



Value-Based Healthcare through Collaboration: How do we make progress?

The healthcare system has significantly struggled to balance the need for restraining cost growth of healthcare delivery and to invest in the adoption of healthcare innovation. The drivers of this challenge include the inevitable increase in the per unit cost of innovative technologies versus existing technologies, limited budgets in an environment of increasing demand driven by demographics and a fundamental lack of incentives across the health care system to adopt new technologies.

Why do we need to address this issue of poor adoption of innovation in the healthcare system? For the healthcare system, failure to adopt new technologies prevents optimal and up-to-date patient care and challenges the sustainability of the healthcare system by limiting productivity improvements as it tries to “do more with the same resources”. For the Healthcare industry, (especially Medical Devices and Pharmaceuticals) the inability to sell its inventions into the Canadian healthcare system leads to a significant erosion of the economic status of the sector. This leads to less incentive to bring new health innovations to Canada, less investment in health-related R&D from the private sector and a deterioration of Canada’s ability to participate in the significant growth of the global healthcare economy. No one is happy with the current situation.

In response to these challenges government has invested tremendous amounts into Pan-Canadian Health Organizations (PCHOs) who are essentially regulators acting as procurement arms of the government. Some of the key PCHOs include Health Canada, CADTH, PMPRB, PCPA and traditional procurement organization such as Plexxus. It is widely believed that Value Based Healthcare demonstrating value-for-money is the key to making progress on the challenges based on the belief that if value can be demonstrated then innovation will be adopted. However, demonstrating value is “easier said than done” and needs collaboration and trust between Industry, Academia and the Healthcare system which currently does not exist.

This panel hopes to start a discussion amongst Industry, Academia and the Public Healthcare system to see if there is an opportunity for Queen’s and the affiliated Healthcare stakeholders to take a leadership role in this discussion.



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PROGRAM AGENDA

Wednesday, May 16th, 2018 • School of Medicine Building

4:30 pm **Reflection on the Importance of Value-Based Healthcare**

• *Kevin Empey, Former Supervisor, Brockville General Hospital*

Mr. Empey will make the case for value-based healthcare as a win-win-win for patients, for Ontario-based healthcare organizations and for our economy. Mr. Empey will describe how these benefits outweigh the costs of this approach to healthcare and how value-based healthcare should become a strategy to improve social and economic productivity.

4:45 pm **Panel Discussion of Value-Based Healthcare**

Dr. Christopher Simpson, Acting Dean, Faculty of Health Sciences and CEO of the Southeastern Ontario Academic Medical Organization (SEAMO) will moderate a discussion that is designed to evaluate the role for non-traditional partners such as academia to accelerate the standardization and implementation of value-based healthcare approaches to respond to healthcare's greatest challenges.

Panelists:

- *Dr. David Pichora, CEO of Kingston Health Sciences Centre*
- *Mr. Scott MacNair, President of Stryker Canada*
- *Mr. Dov Klein, Director of Innovation and Strategic Partnerships at Plexxus*
- *Mr. Ed Dybka, Member of the Health and Biosciences Economic Strategy Table and Past and Former CEO of AstraZeneca Canada*
- *Ms. Iris Ko, Former Director, Ministry of Government and Consumer Services*
- *Dr. Elspeth Murray, Associate Professor and Associate Dean, Smith School of Business*

6:00 pm **Closing Remarks**

• *Mr. Paul Huras, CEO of the South East Local Health Integration Network*

6:05 pm **Networking Reception**



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Ed Dybka is the President of QIV Capital Management providing consulting and advisory services for the biopharmaceutical industry, academia and government on matters related to pharmaceuticals and healthcare. Previously he was President & CEO of AstraZeneca Canada Inc., part of AstraZeneca PLC, one of the world's leading biopharmaceutical companies. Mr. Dybka has worked in the Canadian pharmaceutical industry for over 30 years. In 2012, he led the Canadian establishment of Almirall Canada Inc., a start-up biopharmaceutical company focused on the treatment of respiratory diseases. Prior to establishing Almirall in Canada, Mr. Dybka held a number of executive roles at GlaxoSmithKline Canada including Vice President of Marketing, Sales and Public Affairs & Reimbursement. During this time, he was accountable for the marketing and sales of all GSK pharmaceutical products, including specialty care, oncology and vaccines, achieving strong commercial performance and employee engagement. Earlier in his career, Mr. Dybka held progressively senior roles in marketing and product development, as well as sales, at Glaxo Wellcome Canada Inc. and Zeneca Pharma Inc. Mr. Dybka is currently Co-Chair of Life Sciences Ontario, a Director of Clinical Trials Ontario and he is also the Chair of the Acute Coronary Treatment (ACT) Foundation. He is a current member of the Life Science Working Group advising the Ministry of Research & Innovation for the Province of Ontario on its Life Sciences Economic Strategy. He is also a member of the Health/Biosciences Economic Strategy Table for the Federal Ministry of Health and Ministry of Innovation, Science and Economic Development. He has served on a number of other Boards including Innovative Medicines Canada, the Pharmaceutical Advertising and Advisory Board, the Canadian Pharmaceutical Distribution Network, The Mississauga Board of Trade and The George Hull Centre for Children and Family.



Kevin Empey is currently the Supervisor of Brockville General Hospital. Prior to this he was President and Chief Executive Officer of Lakeridge Health for 8 years. Kevin is a Chartered Accountant (now CPA) who is also a graduate of Harvard's Advanced Management Program. Kevin has worked in the Hospital sector since 1990, with senior roles at University Health Network, Peel Memorial Hospital and St. Michael's Hospital. Prior to his hospital career he was with Northern Telecom. In 2012 he was appointed Adjunct Professor at UOIT. He currently is a guest lecturer at The Ontario Hospital Association, University of Toronto and York University. Kevin has been very involved with the creation of shared services and with the government regarding funding models for hospitals. In 2016 and early 2017 he Chaired the Healthcare Sector Supply Chain Strategy Panel for the Government of Ontario.



Paul Huras, the founding Chief Executive Officer (CEO) of the South East Local Health Integration Network (LHIN), provides leadership for the LHIN's responsibilities of local health system planning, community engagement, allotting funds, monitoring the performance of health services providers in the South East health system and in engaging the SE community and their health care stakeholders. With over 30 years of leadership roles in health care, some of Paul's previous experiences include:

- CEO of the Thames Valley District Council
- Vice Pres. of Planning and Information Services at Peel Memorial Hospital, also having served as acting Executive Vice Pres.
- Assistant Executive Director, Waterloo Region District Health Council.

Paul is a Fellow with the School of Policy Studies, Queen's University and holds an adjunct appointment with Queen's in the Department of Community Health & Epidemiology, Faculty of Health Sciences. Throughout his career, Paul has been a member of different boards such as the Institute of Clinical Evaluative Sciences. He also served as the Chair for both The Michener Institute in Toronto and Fanshawe College in London. Paul holds a MBA and an MSc (Epidemiology), a CHE designation with the Canadian College of Health Services Executives and a FACHE designation with the American College of Healthcare Executives. Paul is committed to bringing best practices and innovative ideas into our healthcare system, and fostering development of new highly productive health innovation ecosystems.

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Currently serving as Director, Innovation and Strategic Partnerships, Dov supports Plexxus hospitals in continuously achieving their common objective of excellent patient care and outcomes. In this role, Dov works with a wide array of stakeholders to enable the acquisition of products and solutions to support patients through value based healthcare, innovation procurement and the development of new business models and partnerships. Previously, Dov was a Director in PwC's Canadian healthcare practice with a primary focus on healthcare strategy, finance and operations – serving as PwC's healthcare finance and procurement lead. Dov was also the Ontario Hospital Association's Program Leader for Financial Management, with a focus on Health System Funding Reform and the changing patient-based funding landscape. Dov received his MBA from the Rotman School of Management as well as an M.Ed from the Ontario Institute for Studies in Education (OISE) with a focus on policy, leadership, diversity and change.



Iris Ko, MBA, is currently a Professor at Georgian College and Adjunct Faculty at Odette School of Business, University of Windsor. Ms. Ko was the Strategic Policy and Innovation Director at the Ontario Public Services. In this role Ms. Ko led the development of the Broader Public Sector Procurement Directive and the innovation procurement strategy for Ontario to incentivize innovation development and adoption. She established funding programs to accelerate the culture shift to value-based procurement which was recognized by the Ontario Health Innovation Council. Ms. Ko has a proven track record in excellence and delivery, and was invited as a conference speaker on procurement, innovation and transformation strategies internationally.



Scott joined Stryker Canada in 2008 and has held many commercial sales and marketing leadership roles within Canada, he was promoted to President in June 2016 based in Hamilton. Responsibilities include operational and commercial performance for Canada, as well as the accountability of the financial performance of the Canadian business. Prior to his current role, Scott was the Senior Director of Healthcare Solutions, Scott was responsible for coordinating commercial resources and building relationships with key customers to ensure they are maximizing the value of their Stryker technology & services.

Before joining Stryker, Scott spent 7 years at Boston Scientific in sales, marketing & business development, most recently serving as the Sales and Marketing leader for their Canadian Endoscopy franchise. Previously at Xerox Corporation Scott held positions in general management, sales & marketing and business development. Scott completed his B.A. at the Rochester Institute of Technology and has completed the Executive Leadership program at the Richard Ivey School of Business at the University of Western Ontario.

Scott was selected to attend Stryker's Harvard Leadership Academy for executives in 2011.

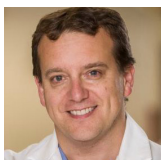


Elsbeth Murray has served as the Associate Dean – MBA and Masters Programs since 2012, and has been a professor of Strategy and New Ventures at the Smith School of Business at Queen's University since 1996. She also holds the CIBC Fellowship in Entrepreneurship, and founded the Queen's Centre for Business Venturing. Prior to joining Queen's, she worked in industry for 7 years for several firms including IBM, and Canadian Tire. As an integral part of her work in the strategy and new venture fields, Dr. Murray specializes in the management of change. In 2002, she co-authored a best-selling book, *Fast Forward: Organizational Change in 100 Days*, Oxford University Press, with Dr. Peter Richardson. She has recently co-developed (with Dr. David Saunders) the Analytics Climate Assessment Tool (ACAT), which is used to assess organizations technological capacity, skill sets, and analytics culture. Current research is focused on best practices in leading and managing change to create an analytics culture. Dr. Murray teaches on many Smith MBA and Executive Education programs, and consults widely with a diversity of firms including BMW, Detour Gold, Wawanesa Insurance, Versacold Logistics and the New Brunswick Dept. of Health. She serves as a Director for several firms and is an advisor to several startups and CEO's. Dr. Murray received an undergraduate degree in computer science and mathematics, and an MBA, both from Queen's University. Her doctorate in Strategy and Management Information Systems was completed at the Richard Ivey School of Business.

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Dr. Pichora serves as the President and CEO for the Kingston Health Sciences Centre that has integrated Hotel Dieu and Kingston General Hospitals effective April 1, 2017. Dr. Pichora is also Co-Chair (with the South East LHIN CEO) of SECHEP, the Executive forum of the SE LHIN and is President of the Hotel Dieu Hospital Research Institute. Dr. Pichora previously served as Chief Executive Officer of the Hotel Dieu Hospital from November 2008 until March 31, 2017 and Chief of Staff of the Hotel Dieu Hospital from 2004 until February 2009. Dr. Pichora completed his orthopedic surgery residency at Queen's University and clinical fellowships at the University of Toronto and University of Alabama, Birmingham. He is a Professor of Surgery and of Mechanical and Materials Engineering at Queen's University and has been on the medical staff at Hotel Dieu and Kingston General Hospitals since 1986. He has served as Divisional Chair of Orthopedic Surgery for Kingston's academic hospitals and is a founding member, a lead researcher and Board member for the Human Mobility Research Centre (HMRC) at Queen's University. As an internationally recognized leader in orthopaedics and trauma, he was named the Paul B. Helliwell Chair in Orthopaedic Research in 2015.



Chris Simpson was born in Moncton in 1967 and raised in Nackawic, a small pulp mill town of 1,000 people in western New Brunswick. Torn between pursuing a career in music or medicine, he obtained a BSc at the University of New Brunswick while playing saxophone with The Thomists, a 20-piece big swing band based in Fredericton and well-known across the Atlantic provinces. He went on to medical school at Dalhousie University in Halifax and obtained his MD in 1992. He subsequently completed internal medicine and cardiology training at Queen's University in Kingston and then a Heart and Stroke Foundation Clinical and Research Fellowship in Cardiac Electrophysiology at the University of Western Ontario, under the supervision of Dr. George Klein. After returning to Kingston in 1999, he founded the Heart Rhythm Program at Kingston General Hospital, establishing catheter ablation and implantable defibrillator programs. From 2006-2016 he served as Professor and Head of Cardiology at Queen's University, as well as Medical Director of the Cardiac Programs at Kingston General Hospital/Hotel Dieu Hospital. Currently, he is Acting Dean of the Queen's School of Medicine and Acting Chief Executive Officer of the Southeastern Ontario Academic Medical Organization (SEAMO), Queen's School of Medicine. He is also an Affiliate Scientist with the Institute for Clinical Evaluative Sciences (ICES-Queen's) and a member of the Queen's School of Policy Studies Health Policy Council. Dr. Simpson's primary non-clinical professional interest is health policy – particularly access to care, seniors' care, wait times and medical fitness to drive. He served as the chair of the Wait Time Alliance (WTA) – a federation of 17 medical specialty societies and the Canadian Medical Association (CMA) – and is a past chair of the Canadian Cardiovascular Society's (CCS) Standing Committee on Health Policy and Advocacy. He serves on the Cardiac Care Network of Ontario Board of Directors, is a past member of the CCS executive and a former governor of the American College of Cardiology. He currently serves as the Canadian representative to the World Medical Association (WMA) and is Chair of Health Quality Ontario's Quality Standards Committee. He served as the first president of the Canadian Heart Rhythm Society – the national association of heart rhythm specialists and allied health professionals. Over the years he has served on numerous editorial boards and advisory committees, and has chaired or been a member of several national consensus conferences and guidelines statements, including the CCS Consensus Conference on Medical Fitness to Drive and Fly, of which he was co-chair. He is a co-editor of the CMA Driver's Guide. He was the first recipient of the CMA Award for Young Leaders. He served as the 2014-2015 President of the Canadian Medical Association (CMA), during which he championed seniors' care and helped to guide the profession on the issues of medical aid in dying (MAID) and medical marijuana. In 2015, Dr. Simpson was elected to fellowship in the Canadian Academy of Health Sciences and currently serves on their Board of Directors.