



L'Institut d'analyse stratégique et d'innovation
du Centre universitaire de santé McGill
The Institute for Strategic Analysis and Innovation
of the McGill University Health Centre

CONFERENCE PROGRAMME

THE ROLE OF GOVERNMENT IN HEALTH CARE DELIVERY

2nd Annual Conference of the McGill University Health Centre's
Institute for Strategic Analysis and Innovation

August 19 and 20, 2009, Montreal

Montreal General Hospital (MUHC)
1650 Cedar Ave.

Livingston Hall: Cocktail and dinner
Osler Auditorium: Conference sessions



CONFERENCE CHAIRS

The Honourable Arthur T. Porter, P.C. MD

Director General and CEO, McGill University Health Centre



Mr. Bernard Lord

Scholar-in-residence, McGill University Health Centre's Institute for
Strategic Analysis and Innovation; President and CEO, Canadian Wireless
Telecommunications Association; former Premier of New Brunswick

Welcome to the 2009 conference of the MUHC-ISAI

The McGill University Health Centre (MUHC) has a tradition of pioneering and adopting health policies, practices and technologies to improve patient care and the quality of life of people at home and around the world. Recognizing that the external policy environment and its mandate were undergoing significant changes, the MUHC felt it was important to take a leadership role in shaping the very health care policies that could be imposed and might affect its vision, mission and values. Thus, in 2007, the MUHC created the Institute for Strategic Analysis and Innovation (ISAI), and has worked in partnership with Parkhurst Publishing to spearhead roundtable discussions, forums and conferences that have explored issues at the forefront of the health care debate in Canada. Products of this work are disseminated through the bi-annual Health Innovation Report, as well as the Web site: www.healthinnovationforum.org.

In the first half of 2009, the MUHC-ISAI examined the role of nurses in an evolving health system, the impact of an ageing population and the reorganization of health care governance and administrative structures. Leaders from within and outside the MUHC have also been brought together to address two pressing challenges: improving patient transfers from acute-care hospitals to long-term care facilities and increasing access to colorectal cancer screening. You can read about the progress of these activities on the Health Innovation Forum Web site.

The MUHC-ISAI is supported this year by a select group of companies, including GE Healthcare, McKesson Canada, Merck Frosst Canada, Pfizer Canada, and TELUS Health Solutions, which are developing some of the programmes and products that will also help shape the future of health care. The MUHC thanks them for their generous contribution to the Institute's success. To learn more about the members of the MUHC-ISAI's Partners' Advisory Council, please turn to page 7.

Finally, thank you for making time to participate in the 2009 conference. There can be no doubt that people who are dedicated to Canada's health system can help derive from its challenges the solutions that will sustain its vision. However, sustainability in and of itself could be considered an issue for whatever role(s) government and/or other stakeholders are to play in health care, there must be a willingness, indeed an understanding, by all parties that constant adaptation is required to meet if not anticipate evolving realities. That is why this year's assembly is so relevant.

ADMINISTRATIVE COMMITTEE OF THE MUHC-ISAI

The Hon. Arthur T. Porter,
Director General and CEO,
McGill University Health Centre

Mr. Bernard Lord, Scholar-
in-residence, MUHC-ISAI

Ms. Susan Usher, Director,
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Projects Coordinator, Executive
Office, McGill University
Health Centre



The Hon. Arthur T. Porter, P.C. MD
Director General and CEO, McGill University Health Centre

CONFERENCE PROGRAMME

WEDNESDAY, AUGUST 19

LIVINGSTON HALL

17:00 **Cocktail**

OSLER AUDITORIUM

18:00 **Welcome from the Chairs**

The Hon. Arthur T. Porter, Director General and CEO, McGill University Health Centre
Mr. Bernard Lord, Scholar-in-residence, McGill University Health Centre's ISAI; President and CEO, Canadian Wireless Telecommunications Association, former Premier of New Brunswick

18:10 **Debate: "This House Believes that Government's Primary Role Is in Funding Health Care and Not in Delivering Health Care."**

Introduction: Mr. Bernard Lord
Moderator: The Hon. Arthur T. Porter

For the resolution: Sophie MacIntyre and Vinay Kumar Mysore
from the McGill University Debating Union

Against the resolution: Robin McNamara and Michael Portner Gartke
from the Queen's University Debating Union

LIVINGSTON HALL

19:30 **Dinner**
Welcome remarks: Senator W. David Angus, Q.C.
Chairman, MUHC Board of Directors

THURSDAY, AUGUST 20

LIVINGSTON HALL

8:00 **Continental breakfast**

OSLER AUDITORIUM

8:30 **Welcome**
The Hon. Arthur T. Porter

8:45 **Keynote: What Can Government Do to Improve Health Care Delivery?**

Dr. Philippe Couillard, Partner, Persistence Capital Partners,
and Senior Fellow, McGill Research Group on Health and Law

9:30 **Panel: Recent and Planned Changes to Provincial Health Structures —
Preparing for the Future**

Chair: Dr. Penny Ballem, Vancouver City Manager, former Deputy Minister of Health, British Columbia
Speakers: The Hon. Ron Liepert, Minister of Health and Wellness, Alberta
Mr. Don Ferguson, Deputy Minister, Department of Health, New Brunswick

CONFERENCE PROGRAMME

THURSDAY, AUGUST 20 (continued)

LIVINGSTON HALL

11:00 **Health break**

OSLER AUDITORIUM

11:30 **Panel: The Role of Government in France and The Netherlands**
Chair: Dr. Kieke Okma, Associate Professor, Wagner School of Public Service, New York University
Speakers: Dr. Alain Hériaud, Director General, CHU de Bordeaux, France
 Ms. Wilma Zwijnenburg, President Human Resources, Omring, The Netherlands

12:45 **Questions**

LIVINGSTON HALL

13:00 **Lunch**

OSLER AUDITORIUM

14:00 **Panel: How Can the Private Sector Complement Government in Health Care Delivery?**
Chair: Mr. Bernard Lord
Speakers: Dr. John Keyserlingk, Medical Director, Ville Marie Medical and Women's Health Centre
 Dr. Jean Tchervenkov, President, MD Specialists
 Dr. Mohamed Nanji, CEO, Surgical Centres Inc.
 Dr. Sheldon Elman, CEO, Medisys

LIVINGSTON HALL

15:00 **Health break**

OSLER AUDITORIUM

15:30 **Keynote: Beyond the VHA — Opportunities to Improve Health Care Delivery across the U.S.**
Dr. Robert Kolodner, Senior Advisor, Office of the National Coordinator for Health Information Technology, U.S. Department of Health and Human Services (on detail to the Department of Veterans Affairs)

16:15 **Questions**

16:30 **Keynote**
The Hon. Leona Aglukkaq, Minister of Health, Canada (invited)

17:00 **Closing remarks**
The Hon. Arthur T. Porter

17:10 **Adjourn**

About the speakers

The Honourable Leona Aglukkaq, P.C., M.P.

Minister Aglukkaq was first elected to the House of Commons in 2008 and was appointed Minister of Health in October of that year. Prior to entering federal politics, she represented the district of Nattilik in the Nunavut Legislative Assembly since 2004. She served as the territorial Minister of Finance and House Leader. She also held the post of Minister of Health and Social Services.

Minister Aglukkaq has served in numerous roles in the governments of both the Northwest Territories and Nunavut including that of Deputy Clerk of the Legislative Assembly and Deputy Minister for Culture, Language, Elders and Youth. She has served on the Arctic College Board of Governors, the Nunavut Impact Review Board and the Northwest Territories Science Institute.

She resides in Gjoa Haven and Iqaluit, Nunavut, with her husband Robert and their son.

Penny Ballem, MD, MSc, FRCP

A Clinical Professor of Medicine at the University of British Columbia, Dr. Ballem has, over the last 30 years, been involved in the health sector as an academic, clinician and administrator. In 2009, she assumed the position of Vancouver City Manager.

Following a successful career in haematology research, in 1995 Dr. Ballem founded and led the British Columbia Centre for Excellence in Women's Health. In 2001, she was appointed Deputy Minister of Health of British Columbia and over the next five years served a total of eight ministers involved in the health portfolios. During her time as Deputy, she also served as co-chair of the Conference of Federal/Provincial and Territorial Deputy Ministers of Health.

Since leaving government she continues to practice internal medicine at St. Paul's Hospital, part of the University of British Columbia teaching network of hospitals, and works nationally and internationally as a consultant to governments and health sector organizations.

Philippe Couillard, MD, FRCP(C)

Dr. Couillard is senior fellow at the McGill Research Group on Health and Law, the focal point for interdisciplinary teaching and research in health, law and public policy at McGill. Dr. Couillard was Quebec's Minister of Health and Social Services from 2003 to June 2008.

Dr. Couillard received his medical degree and specialization in neurosurgery from the Université de Montréal. A Professor in the Université de Sherbrooke's Faculty of Medicine from 1996 to 2003, he also served as head surgeon and Director of the Surgery Department at the Centre hospitalier universitaire de Sherbrooke from 2000 to 2003. He is co-founder of a neurosurgery service in Dhahran, Saudi Arabia, where he worked from 1992 to 1996. Prior to that, he was head of the Department of Neurosurgery at St-Luc Hospital in Montreal from 1989 to 1992. Since October 1, 2008, he has been a partner with Persistence Capital Partners in Montreal.

Sheldon Elman, MD

Dr. Elman is CEO of Medisys. He graduated from McGill University's Faculty of Medicine in 1974 and became a member of the Canadian College of Family Physicians in 1976. He continues to be in active practice to this day.

In 1981, Dr. Elman started Medcomp Health Systems, which eventually became Medisys Health Group, one of Canada's leading providers of preventive health services. In addition to his role as Medisys' President and Chief Executive Officer, Dr. Elman is Chairman of Medgate Inc., Medisys' software development subsidiary. His expertise in both medicine and business make Dr. Elman a valuable medical consultant to many of Canada's leading companies. He was recognized by Ernst & Young with the Entrepreneur of the Year Award in 2000 for Professional Services. Having acted as a lecturer in the Department of Family Medicine at McGill University since 1976, Dr. Elman continues to teach, consult and practice preventive health care.

Don Ferguson, BSc

Mr. Ferguson holds a Bachelor of Science in Geology from the University of New Brunswick. He joined the New Brunswick Public Service in 1977 as a geologist with the Department of Natural Resources. From 1981 to 1987, he worked as a compensation officer at the Board of Management. He became manager of the Pension Programs at the Department of Finance in 1987 and remained there for five years. In 1992 he joined the then Department of Income Assistance as director of programs and was promoted in 1996 to Assistant Deputy Minister of the Income Security Division of the Department of Human Resources Development, later to become Family and Community Services. Mr. Ferguson was Deputy Minister of Training and Employment Development from February 2001 to October 2003, Deputy Minister of Family and Community Services until September 2007. On September 10, 2007 he was appointed Deputy Minister of the Department of Health.

Alain Hériaud, PhD

Dr. Hériaud has been Director General of the Bordeaux University Health Centre (CHU de Bordeaux) in France since 1997. He studied languages and law before completed a doctorate in economics. Along with directing the Health Centre, Dr. Hériaud is involved in a number of paraprofessional activities. He is a member of the Economic and Social Council of the Aquitaine region, technical advisor to the Bordeaux Chamber of Commerce and Industry, and President of the Administrative Council of the *Société hospitalière d'assurance mutuelles*. He is in charge of international relations at the Conference of University Health Centre Directors General and is a member of the Marescaux Commission on the future of university health centres. Dr. Hériaud was named a Chevalier de la Légion d'honneur.

John R. Keyserlingk, MD, MSc, FRCS, FACS

Dr. Keyserlingk is a surgical oncologist and Medical Director of the Ville Marie Medical and Women's Health Center, which also includes the Ville Marie Multidisciplinary Breast Center and the Ville Marie Oncology Center. He specialized in both General Surgery and Otolaryngology, and completed a Fellowship in Surgical Oncology at the Royal Marsden Hospital in London. He is currently an Assistant Professor of Surgery at McGill University and a member of the Department of Surgery at the Université de Montréal. He is a staff surgeon in the Divisions of General Surgery, Surgical Oncology and Otolaryngology at St. Mary's Hospital, the Department of Surgery at the Sacré Coeur Hospital, the Division of General Surgery at the Montreal General Hospital and the Department of Otolaryngology at the Royal Victoria Hospital.

In 1994, Dr. Keyserlingk established the Ville Marie Multidisciplinary Breast Center in Montreal. He based the concept of this new Center on the need for immediate on-site expert multidisciplinary medical staff to promote early breast cancer detection. The Center was the first Canadian site to introduce Digital Mammography with Computer Assisted Detection, 3D4D breast ultrasound, a breast-dedicated MRI, new minimally invasive vacuum-based biopsy technologies and same-day reporting of pathology results. The Center has also acquired the newest stereotaxic biopsy technology and initiated the on-site Ville Marie PET/CT & Nuclear Medicine Center.

Robert M. Kolodner, MD

Dr. Kolodner is Senior Advisor, Office of the National Coordinator for Health Information Technology, on detail to the Department of Veterans Affairs (VA).

From September 2006 to April 2009, Dr. Kolodner served as the President's designated lead for the United States eHealth initiative as the National Coordinator for Health Information Technology (IT) in the Office of the Secretary of the Department of Health and Human Services (HHS). As National Coordinator, Dr. Kolodner acted as the principal advisor to the HHS Secretary on all health IT initiatives.

For over 28 years prior to transferring to HHS, Dr. Kolodner was a clinical leader in the VA, where he served in a broad range of health IT-related roles and led the most extensive implementation and use of health IT in the nation, eventually assuming the position of Chief Health Informatics Officer. Dr. Kolodner was the national champion in the development and nationwide deployment and integration of Vista — VA's Electronic Health Record. To complement the use of electronic health records to improve clinical care delivery, Dr. Kolodner also fostered the idea for the creation of My HealtheVet — a health portal for veterans and their families to access health information, tools and services via the Internet.

Dr. Kolodner received his undergraduate degree from Harvard and his medical degree

from Yale University. He completed a clinical fellowship in Medicine at Harvard University and his psychiatric residency at Washington University. During his VA career, he held clinical appointments in Psychiatry at the Emory University School of Medicine, the University of Texas Southwestern Medical Center, and the University of Maryland School of Medicine.

The Honourable Ron Liepert, M.L.A.

Minister Liepert has been a Member of the Legislative Assembly of Alberta since 2004, for the constituency of Calgary-West. On March 13, 2008, he was sworn in as Minister of Health and Wellness. He had previously served as Minister of Education.

Mr. Liepert was born and raised in Saltcoats, Saskatchewan, where his primary education began in a one-room elementary school. After his senior high schooling, he moved to Alberta, where in 1971 he enrolled in the Columbia School of Broadcasting. His work in media between 1972 and 1980 included covering Royal tours of Queen Elizabeth II and Prince Charles.

In 1980, Premier Lougheed offered Mr. Liepert the position of press secretary, which he accepted and served until 1985. As the press secretary, he participated in a number of federal-provincial conferences, and was at the side of the Premier during the Constitutional Accord of 1982 and the energy negotiations of the early 1980s. Mr. Liepert served as the Trade Director of Western U.S. Operations for Alberta Economic Development, from 1986 to 1991.

In 1991, he joined Telus and was involved in the company's negotiations to purchase ED TEL and the BC TEL merger. He also contributed to the rebranding of AGT to TELUS. Mr. Liepert spent 2000 to 2004 running his own public relations/communications consulting business and operating a childcare centre in downtown Calgary.

Returning to his interest in politics, Mr. Liepert sought and won the riding of Calgary-West in 2004. Over the course of his first two years as an MLA he chaired the Alberta Heritage Savings Trust Fund committee; co-chaired the Film Advisory Council; and was a member of the Local Authorities Election Act special committee review team. He and his wife, Linda, have two adult children.

Sophie MacIntyre

Ms. MacIntyre has been a member of the McGill Debating Union for three years, and currently holds the position of President. She is a Central Canadian Debating Champion, North American and Canadian National finalist, and Worlds octo-finalist. Sophie is entering her fourth year of a Bachelor of Arts and Science, in Economics and Biology. After her undergraduate degree, she intends to pursue a Masters in Economics.

Robin McNamara

In addition to being the current president of the Queen's Debating Union, Mr. McNamara is a semi-finalist at the Father Roger Guindon Cup

and a quarter-finalist at McGill's Winter Carnival. He is entering his fourth year in economics and hopes to continue his studies at the graduate level next year. When he is not serving tables at Lone Star Texas Grill, Mr. McNamara enjoys playing tennis, golf, and pushing his road bike through the Gatineau Hills near his hometown of Ottawa.

Vinay Kumar Mysore

Mr. Mysore is a member of the McGill Debating Union and its Chair of Debates. He is also president of the Canadian University Society for Intercollegiate Debate (CUSID). Mr. Mysore is a Canadian and North American public speaking champion, and a two-time World's octo-finalist. He is completing a degree in philosophy and psychology and hopes to pursue an MD.

Mohamed Nanji, MD

Dr. Nanji is a founding partner and current President and CEO of Surgical Centres Inc. Dr. Nanji attended the University of Nairobi (Kenya) where he earned his medical degree in 1985. He started his Anesthesia residency in Syracuse, New York and completed his residency in Calgary. He has his American Boards in Anesthesiology and is a Member of the Institute of Corporate Directors of Canada.

In addition to a full anesthesia practice in Calgary, Dr. Nanji is Assistant Clinical Professor of Anesthesia with the University of Calgary. Dr. Nanji and his wife, Shenaaz (a children's author) are empty nesters and live in Calgary.

Kieke Okma, PhD

Dr. Okma has worked with a variety of government agencies in The Netherlands and abroad for over 25 years. She received a PhD from the Medical Faculty at the University of Utrecht and a Master's degree in economics from Free University in Amsterdam.

Since 2004, she has lived in New York and worked as an international health consultant and academic. She is Associate Professor at the Wagner School of Public Service, New York University and Visiting Professor at the Catholic University Leuven. She is on the editorial boards of *Health Policy*, the *Journal of Health Politics, Policy and Law* and the *Journal of Health Services Research and Policy*.

Dr. Okma has lectured widely and published on a broad range of issues in health policy, health politics and international comparison. Publications of interest include *Recent Changes in Dutch Health Insurance: Individual Mandate or Social Health Insurance?* (2008) *Comparative Perspectives on National Values, Institutions and Health Policies* (with Theodore R Marmor and Stephen R Latham, 2006); *Comparative Perspectives and Policy Learning in the World of Health Care* (with Theodore Marmor and Richard Freeman, 2005); *What is the Best Public-Private Model for Canadian Health Care?* (2002).

Michael Porter Gartke

Mr. Porter Gartke is a fourth-year Commerce student at Queen's University and will be continuing his studies at the University of Toronto's Law School in the fall of 2010. At home in Ottawa for the summer, he is currently working in PricewaterhouseCoopers's Audit and Assurance Group. Along with verifying organizations' books, he likes to fish and compete in athletics. He is a former member of the Queen's Varsity Track and Field team. Last year Mr. Porter Gartke was a quarterfinalist at the McGill Winter Carnival Debating Tournament and a finalist at Carleton's Lord Dorchester Cup. This fall, he will be running Queen's annual interuniversity debating tournament, the Chancellor's Cup.

Jean I. Tchervenkov, MD, FRCSC, FACS

Dr. Tchervenkov is an Associate Professor of Surgery at the McGill University Health Centre in Montreal, Quebec. He is currently the Director of Live Donor Kidney Transplantation Services at the Royal Victoria Hospital and Director of Pediatric Transplantation at The Montreal Children's Hospital.

His main research activities are in the areas of solid organ transplantation and immunosuppression.

Dr. Tchervenkov has over 100 publications in peer reviewed medical journals and has presented over 150 (oral & poster) abstracts. Dr. Tchervenkov graduated from McGill University, and came on staff at the Royal Victoria Hospital in 1990. He is President of MD Specialists in Montreal.

Wilma Zwijnenburg, MBA

Ms. Zwijnenburg has worked for over 25 years as a Human Resources director and Vice President within a variety of organizations, including mental health care, the arts, government agencies, home care and nursing homes. Since 2006 she has been President of Human Resources for one of the largest Home and Nursing Care providers in the Netherlands, the Omring in Northern Holland. The Omring employs over 5000 nurses, nursing assistants and other health professionals to provide care to elderly, disabled and sick persons at home and in long term care facilities.

Ms. Zwijnenburg has an MBA in change management. She has lectured widely on a range of topics in Dutch health care, most recently as guest lecture at the Nurse Leadership program of New York University on the consequences of recent change in health politics and health care financing in the Netherlands for health care managers and providers. Other professional positions in recent years include Chairman of the Board of Noorderlink, Head of Human Resources and Labour Market of a specialized agency in the town of Groningen, Board member of RIAGG Amsterdam Mental Health Care, and board member of the largest drug, alcohol and addiction treatment centre of the Netherlands, the Jellinek Clinic in Amsterdam.

The MUHC-ISAI Partners' Advisory Council



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We thank our partners for supporting MUHC-ISAI activities in 2009.



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would a university hospital
want to shape health policy?

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