

NEW

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Directions

New trends report valuable to planners and decision makers throughout health care system



Trends. They provide history, context and direction. As stewards building a sustainable system, we are moving to long-term strategic planning. In order to do this effectively, we need trend analysis. If you are a planner or decision maker in the ministry, you will want to read the recently released [Externally Informed Annual Health Systems Trends Report](#) (Health Trends Report) which is expected to raise awareness and knowledge of international health trends.

What is the Health Trends Report?

The report was developed and published by the Health System Planning and

Research Branch, Health System Strategy (HSS). Guided by input from an external expert advisory panel, the report, which provides actionable information on 10 trends found worldwide, will support planners and decision makers throughout the health care system. The panel was comprised of provincial, national and international administrators and researchers with health-related expertise. As noted by Steini Brown, Assistant Deputy Minister, HSS, in his foreword to the report: "When faced with a limitless horizon of important issues, the report can help the ministry decide which health care issues to focus on, research and analyze in more detail."

The trends featured in the report

are occurring internationally, largely independent of the activities of governments and health system managers, said Alison Paprica, manager, Planning Unit, in the Health System Planning and Research Branch, HSS. "We believe that awareness and knowledge of these trends will allow the ministry to better understand and respond to opportunities and risks," said Paprica.

How was the report developed?

In just seven months, members of the expert advisory panel were identified (see box on this page), trends were evaluated and prioritized and a final report was produced. Most of the content in the report was drawn from research evidence, but trend information was also obtained from other sources including government publications, websites and media aimed at the general public.

The panel chose 10 trends which they felt were important to strategy development, policy development and planning. The report focuses on the four trends with the highest ranking, but all 10 trends are included in the report, and detailed background briefs are available for each one.

Each trend in the report includes a description of the emerging issues and challenges, followed by efforts worldwide to address the trend.

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Health Trends Report Expert Advisory Panel

Harvey Schipper: Principal, Minden Schipper Associates

David Henry: CEO, Institute for Clinical Evaluative Sciences

Jonathan Guss: CEO, Ontario Medical Association

Brenda Zimmerman: Director, Health Industry Management Program, Schulich School of Business

Peter A. Singer: Director, Rotman-McLaughlin Center for Global Health, University Health Network and the University of Toronto.

Jack Cashman: Venture Partner, Genesys Capital

John King: Executive Vice President and Chief Administrative Officer, St. Michael's Hospital

Neil Wilkinson: Former Chair, Capital Health: Edmonton Area

Imogen Evans: Former Executive Editor of *Lancet*

John Evans: Chair, MaRS Discovery District

Gabe Sékaly: Executive Director, Institute of Public Administration of Canada

Judy Middleton: Former CIO, Osler Health Center

Top 10 Health Trends

1. Person-centered care
2. Sustainability, productivity and innovation
3. Chronic disease prevention and management
4. Health human resources management
5. Mental health and addictions
6. eHealth
7. Public and population health
8. Disparities in health
9. Consumerism in health care
10. Health care facility infrastructure

Health System Planning and Research Branch Mandate

As part of [Health System Strategy](#), the branch's mandate is to provide evidence-informed health research and planning support to the rest of the ministry. Offering specialized consulting resources, the branch assists in the planning, design and implementation of health system improvements and innovations.

In addition to the Health Trends Report, the branch prepares planning tools such as the [Health Horizon](#) quarterly newsletter, an electronic repository of research reports available on [The Exchange](#), and rapid literature reviews on request. Additional research on trends and other important topics for ministry and LHIN clients are also available through this branch.



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The top four trends

- Trend 1 — Person-centered care: This trend discusses respect for people's values, preferences, and expressed needs. It includes examples of strategies that empower patients, such as involving them in decision making and providing health-related internet tools for them. Person-centered care is relevant to the activities of hospitals, providers, LHINs, and the ministry.
- Trend 2 — Sustainability, productivity, and innovation in the health care system: Ontario public health care spending is projected to increase due to a variety of factors, including increased use of services, aging in the population, inflation, more expensive treatments, and more. Sustainability is essential in order to have a system that is able to meet current and future obligations.
- Trend 3 — Chronic disease prevention and management: Chronic diseases account for nearly 60 per cent of all deaths in the world and are expected to increase significantly by 2015. Jurisdictions around the world are working to prevent and manage these diseases through research, public health information, and other measures.
- Trend 4 — Health human resources management: Health human resources have emerged as a critical factor in health policy planning across Canada and the world. In response to supply and distribution issues for health professionals, jurisdictions are looking at strategies that make the most of scarce resources and increase capacity.



The report in both English and French, and trend backgrounders in English, can be found in the [Research](#) section of INFOweb.

The Planning Unit will update the information for the 10 trends in the report annually each fall, and will revisit the list of trends every three years. "This report, and the process that produced it, is a good example of collaboration and health care stewardship," said Vasanthi Srinivasan, director of the Planning and Research Branch. "The information in the report will help shape sustainable strategies that will build the health system that we want. We are thrilled that it is already being used within the ministry, and by external research institutes, to inform planning." ■



Staff of the ministry’s Psychiatric Patient Advocate Office used to purchase a membership at a University of Toronto library and spend time travelling there to access and retrieve needed research materials. But as Vahe Kehyayan, director of the Psychiatric Patient Advocate Office explained, that was before his staff gained access to a powerful research tool right on their computer desktop called the [Journal Access Centre](#) (JAC). “This resource has put essential research information at our fingertips. It’s effective, efficient and friendly to navigate,” Kehyayan said.

Access to 6,500 journals and databases

JAC provides ministry staff as well as the Local Health Integration Networks (LHINs) access to 6,500 journals and databases online. The titles cover a broad range of subject matters, including medicine, health science, communications, economics, recreation, leisure, and sport. “JAC provides full text to a wide range of evidenced-based, peer-reviewed journals. It gives ready access to clinical health-related data. There is also a lot of business, financial and general interest information available,” said Kim Gallant, information management search consultant, Knowledge Management Branch, Health System Information Management and Investment.

A sample of the diverse publications found on JAC include: *Maclean’s*, *Harvard Business Review*, *Marketing*, *Advertising Age*, *Parenting*, *Prevention*, and *Journal of American Medical Association*. JAC is searchable by subject matter as well as journal or article title. It also lets you capture citations and create, download and embed a bibliography into a word document.

JAC part of The Exchange

JAC is one of four tools that are part of the ministry’s web portal called [The Exchange](#). Including tools ALI, MIKE and DEBI, The Exchange helps teams share information and collaborate online and in real time and gives them access to up-to-date data to improve planning and evidence-based decision making. Read how the Exchange can improve your team’s productivity in the Feb. 5, 2009 issue of [NEW Directions](#). You can access JAC through The Exchange button on INFOweb’s homepage. “Select JAC and you’re ready to start searching for information. No password or registration is required,” Gallant said. Kehyayan said his staff uses JAC quite often because it gives them a range of options on a subject. “We are focused on evidence-based advocacy for people with mental health issues. We are always looking at what’s published in peer-reviewed literature on the use of restraints, for

example,” Kehyayan said. “I can search the use of restraints in psychiatric hospitals, the types of restraints used and other topics surrounding the issue.” This tool has been long overdue. It is one of the greatest resources I’ve seen in the ministry in some time.” Alison Paprica, manager of the Planning Unit in the Health System Planning and Research Branch, Health System Strategy said her staff also uses JAC extensively in their daily work. The unit conducts many literature reviews for ministry and LHIN clients and is involved in creating an annual Health Trends Report. (Read an article on the report on page 1.) Paprica’s staff tends to work to very tight timelines, making quick access to vital research materials essential. “JAC is critical to what we do. We don’t go an hour without using it,” Paprica said. “We have retrieved hundreds of articles and it would be incredibly time consuming and costly to access these articles without JAC.” Paprica noted that this year’s trend report contained about 400 citations from materials primarily obtained from JAC.

More questions on JAC?

Gallant is available to answer staff questions and demonstrate the use of this easy-to-use tool. Contact here at Kim.Gallant@ontario.ca. ■

JAC FACTS			
Access to 6,500 journals and library databases	Broad range of subjects: • Business and economics • Computer science • Engineering and technology • General • History • Law • Military and naval sciences • Political science • Recreation leisure, and sports • Social sciences • Communications and journalism • Education • Fine arts and music • Geography and anthropology • Language and literature • Medicine and health sciences • Philosophy and religion • Psychology • Sciences	Journal examples: • <i>British Medical Journal</i> • <i>The Lancet</i> • <i>New England Journal of Medicine</i> • <i>Harvard Business Review</i> • <i>Maclean's</i> • <i>Marketing</i> • <i>Advertising Age</i> • <i>Parenting</i> • <i>Computing Canada</i> Database examples: • Cochrane Collaboration • MEDLINE • Health Business Elite	No set up or password required to use JAC