



HIMP ALUMNI NEWSLETTER

Hello HIMP Alumni,

Many exciting changes are happening in the HIMP program these days. Under the leadership of Joseph Mapa, together with Amin Mawani the entire program has been revamped, with four new course offerings. The focus of these new course offerings, and new format, was to offer something unique in North America for MBA related healthcare specialities. A new alumni planning committee has also been formed to refresh our alumni relations, and offer new events for HIMP alumni. With a vision to create a unique offering for students and alumni, this is an exciting time for Schulich HIMP. See below for more information on these courses, an interview with Joseph Mapa, information about the upcoming networking event, and more!

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- **BUSINESS OF HEALTHCARE** *examines the role, foundations, and complexities of the private sector within the publicly-funded healthcare program, including major industry segments such as pharmaceuticals, medical devices, consulting, the role of IT and public-private partnerships. Instructor: Jimmy Yang.*
- **STRATEGY IN HEALTHCARE** *examines the public sector of Canada's healthcare system (organizations such as hospitals, government, regional authorities etc.) by delving in the changes, challenges, and particularly the strategies that are redefining the healthcare agenda. Instructor: Joseph Mapa.*
- **ECONOMICS OF HEALTHCARE** *examines the demand and utilization of health services; drivers of healthcare costs; measuring output in healthcare; tradeoffs between efficiency, operational effectiveness and equity; realignment of capacity; how healthcare reforms affects demand; utilization and the mix of providers. Instructor: Neil Buckley.*
- **ENTREPRENEURSHIP AND INNOVATION IN HEALTHCARE** *examines the entrepreneurial landscape in healthcare (e.g., long-term care and nursing homes), the role of disruptive technologies, new business models, leveraging public-private partnerships, understanding complex regulatory requirements, and the need for human capital. Instructor: Aditya Pai.*

Schulich Healthcare and Biotechnology Forum (HCBF) Student Club Interview

Interview with Joseph Mapa

Q: What sparked your interest in the healthcare industry and how did you get started?

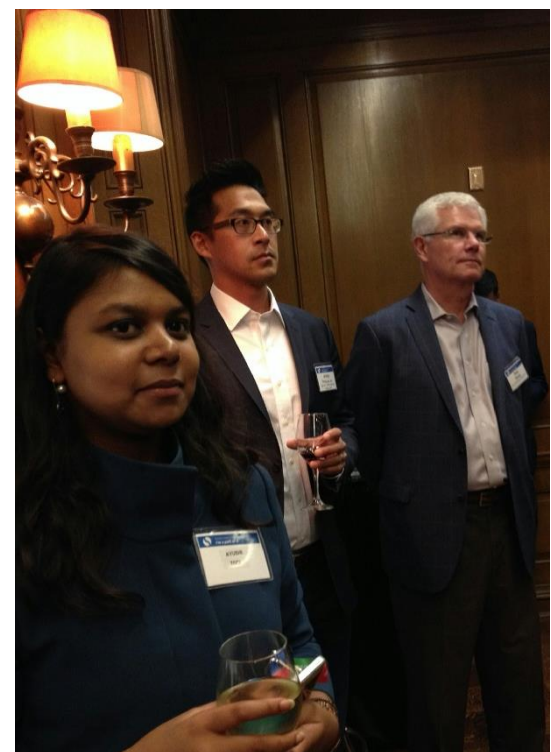
After completing two undergraduate degrees (one in anthropology/history and the other in education), I was thinking what to do next, particularly what would be a great career for the future. I hadn't considered a career in healthcare until my wife, Sheryl, told me about one of her classmates who was planning to apply to a graduate program in health management. This peaked my interest and I started reading about the field. I connected with an administrator at Mount Sinai Hospital (as it was the Hospital I was the most familiar with) who was able to answer some of my questions like: where the industry was heading, what was required to succeed, what opportunities were available, etc.

I immediately liked what I heard, which led me to enroll in U of T's Institute of Health Policy, Management and Evaluation Program. At the time, specializing in healthcare wasn't a common career path so I had first mover's advantage. Getting an MBA came later.

The CEO of Mount Sinai Hospital then, Gerald Turner, was one of my professors and subsequently my life-long mentor. With his encouragement I completed a 1-year internship at Sinai, which resulted, in getting a foothold in the industry, as corporate project/strategy assistant (known as Executive Assistant at that time) to the CEO.

Q. What were the keys to your career advancement?

From that point, I was able to move up the ranks by over performing – completing not one solution but three solutions for every project or challenge that I was tasked with. In time, with Mr. Turner's stewardship,



I was able to fulfill a prediction I made in youthful exuberance, that I would become Mount Sinai Hospital's CEO one day.

Performance definitely helped me get recognized amongst my peers and superiors. Maintaining an eagerness and positive attitude towards all my tasks no matter how big or small they were also key. I tried to always maintain a strong drive to introduce new ideas and alternative perspectives to advance the agenda. I have also always tried to be sensitive to interpersonal and organizational behaviour (EQ). This type of awareness and mindfulness has enabled me to drive change. In addition, reading widely including such books like 'Good to Great' by Jim Collins and 'Emotional Intelligence' by Daniel Goleman helped me act on best practices and proven sound advice.

Q. What were some of the highest and lowest points of your career and what did you learn from them?

The highest point for me as a leader is always when ideas come to life. The low point is a realization of a missed opportunity, such as when someone else gets there first – notwithstanding my admiration for that organization's achievement. One lesson, for example, was the realization that I should've taken more aggressive steps to integrate IT into the organization earlier-on in my tenure as CEO - irrespective of how hard it was. Through this and other experiences, being self-critical helps you learn what to do or not to do the next time.

Q. Define what work-life balance means to you. How long did it take you to achieve that balance, if you did?

I have maintained a work-life balance from day one because I have made sure to make time for those aspects in life that are important to me. It's a matter of working it out as best you can given your circumstance.



Q. How do you stay agile and continue to learn despite having already reached a lot of people's ultimate goal of becoming CEO?

To compensate for working in one place you must read a lot, network and get involved in associations. I visited a lot of hospitals, especially in the US, to continue learning newer and better ways of doing what my organization and I do. I also maintain a constant sense of eagerness and openness in all aspects of my duties. I focus on ideas that will drive my organization forward – original or borrowed. The main reason I teach, is to learn. Reaching CEO level is not the ultimate goal. The ultimate goal is to leverage the CEO power-base to make things happened. If you don't, you are not doing your job, nor fulfilling your responsibility.

Q. What do you suggest students engage in to learn more about the healthcare industry?

Use your capabilities to educate yourself. In addition to maintaining a high level of curiosity and getting involved, stay up-to-date on what's going on in the industry by reading health care magazines and sections of newspapers and take courses (like the ones offered as part of the HIMP program) so that you can learn from experts in the field and also network with peers who currently are, or have been, in the field. Mentor relationships, both formal and informal, are also key drivers for success.

Q. What future trends do you foresee to be areas that students should focus on in terms of potential career opportunities?

I think that students should focus on areas such as system integration, operations management, performance and business analytics (IT) and entrepreneurship. These key areas will determine the next wave of transformational changes in health care.



Q. What are the key/desired skills and traits that will help someone succeed in the healthcare industry?

Developing managerial leadership skills is important. In addition, building competencies such as strategy; organizational behaviour and change management; operations management alongside systems thinking will go a long way towards rounding out your skill set. No one should leave the MBA program without knowing how to interpret a financial statement and write a business plan. A consolidation of these abilities will make for an excellent recipe for success.

Q. What are some good entry-level positions that would serve as a good foundation on which the healthcare careers of students can be launched?

If you are new to health care, a great place to start out in is the strategic planning office. This type of role provides you with a tremendous amount of exposure to various departments and experts in the organization together with a necessary understanding of what is taking place in the environment. In the absence of such a role, other good starting points include working in the quality management, project management, analytics and decision support, etc. Other opportunities are more discipline oriented include roles in finance, marketing, IT, Management, HR, etc. These strategies are applicable both in the public or private sector, such as pharma or consulting.

Q. Do you have any special words of warning or encouragement as a result of your experience?

I encourage you to explore the health care industry as it is a very rewarding area. It is intellectually stimulating, allows you to make a difference, provides work-life balance, can be financially rewarding and offers a diverse range of jobs. The key to success is to be the very best you can be in your space – whatever it is and perform at the highest



level. Don't be fussed whether you begin your career in the private or public sector of health care. Take the time to hone in your top skills, and find opportunities that fit well with your skill set and interests. In terms of job satisfaction, there is nothing more enjoyable than being great at what you do. Recognition and further success will follow.

Careers in Healthcare Networking Event

Every year, the Career Development Centre (CDC) and more specifically Paul Irwin, our Healthcare Industry Advisor, put on an annual networking mixer event bringing employers from the healthcare industry, alumni and Schulich students together. A variety of companies from consulting, CPG, medical devices, Pharma and healthcare organizations will be in attendance. This is a great opportunity for alumni to meet high level professionals in the industry, new students in the HIMP specialization and learn more about other careers available. This event will take place on November 22, 2017 from 5pm to 7:30pm in Keele campus of Schulich School of Business (Executive Dining Room). Register through [CareerQuest](#). For more details, please contact Bella at hcbfschulich2017@gmail.com.

A Short Questionnaire

As part of the revitalization of HIMP program, we are looking to better support our alumni network. Part of this is finding out what types of events and programs benefit you. We are seeking your feedback on how best we can improve our alumni experience and ask that you would please complete this short survey (2-3 minutes) by clicking this [link](#).

SURVEY QUESTIONS

Question 1: What event would be most helpful, or of most interest to you?

- A. Networking Event
- B. Seminar or talk from leaders in the industry
- C. Skills related training (e.g. learning about PIPEDA, health economics, etc.)
- D. Sessions focused on building certifications (e.g. PMP)



Question 2: Which areas of healthcare would you like to learn more about?

- A. Changes in Canadian healthcare
- B. IT and Healthcare
- C. Biotechnology
- D. Pharma/Medical Devices
- E. Ontario healthcare delivery

Question 3: Please share your ideas on how we can improve the Alumni experience?

Job Shadowing Program

Are you interested in sharing your best practices and reflect on your own area of work through a “fresh pair of eyes”? This year, the Schulich Healthcare & Biotechnology Forum, in partnership with the Schulich Health Industry Management Program (HIMP) is launching a Job Shadow program for MBA students interested in pursuing a career in the healthcare industry.

Our job-shadowing program requires minimal commitment. We respect confidentiality and privacy matters if applicable. Once you agree to participate, we will match you with a student. We plan to complete the matching process in early November and you will hear from the students a few days after.

Our program (HIMP) is committed to preparing the best candidates for future roles in the healthcare sector. Your participation in our job shadowing program is integral to our mission.

If you are interested in becoming a job shadowing host, please contact Tina, Director of Marketing at HCBF at hcbfschulich2017@gmail.com.



Food for Thought

In a recent HIMP class, Joseph Mapa discussed the variety of proposed solutions to our current healthcare system challenges. Below, we would like to share with you six “big thinkers” with interesting viewpoints on addressing our current challenges:

- Building on Values: The Future of Health Care in Canada – Romanow
(<http://publications.gc.ca/collections/Collection/CP32-85-2002E.pdf>)
- Functional Federalism and the Future of Medicare in Canada – Tholl, Bujold
(<http://www.healthactionlobby.ca/publications/reports/97-functional-federalism-and-the-future-of-medicare-in-canada-43008422.html>)
- The Health of Canadians – The Federal Role – Kirby *et al.*
(<https://sencanada.ca/content/sen/committee/372/soci/rep/repoct02vol6-e.htm>)
- Fiscal Sustainability and the Transformation of Canada’s Healthcare System – Falk *et al.*
(https://mowatcentre.ca/wp-content/uploads/publications/38_fiscal_sustainability_and_transformation_canada.pdf)
- Chronic Healthcare Spending Disease – Dodge *et al.*
(https://www.cdhowe.org/sites/default/files/attachments/research_papers/mixed/Commentary_327.pdf)
- Chronic Condition – Jeffrey Simpson (Book)



This newsletter is produced by Joseph Mapa, Matthew Parker, Jordana Warner and Adeline Koh.

Photo credits

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- <https://www.pinterest.ca/grammypoo/h/chloe-leaves-autumn/>

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Alumni Planning Committee

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Please contact Yuting Chu at ychu15@schulich.yorku.ca if you would like to join our planning committee.