University of Toronto Quality Assurance Process (UTQAP)
Cyclical Review: Final Assessment Report & Implementation Plan

Program(s):	Health Policy, Management and Evaluation, MSc, PhD Health Administration, MHSc Master of Health Informatics, MHI
Division/Unit:	Institute of Health Policy, Management and Evaluation (IHPME)
Commissioning Officer:	Dean, Faculty of Medicine
Reviewers **(Name, Affiliation):**	1. Dr. Régis Blais, PhD, Professor and Director, Department of Health Administration, University of Montreal 2. Dr. Barbara McNeil, MD, PhD, Ridley Watts Professor and Founding Head, Department of Health Care Policy, Harvard Medical School 3. Dr. Mark Roberts, MD, Professor of Medicine, Health Policy and Management and Industrial Engineering and Chief, Section of Decision Sciences and Clinical Systems Modeling, Division of General Medicine, University of Pittsburgh
Date of review visit:	January 12-13, 2012
Date reported to AP&P:	October 29, 2012

1. **Outcome:**
   - The Committee on Academic Policy and Programs (AP&P) concluded that the Decanal response adequately addressed the review recommendations.

2. **Significant program strengths:**
   - "Very high quality" programs; outstanding stature in Canada and the international academic community
   - Rare 8-year accreditation period of the MHSc in Health Administration
   - High quality research activities; very good publication rankings
   - Very high faculty, student and staff morale
   - Excellent relationships with cognate Faculties, academic departments and units; engaged alumni

3. **Opportunities for program improvement and enhancement. The reviewers recommended that the following be considered:**
   - Streamlining offerings and/or ensuring that marketing materials present integrated picture of programs to improve clarity for students and external audiences and facilitate collaboration
   - Developing more advanced courses (e.g. biostatistics and advanced research methods) to target needs of IHPME students
   - Making new information technologies (e.g. web-based teaching methods) available to faculty and students
   - Reviewing comprehensive exams to improve coherence across streams and ensure their purpose and objectives are clear to students and faculty
   - Exploring student needs in terms of interactions, communication and office space to address any identified needs
   - Developing recruitment plan, including junior and more experienced faculty, to address anticipated retirements and support expanding degree programs and advanced analytic courses

4. **Implementation Plan**
   The Dean undertook in consultation with the Department to support the following changes:
   - Immediate Term (6 months)
     - Developing more advanced courses
       i. The Institute will launch new advanced graduate courses adapted to the needs of students
   - Medium Term (1-2 years)
     - Streamlining offerings
       i. The Institute will engage in strategic academic planning upon the appointment of the next Director to weigh the benefits of streamlining offerings against the loss of flexibility afforded by having separate fields with discrete admissions and program requirements; the Faculty favours a simplified approach if it assists in marketing and enhanced enrolment
     - Making new information technologies available to faculty and students

i. The Dean has asked the Institute to work closely with others in the same building to address upgrades to IT infrastructure and academic program support; the Dean has also asked the Institute to clarify its IT needs as part of its next strategic plan so that these can be addressed by the Faculty's expanding IT support division
- Reviewing comprehensive exams
  i. The Dean has asked the Institute to address the content of and communication about comprehensive exams
- Exploring student needs
  i. The Dean will ask the Institute to undertake a student space analysis and assist in the development of appropriate solutions if needed
  ii. The Dean has asked the Institute to address student interaction, consider more direct and frequent communication with students through the student association and to explore new modalities of communication to reach off campus students, to complement existing communication avenues such as student representation on all Institute committees
- Longer Term (3-5 years)
  - Developing a recruitment plan
    i. The Dean is encouraging the Institute to look for partnership opportunities with the Clinical Departments, the Dalla School of Public Health, and the hospital research institutes to replenish faculty complement over the next 5 years, in addition to making some hires linked to retirements

The Dean's Office will follow up annually with the unit on these plans to assess progress.

5. Executive Summary

The reviewers identified the programs' strengths as very high quality programs, rare 8-year accreditation period of the MHSc in Health Administration, high quality research activities and strong publication rankings, excellent relationships across the University and with alumni, and high morale within a department of outstanding national and international stature. The reviewers recommended that the following issues be addressed: streamlining of offerings, the need for more advanced courses, the availability of new information technologies, clarity regarding comprehensive exams, identifying student needs and planning for faculty renewal. Upon the appointment of a new Director, the Institute will engage in strategic academic planning that will assess the pros and cons of streamlining offerings. The Institute will launch new advanced graduate courses adapted to students' needs. The Dean has asked the Institute to work closely with others to address IT upgrades and to include its IT needs and directions in its new strategic plan. The Dean has asked the Institute to address the content of and communication about comprehensive exams. The Dean has asked the Institute to address student interaction, consider ways of improving and increasing communication with students and undertake an analysis of student space. The Dean is encouraging the Institute to seek out partnership opportunities with other units to replenish faculty complement, in addition to making hires linked to retirements. The Committee on Academic Policy and Programs concluded that the Decanal response adequately addressed the reviewers' recommendations.