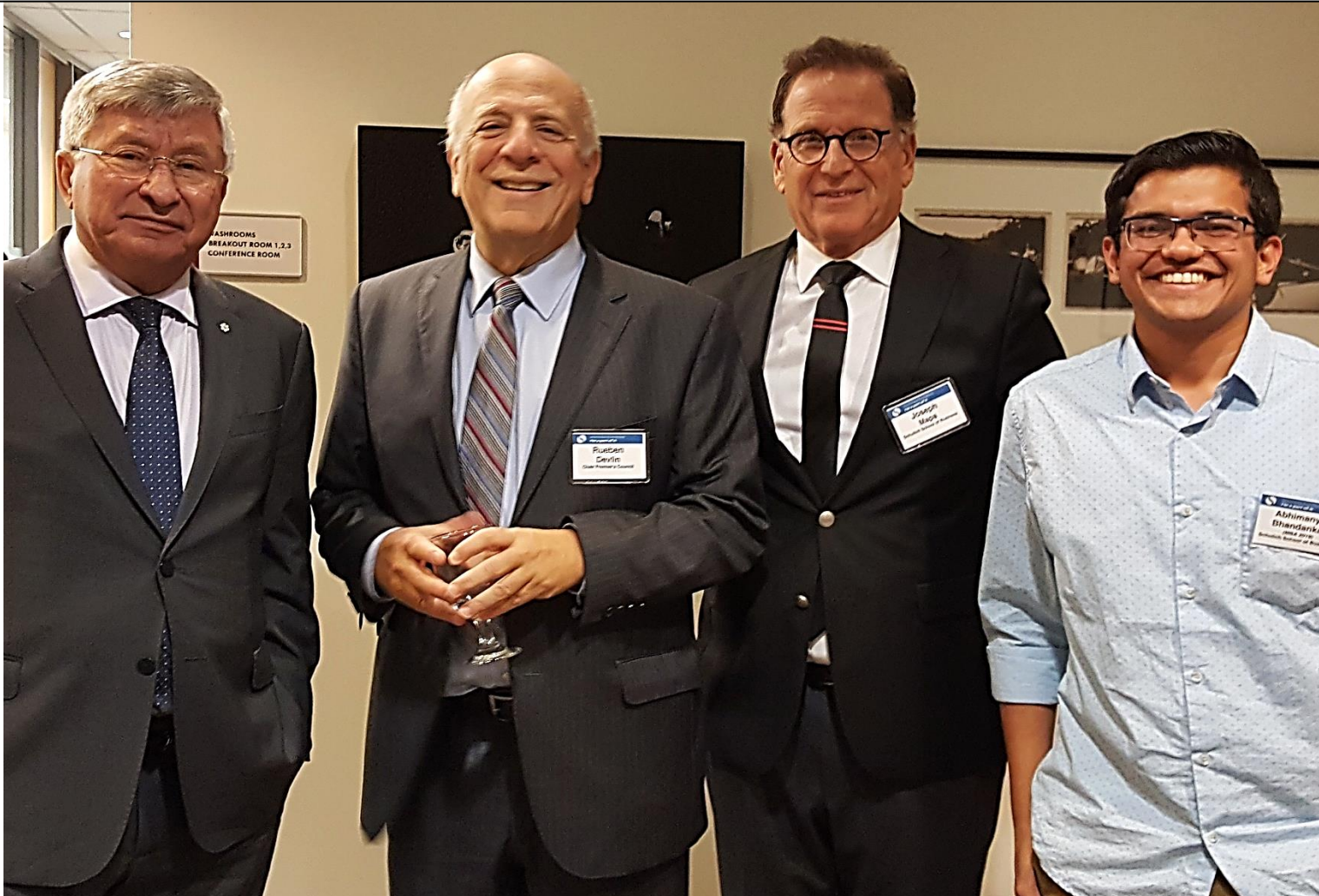


HIMP ALUMNI NEWSLETTER



The Schulich Health Industry Management Program (HIMP) Alumni Association hosted a speaker presentation, *Reflections on Improving our Health System*, with Dr. Rueben Devlin, Special Advisor to the Ontario Premier and Chair of the Premier's Council on Improving Healthcare. Special thanks to Joe Mapa, Executive Director of Schulich's Health Industry Management Program, as well as Program Director Amin Mawani, who have positioned our program at the leading edge of health industry management. Special thanks as well to Melissa Kaan (MBA '10) and Yuting Chu (MBA '17), Co-Presidents of the HIMP Alumni Association.

(Extracted from Schulich Dean's newsletter released on December 2018)



PRESIDENTIAL MESSAGE

I hope all in our community had a warm and joyful holiday season. The symbolic change of dates indicating a new year always provides me with a sense of renewal and this year is no different. In 2019, Yuting and I are eager to further enhance the HIMP alumni community by creating new opportunities to bring us together and build on the Schulich HIMP brand. To better understand how we can best serve you, we'll be sending out a short survey in the coming weeks. In the meantime, please enjoy the newest edition of the HIMP Alumni Newsletter.

Melissa Kaan (MBA '10)



EDITOR IN CHIEF'S COMMENTARY

Happy New Year, everyone! I would like to start off with some outstanding news.

Congratulations to Schulich School of Business on its new addition, the McEwen Graduate Study and Research Building. Finally, the McEwen building is now open for use. According to [Toronto Star](#), it fulfills its social mandate so well that Professor James McKellar was quoted, "we can't get people out of the building". Following the train of successes, Professor Joseph Mapa was one of the top ten Schulich Teaching Excellence Awards (TEA) 2017-2018 recipients. In retrospect, two HIMP courses offered in fall 2018 - Strategy in Healthcare (HIMP 6130, taught by Professor Joseph Mapa) and Business in Healthcare (HIMP 6110, taught by Professor Jimmy Yang) – received praises from students and Schulich community. The HIMP 6180 course, Entrepreneurship and Innovation in Healthcare, jointly taught by Professors Aditya Pai and Saeid Babael is now underway. In addition, many thanks to all the alumni who participated in the job shadowing program and internship programs as mentors and/or employers and to the Ontario provincial government's healthcare advisor, Dr. Reuben Devlin, who spoke at Nadal campus on last fall. As a result, whether the students came in, with health experience or not, they found the program to be extremely engaging, interesting and functional.

In this fourth edition of our newsletter, we provide insight on the career ladder in healthcare by interviewing a highly acclaimed healthcare recruiter and one new HIMP alumnus who managed to land her current consulting job through a Schulich networking session. Schulich and healthcare news highlights are also included. Our HIMP Alumni Association Co-Chapter Presidents, Yuting Chu (MBA '17) and Melissa Kaan (MBA '10), are excited about organizing impactful events and engagements. They would like your input, so please stay tuned for the survey and upcoming events.

Best Wishes, Adeline Loo Yee Koh (MBA '18)

ANY QUESTIONS ABOUT HIMP:

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FROM HEAD HUNTER TO JOB HUNTER, WHAT ARE YOUR WORDS OF WISDOM?

Conversation with Mr. James Stonehouse

Principal and Partner of Four Corners Group and Member of the Schulich HIMP Advisory Board

Mr. Stonehouse, a veteran in the executive search business, specializes in healthcare positions for hospitals and regional health authorities. With 20 years of experience, he focuses on very senior roles for provider organizations. For HIMP, Adeline Koh had the privilege of meeting Mr. Stonehouse at his office recently, and to provide our readers a summary of their meeting.



How did you land in this recruiting business?

As with many things in life, I fell into this by accident. For a number of years, I held senior leadership positions, including being VP for planning hospital facilities and hospital services at UHN. I have a very entrepreneurial side to me. The time was right for me to make a change. I left the hospital world and started my own consulting business, working with a number of companies in North America, providing consulting services. A leader in the healthcare executive search world pulled me into their orbit, and lo and behold, I joined that firm.

Long story made short, I spent 13 years in that firm building a reputation on a national basis with the who's who list of players in the industry. In all, seven of the last 20 years, I have been with Four Corners Group.

What are your most memorable moments?

The most rewarding moment in doing executive search is when you find the perfect candidate for your client. However, the least rewarding part is to disengage the unsuccessful candidates. Even though I have been in the business for a long time, it doesn't get any easier to do that. Also, in order to make ends meet and to have a viable business, you have to have several searches on the go at once. There are long work hours and you have to fit your schedule to fit client and candidate meeting requirements – that is a challenge.

That is interesting to hear positive and not-so-positive memorable moments in the response. Congrats on your ability to hire the right fit for senior positions at least 98% of the time. How do you assess the candidates for the job?

There is no one algorithm. Some variables are subtle, and yet some are very objective determinants of fit. In many cases, the best predictor of future performance is past performance. So we pay attention to people who have the skill set and experience that relate directly to the opportunities that we are working on. We determine their style, values and overall professional fit through the interview process. For later stages of the search, there is no substitute for commentary provided by references. This speaks to their track record



and culture fit. We also apply psychometric tools when the service is required. The psychometric profile addressing competencies can be very helpful, not so much for the hiring decision but for the employer to think about, when they join, to give them a sense of areas of strengths that they can further develop once on board.

What do you observe as trending in the recruiting industry?

Specifically, for the healthcare and leadership space, there is a war for talent. The pool of talent is limited domestically, so we also go international, as certain roles demand significant experience and academic credentials. The “thinning” of the pool is mostly attributable to the retirement of very experienced people. So, the trend in healthcare for our clients is to look at people with different backgrounds besides hospital administration, such as HR, finance, and operations. In addition, some employers are willing to “buy potential over experience” when the circumstances permit. This is good news for potential candidates. That would be my view. Does that answer your question?

Yes, perfectly. It is quite optimistic to hear different backgrounds are considered. What do you think of the Schulich HIMP program? Would you recommend people to take this program in order to penetrate the health care leadership sector?

Based on my exposure, which is somewhat limited, I have been quite impressed by the caliber of students and the faculty from the program. I would recommend the program. Absolutely!

As for careers in the healthcare sector for an MBA grad, what should the grad pay attention to?

Healthcare will always be with us. There will always be a need for a wide variety of professionals in the given industry. Healthcare, by definition, is broad compared to other industries. Biopharmaceuticals, hospitals, supporting an aging population – many opportunities abound for the MBA grad.

For new grads, in your opinion, what are the normal entry level positions?

Addressing what I know best, and not pharma or biotech, within the hospital sector and the senior care sectors, there are a number of roles for newly-minted MBA grads for which their backgrounds can be helpful. The roles can be many: it could be a general manager level for a functional unit, or potentially a project management role. Usually when you look at an organization, it can be the corporate side or the clinical side. They can be working on either side depending on their qualifications prior to obtaining the MBA. The ones without clinical backgrounds would probably be more on corporate side – finance, HR, information technology. In particular, healthcare informatics represents some of the best opportunities for new MBA grad.



Who are the key players in the industry?

Speaking of the hospital sector, in Ontario, there are over 120 hospital corporations – they are the major employers in my space. From the Ministry of Health, to hospitals, to local health integration networks (LHIN), and trade associations, I would pay attention to those organizations who have both clinical and financial dimensions.

How do you suggest MBA students go about learning more about the healthcare industry and its careers?

There is no one path. Certainly taking on an employment situation with the healthcare provider is the best, as there is no substitute for experience. In advance of that, learn about the system by starting with Longwoods Publishing (www.longwoods.com). They host educational breakfasts with prominent healthcare leaders in the country – getting connected with attendees is very helpful and Longwoods has a strong online footprint. The Canadian College of Healthcare Leaders is another forum for education. They have regional groups which can be very helpful for networking purposes. Ontario Hospital Association has a strong educational role. Those are the three things that come to mind.

From head hunter to job hunter, what are your words of wisdom?

Perseverance. Network. Passion. Due diligence. Performance.

Whatever the job might be, there has to be a convergence of experience, attitude and education. Those three things have to come together for the realization of the dream job.

May I ask, what is the secret to your success?

Unwavering focus on meeting client requirements. Paying attention to reciprocal fit. Doing whatever it takes to complete each recruitment assignment and having a delighted client and placed candidate. All this and working very hard.

We are grateful to hear about your focus on client satisfaction, the demands of the search, and what opportunities may be found in the broader healthcare sector. On behalf of Schulich HIMP, thank you very much, Mr. Stonehouse! We wish you and your partners at Four Corners Group the very best!

HUMILITY AND WILLINGNESS TO LEARN WILL GO A LONG WAY IN ANY CAREER

Conversation with Mariam Ali

Management Consulting Associate, Public Sector, Healthcare & Not-for-Profit, Optimus | SBR

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

My interest in the healthcare industry was born out of my love for the public sector and wanting to work on the things that mattered to taxpayers. During my 8+ years working in the public sector, a lightbulb went off when I was looking at a pie graph of provincial spending and there it was: healthcare spending. Taking up more than half that circle was the healthcare bucket, making it the largest spend in public monies. Knowing this was going to continue with an aging population, I knew that I could not understand the challenges and opportunities that existed within the public sector without understanding what was happening in the healthcare industry, and that is where my exploration into healthcare began.

After taking a HIMP course with Joe Mapa and taking on my 601 project in the healthcare industry, I was able to get a more concrete and foundational understanding of the system. In my current role as a Management Consultant for the Public Sector, Healthcare & Not-for-Profit practice at my firm, I get to work with clients in this industry – tackling projects related to strategic planning, system or organizational design and process re-design.

What were the keys to your career advancement?

Before going into the principles that I believe helped me succeed – I will say that there is a general rule that applies. Make sure you understand *why* you want career advancement. The *how* can, will and should change. Each person's *modus operandi* is going to be different – a reflection of who you are at that time and how you respond to your circumstances.



For me, the how involved persistence, focus and being open-minded. I persistently applied for jobs where no one called me back even after pouring what I felt like was my heart and soul into each application. Once you land the job, persistently develop your skills and ask for more without worrying what you will get paid for it. I was persistent in my actions because I focused on a goal. This goal was not etched in stone though, it was a continuously evolving target of where I wanted to go that took into consideration everything I was learning as I was on my career path. From talking to others in the industry to reading, volunteering and assessing my own skill development. And most important of all, being open-minded. I see too often where we come out of school and believe that we know exactly what we want to do and how, I myself did this. Rigidity does not help advance careers, willingness to take on “other duties as assigned”, asking questions and finding ways to challenge, and ultimately grow your skills will.

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

What I once believed was the lowest point of my career – an entry level customer service position in the private sector – not only helped launch my career in the public sector but gave me the skills to be resilient and handle difficult situations better than most I worked with. Every job, volunteer gig that you have is an opportunity to learn a skill and to gain exposure to something you have not known before. Sometimes you can surprise even yourself with the skills you gain in roles you had no intention of pursuing. The highest points of my career have been whenever I was sought out for advice by senior members of my organizations. It is highly rewarding, especially earlier on in your career, when those with more experience recognize you as a trusted resource in your field.

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

Work-life balance is what you make it. I still struggle with this especially in my field with multiple projects, tight deadlines and firm commitments. The most important factor is self-awareness. Knowing your limits helps define when you are ready to tap out at work and need time for life's other pursuits. Once you know those limits, articulate them to the right people so your team, manager, family are all in it with you and can help keep you accountable.



How do you stay agile and continue to learn in your field?

Reading content in relevant industry publications but also keeping an eye out for what other industries are doing is key since there is a lot of potential for cross-functional knowledge and insights. Keeping an eye on the news – healthcare is quite a political field. Attending panels, workshops and conferences to grow your network because talking to the people who do the work can help understand a topic much better than reading about it. But to do all of this you need to make time. Build it into your weekly routine to take an hour out of your week to skim through articles, news, events and decide whether there is something worth doing a deep dive into. And of course, the ultimate way to stay agile and continue to grow is to learn by doing.

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

Since you are reading this newsletter, you have already learned about HIMP so get active in this association and participate in events. I would highly recommend is if possible do your 601 for a healthcare organization – I learned a lot about the industry this way. Leverage other students and professors to broaden your network and meet people in the industry. The most valuable asset you have as a student is access to the experts in the field by virtue of being in school and wanting to learn – use it! People love to tell their story and help others on their path so don't be shy and reach out to those you admire.

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

Definitely data collection and analysis/decision support for more informed decision making. There is also growing awareness in the healthcare industry that non-healthcare experience can be valuable especially for higher strategic level thinking. Don't discount your other experiences – better understand how they are applicable to healthcare and sell that to stand out.

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

The same as they would in any other industry. Compassion for your end user, your team and yourself. Knowledge of your industry and your role within it. Work ethic to execute.

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

Project based positions, consulting and direct frontline healthcare positions. In my personal experience, frontline work is the gift that keeps on giving throughout your career, building credibility as you move through the ranks. Your tangible and raw understanding of ground level practices in any industry is almost always more valuable than the designations and letters on your resume.



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

Warning: Don't believe you know everything. Humility and willingness to learn will go a long way in any career you choose. Encouragement: Be kind to yourself. "Carve your successes in stone, write your failures in the sand".



PAST EVENT

REFLECTIONS ON IMPROVING OUR HEALTH SYSTEM BY RUEBEN DEVLIN

On October 1, 2018, Dr. Rueben Devlin spoke at Miles S. Nadal Management Centre about his thoughts on Canadian and Ontarian healthcare. The turnout was good. Dean Dezso J. Horváth was also in attendance. Topics included the strengths and weaknesses of the current healthcare system, digital health and Ontario government's progress for improvement.





UPCOMING ACTIVITIES

HIMP ALUMNI SURVEY

What can the HIMP Alumni Association do for you? We want to hear from you! Look in your email for an upcoming 5-minute survey in the next few weeks.

VALUE BASED HEALTHCARE PRESENTATION

[Jason Vanderheyden](#) from Medtronic, a \$29bn Fortune 500 Medical Device company, has agreed to do a talk for HIMP Alumni on Value Based Healthcare, a major strategy that Medtronic is executing. Stay tuned for this event's venue and time.





SCHULICH NEWS

[Schulich Teaching Excellence Award Winners 2017-2018](#)

[Schulich celebrates completion of campus expansion project](#)

[Team Schulich places second in MBA Games](#)

[Schulich ranked among world's top schools in responsible business](#)

[The Economist Ranks Schulich among World's Top 100 Schools in 2018](#)

HEALTHCARE NEWS

[New app will let Albertans see their own health records](#)

[Ontario family doctors average \\$400,000-plus for part-time hours](#)

[We may finally know what causes Alzheimer's – and how to stop it](#)

HEALTHCARE NEWS (CONT'D)

Millions of Canadians are at risk of a serious sleep condition – here's why so few are diagnosed

Dozens swarm minister's office over Cape Breton health-care concerns

Canadian Paediatric Society updates food guideline for babies at risk of allergies

Canada's new food guide emphasizes eating plants, drinking water and cooking at home

New guidelines may reduce risk of legal marijuana in youth

Walgreens needs partners to beat out CVS and Amazon in digital healthcare

5 ways Trump is changing health care

Feeling lonely? You're not alone – and it could be affecting your physical health

Ford government poised to dissolve regional health agencies, sources say

The Lancet: Diet and food production must radically change to improve health and avoid potentially catastrophic damage to the planet





HEALTHCARE NEWS (CONT'D)

Anti-vax movement listed by world health organization as one of the top 10 health threats for 2019

Bristol-Myers Squibb's \$74 billion acquisition of Celgene would combine two troubled companies

Drugmaker GSK to split in two after folding in Pfizer's consumer unit

General Electric files paperwork to spin out health-care unit in IPO, stock surges

First CRISPR babies: six questions that remain

The million-dollar drug

Survey finds alarming percentage of families share leftover antibiotics

Canadian hospital 1st to install imaging app in AI digital command center

Vaping 'guinea pigs': E-cigarette health risks you may not be aware of

Here's who won the 2018 Nobel Prizes in Science and why

Join the **Schulich HIMP Alumni Community** in
<https://schulichalumniconnect.com/>

Editorial Board

- **Adeline Loo Yee Koh (MBA '18)**, Editor-In-Chief, Schulich HIMP Alumni Newsletter
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- **Yuting Chu (MBA '17)**, Co-President, Schulich HIMP Alumni Association, and Sr. Business Process Analyst and Project Manager, Medtronic
- **Professor Joseph Mapa**, Executive Director, Schulich Health Industry Management Program

Content Contributions:

*President's message – **Melissa Kaan***

*Editor's commentary - **Adeline Koh***

*From head hunter to job hunter, what are your words of wisdom? – **Jim Stonehouse, Sharon Iadiopalo and Adeline Koh***

*Humility and willingness to learn will go a long way in any career – **Mariam Ali***

*Upcoming Activities – **Adeline Koh, Melissa Kaan and Yuting Chu***

*Past Event – **Dean's Office, Schulich School of Business and Adeline Koh***

*Schulich News – **Adeline Koh***

*Healthcare News – **Adeline Koh***

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