The Conference Board of Canada | Le Conference Board du Canada

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Canadian Alliance for Sustainable Health Care
L'Alliance canadienne pour des soins de santé durables

2015-2016 Annual Report

The Canadian Alliance for Sustainable Health Care (CASHC) was created to respond to the reality that, in its current state and without transformational changes, Canada's public health care system is financially and operationally unsustainable. CASHC leverages the quantitative and qualitative analysis skills of The Conference Board of Canada's health economics team within public policy as well as the expertise in other operating divisions, and facilitates open dialogue on Canadian health and the health care system.

Dear CASHC Members,

Our fifth annual report outlines the achievements of the past year and plans for the next phase of CASHC.

CASHC has had another record-setting year, with ten published reports (and another eleven underway under the three research pillars of population health, the functioning of the health care system, and workplace health and wellness), eighteen webinars, eleven "Hot Topics in Health" commentaries, three *Healthy Canada* conferences, two strategic member meetings, and several focused workshops.

In 2015/2016, the Alliance was supported by thirty-five member organizations, and CASHC will continue to focus on attracting a variety of trusted health system stakeholders to provide insight, expertise, and depth to the strategic discussions regarding its research focus and activities. Going forward, CASHC will work on broadening its impact by building on these relationships to increase member engagement with both the research program and the dissemination of key findings.

CASHC's compendium report, a *Road Map to Health System Sustainability*, will be published this fall. This report summarizes the key findings generated from the first phase of CASHC's research (from 2011 to 2016), identifies critical knowledge gaps, and outlines priority areas for the Alliance's future mandate. A companion brochure highlights specific examples where CASHC's work has impacted the health policy sphere.

CASHC members played a crucial role in setting the strategic directions outlined in the report through active contributions at CASHC's two member meetings—which focused on setting the strategic directions of the research plan and its desired impact. CASHC also engaged in an intense consultation process which included interviews with representatives from its member organizations. The feedback generated through both the member meetings and interviews will inform CASHC's forthcoming *Road Map.*

This past year also featured an ambitious set of knowledge and exchange activities. Building on its Health Summit expertise, CASHC created a *Healthy Canada* conference series which focused on key drivers of health system sustainability. The first, "Financial Models and Fiscal Incentives in Health and Health Care", addressed how financial models and tax incentives can be leveraged to improve both population health and health system sustainability. The second, "Healthy Brains Across the Lifespan",

highlighted the supply and demand for treatments and services across Canada and the opportunities to leverage them to foster healthy brains, good mental health, and health system sustainability. The third, "Future Care for Canadian Seniors", provided fresh thinking about housing and care models, and healthy active living programs to prevent, manage, and treat chronic conditions in Canada's aging population. All of the conferences in this series received positive and constructive feedback.

CASHC's next conference will be held on April 25-27, 2017 at the Old Mill Toronto. The broad theme will be "Access to Affordable Medicines", and we are in the process of putting together a program committee of CASHC members and other experts.

To increase its value-add, CASHC once again offered its members access to meetings organized by other Conference Board health system networks, including the Centre for the Future of Health, the Council for Healthy Living, and the Council for Innovation Procurement in Health Care. CASHC also provided members with access to a number of Leadership and Human Resources Research (LHRR) webinars. CASHC also organized events around targeted topics, such as the strategic foresight workshop on health care funding in 2035. CASHC's monthly bulletin provides important updates on recently released and forthcoming CASHC research, upcoming CASHC events, and other health and health care resources.

None of CASHC's research and activities would be possible without the active participation and financial support of CASHC's members who provide strategic direction on the research program and activities undertaken. We are grateful for your continued commitment to CASHC and encourage your feedback, comments, and suggestions on all aspects of our work.

As CASHC moves towards greater granularity, actionable recommendations, and increased knowledge mobilization and impact, we will look to our members to help us achieve these ambitious research and knowledge exchange goals. We look forward to working with you even more closely in 2016-17.

Louis Thériault
Vice-President
Public Policy
The Conference Board of Canada

Thy Dinh
Director, Health Economics
Public Policy
The Conference Board of Canada

Member Benefits

Over the past year, we further defined and expanded the CASHC member benefits which cover a range of research, networking, and knowledge exchange activities. These activities are summarized below.

Research Program

New publications in 2015-16 generated over 1,780 downloads this fiscal and had an average user rating of 4.5 out of 5. All CASHC publications are publicly available to download without charge at www.conferenceboard.ca/CASHC/ and through our e-library. CASHC members benefit from having input in the research from conception to review. Members are also notified by email and receive access to the research prior to public release. The following publications were released during the past year:

- Multiple Sclerosis in the Workplace: Supporting Successful Employment Experiences, May 2016
- Improving Access to Canadian Health Care: The Role of Tax Policies, May 2016
- Inclusive Growth: A New Approach to Economic Evaluation of Health Policy, March 2016
- Funding Canadian Health Care in 2035: Strategic Foresight Scenarios, March 2016
- Healthy Brains at Work: Employer-Sponsored Mental Health Benefits and Programs, February 2016
- Moving Ahead: Workplace Interventions to Reduce Physical Inactivity and Sedentary Behaviour, December 2015
- Future Care for Canadian Seniors: A Status Quo Forecast, November 2015
- Mapping the Journey—Success and Failure with Lean, November 2015
- Healthy Brains at Work: The Footprint of Mental Health Conditions, May 2015
- Moving Ahead: Taking Steps to Reduce Physical Inactivity and Sedentary Behaviour, May 2015

We are in another record-year for publications, with the following reports for 2016-17 (recently published, in publishing, in research):

Title	Type	Actual/Anticipated Release Date
Improving Access to Canadian Health Care: The Role of Tax Policies	Individual Repot	May 26, 2016
Financial Models and Fiscal Incentives: Proceedings from the Healthy Canada Conference	Part of a Series	June 3, 2016
Feeling at Home? A Survey of Canadians on Senior Care	Part of a Series	July 28, 2016
Healthy Brains at Work: Estimating the Impact of Workplace Health Benefits and Programs	Part of a Series	September 1, 2016
Conceptualizing the Canadian Health Care System	Compendium Companion	Summer 2016

Future Care for Canadian Seniors: Transportation and Seniors	Part of a Series	Summer/Fall 2016
A Road Map to Health System Sustainability	Compendium Report	Fall 2016
Next Generation Health Care – An Innovative Approach to Sustainability	Part of a Series	Fall 2016
Stopping the Clock on Preventable Injuries in Canada	Part of a Series	Fall 2016
Moving Ahead (Healthy Active Living in Canada): School-based Interventions to Reduce Physical Inactivity and Sedentary Behaviour	Part of a Series	Fall 2016
Future Care for Canadian Seniors: Future Care for Canadian Scenarios - Nursing Analysis	Part of a Series	Fall 2016
Future Care for Canadian Seniors: Healthy Aging: Intergenerational Connections	Part of a Series	Fall 2016
Healthy Brains at Work: Creating the Conditions that Support Healthy Brains at Work	Part of a Series	Winter 2016

Partnerships

This past year, CASHC continued to strengthen its partnerships with several well-established institutions such as ParticipACTION, the Healthy Active Living and Obesity Research Institute at the Children's Hospital of Eastern Ontario, the Canadian Society of Exercise Physiology, the University of Alberta and Queen's University, the Centre for the Study of Living Standards, A.T. Kearney, the University of Ottawa, and the Centre for Study of Living Standards. We look forward to strengthening these relationships and developing new collaborations, both with other institutions and with CASHC member organizations.

Knowledge Exchange Activities

The participation levels and satisfaction scores of member meetings and the conference program for this fiscal are listed below (the rating scale is 0-5, with 5 being the highest score). The average rating for CASHC's member meetings and networking dinners was 4.4/5 and the average conference rating was 4.5/5. CASHC's strategic foresight workshop received a rating of 4.7/5.

	October 14, 2015 Strategic Foresight Workshop—How will Health Care in Canada be Funded in 2035?	November 30, 2015 Members Meeting and Networking Dinner	December 1, 2015 Healthy Canada: Financial Models and Fiscal Incentives in Health and Health Care Conference	March 2, 2016 Healthy Brains Across the Lifespan Conference	May 11, 2016 Members Meeting and Networking Dinner	May 12, 2016 Future Care for Canadian Seniors Conference
Attendance	26	46	102	124	25	96
Average Satisfaction (out of 5)	4.7	4.3	4.3	4.5	4.5	4.6

The following webinar recordings from 2015-16 are now available to CASHC members at no charge and for a nominal fee to the public:

- Canadian Health Care in 2035: Four Scenarios on the Future of Health Care Funding
- The Path to Better: Improving Quality in our Health Care Systems
- Multiple Sclerosis in the Workplace: Achieving Successful Employment Experiences
- More than Prescribed: A Review of Pharmacy Services and Skills in Canada
- Improving Health Care Access Through Fiscal Policy
- Investing in Children's Health—Pedianomics & the Tiny Tidal Wave
- Building Superior Health Policy: The Inclusive Growth Framework
- The link between physical activity and productivity—Fit at work
- Habitudes de vie plus saines : des avantages considérables pour l'économie du Québec et la santé de ses citoyens
- The Future Supply and Demand of Care for Canadian Seniors
- LEANing Towards Success—Achieving Greater Efficiency Through Transformational Change
- Healthy Brains at Work: How Top Employers are Improving Mental Health
- Seniors Residential Care in Canada: Can We Afford It?
- Wellness in the Workplace: Focusing on Mental Fitness
- Getting People Moving: Understanding Behaviour to Increase Physical Activity
- Are the Kids Alright? A 24-hour Movement Guideline for Healthier Children and Youth
- Healthcare for a Vulnerable Population: The Ottawa Inner City Health Projects
- Medical Tourism: An Opportunity for Canada?

Media and Online Impressions

This year, media coverage included 193 stories and over 46 million print, broadcast, and online impressions. The *Future Care for Canadian Seniors: A Status Quo Forecast* report generated the most media print and broadcast impressions (over 1.1 million), and *Healthy Brains at Work: Employer-Sponsored Mental Health Benefits and Programs* generated the most online impressions (almost 7.3 million).

This fiscal, the CASHC website generated over 58,216 page views (30,412 unique). In addition to making information on CASHC activities more accessible and easier to navigate for the public, we have also included important updates for our members, such as the new extended Membership Benefits summary which highlights valuable new benefits CASHC members now receive (especially at the Lead and Champion levels).

The "Hot Topics in Health" blog on the Conference Board website has proven to be an effective avenue to disseminate the research findings and insights in a compact and easily-digestible way. Our blog commentaries have enabled us to highlight the research before and after its release, and have allowed our researchers and writers to re-package previous research to keep interest high. Blog commentaries also offer us a way to comment on recent health issues more rapidly. The Conference Board published the following commentaries this past year:

- Value-Based Procurement: The New Health Care Imperative, March 15, 2016
- Equity or Equality—What Drives Federal Health Care Funding in Canada? February 29, 2016
- From Programs to Strategy: The Next Step in Creating Mentally Healthy Work Environments, February 22, 2016
- Mental Health Strategies Scarce in Traditional Male Industries, February 19, 2016
- A Different Approach to Health Benefits: From Reactive Programs to Prevention and Health Promotion, January 7, 2016
- Mapping the Journey of "Lean"—From Tools to Principles, December 21, 2015
- The Mental Health Continuum: A Slippery Slope, December 7, 2015
- Building Resiliency to Improve Employee Health, Engagement, and Productivity, September 3, 2015
- Time to Look After Caregivers, August 13, 2015
- Are the Kids Alright? Getting Kids Moving, August 11, 2015
- Taking Steps to Get People Sitting Less and Moving More, July 9, 2015

2015/2016 CASHC Member Organizations

Champion Level

Deloitte & Touche LLP
Ontario Ministry of Health& Long-Term Care

Lead Level

Ministère des Finances et de l'Économie (Quebec)
Pfizer Canada Inc.
Provincial Health Services Authority of British Columbia
Sun Life Financial
Workplace Safety and Insurance Board of Ontario

Partner Level

Alberta Health
British Columbia Ministry of Health
Green Shield Canada
Health Canada
Johnson & Johnson Medical Companies/
Janssen Inc. Canada
LifeLabs Medical Laboratory Services
Loblaw Companies Limited
Mercer (Canada) Limited
Scotiabank
The Co-operators Group Limited
The Great-West Life Assurance Company
Workers Compensation Board of Nova Scotia
Xerox Canada Ltd.

Participant Level

AbbVie Corporation
Alzheimer Society of Canada
Canadian Association for Retired Persons (CARP)
Canadian Blood Services
Canadian Dental Association
Canadian Medical Association
Canadian Nurses Association
Centric Health
Consumer Health Products Canada
HealthPartners
Innovative Medicines Canada
Manitoba Health
Neighbourhood Pharmacy Association of Canada
The Arthritis Society
Trillium Health Partners
Workplace Safety & Prevention Services

At Your Service!



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CASHC Financial Report
June 1, 2015 – May 31, 2016

Activity	Cost of Activities	Percentage of CASHC Membership Funding
Research Program		
Healthy Active Living	$ 163,121.59	20.5%
Road Map to Health System Sustainability	$ 104,639.70	13.2%
Inclusive Growth Framework	$ 12,900.63	1.6%
Lean in Health Care	$ 19,188.01	2.4%
Future Care for Seniors	$ 81,597.21	10.3%
MS in the Workplace	$ 26,954.96	3.4%
Financial Incentives in Health and Health Care	$ 89,065.82	11.2%
Economic Burden of Illness	$ 10,171.86	1.3%
Cost of Preventable Injuries	$ 12,630.55	1.6%
Transportation and Seniors	$ 22,254.46	2.8%
Research Development	$ 12,130.55	1.5%
Meetings and Events[1]	$ 126,872.83	16.0%
Administration[2]	$ 75,444.67	9.5%
Publishing and Communications	$ 33,768.48	4.2%
Miscellaneous[3]	$ 4,258.68	0.5%
Total Actual Expenditures June 1, 2015 to May 31, 2016	**$ 795,000.00**	**100%**
Summary of Expenditures		
Total actual expenditures June 1, 2011 to May 31, 2015	$ 3,601,334	75.8%
Actual expenditures June 1, 2014 to May 31, 2016	$ 795,000	16.7%
Actual expenditures June 1, 2011 to May 31, 2016	$ 4,396,334	
Summary of Membership Funding Available		
Total Membership Funding June 1, 2016 to May 31, 2017	$ 212,291	4.5%
Total Membership Funding June 1, 2017 to May 31, 2018	$ 100,500	2.1%
Total Membership Funding June 1, 2018 to May 31, 2019	$ 40,500	0.9%

1. Includes costs related to CASHC member meetings, conference registrations, and webinar registrations.
2. Includes costs related to budget management, accounting, investor relations, website, the CASHC bulletin, and coordination
3. Includes cost related to postage and printing.