



Canadian Alliance for
Sustainable Health Care

The Conference Board of Canada
Insights You Can Count On



255 Smyth Road, Ottawa ON K1H 8M7 Canada
Tel. 613-526-3280 • Fax 613-526-4857 • Inquiries 1-866-711-2262
www.conferenceboard.ca

2011-2012 Annual Report

The aim of the **Canadian Alliance for Sustainable Health Care (CASHC)** 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 CASHC helps Canadians to better understand the conditions under which Canada's health care system can be made sustainable—financially and otherwise.

CASHC contributes to:

- **a common vision** of sustainable health care among key stakeholders, and helps identify policies, strategies, and practices that contribute to ongoing transformation of the health care system;
- **the engagement of leaders** in a neutral, inclusive forum where stakeholders can discuss the research findings and their implications, and develop areas of consensus for reform and action;
- **an informed dialogue** on Canada's health and health care systems by providing independent, clearly communicated, evidence-based research;
- **enhanced Canadian living standards** by providing a sound basis for business and government decisions that enhance health and economic outcomes; and
- **solutions** for improving Canada's future health and health care systems rooted in CASHC's original research findings combined with other emerging analyses.

Dear Members,

This annual report marks the completion of the first full year of operation of CASHC. Significant progress has been made on a number of fronts during this launch year. In brief, the positions of director, senior research associate and economist were filled; the initial research plan was developed and launched, with thirteen projects undertaken and five now published; four meetings and a webinar were organized, with one meeting being a unique forum involving nearly one hundred members of the Conference Board's seven health care executive networks; and, the CASHC website was created to communicate our progress and make our reports available to the general public.

CASHC membership increased during the year by five, bringing the total of investors to 34. We welcome to CASHC Alberta Health, Consumer Health Products Canada, Manitoba Health, Ministère des Finances (Québec) and St. Boniface Hospital Foundation.

Looking forward, our fall meeting will take place in Toronto on October 29th, just prior to our first national health conference, the "Summit on Sustainable Health Care". This conference will feature national and international health leaders who will provide the context and vision for major transformation. We are pleased to offer all CASHC members participation without cost.

The research undertaken by CASHC continues to be directed by our members. We encourage you to offer your comments and suggestions on our events and research.

The CASHC staff
August 2012

Member Benefits

Research Program

The following reports and briefs were released during the past year and are available on the Conference Board's e-library.

1. **Who Does What in Canadian Health Care Research, The Conference Board of Canada**, January 2012
2. **Ontario's Economic and Fiscal Prospects: Challenging Times Ahead**, February 2012, Matthew Stewart, Kip Beckman and Glen Hodgson *(Rated 4.3 out of 5 by the readers of the 841 copies downloaded to date)*
3. **The Canadian Health Care Debate: A Survey and Assessment of Key Studies**, May 2012, Gabriela Prada and Tamara Brown *(Rated 3.6 out of 5 by the readers of the 1032 copies downloaded to date)*
4. **Home and Community Care in Canada: An Economic Footprint**, May 2012, Greg Hermus, Carole Stonebridge, Louis Thériault, and Fares Bounajm (Sponsored by VON Canada) *(Rated 4.0 out of 5 by our readers of the 729 copies downloaded to date)*
5. **Making the Business Case for Investments in Workplace Health and Wellness**, June 2012, Louise Chenier, Crystal Hoganson and Karla Thorpe (funded in part by CASHC; the Executive Summary is available to the public) *(Rated 4.3 out of 5 by the 518 copies downloaded to date)*

Member Interaction

As a member-based research centre, we appreciate the willingness of member organizations to co-host meetings. Special thanks to the Deloitte & Touche LLP and the TD Financial Group for co-hosting the May 2011 and October 2011 meetings respectively.

The table below indicates the level of participation and the high degree of satisfaction with our meetings program last year.

	May 2011 Inaugural Meeting Co-host: Deloitte Touche LLP	October 2011 Co-Host: TD Bank Group	February 2012 Webinar	April 2012 Health and Health Care Systems in Canada: Paving the Way for Higher Performance
Attendance	32	27	21	95
Satisfaction Scores (1- 5) with 5 being excellent.	n/a	4.15	n/a	4.42

Outreach and Education

An important aspect of CASHC's mandate is to help provide an evidence basis for public discussion, as well as propose solutions for making Canada's health care system sustainable. Most reports are publicly available without charge at www.conferenceboard.ca/CASHC/.

Of special note:

- Since January 2012, when the first report was released, almost 2,400 copies of the above reports have been downloaded from the Conference Board's e-library.
- The most downloaded report was "The Canadian Health Care Debate: A Survey and Assessment of Key Studies", with 1032 downloads.
- The CASHC website had 3,600 visits since it was created last fall. Over 800 of those visits were to the on-line Inventory of Research Organizations, created for the "Who Does What in Canadian Health Care Research". Another 400 visits were to the February 2012 report, "Ontario's Economic and Fiscal Prospects: Challenging Times Ahead".

Media, Blog and Website Links

CASHC reports were covered in the national media. "Ontario's Economic and Fiscal Prospects: Challenging Times Ahead" received the most coverage, with 196 stories. Overall, CASHC reports were covered in 207 stories for a total of just over 8 million impressions.

Our staff, primarily Louis Thériault, Director, Health Economics, made the following presentations:

- September 15, Centre for Health System Design & Management, Toronto.
- November 9, 10, 2011, Centre for Chronic Disease Prevention & Management, Halifax
- November 16, 2011, Rx&D's AGM, Gatineau.
- November 23, 2011, National Lung Health Framework, Toronto.
- December 1, 2011, Journées annuelles de santé publique, Conference, , Montreal.
- December 2, 2011, VON's AGM, Ottawa.
- March 20, 2012, Centre for Health Economics and Policy Analysis, Hamilton.
- April 16, 2012, Emerging Leaders Forum, Toronto.
- May 3, 2012, Shoppers Drug Mart, Toronto.
- May 18, 2012, Life Sciences Ontario, Toronto.
- May 22, 2012, Dynamic Simulation Workshop, Canadian Public Health Association, Ottawa.
- May 25, 2012, Consortium national de formation en santé's AGM, Moncton.

Numerous other organizations including business, research organizations, government and media found it valuable to link to CASHC reports. Here is a selected list:

The Canadian Health Care Debate: A Survey and Assessment of Key Studies, May 2012

- [KINSHIP – Knowledge INformed Support for Health Improved Practice](#)
- Canada's Health Newsweekly – [Health Edition.com](#)
- National Health List.com, [Medical Journal, Toronto](#)
- [Santé et Services Sociaux Québec](#)
- [Medical Answers.org](#)
- [Pôle santé HEC Montréal](#) – Une plateforme de transfert de connaissance en gestion de la santé
- [National Collaborating Centres for Public Health](#)

Ontario's Economic and Fiscal Prospects: Challenging Times Ahead, February 2012

- Ontario Department of Finance – [2012 Ontario Budget](#)

Home and Community Care in Canada: An Economic Footprint, May 2012

- [CARP](#), a new vision for aging in Canada
- [Ontario Community Support Association](#)
- Family Caregiver Alliance, [National Centre on Caregiving](#)

Making the Business Case for Investments in Workplace Health and Wellness, June 2012

- [Benefits Canada](#)
- [Pensions and Benefits Monitor Online](#)
- [Hospital News](#): Canada's Health-care Newspaper
- Homewood Solutions – [Healthy Workplaces](#)
- [Bloomberg News](#)

Meeting Presentations and Discussion: Highlights

May 2012 – Inaugural Meeting, Toronto Co-host: Deloitte & Touche LLP

- A Personal Perspective on Today's Health Care System – Michelle DiEmanuele, Credit Valley Hospital
- Investor discussion on the draft research program

October 2012, Toronto – Co-host: TD Bank Group

- Linking Science, Policy and Practice - The Alberta Family Wellness Initiative Strategy for Change – Nancy Mannix, Norlien Foundation
- Review of current research
- Evolving research plan

February 2012 – Webinar

Status update on four projects:

- Home and Community Care in Canada: An Economic Footprint– Louis Thériault
- The Economic Footprint of Canada's Health Care Sector – Louis Thériault
- The Health and Economic Impact of Interprofessional Primary Care Teams – Thy Dinh
- Making the Business Case for Investments in Workplace Health and Wellness – Karla Thorpe

April 2012 - Health and Health Care Systems in Canada: Paving the Way for Higher Performance, Toronto

- The Path to Health Care Reform: Policy and Politics – André Picard
- Perspectives from health leaders
- Individual network lunches
- Concurrent Sessions:
 - A. Fiscal Sustainability of Publically Funded Health Care
 - B. Sustainability – What Does This Mean for Canada's Health and Health Care Systems?
 - C. Population Health: Understanding the Economic Impacts and Business Role
 - D. The Health and Economic Impact of Interprofessional Primary Care Teams
 - E. The Potential of Innovation Procurement in Health Care
 - F. Making the Business Case for Investments in Workplace Health & Wellness

Looking Forward

With the research program gearing up for a second busy year, we needed to augment our research capacity. We are pleased to welcome Fares Bounajm, an economist who is transferring from another research area at the Conference Board of Canada. Fares had previously contributed to the Home and Community Care in Canada report and other health-related custom research projects.

Talks are underway with the Canadian Academy of Health Sciences to form a research partnership on a specific major project related to scopes of practice. As well, CASHC is involved with the Canadian Institutes of Health Research (CIHR) through their Evidence Informed Healthcare Renewal Roundtable and the National Advisory Committee on Health Inequalities Reporting, coordinated by the Public Health Agency of Canada.

Meetings Program

Each meeting is intended to provide members with key findings and updates on current research. In addition, we hope to highlight a member's research project or research priority area. Please do not hesitate to let us know if you would like to present your organization's work at an up-coming meeting.

Scheduled meetings:

- October 29, 2012, Toronto – afternoon meeting
- October 30-31, 2012, Toronto - [Summit on Sustainable Health and Health Care](#), Toronto Marriott Downtown Eaton Centre Hotel • Toronto, Ontario (CASHC Members can register without charge by contacting Donna McLeod, mcleod@conferenceboard.ca)

A webinar in February and an April meeting will be scheduled at a later date.

Research Program in Progress

Sustainability—What Does This Mean for Canada's Health and Health Care Systems?

Purpose: To identify the critical elements of health and health care sustainability in Canada and to provide a common definition of sustainability to guide the policy work and recommendations that will flow from the CASHC work. (*Expected Publication Date: Summer 2012*)

The Economic Footprint of Canada's Health and Health Care Sectors

Purpose: To better understand how demand and supply for health services impacts on the economy. It will provide a comprehensive empirical assessment of Canada's health and health care systems on economic activity, uncover specific growth areas (past and future) and serve as a base to assess the potential system wide impact of policy changes aimed at sustaining Canada's health and health care systems. The project consists of a series of briefings. (*Expected publication date: fall 2012 and early 2013.*)

Health and Health Care in the 21st Century Syndicated Study

Purpose: To examine the public perspective on a range of health-related issues. Among the issues examined will be population health (e.g., self-rated health, the connection between health and inequality, measures taken by the public to improve their health). (*Expected publication date: Fall 2012*)

Improving Value at Hospitals Through Process Management

Purpose: Based on case studies, this project will illustrate how hospital processes can be changed to provide more effective healthcare and cost reduction. The study will provide examples of process improvement for a wide range of hospital activities, describe mechanisms that retain productivity gains, define effective structures for hospitals to continuously focus on value and create a plan of action for hospital leaders for the implementation of process management. *(Expected publication date (Fall/Winter 2012))*

Health and Economic Impact of Interprofessional Primary Care Teams

Purpose: Based on a review of the existing evidence around the role and impact of inter-disciplinary primary care teams, this project is aimed at developing a framework for best practise and a measurement of their health and economic impact for selected chronic conditions. The project consists of a series of 4 briefings, *(Expected publication dates for Briefings #1 and #2, Summer 2012)*

Benchmark Health Care System Performance

Purpose: To produce an updated, objective, data-based scorecard on the performance of Canada's provincial health care systems. This scorecard will include relevant international comparators to identify leading practices elsewhere. *(Expected publication date of first study on methodology: Summer/Fall 2012)*

Population Health: Trends and Implications for the Canadian Economy

Purpose: To define the current state of population health and change over time including identifying and scoping out key chronic diseases in terms of disease and economic burdens as well as key causal and risk factors. It will also discuss areas for deeper research on population health. *(Expected publication date: Fall 2012)*

Members (as of May 31, 2012)

Champion Level

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

Lead Level

Finances Québec
Provincial Health Services Authority of British Columbia
Sun Life Financial
Workplace Safety and Insurance Board of Ontario

Partner Level

Alberta Health
British Columbia Ministry of Health
Green Shield Canada
Johnson & Johnson Medical Companies
LifeLabs Inc.
Loblaw Companies Limited
Mercer (Canada) Limited

Pfizer Canada
Scotiabank
TD Bank Financial Group
The Co-operators Group Limited
The Great-West Life Assurance Company
Xerox Canada Ltd.

Participant Level

Canadian Association for Retired Persons (CARP)
Canadian Blood Services
Canadian Medical Association
Canadian Partnership Against Cancer
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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At Your Service!

Glen Hodgson, Senior Vice-President
& Chief Economist

Louis Thériault, Director, Health Economics

Thy Dinh, Senior Research Associate

Fares Bounajm, Economist

Donna McLeod, Coordinator

613-526-3280

613-526-3280

613-526-3090 X440

613-526-3090 X322

613-526-3090 X366

hodgson@conferenceboard.ca

theriault@conferenceboard.ca

dinh@conferenceboard.ca

bourajm@conferenceboard.ca

mcleod@conferenceboard.ca