

- Key Accomplishments
- 2008 Summer Institute: Urban Health and Health Equity
- Career Pathways of OTC Graduates
- Recognition and Publications
- OTC Policy Practicum
- EXTRA: Supporting the Growth of Evidence-Informed Decision Making in Health Care



Audio message from Dr. Alba DiCenso, OTC Director

[Click to activate](#)

## OTC Contributes to the Development and Utilization of Health Services and Policy Research



Welcoming 2008 students at OTC Meet-and-Greet

Now into its seventh year of operation, the OTC continues to contribute to both the accelerated development of health services and policy research capacity and the growth of evidence-informed decision making in health care in Ontario. Capacity in health services research is being developed through the Diploma (and Collaborative Program) in Health Services and Policy Research. Growth in evidence-informed decision making is supported through the mentoring of the Ontario Fellows of the EXecutive Training for Research

Application (EXTRA) program. EXTRA prepares senior health system managers to apply relevant evidence in health care decision making and management.

The initial projection for the number of health services researchers to be trained by the OTC during its 10-year timeframe (2002-2012) was 102 graduates. The OTC has admitted to date six cohorts of students (23 in 2003, 28 in 2004, 19 in 2005, 24 in 2006, 29 in 2007, and 26 in 2008) for a grand total of 149 admissions. Recruitment for the 2009 cohort is now underway.

Since 2004 the OTC has provided mentoring and administrative support for a total of 45 EXTRA Fellows through a partnership with the Canadian Health Services Research Foundation (CHSRF). Twenty two Fellows have completed their program and 23 remain active. During the recruitment of Fellows for the period 2008-2010, 18 (or about 65%) of the 28 Fellows admitted across Canada were from Ontario. Recruitment for the 2009-2011 cohort of EXTRA Fellows is currently underway.

Since the training of health services researchers and the growth of evidence-informed decision making in health services require the active involvement of an extensive network of partners (participating universities and graduate programs across Ontario, OTC mentors and faculty, EXTRA academic and decision-maker mentors, funding agencies, decision-maker organizations providing field placements, speakers and facilitators during the Summer Institutes), the scale of reach of the OTC is much greater than simply the number of individuals trained directly.

### Funders



Canadian Health Services Research Foundation  
Fondation canadienne de la recherche sur les services de santé



### Participating Universities



## Thanks

The OTC thanks the multitude of decision-making partners (involved in Summer Institutes, the Advisory Board, and the provision of policy practica), the Canadian Health Services Research Foundation (CHSRF), the Canadian Institutes of Health Research (CIHR), the Ontario Ministry of Health and Long-Term Care, the Ontario Ministry of Children and Youth Services, the CIHR Institute for Health Services and Policy Research (IHSPR), the Ontario Mental Health Foundation (OMHF), Health Canada's Health Human Resources Strategies Branch, the Canadian Institute for Health Information (CIHI), the Ontario Rehabilitation Research Advisory Network, the St. Michael's Hospital's *Centre for Research in Inner City Health* (CRICH), its over 150 participating faculty across the consortium, its 43 affiliated graduate programs, senior university administrators from its six participating universities, its 149 students and graduates, and its 20 principal investigators.

Funded by the Canadian Health Services Research Foundation (CHSRF) and the Canadian Institutes of Health Research (CIHR), the OTC is a consortium of six Ontario universities that offers graduate training leading to a Diploma in Health Services and Policy Research at Lakehead, Laurentian, McMaster, Ottawa, and York Universities and to an equivalent qualification through the Collaborative Graduate Program in Health Services and Policy Research at the University of Toronto.

**Lakehead University**  
Bruce Minore\*  
Bill Montelpare  
Pam Wakewich

**Laurentian University**  
Phyllis Montgomery\*  
Raymond Pong

**McMaster University**  
Kevin Brazil\*  
Alba DiCenso  
Wendy Sword  
Susan Watt

**University of Ottawa**  
Barb Davies\*  
Doug Angus  
Dawn Smith  
Brenda Wilson

**University of Toronto**  
Rhonda Cockerill\*  
Peter Coyte  
Diane Doran  
Paula Goering  
Linda O'Brien-Pallas

**York University**  
Pat Armstrong\*\*  
Marcia Rioux\*\*

\* Site Directors  
\*\* Site Co-Directors

## OTC Competencies

1. Understanding of the Canadian health care system;
2. Ability to carry out health services research;
3. Understanding of theories regarding how the health of populations is produced;
4. Understanding of theories of health and health services knowledge production; and
5. Understanding of knowledge exchange and research partnerships.

## Key Accomplishments

- Funding of \$6 million over 10 years (2002-2012), primarily from the Canadian Health Services Research Foundation (CHSRF), the Canadian Institutes of Health Research (CIHR), and the Ontario Ministry of Health and Long-Term Care.
- Development of the first Type 2 Diploma Program approved by the Ontario Council on Graduate Studies (OCGS) to be offered via a consortium. A Type 2 Diploma in Ontario requires concurrent enrollment in a graduate program.
- Involvement of 43 graduate programs across six universities, whose students are eligible to apply for admission into the OTC. These 43 programs represent 26 academic fields that include traditional and non-traditional health disciplines (e.g., Geography, Nursing, Philosophy, Epidemiology, Health Research Methodology, Health Administration, Economics, Environmental Studies, and Rehabilitation Sciences).
- Admission of 149 graduate students (66 M.Sc. and 83 Ph.D.) during six rounds of admissions (with 41 graduated from the program up to the end of 2008 and some other 70 having completed the basic academic requirements of the program).
- Employment of OTC graduates in policy environments such as: *Mental Health Commission of Canada, Public Health Agency of Canada, Ontario Ministry of Health and Long-Term Care, and Canadian Institute for Health Information (CIHI)*.
- Awarding of \$2.2 million in student stipends.
- Collaboration among 150 faculty (including 20 Principals) across six universities.
- Annual Summer Institutes (six to date) focusing on key themes in health services: *mental health, health human resources, women's health, regionalization, urban health, and aboriginal health* (2009).
- Development of 12 graduate level, web-based, distance education courses available to OTC and other graduate students at all six universities.
- Publication – in partnership with CHSRF, the Atlantic Regional Training Centre, the FERASI Centre, and the Western Regional Training Centre- of a special issue of **Healthcare Policy** that provides a comprehensive view on the development of health services research capacity via regional training centres.



2008 OTC Summer Institute, University of Toronto

## 2008 Summer Institute: Urban Health and Health Equity

Hosted by the University of Toronto on behalf of the OTC, and in close collaboration with the St. Michael's Hospital's *Centre for Research on Inner City Health*, the Institute took place during the week of June 9-13, 2008, with the attendance of 23 master's and doctoral students and a select number of invited decision makers.

The theme of the event was *Urban Health and Health Equity*. Previous Summer Institutes have addressed: *Research and Policy Implications of Delivering Mental Health Services in Rural and Northern Parts of Ontario* (Lakehead University, 2004); *Health Human Resources Research and Policy: A Focus on Rural and Northern Issues* (Laurentian University, 2005); *Women's Health in Research, Policy, and Services: Challenges for the Future* (York University, 2006); and *Regionalization of Health Services in Terms of Planning, Funding, and Delivery* (McMaster University, 2007). The 2009 Summer Institute will be hosted June 1-5 by the University of Ottawa with the theme *Aboriginal Health Services, Research, and Policy*.

### Major topics during the 2008 Summer Institute were:

- *Frameworks for understanding inner city health.*
- *Data quality challenges for health equity measurement and policy development.*
- *Homelessness: health care responses and social policy solutions.*
- *Harm reduction: theory, evidence, politics, controversy.*
- *Human scale interventions: promoting healthy neighborhoods.*
- *Promoting health equity in Ontario: building a partnered research agenda.*

### As part of their learning activities during the week, participating students completed the following team projects:

- *Diabetes interventions with vulnerable populations.*
- *Equity, mental health and urban environments.*
- *Mental health and addictions issues for visible minorities.*
- *Health in the urban landscape: food security for vulnerable populations*

Special thanks go to **Dr. Vasanthi Srinivasan** (Director of the Health System Planning and Research Branch of the Ontario Ministry of Health and Long-Term Care) for supporting this valuable learning opportunity, to the University of Toronto for hosting the event, to the personnel of the St. Michael's Hospital's *Centre for Research on Inner City Health* for their valuable input in shaping the focus and content of the institute, to the Summer Institute Planning Committee for guiding the preparation process, and to the group facilitators for mentoring students in the design of their health equity projects.

A special recognition goes to **Dr. Rhonda Cockerill** (OTC Site Director at the University of Toronto), **Dr. Nora Jacobson** (CAMH and University of Toronto), and **Dr. Pat O'Campo** (Director, *Centre for Research on Inner City Health*), Co-Chairs of the 2008 Summer Institute Planning Committee.

The OTC welcomes co-sponsorship for future Summer Institutes and for additional student support (student stipends and conference travel bursaries). For further information, contact Miguel A. Pérez, Ph.D., Program Manager, at 905-525-9140 Ext. 26203 or [mperez@mcmaster.ca](mailto:mperez@mcmaster.ca)

**Paul Colilli**  
*Dean, School of  
Graduate Studies,  
Laurentian University*

**Alba DiCenso**  
*Director, OTC*

**Don Embuldeniya**  
*Manager (A),  
Research Unit, Health  
System Planning and  
Research Branch,  
Ontario Ministry of  
Health and Long-Term  
Care*

**Juanita Gledhill**  
*Chair of the Hamilton  
Niagara Haldimand  
Brant Local Health  
Integration Network*

**Vickie Kaminski**  
*President and CEO of  
the Sudbury Regional  
Hospital*

**Erin Morrison**  
*CADRE Program  
Officer, CHSRF*

**Enette Pauzé**  
*OTC Student,  
University of Toronto*

**Martha Paynter**  
*OTC Graduate,  
McMaster University*

**Ron Pearlman  
(Chair)**  
*Professor,  
York University*

**Miguel A. Pérez**  
*Program Manager,  
OTC*

**Karen  
Rebeiro-Gruhl**  
*OTC Student,  
Laurentian University*

Special thanks go to **Pat Conrad**, former CHSRF's Senior CADRE Officer, who participated until recently as CHSRF representative on the Board. The OTC congratulates her on the completion in 2008 of her Ph.D. in Health Administration (University of Toronto) and for her new position as Executive Director of Policy and Planning for the Nova Scotia Department of Health.

Congratulations and best wishes go to **Vickie Kaminski**, who has recently been appointed as CEO of the Newfoundland and Labrador's Eastern Health Authority (starting in June).



**Esther Turner, M.Sc.**  
Lakehead University

Currently a Research Analyst with the Research Unit of the Health Systems Planning Strategy Division of the Ontario Ministry of Health and Long-Term Care, Esther completed the Diploma in Health Services and Policy Research in conjunction with her Master's in Public Health at Lakehead University. Her unit is dedicated to supporting high quality health services research, increasing the uptake and use of evidence in policy development, and forging stronger links and more effective working relationships among and between researchers, decision makers, and service providers.

*"The OTC Program offered me a diverse set of courses that have provided a foundation for my career with the Ministry of Health and Long-Term Care (MoHLTC). For the policy practicum, I worked with the PalCare Network for York Region, a charitable organization with a vision of ensuring that every citizen of York Region, living with a life-threatening illness, has easy access to high-quality hospice palliative care... My OTC training was tailored to meet my individual goals and was instrumental in providing me with key knowledge and skills that I bring to the workplace everyday... As a Research Analyst, I work with CEOs and Research Directors from research institutes and centres across Ontario to ensure the development of health policy and dissemination of research findings to support evidence-based decision-making within Ontario's health care system."*



**Judith Horrigan, RN, M.Sc.N.**  
Laurentian University

Currently working as a faculty member in the School of Nursing at Laurentian University and coordinating the Laurentian University-St. Lawrence College Nursing Collaboration Program, Judith completed the Diploma in Health Services and Policy Research in conjunction with her Master's of Science in Nursing at Laurentian University. She also served a term as member of the OTC Advisory Board representing students from Northern Ontario. Her thesis focused on the impacts of health care restructuring policies on Northern Ontario nurses and the nursing profession.

*"The OTC program has been a tremendous learning opportunity for me that was challenging as well as invigorating. I gained valuable insight into the complexities involved in health services and policy research along with a heightened awareness of the critical need to partner with decision and policy makers. Through this experience I became convinced that knowledge created through health services and policy research can influence positive changes that are applicable across many system levels. Based on the knowledge and skills I obtained through the OTC and my thesis work, I am continuing to focus my research on healthcare service policies related to the creation of healthy workplace environments for nurses. I have also been able to integrate health services and policy research knowledge in the courses I teach... I continually reinforce the need for students to integrate health services and policy research as they develop change projects that will have a direct impact on the care they provide."*



**Gillian Mulvale, Ph.D.**  
McMaster University

Currently a Senior Policy Advisor with the Mental Health Commission of Canada, Gillian completed the Diploma in Health Services and Policy Research in conjunction with her Ph.D. in Health Research Methodology at McMaster University. As member of the team responsible for developing the Mental Health Commission's Mental Health Strategy for Canada, she contributes to developing the public and stakeholder engagement process, research to support the strategy, and the strategy itself. Gillian interfaces with members of the Commission's eight advisory committees and governments and stakeholders across the country.

*"During my Diploma I completed both a policy practicum with the Mental Health and Rehabilitation Reform Branch of the Ontario Ministry of Health and Long-Term Care that examined approaches to community mental health workforce development in Australia, New Zealand and the UK, and a research practicum under the supervision of Dr. Ivy Bourgeault of McMaster University focusing on health human resource use in collaborative mental health care programs in Ontario... My OTC training was instrumental in exposing me to the realities of the policy-making environment and the role that research could play in health policy development. I continue to draw on this background in my current work."*

## of OTC Graduates from each Participating University



**Dawn Smith, RN, Ph.D.**  
University of Ottawa

Currently an Assistant Professor with the School of Nursing at the University of Ottawa, Dawn completed the Diploma in Health Services and Policy Research in conjunction with her Ph.D. in Population Health at the University of Ottawa. She has recently become an OTC Principal. Her research program aims to increase access and responsiveness of preventive health services for minority and often marginalized populations.

*“Participation in the OTC program availed me of important relationships and experiences that have enabled me to build effective relationships with policy decision-makers and community based health service organizations. Learning to ‘speak policy’ was challenging at times, while in the midst of an intensive academic exercise. However, the skills gained are enduring, and I thank the patient individuals who were kind enough to challenge and stimulate policy relevant research and communication skills. I use these skills every day in my health services and policy research program.”*



**Olga Gajic-Veljanoski, MD, M.Sc.**  
University of Toronto

Currently a second-year Ph.D. student in Health Administration (Clinical Epidemiology) at the University of Toronto, Olga completed the Collaborative Program in Health Services and Policy Research in conjunction with her Master’s in Clinical Epidemiology at the University of Toronto. She is associated with the Osteoporosis program at the University Health Network.

*“The OTC program, which I completed during my M.Sc. training, was an excellent, eye-opening experience. The courses and Summer Institute increased my understanding of the Canadian health care system and factors important for healthcare policy and decision-making. My policy practicum with Dr. Donna Stewart comprised the extensive research of national and international policies regarding human trafficking... The OTC training has not only broadened my horizons and career options but has helped me in preparing for a career in research and academia.”*



**Beth Dewitt, M.A.**  
York University

Since graduating from the OTC program, Beth has been working for Anzen Consulting Inc., providing health information privacy consulting services to leading health care organizations in Ontario and across Canada. She completed the Diploma in Health Services and Policy Research in conjunction with her Master’s in Social Anthropology at York University. Her consulting services include establishing corporate privacy programs, conducting privacy impact assessments, and authoring information governance reports for eHealth programs and projects.

*“The OTC diploma program was instrumental in introducing me to issues relating to Canadian health policy, governance in the health care context, and health systems planning. These topics are central to the services that I provide daily as a privacy consultant. I most enjoyed participating in the Summer Institute and the policy practicum experience. Each contributed to my understanding of how the health system works, in practice, and provided me with valuable networking opportunities, which I continue to draw upon today.”*

## CHSRF’S 2009 Post Doctoral Awards

The OTC congratulates **Kim Sears** (an OTC student completing her Ph.D. in the Faculty of Nursing at the University of Toronto), who has been granted one of the 10 CHSRF’s 2009 Post-Doctoral Awards. Her postdoctoral program will compare the current state of Canadian pediatric and adult medication errors. Additionally, she will develop a model for safer medication delivery systems within Canada. She joins the group of OTC graduates who have received CHSRF’s Post-Doctoral awards in previous years: **Rishma Walji** (University of Toronto, 2008), **Christine Kurtz Landy** (McMaster University, 2007), and **Faith Donald** (McMaster University, 2006).

**CNA@100 Awards Program:  
Centennial Awards**



As part of the Canadian Nurses Association (CNA)'s year long program of activities created to mark its 100th anniversary, the association presented its Centennial Awards to 100 very special nurses at a ceremony on November 26, 2008 in Ottawa.

The Centennial Awards were created to honor exceptional registered nurses whose work has had a positive impact on nursing and on the lives and health of Canadians. Recipients were nominated for the one-time-only award by their peers as a recognition of their contributions to the profession, the workplace and the health system.

Five of the 100 awards were presented to nurses closely associated with the OTC in different capacities: **Dr. Alba DiCenso** (OTC Director and CHSRF/CIHR Chair, McMaster University), **Dr. Diane Doran** (OTC Principal, University of Toronto), **Dr. Nancy Edwards** (CHSRF/CIHR Chair, OTC Principal until recently, University of Ottawa), **Sandi Cox** (EXTRA Fellow, Chief Nurse Executive, Bloorview Kids Rehab), and **Sue Matthews** (decision-making partner, previously at Ontario Nursing Secretariat and VON, and now at Niagara Health).

Remarking on the diversity of the award recipients, CNA president Kaaren Neufeld said, *“These are nurses who represent all regions of this country and all areas of nursing, from educators to administrators to practitioners to researchers to policy leaders. But although they may work in a variety of settings, one thing they have in common is that they have made a difference. Their passion and dedication is truly inspiring.”*

Congratulations!

**2008 CHSRF’s Health Services  
Research Advancement Award**

**Dr. Paula Goering** (OTC Principal, CHSRF/CIHR Chair in generating and disseminating best practices in mental health and addictions, and Director of the Health



**Dr. Paula Goering**

Systems Research Unit at the Centre for Addiction and Mental Health, CAMH, Toronto) was the recipient of the CHSRF’s 9th Annual Health Services Research Advancement Award. The award was presented during the 2008 Conference of the Canadian Association for Health Services and Policy Research in Gatineau, Quebec.

Started in 2000, the award has been presented annually to an individual, team, or organization that has contributed significantly to the Canadian health services research community and to advancing evidence-informed decision-making in the healthcare system.

Dr. Goering is an experienced clinician, consultant, educator and researcher. A nurse with a Ph.D. in medical science from the University of Toronto and a Master’s degree in psychiatric nursing from Yale University, Dr. Goering is a professor in the department of psychiatry with cross appointments to the Faculty of Nursing, the Institute of Medical Science, and the Department of Health Policy, Management, and Evaluation at the University of Toronto.

Winner of the 2004 Award was another OTC associated faculty (**Dr. Brian Hutchison**, a former OTC Principal and Site Director at McMaster University).

## Women's Health: Intersections of Policy, Research, and Practice

The book *Women's Health: Intersections of Policy, Research, and Practice*, edited by Pat Armstrong and Jennifer Deadman, was published by *Canadian Scholars' Press Inc. / Women's Press* in October 2008. In addition to being an OTC Principal and Site Co-Director, **Pat Armstrong** is Professor of Sociology and Women's Studies at York University and *CHSRF/CIHR Chair in women and health services: policies and politics*. An experienced author, she chairs the National Coordinating Group on Health Care Reform and Women.



Dr. Pat Armstrong

*Women's Health* focuses on women's health issues from multiple perspectives and draws upon research and practice that include both qualitative and quantitative methodologies in data collection and knowledge formation. It incorporates work that has been produced from grass roots investigations of women's health issues and addresses specific health issues, diversity issues, and a variety of issues previously unexplored. It also highlights the work of women whose voices may not normally be heard or recognized—in a way that stretches beyond the traditional parameters of knowledge-sharing practices.

Papers and discussions during the 2006 OTC Summer Institute *Women's Health in Research, Policy, and Services: Challenges for the Future*, held at York University, served as the foundation for the production of the book.

## Nancy Edwards: Scientific Director of CIHR's Institute of Population and Public Health

**Dr. Nancy Edwards** (until recently an OTC Principal) was appointed in 2008 as the new Scientific Director of the *CIHR's Institute of Population and Public Health*. Dr. Edwards is a



Dr. Nancy Edwards

Professor in the School of Nursing, Faculty of Health Sciences, and the Department of Epidemiology and Community Medicine at the University of Ottawa. She is also Senior Scientist at the Institute of Population Health and Elisabeth Bruyère Research Institute, and Academic Consultant for the City of Ottawa's Public Health Services. She was the inaugural Director of the Population Health Ph.D. program at the University of Ottawa and currently holds a *CHSRF/CIHR Chair in Nursing*. Over the years, she has been appointed to a variety of board positions in Canada and internationally.

## Healthcare Policy Special Issue

A special issue of *Healthcare Policy*<sup>1</sup> was published in 2008 to document the development of health services and policy research capacity in Canada through Regional



Training Centres (Atlantic Regional Training Centre, *FERASI Centre*<sup>2</sup>, Ontario Training Centre, and Western Regional Training Centre). The publication was prepared

through a collaborative initiative by the *CHSRF's CADRE*<sup>3</sup> program, principal investigators and personnel from the Regional Training Centres, graduates, students, and health services decision makers.

The special issue was designed as a forum for essays and commentaries to: summarize the development and implementation of the Regional Training Centres and how each responded in unique ways to the common program elements outlined in the original call for grant applications; profile the current RTCs for a varied readership by describing the programs from multiple perspectives; describe leading or promising practices for training researchers in applied health services, and transfer lessons learned to international and national audiences; summarize the evaluation results from the 4th Year Review of each RTC; and serve as a promotional, accountability, and positioning tool for regional funders, decision-maker supporters, and senior university administrators.

<sup>1</sup> Available online (free of charge) at [www.longwoods.com/home.php?cat=547](http://www.longwoods.com/home.php?cat=547).

<sup>2</sup> Centre de Formation et d'Expertise en Recherche en Administration des Services Infirmiers.

<sup>3</sup> Capacity for Applied and Developmental Research and Evaluation in Health Services and Nursing.



## OTC Policy Practicum

As part of the program's academic requirements, the OTC Policy Practicum (200 hours in a policy-making environment working and interacting with stakeholders in the health care system) continues to be highly valued by both students and agencies providing the placement opportunity (a list of agencies is available on the OTC website).

*"Alison's performance during her student internship was outstanding. While at the Women's Health Division, she worked primarily on the sex and gender-based analysis (SGBA) dossier. She reviewed and analyzed case studies and assisted in the development of the Health Portfolio's SGBA policy... She consistently produced superior quality work and demonstrated tremendous initiative. Her strong analytical capacity and independent work style were evident in her analysis of the case studies and environmental scan, and her ability to take on complex policy work with limited government policy experience... Alison has excellent potential to become a top-notch policy analyst should she ever wish to pursue a career in the public service... She was a definite asset to the Division and Health Canada."*

**Teresa Lukawiecki** (Acting Manager, Policy, Planning and Evaluation Unit, Women's Health Division, Programs Directorate, Regions and Programs Branch, Health Canada) commenting on York University's OTC student *Alison Jenkins'* Policy Practicum at her unit.

*"The Policy Practicum at the Women's Health Division (WHD) provided me with valuable opportunities to gain insight into the current policymaking environment within Health Canada. I learned about the Division's work in both building capacity for sex and gender-based analysis (SGBA) and spearheading the development of a SGBA policy for the Health Portfolio... I now have a deeper appreciation of the value of different types of evidence for sex and gender-based analysis and have a better understanding of the roles of various stakeholders within the Health Portfolio... Assisting members of the Women's Health Division and attending meetings with other Health Portfolio personnel allowed me to learn to communicate more effectively with policy-makers at various levels... I remain indebted to the WHD team for sharing their expertise and for the inspiring example they have set."*

**Alison Jenkins** (York University) commenting on her Policy Practicum at Health Canada's Women's Health Division.

## EXTRA Fellows Residency Session, Kananaskis (2008)



## Supporting the Growth of Evidence-Informed Decision Making in Health Care

Through a partnership initiated in 2004 with CHSRF to provide administrative and mentoring support for the Ontario Fellows of the EXecutive Training for Research Application program, the OTC continues supporting the growth of evidence-informed decision making in health care in its role as the EXTRA Ontario Regional Mentoring Centre.

EXTRA ([www.chsrf.ca/extra/](http://www.chsrf.ca/extra/)) is one of CHSRF's key programs and prepares senior health system managers to apply relevant evidence in health care decision making and management. The OTC has provided mentoring and administrative support to date for a total of 45 EXTRA Fellows.

The current cohort of 18 EXTRA Fellows includes three teams of three Fellows each (*Bluewater Health Team, First Nations and Inuit Health Branch Team, and Sudbury and District Health Unit Team*), two teams of two Fellows each (*Cambridge Memorial Hospital Team and St. Joseph's Healthcare Hamilton Team*), and five individual Fellows, for a total of 10 projects.

During the two-year program, EXTRA Fellows apply actively what is being learned from the EXTRA curriculum to a specific project responding to real situations at their home organization. This catalyst for learning is referred to as the EXTRA Intervention Project (EXTRA IP or just IP).

The Intervention Project is designed to significantly engage Fellows and their organizations in a change strategy supported by research evidence (in policy, program, or administrative issues) and with the full support from their senior management.

Sample IP project themes include: *Improving hospital standardized mortality ratios; Physician engagement in medical education in hospital settings; Mental wellness teams; A green program for ecology, healing and healthy work; Health services research infrastructure in a regional hospital; A capacity building program for physician leaders; Evidence informed decision making processes and tools for public health; Electronic medical record and clinical pathways for safer, more efficient patient care; Implementation of clinical best practice guidelines (BPG); Wait time management for tertiary mental health services; Integrating health professionals into new models of interprofessional care delivery; and Building sustainable nursing resources in rural hospitals.*