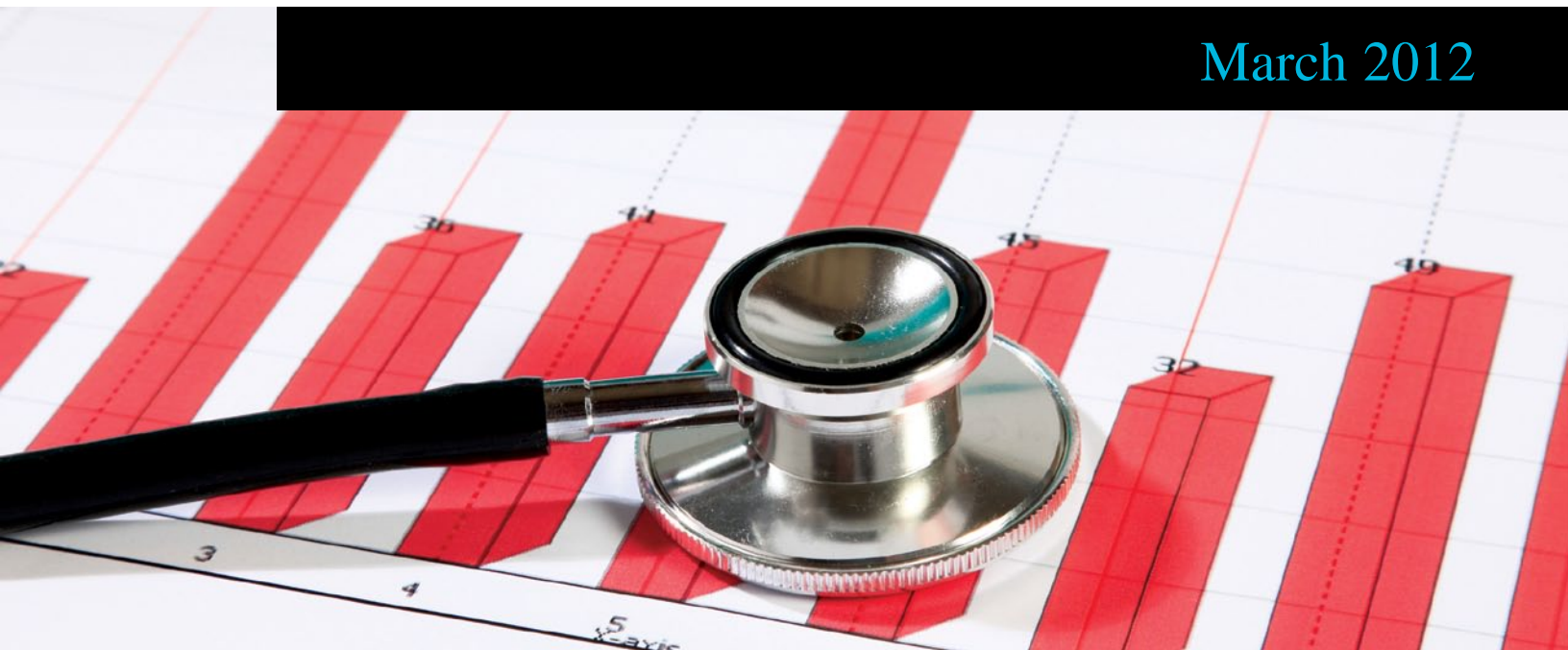




March 2012



The Canadian Alliance for Sustainable Health Care (CASHC)



Canadian Alliance for
Sustainable Health Care



The Canadian Alliance for Sustainable Health Care (CASHC)
by *The Conference Board of Canada*

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- ◆ Funded exclusively through the fees we charge for services to the private and public sectors.
- ◆ Experts in running conferences but also at conducting, publishing, and disseminating research; helping people network; developing individual leadership skills; and building organizational capacity.
- ◆ Specialists in economic trends, as well as organizational performance and public policy issues.
- ◆ Not a government department or agency, although we are often hired to provide services for all levels of government.
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The Canadian Alliance for Sustainable Health Care (CASHC)

THE PROPOSAL

The Conference Board of Canada created the Canadian Alliance for Sustainable Health Care (CASHC) in May 2011. Its purpose is to provide Canadian business leaders and policy-makers with insightful, forward-looking, quantitative analysis of the sustainability of the Canadian health care system and all of its facets. CASHC facilitates open dialogue regarding this research and its implications with a view to improving the Canadian health system as a whole, as well as health care practices within firms and organizations. The work of the Alliance is to help Canadians to better understand the conditions under which Canada's health care system is sustainable—financially, and in a broader sense.

The sustainability of the health care system is a top priority for Canadian governments and for many organizations in both the private and public sectors.

A sustainable health care system needs to successfully balance a number of dimensions:

Financial, including current and future health care spending, fiscal balances, public and private investment and expenditures, current funding structures, and the challenges these present.

Firm-level performance, addressing the relationship between health-related costs, workforce health, and firm performance. This will become increasingly important in view of changes to Canada's demographics and labour force composition and the related need to increase productivity growth.

Institutional, including how the health care system's operations, productivity, and efficiency can be improved while addressing quality of care, value for money, deployment of health human resources, technology use, and innovation. All of these factors relate to how health care is organized and delivered.

WHY NOW?

The sustainability of the health care system is a top priority for Canadian governments and for many organizations in both the private and public sectors. A recent survey sponsored by the Canadian Medical Association indicated that 44 per cent of Canadians surveyed strongly agree that "health care costs will rise sharply, thereby increasing the demand for public funds." As Canadians age, they are increasingly aware that the publicly funded health care system is facing severe financial challenges, and that something needs to be done to make the health system more sustainable.

CASHC helps Canadians to better understand the conditions under which Canada's health care system is sustainable.

CASHC contributes to building a common vision of sustainable health care among key stakeholders, and helps to identify policies, strategies, and practices that contribute to ongoing transformation of the health care system. The Alliance provides a neutral, inclusive forum for engagement—a forum in which stakeholders meet to discuss the research findings and their implications and to develop areas of consensus for reform and action.

WHY CASHC?

To better understand how The Conference Board of Canada brings value to the national discussion on the sustainability of the health care system, we developed an inventory of organizations that have research capacity related to health care delivery and policy. A look at this inventory reveals that health care research is a complex industry—one with a vast array of organizations doing research on health care. These organizations have many focuses and priorities that are not necessarily complementary, which poses challenges for overall strategic alignment of their research efforts.

CASHC is able to draw upon the Conference Board's established capacity in quantitative economic and fiscal analysis in the health field.

We identified 74 Canadian health care research organizations and also included 10 international organizations that carry out health care research that is related to Canada. Only six of the organizations have research and facilitation capacities similar to those of the Conference Board. Moreover, no other organization on the list is directly comparable in terms of analytical capacity. This is especially true in areas such as the fiscal sustainability of

the publicly funded health care system and the impact of firm-level investment in employee health care initiatives. These are the market gaps that CASHC fills.

THE CONFERENCE BOARD OF CANADA ADVANTAGE

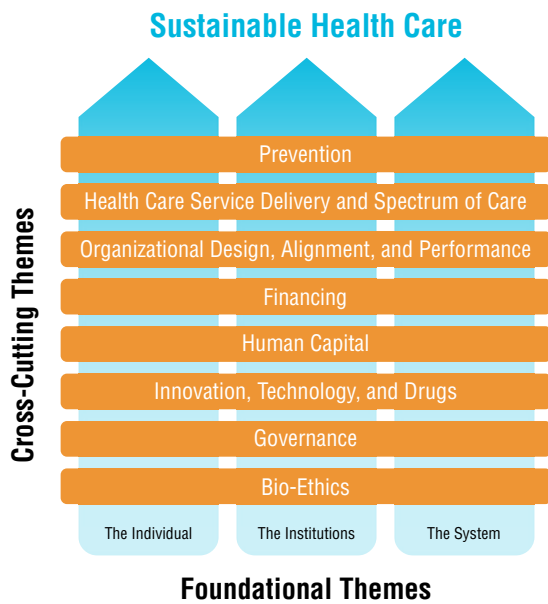
The Conference Board of Canada is uniquely positioned to support CASHC with the skills and expertise required to undertake quantitative and related analysis of Canadian health and the health care system, and to facilitate dialogue among the investors in CASHC. The Conference Board draws upon its established capacity in quantitative economic and fiscal analysis in the health field to provide evidence-based insights into the sustainability of the health care system. CASHC further draws upon established Conference Board expertise in health policy, governance, and organizational effectiveness—as well as the Board's ability to engage leaders, from different sectors, in dialogue on implications and policy options.

THE RESEARCH PLAN

For the launch meeting, the Conference Board developed a conceptual picture of the foundational pillars and cross-cutting themes that it will use as the guide in the development of the CASHC research agenda. (See Exhibit 1.) Specific project ideas will be positioned under the eight cross-cutting themes.

The initial research plan includes four foundational projects, including an inventory of key organizations involved in health research in Canada, an assessment of the concept of health care sustainability, a review of 18 influential health care reform reports published over the last 15 years, and an economy-wide estimate of all the industries involved in providing health care products and services. Other projects fall under the cross-cutting themes: financing, organizational design alignment and performance, and prevention.

Exhibit 1
Foundational and Cross-Cutting Themes



Source: The Conference Board of Canada.

CASHC will undertake additional detailed analysis of financial pressures and reform options in the health care system—identifying implications and enabling discussion of policy options. Similar research will be identified in the other dimensions of health sustainability, such as the impact of health care spending at the firm level. CASHC will apply its modelling and analytical capacity to various health system policy interventions that have been proposed, and assess the economic, financial, and social implications.

CASHC undertakes detailed analysis of financial pressures in the health care system.

The research plan is developed in consultation with CASHC investors. It should be emphasized that CASHC focuses on its areas of expertise, quantitative health analysis, and research. Close cooperation takes place with other Conference Board health-related research

centres, particularly the Centre for Health System Design and Management (CHSDM) and the Centre for the Advancement of Health Innovations (CAHI), which ensures that the Board's extensive expertise in health care is fully engaged, and that the membership of these centres is well aligned.

WHO SHOULD INVEST IN CASHC?

CASHC has appeal for investors from both the private and public sectors. Private sector firms have a major interest in a well-functioning health care system that is funded from the broad tax base. If the health care system begins to erode significantly, or if the fiscal burden becomes untenable, the cost of providing health care to employees could be passed increasingly to employers. Private sector investment in CASHC helps to mitigate that financial risk. It can also help to reduce potential financial liabilities related to employee health and health care, while building an alliance in support of the ongoing transformation of the health care system.

CASHC has appeal for investors from both the private and public sectors.

Moreover, at the level of the firm, CASHC will examine the relationship between overall health spending, employee health, and firm performance and productivity. This relationship will become increasingly important as Canadian firms seek to boost their competitiveness in order to address the structural competitive challenges of an aging workforce and a strong currency.

The Board is seeking CASHC investors from private and public sector organizations and from associations that are stakeholders in the health care system. The membership of these investors, which have a vested interest in health care, will help to ensure that a balanced and holistic approach to research—reflecting their priorities and concerns—is undertaken.

INVESTMENT LEVELS

There are four levels of investment in CASHC, each with specific benefits. A five-year commitment from investors is essential to underpin the planning, research, and operations of the Alliance.

Champion Investors are represented by a senior executive as a core member of the advisory group. Champion Investors participate in the overall planning, conduct, and decision-making of the Alliance—including specific activities such as defining the research agenda and selecting research projects. They have first priority in hosting CASHC meetings and events. The investment for Champion Investors is \$100,000 annually for a five-year period.

Lead Investors are represented on the CASHC advisory group by a senior executive and participate in specific activities such as defining the research agenda, selecting research projects, and discussing the implications and policy options emerging from the research. The investment for Lead Investors is \$50,000 annually for a five-year period.

Partners in the Alliance are also part of the advisory group, have access to the Alliance's research results prior to public release, and participate in CASHC meetings. The investment for Partners is \$25,000 per year for a five-year period.

Participants in the Alliance have access to the Alliance's research results prior to public release, and may attend CASHC meetings. The investment for Participants is \$12,000 per year for a five-year period.

The Conference Board launched the Canadian Alliance for Sustainable Health Care (CASHC) in May 2011. It currently has 29 organizational investors. For more information, visit our website at www.conferenceboard.ca/CASHC/default.aspx.

For more information on CASHC, please contact:

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CASHC INVESTORS

CHAMPION LEVEL

Deloitte & Touche LLP
Norlien Foundation
Ontario Ministry of Health and Long-Term Care

LEAD LEVEL

Provincial Health Services Authority (PHSA)
of British Columbia
Quebec Finance
Sun Life Financial
Workplace Safety and Insurance Board of Ontario

PARTNER LEVEL

Alberta Health and Wellness
CML Healthcare Inc.
Great West Life Canada
Green Shield Canada
IBM Canada Ltd.
Johnson & Johnson Medical Companies
LifeLabs Inc.
Loblaw Companies Limited
Mercer (Canada) Limited

Pfizer Canada
Scotiabank
TD Financial Group
The Cooperators Group Limited
Xerox Canada Ltd.

PARTICIPANT LEVEL

Canadian Association for Retired Persons (CARP)
Canadian Blood Services
Canadian Medical Association
Canada's Research-Based Pharmaceutical
Companies (Rx&D)
Consumer Health Products Canada
Health Canada
Manitoba Health
St. Boniface Hospital Foundation
The Credit Valley Hospital & Trillium Health Centre
The Hospital for Sick Children
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