. Brunet completed his medical studies at the Faculté de Cochin Port Royal, Université de Paris V. He pursued specializations in cardiology, resuscitation and emergency medicine. He also studied health administration at the École supérieure de commerce de Paris, where he then became Professor of hospital management. Dr. Brunet completed his studies at Harvard and the University of Toronto. Until his arrival at Sainte-Justine, he was Director of the Department of Resuscitation and Intensive Care at St. Michael's Hospital in Toronto, and medical director of its telemedicine program.

Renzo Cecere

Surgical Director, Heart Failure and Thoracic Transplant Program, MUHC

An Associate Professor of Surgery at McGill University, Dr. Cecere is actively involved in teaching and research of cardiovascular disease and the treatment of heart failure. He is particularly known for his expertise in the rapidly-evolving field of cardiac assistive devices. Dr. Cecere is also Director of the Mechanical Cardiac Assist Program and Vice-President, Clinical Operations with Montreal Medical International.

Lise Denis

Director General, Association québécoise d'établissements de santé et de services sociaux (AQESSS)

Ms. Denis has been Director General of AQESSS since 2005. Prior to that, she served as protector of health system users since 2001. She holds a Masters of Business Administration, and has worked in the housing, education and health and social services sectors. From 1984 to 1993, she was Director General of the Association of Social Service Centres in Quebec, and before that held the position of Director of the Laval regional health board and Executive Vice-President of the Conference of Regional Health and Social Services Boards in Quebec. In 1998 and 1999, Ms. Denis served as Deputy Minister of Health and Social Services and of Regional Affairs.

Jean-Louis Denis

Professor and Canada Research Chair on Governance and Transformation of Healthcare Organizations and Systems, École nationale d'administration publique (ENAP)

Dr. Denis is a researcher at the Institut de recherche en santé publique de l'Université de Montréal and visiting professor at Euromed Management (Marseille). He has worked for over 20 years in the training of health system managers and as a researcher in the transformation of healthcare organizations and systems.

Author of numerous papers on governance and the process of change in healthcare organizations and systems, his current research looks at the integration of care and services, healthcare reforms, medical leadership and leadership in professional organizations, and the role of scientific evidence in the adoption and implementation of clinical and managerial innovation.

He is a member of the Royal Society of Canada, Fellow of the Canadian Academy of Health Sciences and chair of the advisory board of CIHR's Institute of Health Services and Policy Research. He was the founding academic coordinator of the FORCES/EXTRA initiative from 2003 to 2007, a training program that aims to develop Canada's health managers' competencies in research use. He also served as Director of the Groupe de recherche interdisciplinaire en santé (GRIS) at the Institut de recherche en santé publique of the Université de Montréal (IRSPUM) from 2006 to 2010.

Edward Hillhouse

Chief Medical Advisor and Chief of Medical, Academic and Research Affairs, Hamad Medical Corporation

Since his appointment in 2011, Dr. Hillhouse has galvanized the Hamad Medical Corporation with the vision of a national academic health system that brings together the academic institutions and healthcare providers into a single unified healthcare partnership for Qatar.

Dr. Hillhouse was previously Professor of Medicine at the University of Leeds where he served as Dean of the School of Medicine, Faculty Dean of Medicine and Health and Dean for International Development. He has also served as Non-Executive Director on the board of Leeds Teaching Hospitals NHS Trust, one of the largest hospitals in the UK, with 3,000 beds.

He is a consultant endocrinologist with special expertise in metabolic bone disease and pituitary disorders. An internationally recognized clinical scientist, his most influential work has been in defining the molecular mechanisms underlying the role of stress in health and disease. He has extensive experience in translational clinical research and clinical trials.

Under his leadership, the Faculty of Medicine at Leeds was transformed with a new vision and strategy that led to the creation of several major interdisciplinary research institutes housed in new buildings. Dr. Hillhouse also established the Medical Research Institute at the University of Warwick and helped lead the successful bid

to establish a graduate school of medicine at Warwick. He is a founding member and Consulting Director of the International Association of Academic Health Centers (AAHC International) and is passionate about the role of academic health centres as vehicles for innovation and health improvement.

Marilyn Kaplow

Consultant

Ms. Kaplow was Director of Quality Management for the McGill University Health Centre for nine years and Administrative Director of the Montreal Neurological Hospital for four years. She is presently working as an independent consultant.

Ms. Kaplow has extensive experience co-ordinating accreditation processes for the MUHC and other organizations. She worked closely with and was a member of regional and provincial committees on projects related to quality and safety. She served as Surveyor for Accreditation Canada for 12 years and as a member of its program development committee. Her international work includes training related to quality and accreditation in Brazil, China and Turks and Caicos.

Maria Mastracchio-Lafontaine

Co-chair, Users' Committee, and Member of the Board of Directors, MUHC

Ms. Mastracchio-Lafontaine has been the co-chair of the Users' Committee at the MUHC since 2010 and a member since 2006. Additionally, since 2005, she has brought her creativity, energy and patient's perspective (she lives with MS) to a variety of roles, including: chair of the Inpatients' Committee (Montreal Chest Institute); member of the sub-patients' committee (Montreal Neurological Hospital); chair of the vigilance, quality & risk, information management, and nominating & corporate governance committees; and member of the Board of Directors of the MUHC.

Ms. Mastracchio-Lafontaine has also served as a board member for the Research Institute of the MUHC and is currently a member of the advisory board of The Action Centre, a bilingual and multicultural not-for-profit community organization that seeks to provide structured activities to promote the social inclusion and active participation of adults with severe and permanent motor and/or cognitive limitations. In 2007, Ms. Mastracchio-Lafontaine co-developed the MUHC's My Tool Box, Quebec's only version of the world-renowned chronic disease self-management program.

Between 1972 and 2003, Ms. Mastracchio-Lafontaine made a lasting impact as an elementary-school teacher. In 2000-2001, she was recognized with the Prime Minister's Awards for Teaching Excellence's Certificate of Achievement.

Patricia O'Connor

Director of Nursing and Chief Nursing Officer, MUHC

Ms. O'Connor is Assistant Professor in the School of Nursing at McGill University, a Certified Health Executive, the Past President of the Academy of

Canadian Executive Nurses, and a Board member of a number of healthcare organizations.

From 2004 to 2006, she completed the Executive Training in Research Application Fellowship with the Canadian Health Services Research Foundation (CHSRF), and in 2009 she completed a Fellowship with the Canadian College of Health Leaders, focusing on implementation of best practices guidelines to improve patient safety by reducing falls, pressure ulcers and uncontrolled pain at the MUHC.

In 2008, Ms. O'Connor was one of 15 persons chosen from 6 nations for the U.S. Commonwealth Fund Harkness Fellowship Program in Health Policy and Practice. She examined innovations in care delivery models in the U.S. and Canada, including the program Transforming Care at the Bedside.

In October 2011, she launched a new patient engagement initiative at the MUHC after receiving a \$100,000 research grant from CHSRF. Her interests include the sustainability of knowledge transfer processes, the development of high performance teams and quality performance benchmarking.

Tarek Razek

Director, Adult Trauma Program, MUHC

Dr. Tarek Razek is trauma/general surgeon and intensivist. He completed his surgical training at McGill University and his trauma surgery/ICU fellowship at the University of Pennsylvania in Philadelphia. He subsequently trained and worked with the International Committee of the Red Cross (ICRC) as a war surgeon. He trained in Geneva with the ICRC war surgery course and has deployed to the Sudan and to Haiti after the earthquake in 2010. He is a co-director of the Centre for Global Surgery at the MUHC and actively participates in the surgical development programs in Dar es Salaam, Tanzania, and Kigali, Rwanda.

Dr. Razek is the current Chair of the Canadian Network for International Surgery (CNIS) board of directors. He is also assistant physician for the Montreal Canadiens Hockey Club.

Richard E. Scott

Director, Office of Global e-Health Strategy, and Associate Professor, Departments of Community Health Sciences and Family Medicine, University of Calgary

Dr. Scott has over 30 years of research and health-care experience as a medical laboratory technologist, biochemist, clinical chemist, clinical and forensic toxicologist, director of research, and telehealth/e-health researcher. He is also a Canadian Harkness Associate (2004-2005), and a Fulbright New Century Scholar (2001-2002) alumnus, experiences that opened his policy and global perspectives, respectively. He is Director at NT Consulting.

Dr. Scott focuses his interests on examining the role of e-health in the globalisation of health-care, including aspects impacting the implementation, integration, and sustainability of e-health globally and locally. He promotes the application of culturally sensitive and technologically appropriate e-health solutions.

His research interests include inter-jurisdic-

tional e-health policy, strategic implementation, outcomes and evaluation, 'disaster life-cycle' response, and environmental e-health (understanding the environmental costs and potential benefits of e-health).

Dr. Scott is an Associate Editor of the *Journal of Telemedicine and Telecare*. He was a Founding member of the Canadian Society of Telehealth (CST) in 1998, President of the CST (2004-2006), and is current Chairperson of the Canadian Telehealth Forum's International Special Interest Group.

Fatima Sheriff

Director, International Health Program, University Health Network (UHN)

Ms. Sheriff has been a part of UHN for 15 years, contributing to both operational and corporate areas, including Social Work, Patient Flow, Site Planning & Special Projects, Strategic Planning at the Ontario Ministry of Health and Long-Term Care and Corporate Planning.

Recent successes include leading the latest strategic planning process for UHN, resulting in its current strategic plan: UHN Strategic Directions 2016: Global Impact — Local Accountability and the launch of the organization's International Health Program. Ms. Sheriff also had a lead role in developing and negotiating the Kuwait proposal in cancer care for UHN, which led to the five-year partnership that is currently in place.

She holds a Hons. Bachelor of Science from McMaster University, a Social Service Worker Diploma from Seneca College and a Master of Business Administration from the Schulich School of Business, York University.

UHN consists of Toronto General and Toronto Western hospitals, the Princess Margaret Cancer Centre, and Toronto Rehabilitation Institute. The scope of research and complexity of cases at UHN has made it a national and international source for discovery, education and patient care. It has the largest hospital-based research program in Canada, with major research in cardiology, transplantation, neurosciences, oncology, surgical innovation, infectious diseases, genomic medicine and rehabilitation medicine. UHN is a research hospital affiliated with the University of Toronto. www.uhn.ca

Wendy Thomson

Director, School of Social Work, and Professor of Social Policy, McGill University

Dr. Thomson currently chairs the Expert Panel on Activity-based Funding in Quebec's hospital system, to provide advice to the Quebec Minister of Finance and Minister of Health.

She served as Commissioner with the Ontario Commission to Promote Sustainable Child Welfare from 2009 to 2012, charged with making recommendations and executing the actions necessary to promote more sustainable child welfare services across Ontario. In New Brunswick, she advised the Minister of Health on a review of the sustainability of the healthcare system and worked alongside the Regional Health Authority chairman and chief executives to develop working arrangements that better promoted an integrated health care system.

Between 2006 and 2009, Dr. Thomson advised the President of Ghana on evidence-based policy-making and, at the request of President Kufuor, developed a DFID-funded program to strengthen accountability to the Office of the President.

In the United Kingdom, at the invitation of British Prime Minister Tony Blair, Dr. Thomson established and led, from 2001 to 2005, the Office of Public Service Reform, based in Downing Street, to address the government's reform agenda, particularly in education, health and local government.

Brian Ward

Deputy Director, Research Institute of the MUHC (Fundamental Science); Professor of Medicine & Microbiology, McGill University

Dr. Ward is also Director of the MUHC Vaccine Study Centre, Associate Director of the JD MacLean Tropical Diseases Centre and Medical Director of the National Reference Centre for Parasitology. He has served or continues to serve on a number of national and international advisory committees in the areas of vaccine use, vaccine safety and international health.

His active research interests include vaccine development, diagnostic parasitology and international health with support from Canadian and international funding agencies, as well as private foundations and industry. During the last 25 years, Dr Ward has collaborated with scientists in many low- and middle-income countries to carry out a wide range of fundamental and translational studies. In particular, he has helped to strengthen research capacity in Peru (25 years) and Zimbabwe (16 years). Dr. Ward is a Fellow of the Canadian Academy of Health Sciences.

Jessica Wise Blackman

Manager, Business Development, International Health Program, University Health Network (UHN)

Ms. Wise Blackman has contributed to strategy and planning at UHN for the last four years at the organizational level, as well as the clinical program level. She has worked with a number of stakeholders, both locally and provincially, through working groups established to tackle access issues for specialized care. Recently, she has contributed to the development of UHN's International Health Program.

She holds a Bachelor of Life Sciences and a Bachelor of Physical and Health Education from Queen's University as well as a Master of Business Administration and a Master of Health Services Administration from Dalhousie University.

UHN consists of Toronto General and Toronto Western hospitals, the Princess Margaret Cancer Centre, and Toronto Rehabilitation Institute. The scope of research and complexity of cases at UHN has made it a national and international source for discovery, education and patient care. It has the largest hospital-based research program in Canada, with major research in cardiology, transplantation, neurosciences, oncology, surgical innovation, infectious diseases, genomic medicine and rehabilitation medicine. UHN is a research hospital affiliated with the University of Toronto. www.uhn.ca

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We thank our partners for supporting the MUHC-ISAI's activities in 2012.



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