



TELFER SCHOOL OF MANAGEMENT UNIVERSITY OF OTTAWA

2017–2018 RESEARCH ANNUAL REPORT

RESEARCH AND IMPACT



TRIPLE CROWN ACCREDITATION

MESSAGE FROM THE VICE-DEAN, RESEARCH

IMPACTFUL RESEARCH THAT MAKES A DIFFERENCE



2017–18 was a very good year for the Telfer School of Management faculty members and graduate students who demonstrated how well equipped they are to produce impactful and cutting-edge research that concerns most important societal problems. The School continues laying down the foundation to become a thought leader that makes a difference: we are creating new and exciting ideas that are having a direct impact on organizations and society in general.

Leaders in various fields in management, our faculty has positioned the Telfer School to become a thought leader both locally and nationally. In the past year, our academic impact has been recognized through publications in leading journals in business, finance, management science, health, and information sciences. Our faculty's ability to embark on cutting edge research has been recognized through one the highest success rates in the SSHRC Insight Grant competition of all Canadian business schools, as well as one of the best success rates in the NSERC Discovery Grant competition. Moreover, our faculty colleagues and graduate students were recipients of numerous prestigious research awards, grants, and academic honors.

Leveraging the strong connections with the public and private sectors, we are not only shaping the discussions about how management evolves, but also more actively engaging in knowledge transfer that turns research results into practice and action.

For example, Telfer School faculty members are developing strategies that will drive innovation and promote inclusion in small and medium sized enterprises, developing new solutions to improve the quality and services of care in health organizations, and examining lessons learned and best practices to encourage employee productivity and wellbeing. At a forefront of conversation about women in leadership, a group of our faculty is developing strategies that will foster equity, diversity, and inclusion across organizations.

By turning meaningful research into practice, my faculty colleagues are also becoming role models to our MSc and PhD students, who are learning the importance of creating knowledge that will have an impact on organizations and society alike.

I am proud of what we have accomplished at the Telfer School over the last year. I am proud to see how our faculty and students are driven by a desire to create impactful knowledge. I am proud to be member of our academic family that provides the thought leadership while being attentive to what Canadian organizations and society need to continue prospering and successfully addressing challenges thrown our way.

Wojtek Michalowski, Ph.D.

*Vice-Dean (Research) and Full Professor,
Health Informatics*

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RESEARCH HIGHLIGHTS: CREATING KNOWLEDGE THAT MAKES A DIFFERENCE

PROMOTING MENTAL HEALTH AND GENDER EQUITY IN THE WORKPLACE

One in five people in Canada suffer from mental health issues every year according to a 2015 report prepared for the Mental Health Commission of Canada. Employee mental health is crucial to meaningful and productive work experiences. Depression, anxiety disorders, and other mental illnesses can affect how people relate to others and how they function. In the workplace, mental health issues can also compromise workers' interpersonal relationships and abilities to get tasks done.



“Mental health issues can be particularly challenging for those who work in knowledge-intensive sectors such as health, education, and finance because of the importance of the mental acuity of such professionals to provide knowledge-based services to clients, patients, and students.”

– Ivy Bourgeault, Full Professor

As a result, many workers struggling with mental illness in these sectors are forced to take a medical leave while others suffer in silence, fearing stigma and backlash in the workplace. Both situations can have serious consequences for employees, organizations, and the economy.

Promoting psychological health and safety in the workplace in the areas of health, education, and finance is crucial because of the significant role that professionals in these sectors play in creating knowledge, driving innovation, and developing the economy. Understanding the importance of this, Professor Ivy Bourgeault has launched an interdisciplinary and collaborative research program entitled “Healthy Professional/Knowledge Workers:



Examining the Gendered Nature of Mental Health Issues, Leaves of Absence & Return to Work Experiences from a Comparative Perspective.”

Professor Bourgeault and a team of 21 researchers, including Telfer School Professors **Laurent Lapierre** and **Darlene Himick**, will study how male and female knowledge workers experience mental health issues at work, what motivates them to stay at work or negotiate a mental health leave, and how they return to work after such a leave. The researchers will work in collaboration with at least 30 non-academic organizations representing a range of professional associations, unions, regulators, employers, and government agencies in Canada.

Professor Bourgeault's team has been awarded a \$1,425,000 Partnership Grant for their project on workplace mental health. The grant is part of the **Healthy and Productive Work Initiative** jointly overseen by the Canadian Institutes of Health Research (CIHR) and the Social Sciences and Humanities Research Council of Canada (SSHRC).

By examining the gendered experiences of male and female knowledge workers who have dealt with mental health issues, the research team's goal is to identify, evaluate and develop evidence-based interventions in order to promote mental health in the workplace.

TOWARDS A DIGITAL PLATFORM TO SUPPORT INNOVATION AND LEARNING IN HEALTH ORGANIZATIONS

Professors **Lysanne Lessard**, **Agnes Grudniewicz** and **Antoine Sauré** are launching a research project entitled “Towards a Digital Platform for Learning Health Systems Innovation.” Their research is the first to win the SMRG Team Grant competition, an initiative created to support collaborative and interdisciplinary research between faculty members at the Telfer School of Management.

The team will look for solutions to support the learning cycle in health organizations in a much more comprehensive way. Current practice shows that implementing new knowledge (policy, clinical guideline, new treatment, etc.) in the health care system may take approximately 15 years from the “laboratory bench to patient’s bedside”.

“This is a very long time. By the time that clinical and research data are finally turned into new insights and practices, they may be already outdated. Speeding up the cycle of knowledge uptake is fundamental in a system that has so many layers of complexities and challenges,” explains Professor Lessard.

A growing number of health professionals in North America and Europe are turning to what is called learning health systems (LHS)—a new approach to knowledge uptake that may transform current health care system into one that rapidly and continuously learns and, as a result, improves patient care. LHS can permeate different levels, from a community of practice to a hospital system.

Although LHS initiatives have shown significant improvements in health outcomes and cost effectiveness in health organizations, they often lack the resources and tools that could help health organizations implement new knowledge more efficiently.

Professor Lessard and her team will develop a novel digital platform to support health teams and health organizations that want to speed up the cycle of knowledge uptake and organizational learning:



“We hope that the platform will guide new LHS initiatives, helping health organizations identify what they want to achieve, who will be involved, and how they will manage and protect their data. Overtime, as more information is stored, the platform will become a repository system through which health organizations can learn lessons from others that adopted a similar model and went through similar challenges.”

– Lysanne Lessard, Assistant Professor

HOW COMPANY INSIDERS POCKET FROM PRIVATE MEETINGS WITH INVESTORS

Even though investors are not allowed to obtain material non-public information about a company's performance when privately meeting with corporate executives, such meetings are still quite popular. Without violating the law, investors can learn a lot by observing corporate executives' body language and listening to tone of their voice and then use these bits and pieces of information to get ahead of the curve of other investors who didn't attend these private meetings.

It turns out that investors are not the only ones using private meetings for their own benefit: "We often forget that corporate 'insiders'—top executives, board members and their family—can also manipulate what's exchanged in these meetings to have an advantage when trading their company shares," says Professor **Shantanu Dutta**.

Proving that these "insiders" are involved in such questionable practices has always been challenging, but Professor Dutta and his co-authors were able to connect corporate executives' trading activities with the dates and content of private meetings in a new study published in the highly reputable *Review of Accounting Studies*.



"Clearly, investors are likely to lose if corporate executives are controlling what and how much they want to share in their meetings. However, the biggest danger is that corporate executives' manipulation of meeting information and profiting stock trades can cause loss in confidence in the market in the long term."

– Shantanu Dutta, Associate Professor

The results were telling: trading within the window of 20 days before and after private meeting dates, corporate insiders cashed out \$ 8.7 billion on the Shenzhen Stock Exchange, just over 50% of the value of their company stock sales. Such abnormal returns around meeting dates point to two questionable practices. Corporate executives appear to be not only controlling what is shared during private meetings to influence investors' trading behavior, but also timing their own trades according to the content of the meeting.

PROMOTING GENDER EQUALITY IN FEDERAL SME CONTRACTING

In a research project funded by a Social Science Humanities Research Council (SSHRC) Partnership Engage Grant, Professor **Barbara Orser** and her research team will examine strategies to improve gender equality in how small- and medium-sized enterprises (SMEs) obtain contracts with the federal government.

Their past research shows that creating inclusive entrepreneurial ecosystems contributes to women's entrepreneurial success. "We have also learned that one way of transforming research into practice is by engaging with the public sector. The government is the single largest purchaser of goods and services, representing, across all levels of government, 13.3 percent of Canada's GDP," explains Professor Orser.

This is why the research team is collaborating with Public Services and Procurement Canada. In the next stages of the project, Professor Orser and her research team will look at how federal procurement policies can effectively engage a more diverse group of SME contractors, ultimately driving innovation and stimulating growth:



"While the 2018 federal budget recognizes the importance of women's enterprise, more needs to be done. We are committed to creating impactful knowledge that can support women entrepreneurs and their contributions to the Canadian economy."

– Barbara Orser, Full Professor

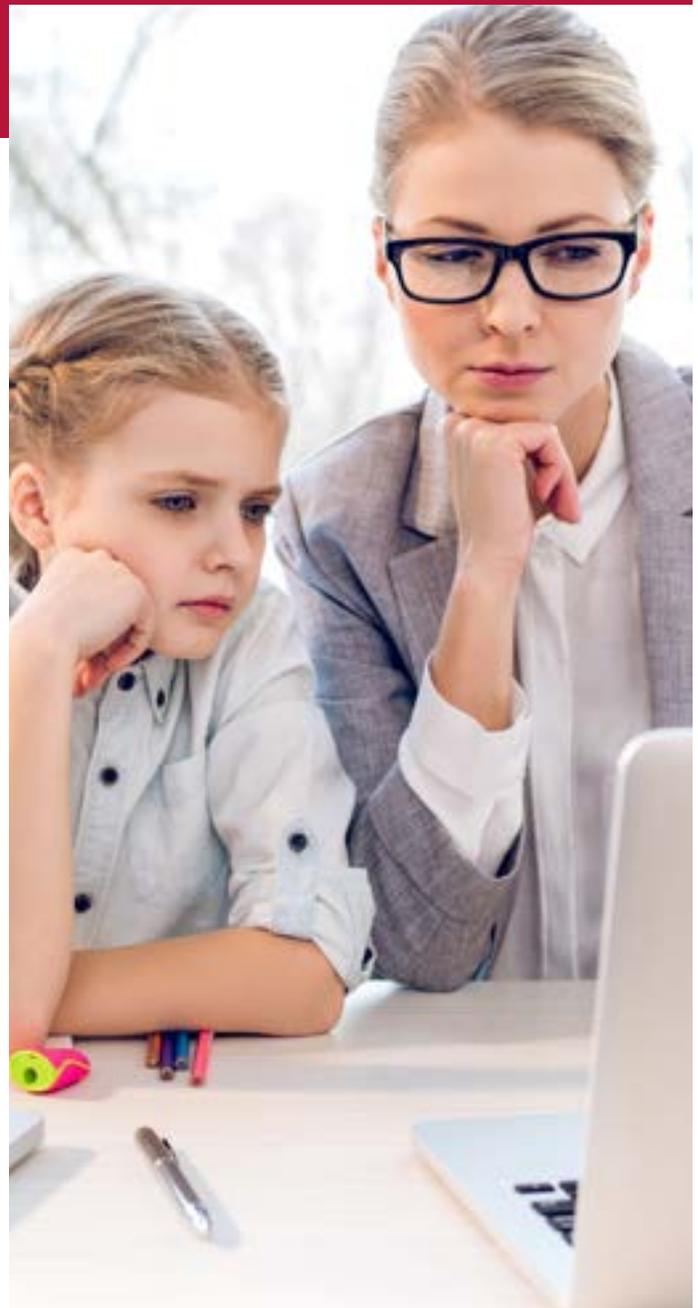
PASSING ON THE TORCH STRATEGICALLY IN FAMILY BUSINESSES

Family-owned firms employ over 6 million people and contribute more than 60% of Canada's GDP. Unlike the owners of nonfamily firms, those who run a family business often wish to pass it on to next-generation family members. However, while some family firms thrive for several generations, others are short-lived. On average 30% of family firms are passed to the 2nd generation, and only 12% of them make it to the third generation.

In a study published in *Entrepreneurship Theory and Practice*, Professor **Peter Jaskiewicz** and his co-authors explain that this particular desire to keep the business alive for several generations, also called transgenerational intention, can be beneficial to family firms:

“When planning to pass on the business to their children, family owners are more likely to make careful, long-term investments so that the business will be in good shape 20 or 25 years down the road.”

However, the research team also found out that when the current owners are very eager to pass on the business to the next generation and involve their own children in the firm, these biased choices do not usually lead to the best business decisions. Future firm performance tends to be lowered when more than 25% of the executives are family members and the current owners have a strong desire to pass on the firm to the next generation.



“Transgenerational intention can benefit family-owned businesses as long as it goes hand in hand with a non-family executive suite that manages strategic decisions along the way.”

– Peter Jaskiewicz, Full Professor

CORPORATE SOCIAL RESPONSIBILITY: WHEN BEING GOOD ACTUALLY MAKES YOU LOOK BAD

Corporate social responsibility (CSR) has become a strategic priority for many businesses large and small, and it is often considered a win-win situation. By committing to a cause, such as helping local charities or reducing their carbon footprints, business leaders may impress their clients and the media. What a Telfer School of Management led team of researchers has found is that a company's decision to engage in CSR initiatives also matters (a lot!) to employees.

In a study published in the *Journal of Business Ethics*, Professors **Magda Donia**, **Silvia Bonaccio** and their co-authors show that it is not enough for a company to get involved in a good cause. What really matters to employees is why their employer is doing so.

The researchers found that employees respond positively only when they perceive their company's CSR initiatives as genuine. Knowing that their company is truly involved in a cause, they will more strongly identify with their employer. As a result, employees are likely to be more committed, perform better, and stay longer than those who work for a company that engages in social practices simply because it is trendy and likely to increase profits.

However, Professors Donia and Bonaccio also found that, when business leaders decide to help a local charity with the goal of making their company look good, their employees cannot be fooled:



“People are often capable of discerning what people’s true motives are, and it is likely that employees, who have day-to-day interactions with their company, are making accurate attributions of their employers’ true intentions. In this context, employees’ negative perceptions of their company as opportunistic can backfire.”

– Magda Donia, Associate Professor



RESEARCH EXCELLENCE AT THE TELFER SCHOOL

RESEARCH GRANTS & AWARDS

With a success rate of 73% in the **SSHRC Insight Grant** competition, 100% in the **SSHRC Insight Development Grant** competition, and 60% in the **NSERC Discovery competition**, faculty members at Telfer School will continue to develop cutting-edge research in a variety of topics in management. As our faculty continues fostering research excellence, the Telfer School community and partners also benefit from valuable insights with impact.



CIHR-SSHRC PARTNERSHIP GRANT

Healthy and Productive Work initiative

Ivy Bourgeault (PI), Darlene Himick, and Laurent M. Lapierre

Healthy Professional/Knowledge Workers: Examining the Gendered Nature of Mental Health Issues, Leaves of Absence & Return to Work Experiences from a Comparative Perspective

Laurent Lapierre (PI), Ivy Bourgeault, Jane O'Reilly, Magda Donia, and Silvia Bonaccio

How can managers support and ensure the positive consequences of employees' disclosure of a mental health challenge?

Allan Riding (PI), Barbara Orser and Miwako Nitani

Overconfidence and financial decisions among self-employed Canadians

Insight Development

Qiu Chen (PI), Shujun Ding and TieMei Li

Impact Investing by Private Foundations

SSHRC GRANTS

Insight

Sylvain Durocher

A stakeholder perspective on comprehensive income accounting information

Shantanu Dutta

Board independence and corporate private in-house meetings

Muriel Mignerat

Vers une gestion efficace des exigences contradictoires dans les projets de technologies de l'information

Mohamed Chelli (PI) and Walid Ben Amar

Corporate Water Performance, Market Valuation and Cost of Equity Capital

Jane O'Reilly

Inauthentic and authentic forgiveness in the workplace

José Carlos Marques

Unsealing their fate: An examination of the Canadian government's fur industry defense program

Peter Jaskiewicz (PI) and Sandra Schillo

A family-based theory of the family firm

Sharon O'Sullivan

The dynamics of Indigenous developmental relationships for environmental work: Bridging micro and macro levels of analysis

Partnership Engage

Barbara Orser (PI) and Allan Riding
Procurement as a policy lever to support innovation and small- and medium-sized enterprise growth

Allan Riding (PI), Barbara Orser and Miwako Nitani
Financial Literacy and Canadian Business Owners

David Wright
Optimizing the economic viability of solar power in Ontario

NSERC GRANTS

Discovery
Morad Benyoucef
Designing the Next Generation of Social Commerce Platforms

Wojtek Michalowski
Computer model of the interactions among members of an inter-professional/interdisciplinary team

Antoine Sauré
Approximate Dynamic Programming Methods for Dynamic Resource Allocation Problems in Health Care

CIHR GRANTS

CIHR-IHSPR
Agnes Grudniewicz (co-PI)
Practice patterns among early-career primary care physicians and workforce planning implications: a mixed methods study

Primary care reform and medication appropriateness for seniors: A comparative study of two provinces

MITACS GRANTS

Accelerate
Morad Benyoucef and Pavel Andreev (Co-PIs)
An Integrated Lead Conversion Model for Inside Sales

Ivy Bourgeault
Development of a leadership development impacts assessment toolkit

Bijan Raahemi
Network Traffic Classification for Cyber Threat and Malware Detection

Greg Richards
A Framework for Assessing Regulations and Initiatives with Goals and Watson Analytics

SCHOOL OF MANAGEMENT RESEARCH GRANTS (SMRG)

Team SMRG
Lysanne Lessard (PI), Agnes Grudniewicz and Antoine Sauré
Towards the Development of a Digital Platform for Learning Health Systems Innovation

Research SMRG
Agnes Grudniewicz
Collaboration Across Professional and Organizational Boundaries: Exploring Mental Health Networks in Primary Care

Darlene Himick (PI) and Sylvain Durocher
Modern Slavery in the Supply Chain: A Literature Review and Research Directions in the Management Literature

Sauré Kouamé
Orphan Causes: Managing Corporate Involvement in Poverty Reduction

Tiemei Li
Does Globalization Matter to Multinational Companies' Credit Risk? Evidence from Credit Default Swap

José Carlos Marques
A theoretical and empirical examination of how multi-stakeholder (co-regulation) and business association (self-regulation) coalitions shape transnational private business regulation

Onur Ozturk
Decision Making Models for a New Concept in City Logistics: Freight on Urban Rail Transit

UNIVERSITY OF OTTAWA RESEARCH GRANTS

José Carlos Marques

THE MCDM EDGEWORTH-PARETO AWARD

Wojtek Michalowski

TELFER RESEARCH EXCELLENCE AWARDS



ESTABLISHED RESEARCHER OF THE YEAR

Professor Bijan Raahemi

Establishing his research in the areas of data analytics and business intelligence, Professor **Raahemi** is on the forefront of cutting-edge and industry relevant research. His research excellence is evident through his high number of peer-reviewed publications. He has published in *Information Sciences*, *Expert Systems with Applications*, and many other reputable journals.

Having earned an international reputation as an expert in data analytics, Dr. Raahemi has been able to attract external research and partnership grants to continue developing high impact research projects. For instance, in a new research project about high dimensional data, Professor Raahemi and his team are developing solutions that will improve services in the healthcare sectors, prevent fraud in financial transactions, and safeguard businesses from cyberspace attacks.

Professor Raahemi is also building a new technology that will help public transit companies reduce passenger wait times. In partnership with SMAT Transit Solutions, Professor Raahemi and his research team are developing an algorithm will calculate the number of passengers who are on the bus and the number of passengers who are still waiting at the bus stations. Ultimately, this new tool will help public transport companies decide how many additional buses are needed in a particular bus route during peak hours.

EMERGING RESEARCHER OF THE YEAR

Professor Jonathan Li

Professor **Jonathan Li** has distinguished himself through exceptionally high-quality research. He has published in *Management Science*, *Operations Research*, and two other reputable journals. The caliber of journals in which Professor Li has published his work is not only proof of his rigorous research methods—it also confirms that his research is highly relevant to the fields of operations research, financial engineering, and business analytics.

For instance, in his forthcoming article in *Operations Research*, he develops advanced mathematical models that complement the current measures of loss. Financial institutions such as banks should not rely solely on historical data (past market behavior) to measure risk. Complementary tools like the one Professor Li proposes will help banks create risk models that provide a more comprehensive picture of what is likely to happen in the market in the future.

Professor Li's study makes a crucial contribution to research in risk management. Finding solutions that can help banks better measure and control their loss will also benefit society in general. The decisions banks make not simply affect major investors and big corporations, but also anyone who has mutual funds, retirement funds, or an education fund for their children.



NEW FACULTY

RETHINKING FREIGHT TRANSPORTATION IN CITIES: A SMART SOLUTION FOR AN OLD PROBLEM

Combining a passion for applied mathematics and a motivation to improve the public transportation sector, Professor **Onur Ozturk** has developed a model to support Freight on Transit (FOT) using urban railways. Professor Ozturk and his research collaborator, Professor **Jonathan Patrick**, published their findings in the prestigious *European Journal of Operational Research*.

FOT is an operational system that uses an existing public transit infrastructure to move goods within a city. A rising trend in Europe, this sustainable and clean way of transporting freight on urban railways has the potential to reduce pollution, traffic congestion, and even accidents.

“Reducing the number of heavy trucks circulating in the city not only makes our cities cleaner. It allows us to make a safer and more efficient public transport system that benefits drivers, public transport companies and private freight companies. Everyone gains!”

– Onur Ozturk, Assistant Professor



INCREASING CORPORATE SUPPORT IN THE FIGHT AGAINST AN “INVISIBLE” CAUSE

Professor **Saouré Kouamé** has been awarded a SMRG research grant to look at how charities, NGOs and other philanthropic organizations such as Red Cross and United Ways convince corporations to help the fight against poverty.

It all started when Professor Kouamé was a PhD student. While conducting research on how organizations like Oxfam and United Ways make decisions, he learned a lot from people who developed poverty reduction campaigns. He realized that attracting corporate support was a big challenge for these organizations.

These organizations often have to make an extra effort to convince businesses that they too should play a part in reducing poverty. Professor Kouamé’s purpose in his current research supported by the Telfer School is to raise awareness in the corporate world:

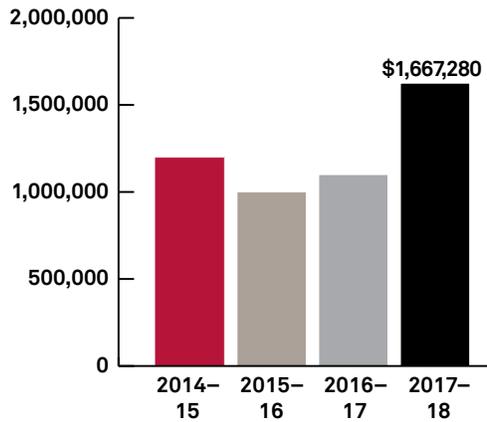
“I wanted to give more visibility to poverty reduction causes.”

– Saouré Kouamé, Assistant Professor

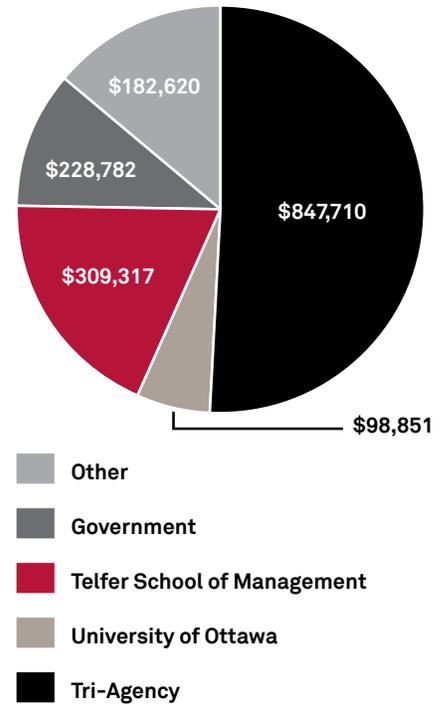


BY THE NUMBERS

RESEARCH FUNDING RECEIVED,¹
2014-15 TO 2017-18

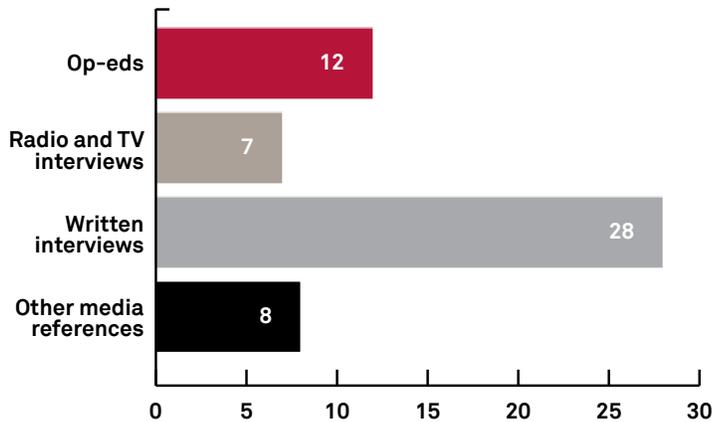


RESEARCH FUNDING RECEIVED,¹ 2017-18



HAVING AN IMPACT

RESEARCH IN THE NEWS**, 2017-18



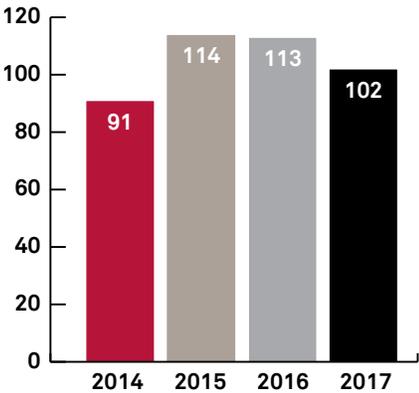
RESEARCH ON FACEBOOK, 2017-18



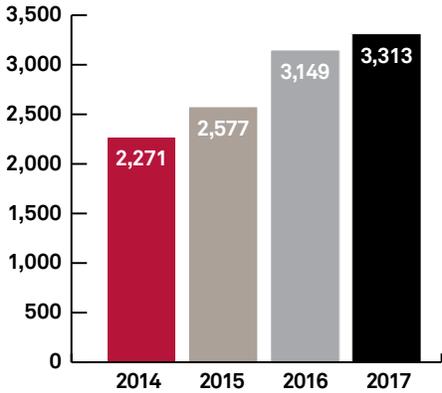
Clicks, likes, shares and other engagements

CREATING KNOWLEDGE

NUMBER OF PUBLICATIONS IN PEER-REVIEWED JOURNALS, 2014–2017

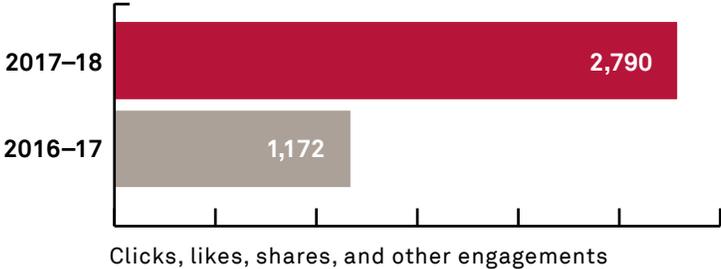


NUMBER OF CITATIONS,* 2014–2017



SHARING KNOWLEDGE

RESEARCH ON TWITTER



¹ Research funding refers to research contracts and grants as operation fund and given on a competitive basis, from July 1st, 2017, to June 30th, 2018. Funding such as various salary support, travel grants, conference and workshop funding and start-up funds have been excluded, as well as renunciation accounts (i.e. 555 and 556). Source: SpagoBI, July 6th, 2018.

* Data was collected based on the number of papers (not per author) cited from July 1st, 2017, to June 30th, 2018. Each paper has been counted only once. Source: Scopus, August 15th, 2018.

** Media mentions consist of opinion editorials, radio, TV, and written interviews, and any content produced by media outlets that make references to Assistant, Associate, and Full Professors at Telfer School, from August 1st, 2017, to July 31st, 2018. Source: University of Ottawa's media report.

RESEARCH CHAIRS AND FELLOWS

Ian Telfer Professor of Workplace Psychology (2015–2020)

Silvia Bonaccio

CIHR Chair in Gender, Work and Health Human Resources (2014–2019)

Ivy Lynn Bourgeault

CPA Ontario Accounting Fellow (2016–2020)

Qiu Chen

Monfort Research Chair in the Organization of Health Services (2017–2021)

François Chiochio

CPA Ontario Accounting Fellow (2013–2018)

Lamia Chourou

Ian Telfer Professor of Health Organization Studies (2016–2021)

Samia Chreim

Paul Desmarais Professor of International Entrepreneurship and Marketing (2015–2020)

David Crick

Telfer Excellence Fellow (2011–2018)

Shujun Ding

Logan Katz Fellow (2017–2022)

Sylvain Durocher

RBC Financial Group Professor in the Commercialization of Innovation (2012–2018)

Mark Freel

University Research Chair in Enduring Entrepreneurship (2017–2024)

Peter Jaskiewicz

University Research Chair in Healthcare Innovation (2016–2021)

Craig Kuziemsky

Ian Telfer Professor of Workplace Behaviour and Health (2015–2020)

Laurent Lapierre

Endowed Professor of Ethics, Responsibility and Sustainability (2015–2020)

Daina Mazutis

Father Edgar-Thivierge Chair in Business History (2014–2019)

Cheryl McWatters

Deloitte Professors in the Management of Growth Enterprises (2005–2020)

Barbara Orser and Allan Riding



RESEARCH GRADUATE STUDENTS AT TELFER SCHOOL: FUTURE THOUGHT LEADERS



“Through their drive to learn in the classroom and their engagement in collaborative dialogues with the academic community, our PhD students are helping the Telfer School make a real difference.”

– François Julien, Dean

“Our PhD students are going beyond our expectations. In their role as critical thinkers, they should challenge their professors, challenge themselves and ask pertinent ‘why’ questions. This is an important process if they are committed to creating impactful research.”

– Wojtek Michalowski, Vice Dean (Research)

TELFER PhD ENGAGEMENT AWARD

Caroline Chamberland



Telfer PhD Student Engagement Award goes to Caroline because of her steady progress in her research, as well as her engagement in promoting the graduate program outside of the Telfer School. She is currently developing a study that will engage

multiple stakeholders involved in the delivery of maternal health services. Among her many professional initiatives, Caroline has been carrying out a research project to develop a planning model of health human resource for the Toronto Central Local Health Integration Network’s Integrated Primary Care Strategy.

Her passion to make a difference in her field has also led her to be actively engaged in the community. Caroline has volunteered as a birth companion for new immigrant mothers in Canada and worked in refugee camps overseas. Through research, practice, and a strong desire to have an impact, Caroline is trying to make a valuable and much needed contribution to maternal health services on a local and global scale.

DUNCAN CROSS SCHOLARSHIP



Alexander Chung
Alexander is the first-place winner of the *John Duncan and Deb Cross Award* for his remarkable contribution as the lead author of an article published in the *International Journal of Information Management*, an internationally renowned

peer-review journal. In this study, Alexander developed a model that allows organizations to track and compare their social media growth. He is currently developing a follow-up study to examine the most dominant problems organizations face at each stage of social media growth.

As social media channels have become a valuable tool for organizations to reach their clients, Alexander’s research is very important. His model could help organizations be better prepared to deal with challenges that may arise in their use of social media in the future.



Andrea Ghazzawi
Andrea has received the *John Duncan and Debb Cross second-place Award* for a study published in *BMC Health Services Research*. Making an important contribution to health systems management, Andrea’s article helps us

understand how to transition stroke patients from acute to home-based community care delivery more effectively.

As her study is the first to combine an existing model of continuity of care with the field of complex adaptive

systems, it provides an innovative way of supporting the management of community-based care for patients with complex needs. Moving forward, Andrea hopes to apply the skills and experiences gained in her doctoral studies to a career that will enable her to improve the healthcare system through research.

GRADUATE STUDENT SCHOLARSHIPS

SSHRC Joseph-Armand Bombardier Canada Graduate Scholarship

Reem El Attar (MSc, Management)
Yanhong Li (PhD, Management)

CIHR Frederick Banting and Charles Best Canada Graduate Scholarship

Heather Smith (MSc, Health Systems)

Queen Elizabeth II Graduate Scholarship in Science and Technology & University of Ottawa Excellence Scholarship

Victoria Hunniford (MSc, Health Systems)

Ontario Council Graduate Scholarship

Caroline Chamberland (PhD, Management)
Alexander Chung (PhD, Management)
Andrea Ghazzawi (PhD, Management)

OTHER ACCOMPLISHMENTS

2017 Management Theses Competition

Thesis competition
3rd place: Alexander Chung (PhD, Management)

Poster competition

1st place: Monika Jasinska (MSc, Health Systems)

11th Engineering and Computer Science Graduate Research Poster Competition

Institute of Electrical and Electronic Engineers:
3rd place: Waeal Obidallah (PhD, Electronic Business Technology)

Electronic Business Technologies and Systems Science:

1st place: Mohammad Hossein Tekieh (PhD, Electronic Business Technology)
2nd place: Ahmad Teymouri (PhD, Electronic Business Technology)

SHARING KNOWLEDGE

SELECTED PUBLICATIONS IN HIGH-IMPACT JOURNALS

Labelle, R., Hafsi, T., Francoeur, C., **Ben Amar, W.** (2018). Family firms' corporate social performance: A calculated quest for socioemotional wealth. *Journal of Business Ethics*, 148 (3): 511-525.

Hedden, L., Barer, M., McGrail, K., Law, M., **Bourgeault, I.** (2017). In British Columbia, the supply of primary care physicians grew, but their rate of clinical activity declined. *Health Affairs*, 36 (11): 1904-1911.

Ly, B., **Bourgeault, I.**, Labonté, R., Niang, M. (2017). Physicians' perceptions on the impact of telemedicine on recruitment and retention in underserved areas: A descriptive study in Senegal. *Human Resources for Health*, 15 (67).

Ly, B., Labonté, R., **Bourgeault, I.**, Niang, M. (2017). The individual and contextual determinants of the use of telemedicine: A descriptive study of the perceptions of Senegal's physicians and telemedicine projects managers. *PLoS ONE*, 12 (7).

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EXCHANGING KNOWLEDGE



RESEARCH SEMINARS

CPA-ACCOUNTING AND GOVERNANCE RESEARCH CENTRE SEMINAR SERIES

The seven seminars organized in 2017-18 hosted scholars from Boston College, University of Toronto, University of Portsmouth, Clarkson University, Concordia University, York University, and Wilfred Laurier University

HEALTH SYSTEMS RESEARCH SEMINAR SERIES

The five seminars organized in 2017-18 hosted scholars from HEC Montréal, Polytechnique Montréal, Western University, University of Ontario, and Institute of Technology

MANAGEMENT RESEARCH SEMINAR SERIES

The Telfer School received nine scholars from University of Melbourne, University of Pittsburgh, Loughborough University, Clarkson University, Université Laval, Université du Québec à Trois-Rivières, York University, Telfer School of Management, and the Canadian Food Inspection Agency.

NEW FACULTY SEMINAR SERIES

New Professors Saouré Kaoumé and Onur Ozturk shared their novel and impactful research ideas with the Telfer School's community.

PUBLIC EVENTS

JOHN DE LA MOTHE MEMORIAL LECTURE 2018

Colin Mason (University of Glasgow Professor) was the invited speaker of the 2018 John de la Mothe Memorial Lecture.

TELFER HEALTH TRANSFORMATION EXCHANGE EVENTS

Mayday: Canada's Healthcare System in Crisis

Kelvin Ogilvie (Senator) discussed why Canada's healthcare system faces various challenges and how the system could be transformed.

Communities of Practice in Action Workshop

After a brief introduction by Wojtek Michalowski (Telfer School Professor) and Michael Fung-Kee-Fung (Telfer School Professor and Head of Surgical Oncology), several Community of Practice champions based on the Ottawa Hospital talked about the successes and gaps within their communities of practices.

TELFER FORUMS

The Role of University in Entrepreneurship

Steven Daze (Telfer School Entrepreneur in Residence), Peter Jaskiewicz (Telfer School Professor), Samantha Fulton (Profunda Analytics CEO), and Sue Abu-Hakima (Amika Mobile Corporation CEO) concluded that building a network is essential when starting or growing a business.

AI and Analytics in Canada's Healthcare: A Revolution with Opportunities and Challenges

Peter Liu (Ottawa Heart Institute Vice-President Research), Doug Manuel (Ottawa Hospital Research Institute Chief Scientist), Wojtek Michalowski (Telfer School Professor), Jonathan Patrick (Telfer School Professor), and Herna Viktor (School of Electrical Engineering and Computer Science Professor) discussed the transformative impact of analytical models in the healthcare sector in Canada.

CONFERENCES

2018 ANNUAL CONFERENCE ON ACCOUNTING AND FINANCE

Every year academics and professionals from around the globe gather at the prestigious Annual Conference on Accounting and Finance. The 2018 edition invited as keynote speakers Jerold Zimmerman (University of Rochester Professor) and Andrew Karolyi (Cornell University Professor).

24TH INTERNATIONAL CONFERENCE ON MULTIPLE CRITERIA DECISION MAKING

Researchers and practitioners discussed the latest application of multiple criteria decision-making tools and explored optimal decision-making around social, environmental, health, safety, and performance objectives. Tuure Tuunanen (University of Jyväskylä Professor), Blair Feltmate (Head of Intact Centre on Climate Adaptation, University of Waterloo), and Jack Kitts (Ottawa Hospital CEO and President) were the keynote speakers.

2018 QUANTITATIVE RISK MANAGEMENT AND FINANCIAL ANALYTICS WORKSHOP

This event connected academics who work to improve analytical solutions and practitioners in finance and risk-management who gained insights from presentations by Professors Thomas F. Coleman (University of Waterloo), Matt Davison (Western University), Henry Lam (Columbia University), and Luis Secco (University of Toronto).



RESEARCH CENTRES AND LABORATORIES

CENTERS



CPA-CANADA ACCOUNTING AND GOVERNANCE RESEARCH CENTRE (CPA-AGRC)

CPA-AGRC makes a significant contribution to the academic accounting field and helps shape the development of professional accounting standards and practices. The Centre is led by Professor Walid Ben Amar with support from CPA-Canada, the Telfer School and the University of Ottawa.

CENTRE FOR BUSINESS ANALYTICS AND PERFORMANCE (CBAP)

CBAP has a mandate to explore the use of analytics as a means to improve organizational performance. The Center is led by Professor Greg Richards.

LABORATORIES



KNOWLEDGE DISCOVERY AND DATA MINING (KDD) LABORATORY

The KDD Laboratory focuses on the use of large datasets to extract novel information and insights, with applications in engineering, business, medicine and population health. Graduate students and researchers from multidisciplinary areas of computer science, engineering, and e-business collaborate under the direction of Professor Bijan Raahemi.

MARKETPLACES FOR SAFE AND FAIR TRADE (E-MP) LABORATORY

Researchers in this program investigate the design, development, and usability of electronic marketplaces (e-marketplaces) as the main trade infrastructures of the digital age. This initiative is led by Professor Morad Benyoucef.

MOBILE EMERGENCY TRIAGE (MET) RESEARCH LABORATORY

Researchers in the MET Research Laboratory aim to provide computer-based support for a number of decision problems that occur at the point of care in a healthcare institution. Researchers in health informatics and computing science work with practicing physicians under the direction of Professor Wojtek Michalowski.

THE RESEARCH OFFICE

OUR MANDATE

The Research Office is committed to fostering a world-class research-intensive environment and supporting the development of knowledge that will have an impact.

OUR GOALS

1

DEVELOPING
THE RESEARCH
ENTERPRISE
AT THE TELFER
SCHOOL

2

SUPPORTING
TELFER
SCHOOL'S
RESEARCHERS

3

SUPPORTING
GRADUATE
STUDENT
EXPERIENCE
(MSC AND PHD
PROGRAMS)

4

PROMOTING
RESEARCH AND
FACILITATING
KNOWLEDGE
MOBILIZATION
PRACTICES

OUR TEAM



From left to right: Lidiane Cunha, Wojtek Michalowski, Anne-Julie Houle, Kathy Cunningham

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LEARN MORE

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