



**INSTITUTE OF
HEALTH ECONOMICS**
ALBERTA CANADA

BECOMING THE BEST: BUILDING SUSTAINABILITY

HIGH PERFORMING HEALTH SYSTEMS



This event is supported by Alberta Health Services in collaboration with Alberta Health and Wellness as part of the AHS **Strategic Health Needs Assessment and Service Design 2030** project

April 15, 2011
Edmonton, Alberta, Canada
The Shaw Conference Centre



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HEALTH ECONOMICS
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Dear Delegates:

On behalf of the Board of Directors, our CEO Dr. Egon Jonsson, and the whole team at the Institute of Health Economics, I would like to welcome you to the second in a special policy forum series: *Becoming the Best: Building a Sustainable Health System – High Performing Health Systems*.

This policy forum series is intended to support health system leaders thinking about the future of health services, health improvement and sustainability of the Alberta health system. The series is supported by Alberta Health Services in collaboration with Alberta Health and Wellness.

We are very pleased to have gathered such an outstanding faculty of experts and thought leaders to stimulate our thinking and open our minds to possible futures. We need to be evidence-informed as we develop long-term strategy but also imaginative and creative in our thinking. I believe that the key to future sustainability and quality of the health system will be through innovation – both through technological advances and in how we organize and deliver services.

We need to create a health system which is ready to capitalize on innovation, innovative thinking, and strategies for ongoing improvement. I hope as you listen and debate the ideas you hear from the speakers today you think about how we can translate those lessons into actions.

Sincerely,

A handwritten signature in black ink that reads 'Lorne Tyrrell' in a cursive script.

Dr. Lorne Tyrrell
Chair, Institute of Health Economics
GSK/CIHR in Virology, University of Alberta

Friday, April 15, 2011 Program Summary

- Foyer* **0700 – 0800 Registration**
- Salon 11/12* **0800 – 0810 Introductions and Greetings**
Fred Horne, MLA Government of Alberta
Eldon Smith, Board Member, Alberta Health Services
- 0810 – 1010 Evidence of High Performing Health Systems International Overview**
Moderator: Susan Williams, Alberta Health and Wellness
Reinhard Busse, European Observatory on Health Systems
Ellen Nolte, RAND Europe
Christophe André, Organization for Economic Cooperation and Development
- Foyer* **1010 – 1030 Break**
- Salon 11/12* **1030 – 1200 High Performing Health Systems In Practice: International Examples**
Moderator: Tom Noseworthy, University of Calgary
Chris Ham, The King's Fund
Guus Schrijvers, Julius Center
- Salon 10/11/12* **1200 – 1300 Lunch**
- Salon 11/12* **1300 – 1420 High Performing Health Systems In Practice: Some examples**
Moderator: Cy Frank, University of Calgary
Murray Ross, Kaiser Permanente
Chris Wood, Intermountain Health Care
- 1420 – 1520 Monitoring Health System Performance: What Measures Matter?**
Moderator: John Sproule, Institute of Health Economics
Fred Horne, Government of Alberta
John Abbott, Health Council of Canada
Deborah Prowse, Patient Advocate
- Foyer* **1520 – 1540 Break**
- Salon 11/12* **1540 – 1620 Alberta 'Systems of Care' and Establishing Performance Improvement Strategies.**
Moderator: Marianne Stewart, Alberta Health Services
Cy Frank, University of Calgary
Cathy Pryce, Alberta Health Services
David Johnstone, Mazankowski Heart Institute
- 1620 - 1640 Key Lessons from the Day**
Tom Noseworthy, University of Calgary
Cy Frank, University of Calgary
- 1640 - 1700 Concluding Remarks**
Alison Tonge, Alberta Health Services

Friday, April 15, 2011 Program

Foyer

0700 - 0800

Registration

Salon 11/12

0800 – 0810

Introductions and Greetings

Greetings on behalf of the Government of Alberta

Fred Horne, MLA for Edmonton-Rutherford and Parliamentary Assistant to the Minister of Health and Wellness, Government of Alberta

Greetings on behalf of Alberta Health Services

Eldon Smith, Board Member, Alberta Health Services

0810 – 1010

Evidence of High Performing Health Systems International Overview

Moderator: Susan Williams, Assistant Deputy Minister, Alberta Health and Wellness

High Performing Health Systems – Frameworks, Indicators, and Key Components

Reinhard Busse, Professor, Department of Health Care Management, European Observatory on Health Systems

Reinhard Busse will discuss what it might mean for a health system to be considered “high performing.” His session reviews frameworks by international organizations such as the WHO, OECD or Commonwealth Fund, comparing the main dimensions of performance and the indicators used to measure and quantify it. He finally presents the key components of high performance both as a set of questions and a set of answers.

Chronic Care in Europe: Towards High Performing Health Systems

Ellen Nolte, Director, Health and Healthcare Policy Programme, RAND Europe

An effective response to the rising burden of chronic disease requires a health system environment that allows for the implementation of coordinated approaches to chronic care and countries are introducing new models of healthcare delivery to achieve this. Ellen Nolte’s presentation will review experiences in Europe, describing the range of approaches that have been implemented and the continued challenges faced by countries.

Health Care Systems: Efficiency and Institutions

Christophe André, Economist, Organization for Economic Cooperation and Development

Christophe André will discuss the policy challenges associated with improving health care systems while containing cost pressures in most OECD countries. Public spending on health care is one of the largest government spending items and health care costs are escalating rapidly. The OECD has assembled new comparative data on health care system performance and health policies, allowing for an identification of the strengths and weaknesses of each country’s health care system and the policies that will boost efficiency.

Audience Questions and Comments

Foyer

1010 – 1030

Break

Salon 11/12

1030 – 1200

High Performing Health Systems In Practice: International Examples

Moderator: Tom Noseworthy, Director, Centre for Health and Policy Studies, Department of Community Health Sciences, University of Calgary

Improving the Performance of the English National Health Service

Chris Ham, Chief Executive, The King's Fund

Chris Ham will discuss the actions taken in England to improve health service performance in the last decade. The session will cover the use of targets and performance management; initiatives to strengthen capability for performance improvement through the Modernisation Agency and the NHS Institute; and the emphasis placed on patient choice and provider competition. The changing balance between top down and bottom up approaches will be outlined alongside the use of financial incentives and payment systems e.g. the quality and outcomes framework in primary care. The session will conclude with an update in reforms proposed by the Coalition Government in May 2010.

The Dutch Health Care Performances

Guus Schrijvers, Professor of Public Health, Julius Center for Health Sciences and Primary Care

Guus Schrijvers will outline the health care system in the Netherlands, focusing specifically on life expectancy, care consumption, and care providers. The presentation will emphasize numbers and trends, health care institutions, and health care expenditures.

Audience Questions and Comments

Salon 10/11/12

1200 - 1300

Lunch

Salon 11/12

1300 - 1420

High Performing Health Systems In Practice: International Examples

Moderator: Cy Frank, Professor of Surgery and McCaig Professor of Joint Injury and Research, University of Calgary

Building a High Performance Health System: Lessons from Kaiser Permanente

Murray Ross, Vice President and Director, Kaiser Permanente Institute for Health Policy

Kaiser Permanente is the largest private integrated delivery system in the United States, serving 9 million people. Kaiser Permanente's structure and performance is often cited as a model by those seeking to improve the quality and efficiency of care delivery. In this session, Murray Ross will explore how the Kaiser Permanente model operates and the key ingredients that make it effective.

Using Electronic Resources to Provide High Quality, Low Cost Healthcare

Chris Wood, Intermountain Health Care

Chris Wood will discuss the Intermountain Healthcare model for a high quality, lost cost healthcare system. Intermountain Healthcare is a non-profit system of hospitals, surgery centers, doctors and clinics that serves the state of Utah and South Eastern Idaho. The Intermountain system focuses on providing patients with the highest quality of care at the lowest possible cost. In his presentation, Dr. Wood examines evidence suggesting that an emphasis on quality is not only cost-effective, but also facilitates a higher standard of care.

Audience Questions and Comments

Salon 11/12

1420 - 1520

Monitoring Health System Performance: What Measures Matter to the Public?

Moderator: John Sproule, Senior Policy Director, Institute of Health Economics

Monitoring Health Systems: Measures and Performance

Fred Horne, MLA Edmonton-Rutherford and Parliamentary Assistant to the Minister of Health and Wellness

Fred Horne will provide some perspectives on monitoring health system performance building on recent consultations he conducted across the province.

Which Health System Performance Measures Matter: The System vs. The Public

John Abbott, Chief Executive Officer, Health Council of Canada

John Abbott will address that, while the overall goal may be to have a high performing public health care system, it is important to factor in what matters to patients and citizens as we go about renewal efforts.

The Public Perspective

Deborah Prowse, Patient Advocate and Board Member, Canadian Patient Safety Institute

Deborah Prowse will provide some personal comments as a member of the public and as a patient advocate on public views of a high performing health system performance and expectations they might have on necessary improvements.

Audience Questions and Comments

Foyer

1520 - 1540

Break

Salon 11/12

1540 – 1620

Reflections on Key Lessons that Might be Applied in Alberta

Moderator: Marianne Stewart, Vice President Edmonton Zone, Alberta Health Services

This session will provide for some reflections from AHS leaders on what lessons might be applied to particular systems of care within Alberta and generally for the Alberta health system moving forward.

Bone and Joint

Cy Frank, Professor of Surgery and McCaig Professor of Joint Injury and Research, University of Calgary

Mental Health

Cathy Pryce, Vice President, Addiction and Mental Health, Alberta Health Services

Cardiology

David Johnstone, Clinical Director, Mazankowski Heart Institute

Audience Questions and Comments

Salon 11/12

1620 - 1640

Key Lessons from the Day

Tom Noseworthy, Director, Centre for Health and Policy Studies, Department of Community Health Sciences, University of Calgary

Cy Frank, Professor of Surgery and McCaig Professor of Joint Injury and Research, University of Calgary

Tom Noseworthy and Cy Frank will present their reflections on the day, and thoughts on priorities going forward as an organization.

1640 - 1700

Concluding Remarks

Alison Tonge, Executive Vice President, Alberta Health Services

Speakers



John G. Abbott BA MA, Chief Executive Officer, Health Council of Canada

John G. Abbott is currently Chief Executive Officer with the Health Council of Canada. Prior to joining the Health Council, John was a management consultant specializing in public policy analysis and development. Previous to this, John was Deputy Minister of Newfoundland and Labrador's Department of Health and Community Services where he oversaw the re-organization of the province's system of regional health authorities and the expansion of the provincial drug program to meet the needs of low-income families and those with high drug costs. Between 1989 and 1999, he held a number of other senior positions: Assistant Secretary to the Treasury Board, Associate Deputy Minister of Health and Community Services, Chairman and CEO of the Newfoundland and Labrador Housing Corporation, Deputy Minister of Works, Services and Transportation and Deputy Minister of Municipal and Provincial Affairs.

Mr. Abbott served with distinction as a senior government executive in Newfoundland and Labrador for which he was recognized with the Lieutenant Governor's Award for Excellence in Public Administration by The Institute of Public Administration of Canada. He has a BA in Political Science and Economics from Memorial University of Newfoundland and an MA in Public Administration from Carleton University (Ottawa).

He is also active in community affairs, has an interest in heritage property re-development and enjoys hiking (recently hiking Africa's Mount Kilimanjaro).



Christophe André DESS, Economist, Public Economics Division, Organisation for Economic Co-operation and Development

Christophe André is an economist in the Economics Department of the Organisation for Economic Cooperation and Development (OECD). He holds a Masters degree in Economics from the University of Paris (France). Since joining the OECD in 1997, he has taken part in the work of the organization in several fields, including macroeconomic analysis, modeling and forecasting and fiscal and monetary policy. Between 2003 and 2007, he contributed to several editions of the OECD *Economic Outlook*. He is also involved in research in housing and health economics. From 2007 to 2010, he was part of a project aimed at assessing the efficiency of the health care sector in OECD countries and links between performance and policy settings. A book summarizing the findings of the project, *Health Care Systems, Efficiency and Policy Settings*, was published in 2010.

Mr. André is now on the United Kingdom and Finland desk in the OECD Economics Department, monitoring the macroeconomic evolution of these countries, producing forecasts and writing economic surveys.



Reinhard Busse MD MPH FFPH, Professor, Department of Health Care Management, European Observatory on Health Systems and Policies

Reinhard Busse is department head for health care management in the Faculty of Economics and Management at Technische Universität Berlin, Germany. He is also a faculty member of Charité, Berlin's medical faculty as well as Associate Head of Research Policy and Head of the Berlin hub of the European Observatory on Health Systems and Policies, a member of several scientific advisory boards as well as a regular consultant for WHO, the EU Commission, the Worldbank, OECD and other international organizations within Europe and beyond as well as national health and research institutions.

His research focuses on methods and contents of comparative health system analysis (with a particular emphasis on the reforms in Germany, other social health insurance countries and central and eastern Europe, role of EU, financing and payment mechanisms as well as disease management), health services research including cost-effectiveness analyses, health targets, and health technology assessment (HTA). His department has been designated as a WHO Collaborating Centre for Health System Research and Management. He is the director of the annual Observatory's summer schools in Venice and the coordinator of the EU-funded project "EuroDRG: Diagnosis-Related Groups in Europe: towards Efficiency and Quality" (7th Framework; 2009-2011). He is also involved in five other EU-funded projects under the 7th Framework, e.g. on the relationship between nursing and patient outcome (RN4Cast), mobility of health professionals (PROMetHEUS) and evaluating care across borders (ECAB).

Prof. Busse studied medicine in Marburg, Germany, Boston and London, as well as Public Health in Hannover, Germany.



Cy Frank MD FRCSC, Director, Department of Surgery, Alberta Bone and Joint Health Institute - Calgary

Cy Frank is currently a Professor in the Division of Orthopaedics/Department of Surgery, University of Calgary/Calgary Health Region; an Alberta Heritage Foundation for Medical Research Scientist; the McCaig Professor of Joint Injury and Arthritis Research; and Executive Director of the provincial Alberta Bone & Joint Health Institute. He practices knee surgery and enjoys research and teaching at the U of C. Dr. Frank helped develop the University of Calgary Sport Medicine Centre and the McCaig Institute in Calgary. He was the inaugural Scientific Director of the Institute of Musculoskeletal Health and Arthritis of the Canadian Institutes of Health Research and Deputy Editor of the Journal of Orthopaedic Research. He currently has 228 peer-reviewed publications, 39 book chapters and 366 co-authored abstracts locally, nationally and internationally. Dr Frank is one of 300 current members recently elected to the Canadian Academy of Health Sciences (CAHS), for whom he was the National Chair of a Blue Ribbon International Panel on "Defining the Best Framework and Metrics to Capture Returns on Investment in Health Research," published as a report in January 2009.



Chris Ham CBE PhD MPhil FRCP (Hon), Chief Executive, The King's Fund

Chris Ham took up his post as Chief Executive of The King's Fund in April 2010.

He has been professor of health policy and management at the University of Birmingham, England, since 1992. From 2000 to 2004 he was seconded to the Department of Health where he was director of the strategy unit, working with Ministers on NHS reform. Prof. Ham is the author of 20 books and numerous articles about health policy and management. His work focuses on the use of research evidence to inform policy and management decisions in areas such as health care reform, chronic care, primary care, integrated care, performance improvement and leadership.

Prof. Ham has advised the WHO and the World Bank and has served as a consultant to governments in a number of countries. He is an honorary fellow of the Royal College of Physicians of London and of the Royal College of General Practitioners, a companion of the Institute of Healthcare Management, a senior associate of the Nuffield Trust, and a visiting professor at the University of Surrey.

In 2004 he was awarded a CBE for his services to the National Health Service.



Fred Horne MBA, MLA Edmonton-Rutherford and Parliamentary Assistant to the Minister of Health and Wellness

Fred Horne was elected to his first term as a Member of the Legislative Assembly for Edmonton-Rutherford on March 3, 2008. In addition to his regular duties as MLA, Mr. Horne currently serves as Parliamentary Assistant to the Minister of Health and Wellness, and as a member of the Agenda and Priorities Committee of the Government of Alberta and the Standing Committee on Health of the Legislative Assembly of Alberta. Previous appointments include Parliamentary Assistant to the Minister of Seniors and Community Supports, Chair of the Standing Committee on Health, and Deputy Chair of the Premier's Council on the Status of Persons with Disabilities.

In 2009-10, Mr. Horne served as Co-Chair of the Minister's Advisory Committee on Health. The Committee's final report, *A Foundation for Alberta's Health System*, was released in January 2010. Recommendations included a new principles-based legislative framework for Alberta's health system (the Alberta Health Act), establishment of an independent entity to support evidence-based decision-making in the province, and a commitment by government to ongoing engagement with Albertans with respect to priority-setting and changes to legislation, regulation and policy.

Upon government's acceptance of the recommendations, Mr. Horne was subsequently appointed to lead a province-wide consultation on their

implementation. His report, *Putting People First*, was submitted and released in September 2010 and included 15 recommendations which were accepted by government. The report provided the foundation for the *Alberta Health Act*. This legislation formalizes guiding principles for decision-making, mandates a Health Charter for Albertans (now in development), establishes a Health Advocate for Alberta, and sets out requirements for public notice and public consultation with respect to future changes. Future reviews of Alberta's health statutes and regulations will be guided by the framework set out in the *Alberta Health Act*.

Prior to his election to the Legislative Assembly, Mr. Horne worked as a health policy consultant for over 25 years. He has led many initiatives to improve access and quality in Canadian public health care and has worked extensively with organizations such as the Conference Board of Canada, the Alberta government, and Mayo Clinic.

Mr. Horne holds a Master of Business Administration degree from Royal Roads University and post-graduate certification in Dispute Resolution from York University. An avid volunteer, he has served on numerous boards including the Alberta Mental Health Board, Athabasca University, the Mediation and Restorative Justice Centre of Edmonton and the Canadian Student Debating Federation. For his continued contributions to the development of debate and speech programs, Mr. Horne received the Queen Elizabeth II Golden Jubilee Medal in 2002.



David E. Johnstone MD FRCPC FACC, Clinical Director, Mazankowski Alberta Heart Institute and Co-Chair of the Alberta Cardiac Clinical Network

David Johnstone is the Clinical Director of the Mazankowski Alberta Heart Institute and Professor of Medicine, Faculty of Medicine and Dentistry at the University of Alberta. His professional interests include congestive heart failure, access to cardiac services, best practices and clinical outcome studies. He is the Chair of the Cardiac Quality Indicators Committee, a joint initiative of the Public Health Agency of Canada and the Canadian Cardiovascular Society as well as the Co-chair of the Alberta Cardiac Clinical Network.

He has served as President of the Canadian Cardiovascular Society, Vice President of the Interamerican Society of Cardiology and a Governor of the American College of Cardiology. He has been a board member of the Heart and Stroke Foundation of Alberta as well as Canada. He was a principle investigator of several international trials in Cardiology. In Halifax, he was Head of the Division of Cardiology at Dalhousie University.

Dr. Johnstone received his Undergraduate and Medical degrees from McGill University. He received his cardiology training at the Toronto General Hospital and postdoctoral training at Yale University.



Ellen Nolte PhD MPH, Director, Health and Healthcare Policy Programme, RAND Europe

Ellen Nolte directs the Health and Healthcare Policy programme at RAND Europe. Her background is in public health; she holds a PhD from London University and a master's degree in public health (MPH). Before joining RAND, Dr. Nolte was Senior Lecturer at the London School of Hygiene & Tropical Medicine where she held a prestigious Career Scientist Award by the National Institute for Health Research, England, to undertake a five-year research programme into chronic diseases. Her expertise is in comparative health policy and health systems research including health system performance assessment and international health care comparisons on a range of health policy issues, with a particular interest in the development of innovative approaches linking health systems and population health outcomes.

She has published widely on health system performance assessment, European health policy and the health implications of political and socio-economic transition in Central and Eastern Europe.



Tom Noseworthy CM MD MSc MPH FRCPC, Professor, Health Policy and Management, Department of Community Health Sciences, University of Calgary; Director, Centre for Health and Policy Studies, Department of Community Health Sciences, University of Calgary

Tom W. Noseworthy is a Professor of Health Policy and Management in the Department of Community Health Sciences, University of Calgary.

Dr. Noseworthy is the former Vice President, Medical Services, and CEO of the Royal Alexandra Hospitals, and Chair of the Department of Public Health Sciences, Faculty of Medicine and Dentistry, University of Alberta. He holds a Master of Science in Experimental Medicine from the University of Alberta, and a Master of Public Health - Health Policy and Management from Harvard University.

Dr. Noseworthy is a physician with specialty certification in the Royal College of Physicians and Surgeons of Canada, and the American Colleges of Physicians, American College of Chest Physicians, and American College of Critical Care Medicine. Dr. Noseworthy has been a member of the National Statistics Council since 1999. He served as a member of the Prime Minister's National Forum on Health from 1994-1997, and chaired the Steering Committee; co-chaired the Advisory Council on Health Infrastructure (Federal Health Minister) from 1997-1999; chaired the Senior Reference Committee for Alberta Wellnet from 1997-2002; and, was Chair of the Western Canada Waiting List Project from 1999-2006, and now chairs the research collaboration known as the Western Canada Waiting List Investigators. He was a founding Director of Canadian Doctors for Medicare in 2007.

Tom Noseworthy's research has been published in over 90 papers and book chapters and focuses on health care access and improving quality management of waiting times for scheduled services.

In 2005, Dr. Noseworthy was awarded the Alberta Centennial Medal by the Province of Alberta for contributions to health care and policy and was named as one of Alberta's top 100 Physicians of the Century by the Alberta Medical Association and College of Physicians and Surgeons of Alberta. In 2007, Dr. Noseworthy was named by the Governor General as a Member of the Order of Canada for contributions to health policy and Medicare.



Deborah Prowse MSW LLB, Patient Advocate and Board Member, Canadian Patient Safety Institute

Deborah Prowse has a professional background in Social Work and in Law. She is a private consultant in the areas of respectful workplace, human rights and conflict management offering mediation, investigation, and training. Deborah served as Panel Chair for the Alberta Human Rights Commission for four years. For the past ten years, she has been a Sitting Justice of the Peace in the Provincial Court of Alberta, Traffic Division.

Ms. Prowse is a single mother of a 14 year old son and is very active in his school and extracurricular activities. She is a very committed and a founding member of the Calgary Health Region's Patient/Family Safety Council. Her mother's tragic death in 2004 was a triggering event for the Calgary Health Region, and health care professionals to think, plan and practice differently when it comes to the safety of patient care. She had a significant role in speaking about her families' experiences in a series of patient safety sessions targeted to leaders in the Region as the new patient safety policies and procedures were being launched. She is often asked to give similar addresses in other regions and health systems where there is a desire to listen, learn and make improvements to safety from the patient/family perspective.

Deborah Prowse is a member of the Board of Patients for Patient Safety Canada, a newly formed organization associated with the World Health Organization Alliance for Patient Safety.



Catherine Pryce RN MN, Vice President, Addiction and Mental Health, Alberta Health Services

Catherine Pryce is the Vice President of Addiction and Mental Health with Alberta Health Services and has worked in health care in Canada for 35 years – primarily in Public Health and Addiction and Mental Health.

She holds a Bachelor of Science in Nursing Degree from the University of Toronto and a Master of Nursing from the University of Calgary. She is registered with the College and Association of Registered Nurses of Alberta and is a surveyor with Accreditation Canada. Ms. Pryce holds adjunct appointments with both the Faculty of Nursing and the Department of Community Health Sciences at the University of Calgary.

Ms. Pryce is responsible and accountable for providing the vision and leadership to a diverse team in the development, design and implementation of provincial Addiction and Mental Health services in support of the vision, mission and business plan of Alberta Health Services. She is committed to improving addiction and mental health services for Albertans.



Murray N. Ross PhD, Vice President and Director, Kaiser Permanente Institute for Health Policy

Murray Ross is Vice President, Kaiser Foundation Health Plan, and leads the Kaiser Permanente Institute for Health Policy in Oakland, California. The Institute seeks to leverage evidence and experience from the nation's largest private integrated health care delivery system to shape policy and practice. His current work focuses on how the U.S. health system can make more effective use of new drugs, devices, and medical procedures and how to encourage greater integration of care delivery to improve quality.

Before joining Kaiser Permanente in 2002, Dr. Ross was a policy advisor to the United States Congress. He served five years as the executive director of the Medicare Payment Advisory Commission, an influential nonpartisan agency charged with making recommendations on Medicare policy issues to the Congress. Previously, he spent nine years at the Congressional Budget Office, ultimately leading the group charged with assessing the budgetary impact of legislative proposals affecting Medicare and Medicaid.

Dr. Ross earned his doctorate in economics from the University of Maryland, College Park, and completed his undergraduate work in economics at Arizona State University. He enjoys distance running, writing, and traveling.



A.J. P. (Guus) Schrijvers PhD, Professor of Public Health, Julius Center for Health Sciences and Primary Care, University Medical Center Utrecht

Guus Schrijvers studied Economics in Amsterdam, focusing on post-war economic conditions and self-care departments in hospitals. His doctorate, from Maastricht, examined the regional development and financing of British, Swedish and Dutch healthcare. In 1987, Prof. Schrijvers also became a Professor of Public Health for the Medical Faculty of the University of Utrecht. With this appointment, his research focus shifted to macroeconomic subjects ranging from the arrangement of the health insurance system to smaller projects investigating the education of diabetics. Schrijvers has also focused on innovations in home care and chains of emergency care. His expertise in these subjects is reflected in the book *'Moderne Patiëntenzorg in Nederland'*, which he co-wrote in 2002 with deputy chief inspector Drs. Nico Oudendijk.

Enhancing education in social and public health have also been priorities for Prof. Schrijvers throughout his career. In 1999 a new curriculum for medical students was developed, which led to very busy years for Schrijvers and his colleagues as they kept pace with the developments in the Social Health educational program. Since June 2007, Prof. Schrijvers' research activities have been jointly undertaken in the Julius Centre, which he founded in 1996 with Prof. Rick Grobbee, and the University Medical Center Utrecht.

Prof. Schrijvers is chief editor of the peer reviewed *International Journal of Integrated Care*. He has served on the town counsel of Utrecht, where he handled cases regarding public health, welfare, culture and finance, and he is also a member of several committees on public health, as well as a frequent public speaker on the subject of emergency care and chronic care.



Chris Wood MD, Medical Director for Information Systems, Intermountain Health Care

Chris Wood currently serves as the medical director for information systems at Intermountain Healthcare. In this position he is responsible for developing a system wide migration strategy for a newly developing enterprise-wide charting system (GE ECIS). In addition he is responsible for coordinating physician input into the development of ECIS. Dr. Wood has developed a consultant tracking database. Dr. Wood has held his current position for three years.

During Dr. Wood's tenure with Intermountain, he worked as a faculty member for their family practice residency at Utah Valley Regional Medical Center. In this position at Utah Valley he streamlined patient tracking, communication and billing processes, instituted a successful employee retention program, and developed software solutions for tracking sample medications reaching JCAHO compliance. This software is now used in many Intermountain Healthcare clinics.

Dr. Wood earned his B.S. in chemistry from the University of Utah and his M.D. from the University Of Utah School Of Medicine. Dr. Wood conducted his residency with the Waukesha Family Practice Residency Program, a three year program associated with the Medical College of Wisconsin. He participated in a two year academic faculty development fellowship after residency with the Medical College of Wisconsin combined with a one year fellowship in community-based faculty development with a medical informatics focus.

Dr. Wood is a member of the American Academy of Family Physicians, the American Medical Informatics Association and the Utah Medical Association. In addition he has received several awards including, one of the Best Family Doctors in Milwaukee Magazine, Edward J. Lennon Endowed Clinical Teaching Award, one of the Best Doctors in America (2000-2007), the Innovative Educational Project Award and a clinical teaching award from the Medical College of Wisconsin.

Notes

For more information

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