

DR. MORIAH ELLEN, M.B.A., Ph.D.

CONTACT INFORMATION

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EDUCATION

Post Doctoral Fellow, McMaster University, Hamilton, Ontario, Program in Policy Decision-Making, Area of Concentration: Knowledge Translation, September 2009-August 2011

Ph.D., University of Toronto, Department of Health Policy, Management, and Evaluation, Area of concentration: Organizational Behaviour, Toronto, ON, November 2007

Master of Business Administration, Marketing and Health Services Management, Deans' Honour List, McMaster University, Hamilton, ON, April 2000

Bachelor of Arts, Economics, Dean's Honour List, York University, Toronto, ON, June 1997

ACADEMIC AWARDS/ACHIEVEMENTS

- McMaster University Post Doctoral Fellow Award, (\$55,000/ year), September 2009-2011
- Canadian Institutes for Health Research, Doctoral research award, (\$25,000/year), September 2003- February 2007
- Ted Goldberg Award, (\$1000), awarded to the most promising Ph.D. student, May 2003
- University of Toronto Open, (\$18,000/year), January 2002-September 2003
- McMaster University Academic Scholarship (\$2000), September 1997
- McMaster University Dean's honour list, December 1997 - May 2000
- Ontario Graduate Scholarship (\$4000/semester), May 1998- December 1999
- York University Continuing Student Scholarship (\$1500), September 1996

PUBLICATIONS and PRESENTATIONS

Shamian, J. & ELLEN, M. (2009: IN PRINT). Models for Relating Research to Health Policy. In Nursing Research Shaping Health Policy (Chapter 3) New York: Springer Publishing Company, Editors: Dr. Ada Sue Hinshaw, Dr. Patricia Grady

ELLEN M., Brown A.D., Cockerill R., (2009), "Examining the Relationship Between Clinical Practice Guidelines and Length of Stay Through a Secondary Data Analysis", Healthcare Quarterly, Volume 12 (4), P64-71

ELLEN M., Brown A.D., Cockerill R., (2007), "Examining the Relationship Between Clinical Practice Guidelines and Length of Stay Through a Secondary Data Analysis", Presented at the Guidelines International Network (G-I-N) Conference, August 2007, Toronto, ON

ELLEN M., Baker G.R., Brown A.D., (2007), "Why are Clinical Practice Guidelines not as Effective to reduce Hospital Length of Stay in Ontario?", Presented at the Guidelines International Network (G-I-N) Conference, August 2007, Toronto, ON

PUBLICATIONS and PRESENTATIONS (continued)

ELLEN M., Brown A.D., Leatt P., (2007), “A Systematic Review Examining the Relationship between Clinical Practice Guidelines and Hospital Efficiency”, Presented at the Academy Health Annual Research Meeting, June 2007, Orlando, USA

ELLEN M., Brown A.D., Cockerill R., (2007), “Examining the Relationship Between Clinical Practice Guidelines and Length of Stay Through a Secondary Data Analysis”, Poster presentation at the Academy Health Annual Research Meeting, June 2007, Orlando, USA

ELLEN M., Baker G.R., Brown A.D., (2007), “Why are Clinical Practice Guidelines not Effective in Ontario?”, Poster presentation at the Academy Health Annual Research Meeting, June 2007, Orlando, USA

ELLEN M., Brown A.D., Leatt P., (2007), “A Systematic Review Examining the Relationship between Clinical Practice Guidelines and Hospital Efficiency”, Presentation at the Canadian Cochrane Symposium, February 2007, Ottawa, Canada

ELLEN M., Brown A.D., Leatt P., (2006), “The Relationship Between Clinical Practice Guidelines and Hospital Length of Stay: A Systematic Review”, Poster Presentation at the Department of Health Policy, Management, and Evaluation Research Day, University of Toronto, Toronto, Ontario, Canada

ELLEN M., Brown A.D., Leatt P., (2005), “The Relationship Between the Use of Clinical Practice Guidelines and Hospital Length of Stay: A Systematic Review”, Poster Presentation at the 6th International Conference on the Scientific Basis of Health Services: Improving Health by Advancing Healthcare, Montreal, Quebec, Canada

ELLEN M., (2003), “Emotional Intelligence and Health Care Leadership”, Presentation given in Barbados at The Year of the Nurse conference

ELLEN M., and Leatt P., (2002), “Emotional Intelligence: How Well Do We Know Ourselves and How We Relate to Others?”, Hospital Quarterly, Volume 6 (1)

ELLEN M., (unpublished, 2002), “Health Care Leadership: A Review of Leadership Theory & Its Application to Health Care”, Report submitted to the University of Toronto, Department of Health Policy, Management and Evaluation

McLeod B., Schultz B., Zakus D., ELLEN M., (2000), “Enabling Home Care Clients to Self-Manage Through Technology”, Final Report, Saint Elizabeth Health Care, (HISP funded project)

ELLEN M., (unpublished, 1999), “Geriatric Care in Jerusalem: A Review and Recommendations”, Report submitted to Kupat Holim Clalit, Jerusalem, Israel

TEACHING EXPERIENCE

COURSE DIRECTOR & INSTRUCTOR, January 2007-May 2008, York University, Course: HLST 3400: Health Care Management and Quality Improvement, Bachelor of Arts, Department of Health Policy and Management

COURSE INSTRUCTOR for ONLINE COURSE, January 2007-May 2008, Ryerson University, Course: CINP 912: Not-for-profit Marketing, Chang School of Continuing Education, Distance Education

COURSE INSTRUCTOR, September 2007-December 2007, Ryerson University, Course: CINP 901: Developing Effective Not-for-Profit Organizations, Chang School of Continuing Education, Distance Education and In-class course

COURSE PARTICIPANT, September 2006- December 2006, U of T, Course: THE 500, This course offered a number of different workshops, lectures, and assignments which prepares students for careers in Teaching in Higher Education

TEACHERS ASSISTANT (TA), September 2004- April 2005, U of T, Course: Nur1016: Health Systems, Policy and the Profession, Masters in Nursing, Faculty of Nursing, Course instructor: Dr. Judith Shamian

COURSE DIRECTOR & INSTRUCTOR, June 2004- August 2004, York University, Course: HLST 4210: Health Care Leadership, Bachelor of Arts, Department of Health Policy and Management

COURSE DEVELOPMENT AND PREPARATION, September 2003- April 2005, U of T, Course: Nur1016: Health Systems, Policy and the Profession, Masters in Nursing, Faculty of Nursing, Course instructor: Dr. Judith Shamian

TA, Sept. 2002- Dec. 2002, U of T, Course: HAD 5769: Human Resources Management and Labour Relations, Masters of Health Services, Health Policy, Management and Evaluation, instructor: Dr. Louise Lemieux-Charles

TA, May 2002- September 2002, U of T, Course: HAD 5731: Advanced Cases in Health Administration, Management, and Strategy, Masters of Health Services, Health Policy, Management and Evaluation, instructor: Dr. Ross Baker

TA, January 2000- May 2000, McMaster University, Course: I731: International Business, Masters of Business Administration, Michael G. DeGroote School of Business, course instructor: Dr. Elko Kleinschmidt

RESEARCH

POST-DOCTORAL FELLOW, Knowledge Translation, McMaster University, September 2009- current, Advisor: Dr. John Lavis

Ph.D. THESIS RESEARCH, “Examining the Relationship Between Processes and Outcomes: What is the Relationship Between Clinical Practice Guidelines and hospital Length of Stay?”, University of Toronto, September 2001- May 2007, Funded by a CIHR Doctoral Research Grant

This research had three main components which were:

- A thorough systematic review examining all the published and unpublished literature and determining the overall relationship between clinical practice guidelines (CPGs) and length of stay. This review also examined the quality of the research to date.
- A secondary data-analysis that examined the relationship between CPG usage and Ontario hospital length of stay across 88 hospitals in ten disease groupings.
- A series of semi-structured interviews with individuals in Ontario hospitals who were primarily responsible for developing and implementing CPGs. The purpose of these interviews was to examine the change process and identify areas for improvement.

TURNOVER PROJECT, "Understanding the Costs and Outcomes of Nurses' Turnover in Canadian Hospitals", 2003-2007, co-sponsor, CHSRF Project Number: RC1-0951-06, Total funding from CHSRF and partners: \$813,355

This is a nursing research project that had both national and international components with the ultimate goal of determining the cost of nursing turnover.

MANAGEMENT CONSULTANT, SageCare, Toronto, ON, May 1999- June 2000,

A HISP funded project that related to the use of information communication systems in the home care setting.

- Completed a literature review on diabetic education and the use of information technology in home care
- Developed promotional tools to attract clients to the study and inform them of the purpose
- Explained the program to stakeholders and developed packages to guide them through the project
- Created evaluation and measurement tools to determine if project objectives were met
- Conducted focus groups to evaluate the project's success
- Organized a symposium for Canadian home care leaders to discuss computer use in enhancing home care delivery
- Presented the program to homecare leaders to assist in the transferability to other jurisdictions

PROJECT MANAGER, RESEARCH ASSOCIATE, Kupat Holim Clalit, Jerusalem September 1998 – April 1999

- Analyzed and evaluated the service structure for Geriatric patients and recommended program improvements, such as implementing a “one stop shopping” infrastructure
- Conducted statistical analysis of admission and treatment patterns of Hospice Centre patients
- Compiled and presented a comprehensive report for department heads highlighting key-findings of research and providing recommendations.

EMPLOYMENT HISTORY

INDEPENDENT CONSULTANT, Toronto, ON, May 2002- current

- Currently consulting with the Ontario Ministry of Health Long Term Care's Strategy Division in compiling literature reviews on numerous topics to inform policy decisions. Some topics have included the use of collaborative care in mental health and effective strategies to reduce diabetes complications.
- Currently acting as a project manager with the World Health Organization in relation to a project focusing on the effects of nursing and midwifery on primary health care
- Consulted with the Ontario Ministry of Health and Long Term Care's eHealth division in providing support on the implementation of a province-wide lab information system.
- Worked with the Victorian Order of Nurses on their strategic planning for 2007 by examining their critical success factors and accomplishments to date and providing some high-level recommendations
- Advised C.S. Plastic and Paper regarding business continuity, organizational structure, and potential business opportunities
- Consulted with Canada Health Infoway on the status of health care technological initiatives taken by all provinces
- Consulted with the University of Toronto, Department of Health Policy, Management and Evaluation on the development of their physician leadership programs. Conducted a literature review on leadership theories, reviewed current leadership programs from other universities, and provided recommendations on the development of a leadership program.

NATIONAL PROJECT MANAGER, Canadian Breast Cancer Foundation, Toronto, ON, July 2000- April 2001

- Conducted competitive and industry analyses to inform key stakeholders of the Foundation's competitive environment
- Researched sponsorship and licensing practices of other non-profit organizations to determine 'best practices' and incorporate them into the strategic planning
- Organized National Board meetings, set the agenda, and assisted in the strategic planning
- Managed a grant allocation process review across Canada, implemented an ad-hoc grant allocation process, and facilitated discussions that lead to a new process
- Interviewed, recruited, and hired the National Director for Marketing and Communications

MANAGEMENT CONSULTANT, American Practice Management, Manhattan, NY, January - April 1998

a) Overlook Hospital, Summit, NJ

- Facilitated client discussions to identify problem areas. Focus was on hospital staffing and correlation between staffing, census points, and acuity in reducing costs.
- Made recommendations and assisted client in implementation of necessary changes

b) RR Donnelly, Manhattan, NY

- Analyzed client market positioning, current services and potential opportunities
- Compiled industry analyses on Managed Care Organizations and Pharmaceutical Companies to inform the client of potential opportunities in these industries