

IVEY INTERNATIONAL CENTRE FOR HEALTH INNOVATION



3

**DIRECTOR'S
MESSAGE**

4

RESEARCH

8

TEACHING

13

OUTREACH

18

**OUR ADVISORY
COUNCIL**

EXECUTIVE DIRECTOR'S MESSAGE



DAVID BARRETT, MBA '04, PhD '14
EXECUTIVE DIRECTOR, IVEY
INTERNATIONAL CENTRE FOR
HEALTH INNOVATION

TODAY, NUMEROUS CHALLENGES EXIST WITHIN HEALTH SYSTEMS; SOME ARE UNIQUE TO CANADA, WHILE OTHERS ARE UNIVERSAL IN DEVELOPED HEALTH SYSTEMS ACROSS THE WORLD.

Generally speaking, these challenges are not due to an absence of medical knowledge or a lack of ambition and talent, rather, they are obstacles related to effective management and execution. Recognizing the problem, the Ivey International Centre for Health Innovation (Ivey Health), refocused its strategy to fill this gap by incorporating business strategies that promote value-based health-care practices into the health system and working to increase value for patients, while improving health outcomes.

Ivey Health's renewed strategy positions us as a hub for health management research at the Ivey Business School. The strategic priorities guiding our movement to implement value-based care are three-fold:

1. Health systems operations and design;
2. Management education and thought leadership; and,
3. Adoption and commercialization.

With the buy-in from our generous stakeholders, Ivey Health is well-positioned to apply the lessons learned in value, business operations, management education and strategy, to successfully facilitate the adoption and implementation of value-based health management into domestic and international health systems alike.

This year, Ivey Health focused its research efforts on projects that reshape the health-care system. Most recently, we developed a new strategic growth plan for the Fowler Kennedy Sport Medicine Clinic, and completed a best practices review of health sector supply chain strategy and management for the Ministry of Government and Consumer Affairs. Moreover, our education programs increased throughout 2017.

Most notably, we developed strong partnerships with the Department of Medicine (Dr. Jim Calvin, Chair) and the Schulich School of Medicine & Dentistry (Dr. Sam Siu, EMBA '14) to develop a *Leadership Program* that introduces senior physician leaders to management principles that stand to complement their day-to-day responsibilities. In the coming year, we are excited to continue our research and educational collaborations that work to bridge business and health care.

Most importantly, Ivey Health would like to thank the many faculty, staff, students, alumni, and community partners that have contributed to an incredible year. Looking ahead, we are excited to connect with many others and pursue increasingly exciting research opportunities. We are grateful to our stakeholders for their continued support and we look forward to another year of working to influence positive change in the health-care system.

RESEARCH

FOWLER KENNEDY SPORT MEDICINE CLINIC STRATEGIC PLANNING



The Ivey Health Centre recently developed a new strategic growth plan for the Fowler Kennedy Sport Medicine Clinic (FK) to examine potential options, such as site relocation and establishing an out-of-hospital surgical centre.

FK was interested in expanding its capacity through a move to a new location, representing an opportunity to review its current business model. This includes: its relationship with London Health Sciences Centre (LHSC), Western University, and the City of London; the potential for in-house surgery with the addition of surgical suites; funding mechanisms and flow of goods; and patient care pathways reflecting its status as a centre of excellence.

The Centre-led strategic planning for FK was guided by four overarching goals highlighted by FK leadership:

- Strengthen FK's position as a nationally recognized sports medicine centre of excellence;
- Maintain and strengthen relationships with local stakeholders;
- Expand and relocate the current 3M facility to accommodate increased demand by 2021; and,
- Expand capacity and utilization of surgical operations and improve patient flow.

After conducting an academic literature review of sports medicine clinic best practices and interviews with stakeholders from FK, LHSC, Western

University, the City of London, the Ontario government, and multiple comparator sports medicine centres of excellence, the following recommendations were proposed:

1. Increase physiotherapy volume: Drive profitability for reinvestment in growth;
2. Expand primary care services: Recruit sports medicine physicians and expand acute injury clinic;
3. Strengthen brand reputation: Build an MSK ecosystem;
4. Explore a surgicentre model with LHSC: Continue the dialogue; and,
5. Relocate to a new facility: Adopt a hub-and-spoke model.

READ MORE: go.ivey.ca/healthprojects

“At the Fowler Kennedy Sport Medicine Clinic, we were experiencing a capacity issue. For us to continue to grow and enhance our patient experience, we needed to move to a larger facility. To ensure our stakeholders would support this initiative, it was important to have a strategic plan prepared by an independent third party, known to be a Centre of Excellence in the health-care field. The Ivey International Centre for Health Innovation met that requirement. All of our stakeholders endorsed the plan, completed on time and on budget. Working with the Ivey International Centre for Health Innovation was an informative, valuable, and enjoyable experience.” – Rob Ditchfield, Executive Director, Fowler Kennedy Sport Medicine Clinic



HEALTH SECTOR SUPPLY CHAIN STRATEGY AND MANAGEMENT

BEST PRACTICES IN PRODUCT STANDARDIZATION, CATEGORY MANAGEMENT, CLINICIAN ENGAGEMENT, AND BACK OFFICE CONSOLIDATION

Rising global health costs, the rapid growth in the medical device, pharmaceutical, and health technology industries, and policy shifts focused on efficiency gains have made supply chain management a priority area for most health systems.

However, existing supply chain research efforts have concentrated primarily on non-health sectors, particularly manufacturing industries, such as automotive and electronics, with limited focus on the health sector. Despite this, the health-care sector is an important part of most industrialized economies and often presents significant supply chain challenges. Working with the Ministry of Government and Consumer Services, Ivey Health recently concluded researching the benefits, challenges, and metrics of various supply chain models used globally as related to hospital product standardization and clinician engagement in supply chain activities.

Clinician engagement involves understanding how clinicians are engaged in various purchasing decisions, acting as clinical

experts in product selection activities. Surveyed participants indicated that voluntary selection/clinician interest, staff recommendation and mandatory participation were the most effective ways clinicians were identified for engagement. Participants also suggested that furthering nurse leadership engagement in supply chain meetings, and identifying physicians most likely to be impacted by specific product changes and requesting their involvement, were two methods of selecting clinicians for supply chain involvement.

Product standardization involves understanding the implications, risks, and benefits of different approaches to reducing product and service variety. Participants recommended that the key criteria for product selection activities include: patient outcomes, cost data, and staff feedback. One of the most popular methods of facilitating product standardization is by creating product evaluation and standardization committees (PESCs). PESCs are generally comprised of interdisciplinary groups of clinical, administrative, and procurement staff, and they collectively make purchasing decisions for individual hospitals or SSOs. Additional strategies and findings to promote clinician engagement and product standardization are available on our website.

READ THE FULL REPORT: go.ivey.ca/supplychain

INTERNATIONAL AGREEMENTS FOR HEALTH SYSTEMS DEVELOPMENT

NATURE, DRIVERS, BARRIERS, AND BENEFITS OF INTERNATIONAL PARTNERSHIPS



A study on international agreements of Ontario Academic Health Science Centres, completed by Andrew D. Scarffe (Research Associate; Ivey Health) in 2015, was recently published in the *International Journal of Healthcare Management* (2017).

This was the first qualitative study to explore the highly lucrative practice of international agreements and gain insight into how these types of opportunities were being employed across multiple academic health science centres in Ontario. The research served to create evidence that provided insight not only into the nature of the types of agreements that are being

explored across Ontario, but also the drivers, barriers, and benefits of these agreements across the health system. Ultimately, while there are often financial benefits to participating in these types of agreements, the research yielded that there is a wealth of intrinsic benefits to both the academic health science centre itself, as well as more largely to the patients in Ontario, who are a product of international activities.

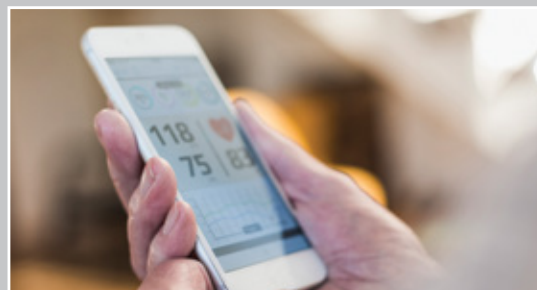
This research has been presented to multiple senior leadership teams across some of Ontario's largest academic health science centres to inform their international strategies. Scarffe was also an invited guest lecturer in Beijing, China, and keynote conference speaker in Dubai, United Arab Emirates (respectively).

READ MORE: go.ivey.ca/internationalagreements

RESHAPING HEALTH CARE THROUGH MHEALTH: LESSONS FROM THE ON-DEMAND ECONOMY

JUNE 17, 2017 Research Associates Andrew Scarffe and Alexander Smith, HBA '13, and Ivey Health Executive Director Dave Barrett published a chapter in the book, *The Digitization of Healthcare*, entitled "Reshaping Health Care Through mHealth: Lessons from the On-Demand Economy." The chapter explores the current effects of the on-demand economy on the health-care sector as well as how an on-demand economy could potentially influence health care in the future.

READ MORE: go.ivey.ca/mHealth



SELECT PRESENTATIONS



■ Barrett, D. *A Value-Based Approach to Reducing Healthcare Costs and Improving Patient Outcomes*. Cancer Quality Council of Ontario, Toronto, Canada. June 2017.

■ Barrett, D. *Operational Excellence Through Value Creation & Evaluation Healthcare Ecosystem*. Leadership Forum by Abbott Laboratories, Limited, Halifax, Canada. June 2017.

■ Bitacola, L. *Fixing Mental Healthcare in London: The Good, The Bad and the Ugly in a Sector Starved for Innovation*. Panellist at Hacking Health by TechAlliance. London, Canada. June 2017.

■ Meyer, M.; Gilmore, P.; Bickford, D.; Willems, D.; Collver, M.; Stevenson, S.; Teasell, R.; and Gould, L. *Health System Structural Assessment: Application of a Novel System-Design Framework to Community-Based Stroke Care in Ontario's SW LHIN*. Canadian Stroke Congress. Calgary, Canada. August 2017.

■ Meyer, M.; Rodrigues, F.; Janzen, S.; Saxton, K.; Teasell, R.; Barrett, D.; and Gould, L. *Development of a Discrete Event Simulation for System Design and Capacity Planning in Ontario's South West Local Health Integration Network*. Canadian Stroke Congress. Calgary, Canada. August 2017.

■ Rodrigues, F.; Zaric, G.; and Stanford, D. *Discrete event simulation model for planning level 2 "step-down" bed needs using NEMS*. IFORS 2017, Quebec City, Canada. July 2017.

■ Scarffe, A. *Bridging the Innovation Gap In Healthcare*. Panellist at Hacking Health by TechAlliance. London, Canada. April 2017.

TEACHING

DEPARTMENT OF MEDICINE LEADERSHIP PROGRAM



The Health Centre partnered with the Department of Medicine (Dr. Jim Calvin, Chair) and the Schulich School of Medicine & Dentistry (Dr. Sam Siu, EMBA '14) to develop a *Leadership Program* that introduces senior physician leaders to management principles that stand to complement their day-to-day responsibilities. The program is held during a two-day period for the Chiefs/Chairs of various medical specialties, as well as emerging leaders within the department. Dr. Siu and Ivey Health Executive Director David Barrett created the curriculum and served as co-directors of the program.

Part one of the program (January 2017) featured introductions to health systems (Dr. Kevin Smith, formerly the CEO of St. Joseph's Health Hamilton and now CEO of University Health Network), managerial accounting and strategy (Chris Sturby, HBA '01, Ivey Business School), and Excel and modelling (Lauren Cipriano, HBA '05, and Greg Zaric, Ivey Business School).

Part two of the program (December 2017) featured: management accounting and balance sheets (Chris Sturby, Ivey Business School), Excel modeling (Lauren Cipriano and Greg Zaric, Ivey Business School), decision logic (Lauren Cipriano, Ivey Business School), design thinking (Darren Meister and Dominic Lim, PhD '09, Ivey Business School), and business plan development (Dominic Lim, Ivey Business School).

"This program, created to provide departmental physician leaders to have a data-based approach to program development and evaluation, was well-received by the participants. Their comments and suggestions were incorporated into the future physician leadership program by Ivey and Schulich." – Dr. Sam Siu, EMBA '14, Schulich School of Medicine & Dentistry

COLLABORATIVE TRAINING PROGRAM IN MUSCULOSKELETAL HEALTH RESEARCH

The Health Centre partnered with the Bone & Joint Institute at Western University to provide continuing education to graduate students enrolled in the *Collaborative Training Program in Musculoskeletal Research*. The program offers four different modules (i.e., per academic year) to expose the graduate students to the environment of how business concepts should be partnered with health systems.

The modules covered the landscape of strategy, pharmaceuticals, and medical devices (Michael Rouse, Ivey Business School); decision tree and health economics (Lauren Cipriano, HBA '05, Ivey Business School); commercialization strategy and building the entrepreneurial case for venture capital investment (Dr. Brent Norton, MBA '89, Lumira Capital & MedCurrent Inc.); and health system structures and trends (Vania Sakelaris, EMBA '12, VAS & Associates Inc.).



SUMMER ANALYST PROGRAM



The Health Centre is dedicated to driving change in the health-care system by educating future leaders that understand the importance of innovation and value-based approaches to health care. Five students joined the Centre for a Summer Analyst Program that focused on personal and professional development, building research skills, and enhancing their knowledge in health care. Students attended workshops and conferences related to personal branding (Mira Ratkaj, Bloom Coaching), stress management for mental wellness (Melanie-Anne Atkins, Wellness Education Centre), and improving community and homecare in Ontario (Achieving Excellence Together 2017). Students engaged with Advisory Council members at Lunch-and-Learns where they had the opportunity to ask leaders in health care about their career paths and hopes for the health-care system.



“YOUR BRAND, YOUR STORY” PERSONAL BRANDING FOR CAREER GROWTH

Mira Ratkaj, owner and operator of Bloom Coaching, spent the morning with the Health Centre’s summer analysts teaching them about the importance of personal branding. Through case studies and interactive activities, analysts learned the key to success in their careers: developing a strong and positive personal brand. They had the opportunity to write their own personal brand statements, while learning to express their unique experiences to help them stand out to employers and recognize the passions and skills they bring to their careers.

LUNCH-AND-LEARN: IVEY HEALTH ADVISORY COUNCIL

The analysts attended a Lunch-and-Learn in Toronto with three of the Health Centre’s Advisory Council members: Neil Fraser, MBA '83, (President of Medtronic Canada), Lisa Purdy (Partner, National Health Consulting Leader at Deloitte), and Shirlee Sharkey (President and CEO, St. Elizabeth). The advisory council members talked with the analysts about their career paths and provided invaluable career advice. The analysts learned about the importance of mentorship and taking opportunities presented to you. They also heard the members’ thoughts on health care in Canada today. According to the Centre’s summer analysts, it was an enriching learning experience and one of the highlights of the summer!



STUDENT TESTIMONIALS



JOVANA SIBALIJA

PHD STUDENT, HEALTH AND AGING, WESTERN UNIVERSITY

"Working at the Ivey International Centre for Health Innovation deepened my understanding of our health-care system and allowed me to apply my knowledge to current health system issues. As well, I learned invaluable information about the business side of health care through the Centre's diverse projects and opportunities to chat with members of the Advisory Council. The work environment was very positive and supportive. Summer analysts set goals at the beginning of the summer and the staff helped ensure students were meeting their goals and getting what they needed out of the program. I would highly recommend the Summer Research Analyst Program to students interested in health care and business."



RUSSELL MACMILLAN

BMSC, HBA '17, WESTERN UNIVERSITY

"My summer at the Ivey International Centre for Health Innovation was a wonderful experience due to the Centre's dual objective of providing challenging health-care business cases to solve, and challenging employees to continuously improve on their professional skills. My coworkers were incredibly supportive, making for an environment conducive to maximizing my personal learning and confidence. I would definitely recommend the summer analyst position for those interested in expanding their professional development and/or working in the health-care business in the future."



IVEY IDEA FORUM OPTIMIZING HEALTH CARE: A PRESCRIPTION FOR DELIVERING PATIENT VALUE

Dave Barrett, MBA '04, PhD '14, Executive Director; and Alexander Smith, HBA '13, Research Associate, both of the Ivey International Centre for Health Innovation, led industry panellists and attendees through an Idea Forum at Ivey's Tangerine Leadership Centre in Toronto on May 9, 2017. The forum examined the barriers to efficient and cost-effective health care with a focus on value-based health care. Barrett and Smith presented their research findings from a study in partnership with Ontario's Ministry of Government and Consumer Services that examined global best practices in health sector supply chain management and how the health-care sector can learn supply chain management strategies from other industries. Following their discussion, industry panellists, including Neil Fraser, MBA '83 (President of Medtronic Canada and Regional Vice-President – Canada), Brian Lewis (President and CEO of MEDEC), and Aleksandar Stosic (President and CEO of Stosic & Associates), gave a brief presentation on their work before tackling questions facing the sector.

READ MORE: go.ivey.ca/patientvalue

Q&A WITH A PAST SUMMER ANALYST

We recently caught up with **Thivaher Paramsothy**, a student research analyst with the Health Centre in 2013.



WHAT ARE YOU CURRENTLY DOING?

"I currently work as the Director of FHOCare and Health Technology Initiatives at DoctorCare, an organization that helps family physicians understand how to best practise in Ontario's complex primary care landscape. I am responsible for our "Practice Management" service that helps family physicians to achieve operational efficiencies and improve patient access using analytics and support from consultants. I am also currently pursuing a Master's degree at the Institute of Health Policy, Management, and Evaluation at the University of Toronto."

WHAT PATH HAVE YOU TAKEN TO GET TO WHERE YOU ARE TODAY?

"My path was definitely not conventional. I completed my undergraduate degree at the University of Waterloo at the School of Public Health and Health Systems. It was there that I had the opportunity to get foundational knowledge on topics in health care such as medical sciences, health systems, and public health. I developed an interest in eHealth because of its ability to modernize the health system and improve efficiency and effectiveness. As a result, I started the UW Health Informatics Club – as undergraduate courses lacked information on eHealth – and joined the National Institute for Health Informatics to expand my knowledge."

After graduating, I was fortunate enough to work at a few Family Health Teams in the GTA as a Quality Improvement Decision Support Specialist (QIDSS). As a QIDSS, I focused on guiding and implementing quality improvement (QI) and workflow enhancement initiatives along with assisting teams to achieve meaningful use of their electronic medical records (EMRs). I had the firsthand experience of being in the health-care system through working alongside the different health-care professionals. In addition, I was able to understand the ins and outs of EMRs and how to help them better fit with how health-care professionals used them. I can say my path has been less formal and a lot more adventurous!"

WHERE DO YOU SEE YOURSELF IN 10 YEARS?

"In 10 years, I see myself working on using eHealth to generate useful care plans for patients with or without health professionals. I am really fascinated with the idea of moving eHealth from being primarily a tool to store health data (visit history, labs, prescriptions, etc.) to being a tool meant to generate useful insight. Moreover, I see myself continuing my entrepreneurial spirit – looking for gaps in the health-care system and creating solutions to fill those gaps."

WHAT DOES INNOVATION MEAN TO YOU?

"I used to think of innovation as just the act of improving the status quo. Now, I think of innovation as not simply inventing, but replacing and improving on something that already exists."

Can you comment on what you believe to be the greatest gap in the health-care system today?

"We've invested millions in eHealth to modernize the health system, but really we've just invested in databases. What we need to address is how we can leverage the data to provide useful insight for health-care professionals and patients to better their health. It's easier said than done as the health-care sector is complex, but that doesn't mean we shouldn't try."

TELL US A FUN FACT ABOUT YOURSELF.

"I'm trying to learn how to sew using a sewing machine. I've given myself until the end of 2018 to master it! I think everyone should try to learn something new all the time."



OUTREACH



PANEL: DIMENSIONS OF HEALTH CARE



MARCH 23, 2017

The Ivey International Centre for Health Innovation hosted Dr. Brent Norton, MBA '89 (President & CEO, Director, MedCurrent Inc.; Venture Partner, Lumira Capital), Bryce Pickard (Managing Director and COO at CANet - Cardiac Arrhythmia Network of Canada), and Chris Carson, MBA '11 (Vice President, Partner Relations, and Transformation, LifeLabs) to engage in a panel discussion with Western and Ivey students. They discussed the many different roles our students could play in the health-care system.

READ MORE: go.ivey.ca/dimensions



WORLD CAFÉ – INNOVATION IN HEALTH CARE



OCTOBER 30, 2017

The Ivey International Centre for Health Innovation hosted the inaugural World Café on Innovation in Health Care. The goal was to stimulate innovative thinking and give students an opportunity to share knowledge and explore possibilities around meaningful issues and questions. Participants voted on what health-care themes they wanted to discuss, with topics ranging from paying for health care, the future of health technology, and innovative strategies for optimizing wait times. Participants had the opportunity to meet with Health Centre Advisory Council members Lisa Purdy, Dr. Brent Norton (MBA '89), Paul Kirkconnell (MBA '83), and Dr. Graham Scott, as well as Ivey Health Executive Director Dave Barrett. Each group of students, guided by a Centre member, had 45 minutes to decide on an innovative solution or policy suggestion, which was presented back to the group at the end of the World Café.

READ MORE: go.ivey.ca/worldcafe



PANEL: BRIDGING HEALTH CARE AND BUSINESS



NOVEMBER 14, 2017

The Ivey International Centre for Health Innovation, in collaboration with the HBA program, invited leaders in the health-care sector to share their experiences, insights, and optimism about the future of health care and to explore topics related to how business and health care intersect. Dr. Anne Mullin, MBA '09 (Engagement Leader; Director, Team Development and Performance at Shift Health), Dr. Jackie Schleifer Taylor (Chief Quality and Patient Safety Officer at London Health Sciences Centre), and Julie Trpkovski, EMBA '12, (Vice President-Mental Health, Emergency Services, Corporate Access and Flow at London Health Sciences Centre) engaged in a panel discussion with our students.

READ MORE: go.ivey.ca/healthandbusiness

HEALTH INNOVATION BLOG

A CALL FOR CANADIAN LEADERSHIP: ADDRESSING PUBLIC SAFETY AND THE FENTANYL CRISIS



AUTHORS: ANDREW SCARFFE AND DAVID BARRETT, MBA '04, PHD '14 | DATE: MAY 9, 2017



Ivey Health Research Associate Andrew Scarffe and Executive Director David Barrett address the opioid crisis by exploring the dangerous lacing of illicit drugs with fentanyl, and the need for immediate action to protect the unsuspecting, and frequently marginalized population (i.e., illicit drug users) at risk. Scarffe and Barrett begin by reviewing past instances of lacing common drugs/products with deadly substances, such as the 1983 “Tylenol Serial Killer.” They then call upon the co-ordination across all government levels to create innovative solutions and revise older policies in an effort to reduce the lacing of fentanyl on opioid products.

READ MORE: go.ivey.ca/fentanyl

THE FUTURE OF MEDICINE: LOOKING BEYOND THE NEXT FOUR YEARS



AUTHOR: ALEXANDER SMITH, HBA '13 | DATE: APRIL 10, 2017

Ivey Health Research Associate Alexander Smith, HBA '13, poses the question: “The potential for system improvement has far exceeded the capabilities of incremental change and improvement – but has our vision for the future state of health care evolved accordingly?” Using examples from current events, such as the Patients First Act, Smith argues that although there is much innovation and transformation happening within the sector, discussions surrounding health remain rooted in dated principles and values.

READ MORE: go.ivey.ca/4years



TAKING THE TIME TO CARE: THE NEED FOR PAID CAREGIVER LEAVE IN CANADA



AUTHOR: JOVANA SIBALIJA | DATE: JUNE 26, 2017



Jovana Sibalija, a Summer Research Analyst at the Health Centre, discusses the need for Canadian workplaces to ensure family caregivers are supported in their roles as employees and caregivers. Currently, some provinces provide either minimal or no compensation for employees taking leave to care for an ill family member. Moreover, at the federal level, the requirements to receive paid leave are strict and limiting. Sibalija argues there are personal and societal benefits to providing paid leave for caregivers, highlighting the \$1.3 billion annually in lost productivity due to caregiving duties. Sibalija urges Canadian workplaces to follow the footsteps of Deloitte, which announced in September 2016 that employees would be eligible for up to 16 weeks of paid leave for caregiving.

READ MORE: go.ivey.ca/caregiver

HOUSING FOR HEALTH: WHY SOCIAL HOUSING IS IMPERATIVE TO IMPROVING ABORIGINAL HEALTH CONDITIONS



AUTHOR: JOIE CHOW, HBA '18 | DATE: FEBRUARY 13, 2018



Congratulations to Joie Chow, HBA '18, a dual-degree HBA and Medical Sciences student, for winning the first Health Innovation Blog Award! Chow's blog explores the lack of housing available to First Nations Metis and Inuit (FNMI) communities and its effects on the population. Canada-wide, 26 per cent of First Nations on reserves live in crowded homes, defined as homes with more than one person per room. The lack of sustainable housing in FNMI communities has created a myriad of problems including homelessness, strained family relations, substance abuse, and mental and physical illness. Recent research has shown a significant correlation between sustainable housing and overall health. Although local, non-profit organizations are working to find a solution to the issue, ultimately the Canadian government must put more focus on the reallocation of funding and truly consider the needs of the First Nation population.

READ MORE: go.ivey.ca/FirstNations



DAVID BARRETT NAMED CHAIR OF THE BONE AND JOINT INSTITUTE, RESEARCH AND BUSINESS ADVISORY COMMITTEE



Ivey Health Executive Director Dave Barrett has been named the Chair of the Bone and Joint Institute's Research and Business Advisory Committee for a two-year term.

The Bone and Joint Institute at Western University is a leader in research and innovation that advances musculoskeletal

health. The Research and Business Advisory Committee is comprised of individuals that are external to the institute. They provide support, advice, and direction to the BJI Executive Committee regarding scientific priorities, business development, and commercialization opportunities worldwide.

READ MORE: go.ivey.ca/boneandjoint

WORLD HEALTH ORGANIZATION: HEPATITIS C TREATMENT GUIDELINES



Management Science faculty, Lauren Cipriano, HBA '05, participated in the World Health Organization's guidelines development meeting discussing a potential update to the hepatitis C treatment guidelines.

IVEY INTERNATIONAL CENTRE FOR HEALTH INNOVATION

STAFF, RESEARCH FELLOWS, AND STUDENTS



CENTRE STAFF

DAVID BARRETT, MBA '04, PHD '14	Executive Director
LISA BITACOLA	Centre Manager Projects and Operations
ANDREW SCARFFE	Research Associate
ALEXANDER SMITH, HBA '13	Research Associate
KAITLIN SAXTON	Research Associate
ELIZABETH CHOI	Project Manager
DAN ROSS	Business Development
STOSIC AND ASSOCIATES	Government Relations

RESEARCH FELLOWS

SALAR GHAMAT	PhD Candidate
FELIPE RODRIGUES	PhD Candidate
VIVEK ASTVANSH	PhD Candidate

STUDENT STAFF

ALEXANDRA BOSTON	Research Analyst
ARUSHI RAINA	MBA Candidate
MATHUSHAN SUBASRI	MSc Candidate
CAMERON FEIL	Work Study Student
ZAMEENA LAKHANI	Work Study Student
ROBBIE SPARROW, HBA '15	Work Study Student
TINA TRAN	Work Study Student
VICTORIA WIEBE	Work Study Student
LIAM WICKEN	Work Study Student
AMANDA WU	Work Study Student
CHERYL YING YIP	Work Study Student
SARA HUSNI	Summer Research Analyst
ZOHA KHAN	Summer Research Analyst
RUSSELL MACMILLAN, HBA '17	Summer Research Analyst
EMMA PEARSON	Summer Research Analyst
JOVANA SIBALIJA	Summer Research Analyst

OUR ADVISORY COUNCIL

The Advisory Council acts as a visible body of support, leadership, and influence to assist the Health Centre in achieving its vision “to be a catalyst for the adoption of a value-based health-care management system in Canada.” We would like to thank the dedicated members of our Advisory Council for the support they provide the Centre, as well as their commitment to improving the health-care system.

CHAIR

LISA PURDY	Partner, National Health Consulting Leader, Deloitte
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VICE-CHAIR

PAUL KIRKCONNELL, MBA '83	Founder and Executive Chairman at Sherpa International Inc.
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MEMBERS

MARK VANDENBOSCH, HBA '84	Acting Dean, Ivey Business School
NEIL D. FRASER, MBA '83	President, Medtronic Canada; Regional Vice-President – Canada, Medtronic
VICTOR GARCIA	Managing Director, ABCLive Corporation
TERRY MCCOOL	Former Vice President of Corporate Affairs, Eli Lilly Canada
DR. BRENT H. NORTON, MBA '83	President & CEO, Director, MedCurrent Inc.; Venture Partner, Lumira Capital
GRAHAM SCOTT	President, Graham Scott Strategies Inc.
CATHY SEGUIN, EMBA '97	Vice-President, SickKids International
SHIRLEE M. SHARKEY	President and CEO, Saint Elizabeth
DR. MICHAEL STRONG	Dean, Schulich School of Medicine & Dentistry
DR. PAUL WALKER	Director, President and CEO, Spectral Medical Inc.



CONTACT US

The Health Centre is always open to new ideas and opportunities. To discuss possibilities, please contact the Centre at healthinnovation@ivey.ca

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