



INSTITUTE OF  
HEALTH ECONOMICS  
ALBERTA CANADA

**IHE Provider Financing Forum:  
Performance, Accountability and Incentives**

April 8<sup>th</sup> and 9<sup>th</sup>, 2010  
Edmonton, Alberta, Canada  
The Matrix Hotel

**Forum Program**

Sponsored by:

**Government  
of Alberta** ■



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April 8, 2010

Dear Forum Attendee:

On behalf of the Institute of Health Economics, I welcome you to the IHE Provider Financing Forum: *Performance, Accountability and Incentives* sponsored by Alberta Health and Wellness. I hope you will find the next day and a half to be stimulating and productive.

Over 80 attendees from government, the medical profession and other provider groups, Alberta Health Services and selected research organizations studying provider-payment systems have been brought together to learn about the theoretical and real-world evidence on the impacts of physician payment system design on physician behaviour and health system performance. The event will provide the opportunity for informal policy dialogue around key issues in provider financing.

You will hear from senior leaders from Alberta Health and Wellness, Alberta Health Service and Alberta Medical Association as well as well as leading academics from Canada, the United States and the United Kingdom.

Included in your delegate package are recent background articles to give you additional background on topics that will be discussed at the forum. More information and further reading is available at: <http://www.ihe.ca/research/ihe-provider-financing-forum/workshop-agenda--relevant-publications>

I hope you will enjoy the forum. If you have feedback on the event, please contact me.

Sincerely,

John Sproule  
Senior Policy Director  
Institute of Health Economics  
[jsroule@ihe.ca](mailto:jsroule@ihe.ca)  
780-862-1905



## Forum Agenda

*\*All activities to take place in the Quartz Ballroom unless otherwise noted*

### Thursday, April 8, 2010

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13:00 – 13:15      **Welcome and opening remarks:** Mr. Steven Lewis, Forum Moderator  
Mr. Jay Ramotar, Deputy Minister, Alberta Health and Wellness

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13:15 – 13:45      **Overview of the Alberta Environment: Challenges and Opportunities**  
Noel Grisdale, Alberta Medical Association  
David Megran, Alberta Health Services  
Glenn Monteith, Alberta Health and Wellness

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13:45 – 14:45      **Overview of Provider Financing Systems**  
Owen Adams, Canadian Medical Association -  
[Powerpoint Presentation](#)  
Meredith Rosenthal, Harvard School of Public Health -  
[Powerpoint Presentation](#)  
  
Questions from Audience

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14:45 – 15:15      Refreshment Break

15:15 – 16:15      Richard Saltman, European Observatory on Health Systems -  
[Powerpoint Presentation](#)  
Richard Hamblin, UK Quality Care Commission -  
[Powerpoint Presentation](#)

16:15 – 17:00      Panel Reflections and Discussion from the audience  
Kieke Okma, Peter Barrett, Rick Johnston

17:00 – 18:30      Reception  
*Amber Ballroom*



## Forum Agenda – Continued

*\*All activities to take place in the Quartz Ballroom unless otherwise noted*

### Friday, April 9, 2010

07:00 – 08:15	Continental Breakfast
08:15 – 08:20	Welcome and Introductions - Steven Lewis, Forum Moderator
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08:20 – 09:25	<b>Financing and Incentives</b> Dr. Pierre Thomas Leger, Institute of Applied Economics, Quebec - <a href="#">Powerpoint Presentation</a> Dr. Meredith Rosenthal, Harvard School of Public Health - <a href="#">Powerpoint Presentation</a> Dr. Anne Sales, Canada Research Chair, Interdisciplinary Primary Care - <a href="#">Powerpoint Presentation</a>
09:25 – 10:15	<i>Panel Discussion and Questions from the audience</i> Peter Barrett, Carolyn Lane, Theodore Marmor
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10:15 - 10:35	Refreshment Break
10:35 – 11:40	<b>Measuring System Performance</b> Mr. Richard Hamblin, UK Quality Care Commission - <a href="#">Powerpoint Presentation</a> Ms. Anne McFarlane, Canadian Institute for Health Information - <a href="#">Powerpoint Presentation</a> Dr. Ken Gardener, College of Physicians & Surgeons of Alberta
11:40 – 12:15	Panel Discussion and Questions from the audience Peter Barrett, Steven Chambers, Richard Saltman
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12:15 – 13:15	Lunch
13:15 – 13:55	<b>Implementation of Provider Financing Reforms</b> Kieke Okma, Wagner School of Public Services Theodore R. Marmor, Yale School of Management
13:55 – 15:00	<i>Panel Discussion and Questions from the audience</i> Peter Barrett, Anne Sales, Neil Cooper



14:45 – 15:15

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**Closing Comments**

## Forum Moderator

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### ***Steven Lewis, Access Consulting***



Steven Lewis is a health policy and research consultant based in Saskatoon, and Adjunct Professor of Health Policy at the University of Calgary and Simon Fraser University. Prior to resuming a full-time consulting practice he headed a health research granting agency and spent 7 years as CEO of the Health Services Utilization and Research Commission in Saskatchewan. He has served on various boards and committees, including the Governing Council of the Canadian Institutes of Health Research, the Saskatchewan Health Quality Council, the Health Council of Canada, and the editorial boards of several journals, including Open Medicine. He writes frequently on topics such as reforming and strengthening medicare, improving health care quality, primary health care, regionalization, and health policy and politics.

## Forum Speakers

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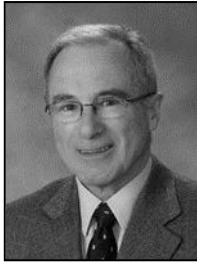
### ***Owen Adams, Canadian Medical Association***



Dr. Owen Adams is the Assistant Secretary General, Research, Policy and Ethics of the Canadian Medical Association (CMA). The Research, Policy and Ethics Directorate is a multidisciplinary team that carries out a variety of policy research projects in the areas of health system financing and reform, medical economics, medical ethics and medical workforce issues. Prior to joining the CMA in 1990, he was a senior research analyst in the Health Statistics Division of Statistics Canada, which he joined in 1978. He holds a BA and MA in Sociology from the University of Western Ontario.

Throughout the 1980s, he taught graduate courses on a part-time basis in quantitative research methods and social aspects of health care in the Master of Health Administration Programme at the University of Ottawa. He is presently an Adjunct Assistant Professor in the Department of Community Health and Epidemiology at Queen's University.

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***Peter Barrett, University of Saskatchewan***

Dr. Peter Barrett is a Saskatoon urologist with an interest in minimal access surgery and transplantation. He has served the profession as president of both the Saskatchewan and Canadian Medical Associations. He was the first Chief of Staff of the newly formed Saskatoon Health Region and served as Head of the Department of Surgery for the University of Saskatchewan and the Saskatoon Health Region. He has been a member of the Board of the Canadian Institute of Health Information and served on their Executive. He has served as Chair of the Canadian Medical Forum and the Canadian Medical Foundation. He currently chairs the Health and Public Policy Committee of the Royal College of Physicians and Surgeons of Canada. He is a founding member of the Board of the Health Quality Council of Saskatchewan and serves as their vice-chair. He has just been appointed the Physician Lead in the Government of Saskatchewan's Surgical Initiative to transform the patient's experience through the whole surgical value stream in response to the recent "Patient First Review" conducted in the province. He and his partners have been participating and actively promoting patient-centered care with advanced access, pooled referrals, and practice redesign concepts to shorten waits for consultations and maximize the value of that appointment to the patient.

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***Richard Hamblin, Care Quality Commission***

Richard Hamblin, is Director of Intelligence at the Care Quality Commission where he is responsible for the Commission's approach to using information in regulation including all aspects of analysis and information management. His career encompasses NHS management, health services research and regulation. This has included time at the King's Fund, where he produced studies on London's health care system, the effect of the introduction of the internal market into the NHS in the 1990s and methods of modeling waiting list dynamics. He joined the CQC's ancestor, the Commission for Health Improvement, at its inception to develop its analytic methods, and has remained in regulation ever since with the exception of a year spent in Seattle as a Harkness Fellow. Here he studied the use that patients with long term conditions made of information about the quality and outcomes of healthcare. His particular interest is in health informatics and the use of rigorous analysis of performance data as a tool for improvements in quality and efficiency of health services.

***Pierre Thomas Léger, HEC Montréal***

Pierre Thomas Léger is an Associate Professor of Economics at HEC Montréal where he holds the Professorship in Health Economics. He is also a research Fellow of the Centre for Interuniversity Research and Analysis of Organizations (CIRANO), the Interuniversity Centre on Risk, Economic Policies and Employment (CIRPÉE) and the Centre pour la Recherche Économique et ses Applications (CEPREMAP). He received a Ph.D. in Economics from the University of Western Ontario in 2000. Professor Léger's work has centered on financial incentives in the healthcare market. He has published widely on the effects of different payment mechanisms for physicians (including fee-for-service, capitation, mixed-payment, fund-holding) on their treatment and referral decisions. He is currently studying the effect of profit sharing programs on cardiologists' use of medical drugs and devices and their impact on the costs of treatment, as well as the effect of medical health records on drug-drug interactions and the consumption of medical services.

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***Theodore Marmor, Yale University***

Professor Theodore R. Marmor, Ph.D. is Professor Emeritus of Yale University in three units: the School of Management, the School of Law, and the Department of Political Science. Since 2008 he has been an Adjunct Professor in Public Policy at Harvard's Kennedy School of Government. Marmor was educated at Harvard University (B.A. and PhD) and was a graduate fellow at Wadham College, Oxford. From 1992 to 2003 he was the Director of the Robert Wood Johnson Foundation's post-doctoral program in health policy, and in 2001 the Foundation also awarded him an Investigator Award in Health Policy.

Prof. Marmor is an emeritus fellow of the Canadian Institute for Advanced Research, member of the Institute of Medicine of the National Academy of Sciences and the National Academy of Social Insurance and since 2009 a corresponding fellow of the British Academy. He is a scholar of the modern welfare state, with special emphasis on health and pension issues. The author (or co-author) of eleven books, he has published over 150 articles in a wide range of scholarly journals.

He now divides his time among executive teaching, trial testimony as an expert, and public speaking and writing.

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***Anne McFarlane, Canadian Institute for Health Information***



Anne McFarlane is currently the Executive Director of the Canadian Institute for Health Information in Western Canada. The Western Office is responsible for CIHI activities in the four western provinces and the three territories. CIHI offices in Western Canada are located in Victoria and Edmonton.

Ms. McFarlane holds an MSC in epidemiology and a MA in philosophy. She has 20 years experience in working in the Ministries of Health, Education, Finance and Social Services for the Governments of British Columbia and Saskatchewan. Her most recent positions with the BC Ministry of Health included Assistant Deputy Minister responsible for Policy, Planning, Legislation and Intergovernmental Relations, Executive Financial Officer and Director of Pharmacare. Anne has served on the Medical Services Commission, the board of the Michael Smith Foundation for Health Research, the board of Providence Health Care, the board of the Canadian Institute of Health Services and Policy Research, the Funders Forum of the Cochrane Collaboration and has chaired the Federal-Provincial-Territorial Advisory Committee on Health Services (ACHS). She is currently a member of the Canadian Cochrane Advisory Committee.

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***Kieke Okma, New York University Wagner School of Public Service***



Dr. Kieke Okma received a Ph.D. from the Medical Faculty at the University of Utrecht and a master's degree in economics from Free University, Amsterdam. She has worked as a senior policy advisor at the Ministry of Health, Welfare and Sport in the Netherlands. In 1999-2002 she also held a part-time position as an associate professor at the School of Public Policy Studies, Queen's University.

She took early retirement from her job at the Dutch Ministry of Health in 2004. In 2004 she was Visiting Research fellow at the Institute for the Study of Canada at McGill University in Montreal, and in 2005, Research Fellow at the Hanse Institute of the University of Bremen. In 2006, she started to teach as a Visiting Professor at the Mailman School of Public Health of Columbia University (a international comparative course on health politics). She started as an Adjunct Associate Professor at the Wagner School of Public Service in 2006.

Since 1995 Dr. Okma has been the chair, rapporteur, and member of the steering committee of the annual Four Country Conference of Health Care Policies and Health Care Reforms.

***Meredith B. Rosenthal, Harvard School of Public Health***

Meredith B. Rosenthal is Associate Professor of Health Economics and Policy in the Department of Health Policy and Management at the Harvard School of Public Health. Dr. Rosenthal received her Ph.D. in health policy at Harvard University in 1998. Her research examines the design and impact of market-oriented health policy mechanisms, with a particular focus on the use of financial incentives to alter consumer and provider behavior. She is currently working on a body of research that examines alternative models for reforming physician and hospital payment. Specific empirical projects include evaluations of several Patient-Centered Medical Home pilots, pay-for-performance initiatives, and an episode-based payment system.

Dr. Rosenthal's work has been published in the *New England Journal of Medicine*, the *Journal of the American Medical Association*, *Health Affairs*, and numerous other peer-reviewed journals. In 2006, Dr. Rosenthal was awarded an Alfred P. Sloan Industry Studies Fellowship in recognition of her field-based research on physician incentives. Dr. Rosenthal is member of the Massachusetts Public Health Council, which promulgates regulations and advises the Commissioner of Public Health on policy matters.

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***Anne Sales, University of Alberta***

Anne Sales is an Associate Professor in the Faculty of Nursing, University of Alberta and Canada Research Chair in Interdisciplinary Healthcare Teams. Previously, she was a Research Scientist in the VA Northwest Health Services Research and Development Center of Excellence at VA Puget Sound Health Care System in Seattle, Washington, and a faculty member in the Department of Health Services in the School of Public Health and Community Medicine at the University of Washington. She has conducted over 15 funded research projects, focusing both on improving the quality of care to veterans with ischemic heart disease and on the organization and practice of nursing within VHA, and has over 60 peer-reviewed publications. Her areas of research interest are the implementation of evidence-based best practices into clinical care, the use of social science theory in designing interventions to implement best practices, and the role of professionals, teams and organizations in optimizing patient care. Her training is in sociology, health economics, econometrics, and general health services research.

***Richard B. Saltman, Emory University***

Richard B. Saltman is Professor of Health Policy and Management at the Emory University School of Public Health in Atlanta, Georgia. He co-founded the European Observatory on Health Systems and Policies in Brussels in 1998, and is currently head of the Atlanta hub. He is an Adjunct Professor of Political Science at Emory University, a Visiting Professor at the London School of Economics and Political Science, and Visiting Professor at the Braun School of Public Health at the Hebrew University in Jerusalem. From 1991 to 1994, he was Director of the Department of Health Policy and Management at Emory. He holds a doctorate in political science from Stanford University.

He has published 17 books and over 130 articles on a wide variety of health policy topics, particularly on the structure and behavior of European health care systems, and his work has been widely translated. In 1987 and again in 1999, he won the European Healthcare Management Association's annual prize for the best publication in health policy and management in Europe. His volumes for the European Observatory book series published by McGraw-Hill Education have been short-listed for the Baxter Prize by the European Healthcare Management Association in 2002, 2004 and 2006.

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