



## Women's College Hospital

### Institute for Health System Solutions and Virtual Care (WIHV)

*Improving health through evidence-based innovation in clinical care and policy*

#### SCOPE AND PURPOSE

The *Women's College Hospital Institute for Health System Solutions and Virtual Care (WIHV)* aims to be a world leader in the development, evaluation and implementation of evidence-based health system solutions. WIHV is a laboratory that develops and tests new ideas, new programs and new policy approaches in the world of ambulatory care – and then helps to scale them up across Ontario and beyond.

Our **philosophy** is to engage and collaborate with all players in healthcare – patients, providers, researchers, government and industry – to deliver tangible solutions that improve the health system as a whole.

Our **goal** is to inspire innovation and enable Ontario's most promising leaders to transform their creative ideas into practical solutions that can be scaled up across Canada and beyond.

Our **focus** is on programs and projects that use resources in creative ways. We will generate new ideas, new knowledge, new models of care and new approaches to policy that improve outcomes and the patient care experience in an era of limited resources.

#### AREAS OF FOCUS

WIHV's initial research and innovation streams will tackle the greatest challenges in healthcare in a rapidly changing landscape. These include:

##### **QUALITY: *Improving ambulatory care for people living with complex chronic conditions***

As the population ages and people live increasingly with chronic conditions, the healthcare system must respond. We are moving from a paradigm of emergency rooms, hospital beds and multiple specialists in silos, to one in which patients receive integrated care in the community and transition seamlessly through different parts of the system. Building on the strength of Women's College Hospital, a hospital without inpatient beds, in the area of "virtual care," WIHV will focus on improving quality at transitions of care. Using technology and outreach, in a model that is economically sustainable, we will work to improve transitions from hospital to home and reduce emergency room usage for people living with chronic disease.

##### **EQUITY: *Improving the patient experience and outcomes of marginalized groups***

Building on emerging work at Women's College Hospital in the areas of refugee health, mental illness and addictions, WIHV will view all our work through the lens of improving care for marginalized and

under-served populations, as well as advancing the health of women. In partnership with patients, providers, government and industry, we will explore the interactions of the traditional healthcare system with social service systems, and other public and private services to improve outcomes and the patient experience.

### **VALUE FOR MONEY: *Ensuring the sustainability of the healthcare system through a focus on effective, appropriate and efficient care delivery***

Healthcare costs are rising across the Organization for Economic Cooperation and Development (OECD), and will continue to rise as technology advances and the population ages. Yet the Institute of Medicine in the U.S. recently reported that 30 per cent of all health-care spending is “wasted,” either because care is inefficient, tests are duplicated or unnecessary care is provided. WIHV’s multidisciplinary teams will develop and evaluate ways to reduce both underutilization and overutilization using the best available evidence. We will engage patients, providers, researchers, healthcare institutions, policy makers and industry inside and outside Ontario to improve value for the money Ontarians spend on healthcare.

### **LEADERSHIP**

#### **Dr. Danielle Martin**

Vice-President Medical Affairs and Health System Solutions, Women’s College Hospital

#### **Dr. Sacha Bhatia**

Director of Institute for Health System Solutions and Virtual Care, Women’s College Hospital

### **ADVISORY BOARDS**

WIHV will benefit from the expertise of two advisory boards:

**Strategic Advisory Board** – Chaired by **Professor Chaviva Hosek, OC**, the strategic advisory board will provide advice to WIHV on emerging health sector issues and assist in linking with critical partners to ensure that the work is as broadly applicable as possible.

**Scientific Advisory Board** – Chaired by Wendy Levinson, MD, the scientific advisory board will help WIHV to recruit world-class researchers who will address the most relevant and pressing policy-relevant ambulatory care issues.

### **EARLY INITIATIVES**

Examples of initiatives currently underway at Women’s College Hospital that exemplify WIHV’s approach of incubating promising ideas and partnering to implement and evaluate them include:

#### **1) Improving Quality of Ambulatory Care:**

- a. Innovate AFib: A project to improve care in the community for patients with atrial fibrillation (in partnership with the University Health Network (UHN), Mount Sinai Hospital, Taddle Creek Family Health Team)
- b. Bridges SCOPE: A project to reduce emergency department use by patients of community-based family doctors without access to team-based care (in partnership with UHN and Community Care Access Centre, or CCAC)
- c. Bridges H-SOAP: Hospital-Based Services for Opioid and Alcohol-Addicted Patients - A project to improve rapid access to specialty services for people with addictions
- d.

## **2) New Models of Virtual Care:**

- a. Medical Virtual Ward (in partnership with CCAC, St. Michael's Hospital, UHN, Sunnybrook Health Sciences Centre)
- b. Mental Health Virtual Ward (in partnership with Toronto CCAC, Centre for Addiction and Mental Health)
- c. Post-Surgical Followup Mobile Application (in partnership with QoC Health Inc.)

## **3) Improving Value for Money:**

- a. Improving Appropriate Utilization of Diagnostic Testing (starting with echocardiography) – a project in partnership with UHN

## **ENABLING THE WORK - THE F.M. HILL CHAIR IN HEALTH SYSTEM SOLUTIONS**

Based on a very generous private gift from Dr. F.M. Hill, the former physician-in-chief at Women's College Hospital, the F.M Hill Chair in Health System Solutions has been established to endow an internationally recognized health services researcher to develop an innovative research program that has the potential to revolutionize health system solutions, specifically for patients with complex needs.

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**Dr. Danielle Martin**

**Vice-President Medical Affairs and Health System Solutions, Women's College Hospital**

Dr. Danielle Martin is vice-president medical affairs and health system solutions at Women's College Hospital (WCH), a family physician at WCH's Family Practice Health Centre and an assistant professor in the department of family and community medicine at the University of Toronto. She is the board chair of Canadian Doctors for Medicare and also served on the Health Council of Canada from 2005 to 2011. Her focus is on improving health at the system level as well as the individual level. Her clinical work has involved remote northern medicine as well as a current focus on maternity care.

Dr. Martin is a recognized leader in the debate over the future of the healthcare system. She was a leader throughout her medical training and served both as president of the Canadian Federation of Medical Students (CFMS) and president of the Professional Association of Interns and Residents of Ontario (PAIRO). In May 2006, her first year in practice, she helped launch Canadian Doctors for Medicare, the voice for Canadian physicians who believe in "a high-quality, equitable, sustainable health system built on the best available evidence as the highest expression of Canadians caring for one another." She continues to chair the board of CDM.

Dr. Martin's policy expertise and passion for equity have made her an emerging leader in the debate over the future of Canada's healthcare system. A recipient of the Canadian Medical Association Award for Young Leaders, she sat two terms on the Health Council of Canada. In 2006, the Ontario College of Family Physicians recognized her as one of three New Family Doctors of the Year.

An active student of public policy, Dr. Martin is currently completing a Masters' of Public Policy at the School of Public Policy and Governance, University of Toronto.

Adding to her impressive list of accomplishments, Dr. Martin was recently named by the Toronto Star in its annual list of the ["13 People to Watch in 2013."](#)

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**Dr. R. Sacha Bhatia**

**Director of Institute for Health System Solutions and Virtual Care, Women's College Hospital**

Dr. R. Sacha Bhatia is a clinical and research fellow in cardiology at Massachusetts General Hospital, a research fellow at Harvard University, and a research fellow at the Institute for Clinical Evaluative Sciences (ICES).

Dr. Bhatia has significant experience in health policy, and from January 2008 to December 2009 was the Premier of Ontario's health and research and innovation policy advisor. He is a health policy researcher who has published in peer reviewed journals, such as New England Journal of Medicine, and the CMAJ. He has also presented at national and international meetings, such as the American College of Cardiology and American Heart Association Scientific Sessions. He was recently awarded the 2013 American College of Cardiology's Young Investigator Award, and is a finalist for the American Society of Echocardiography's Arthur E. Weyman Young Investigator Award. He sits on the Mission Committee of the Heart and Stroke Foundation, the cardiovascular working group of the Ontario Health Study, and advises the Ministry of Health and Long-Term Care, hospitals and other healthcare organizations on various health systems issues, including strategic planning and quality improvement.

He has been invited to speak at conferences held by the Ministry of Health and Long-Term Care, the Ontario Hospital Association, ICES, various Local Health Integration Networks, law firms, and hospitals on various issues of health policy. Dr. Bhatia is currently engaged in medical imaging, health systems and quality of care research at Massachusetts General Hospital and Harvard University in Boston.

Dr. Bhatia received his medical degree and MBA at McGill University and received his internal medicine and cardiology training in Toronto.

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**Dr. Chaviva Hosek**  
**Head of Strategic Advisory Board, Institute for Health System Solutions and Virtual Care, Women's College Hospital**

Dr. Chaviva Hosek is a professor at the School of Public Policy and Governance and past president and CEO of the Canadian Institute for Advanced Research (2001-2012). She previously served as the director of policy and research in the Prime Minister's Office of the Rt. Hon. Jean Chretien (1993-2000). Between 1990 and 1993, she ran the Liberal Caucus Research Bureau and was senior policy advisor to Mr. Chretien as Leader of the Opposition. During that period, together with the Rt. Hon. Paul Martin, she was responsible for the Liberal Party's 1993 election platform, "Creating Opportunity," popularly known as the first "Red Book." Between 1987 and 1990 she was an elected member of the Ontario legislature and served as minister of housing between 1987-1989.

A lifelong feminist, Dr. Hosek was an active member of the Ontario Committee on the Status of Women, chaired the Women's Studies Program Committee at the University of Toronto, and was a member of the elected executive of the National Action Committee on the Status of Women from 1979 to 1987. She served as its president from 1984 to 1986.

Dr. Hosek completed an honours bachelor of arts degree in English from McGill University, and a doctorate in English language and literature at Harvard University. She taught in the English department of Victoria College at the University of Toronto between 1972 and 1985. She has served as a member of the interview committee for the Rhodes Scholarships from Ontario, and currently serves as board member of the Pierre Elliot Trudeau Foundation. In the last 10 years she has served on the boards of Inco and Maple Leaf Foods and is currently on the board of Great West Life Co. Among numerous awards, she has received four honorary degrees, the Outstanding Performance Award of the Public Policy Forum and is an Officer of the Order of Canada.

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**Dr. Wendy Levinson**

**Head of Scientific Advisory Board, Institute for Health System Solutions and Virtual Care, Women's College Hospital**

Dr. Levinson, a board certified internist, is the Sir John and Lady Eaton professor and Chair of the Department of Medicine at the University of Toronto. She is a member of the American Board of Internal Medicine (ABIM) Foundation's Board of Trustees and is a past chair of the ABIM's board of directors. She is the chair-elect of the Association of Professors of Medicine and a past president of the Society of General Internal Medicine.

Dr. Levinson previously served on the faculty of the Oregon Health & Science University and the University of Chicago Medical School.

She is a national and international expert in the field of physician-patient communication. Her research has spanned a number of highly relevant policy issues, including the relationship of communication to patient outcomes, how communication breakdowns can influence medical malpractice, and the effectiveness of primary care physicians and surgeons in helping patients to make informed decisions. Her current research focus is on the disclosure of medical errors to patients. In addition, she has led efforts to educate and engage residents and faculty members in patient safety, quality improvement and the stewardship of finite resources.

After earning a bachelor's degree from the University of Toronto, Dr. Levinson earned her medical degree from McMaster University in Ontario.