



# HIMP ALUMNI NEWSLETTER

Dear HIMP Alumni,

Welcome to the second edition of our newsletter. An excellent editorial team led by Adeline has put this together and I want to express profound thanks.

This effort is also indicative of the momentum that HIMP is gaining in our efforts to deliver an exceptional learning experience. For inspiration, I want to share a testament by one of our graduating students Bella Yoro who expressed her experience in the following way “The Health Industry Management program has given me invaluable experiences, and pursuing Graduate Diploma in Health Industry Management with my MBA program was the best decision I ever made. The highlights of the program for me were interacting with the industry leaders including in hospital management, health care consulting, health technologies and health economics. In addition, our strong alumni network helped me gain a greater understanding of positive trajectories for future health care. I feel that the program provided me a solid foundation in health care management with future perspectives, which allowed me to pursue a career with a positive impact through innovation.”

We are completing year 1 with our rejuvenated courses (my special thanks to Professor Amin Mawani) and the feedback has been very positive. Relevant, industry oriented and significant - are just few of the comments we have heard.

In a recent opinion piece in the Toronto Star by Adam Kassam (Chief Resident in the Department of Physical Medicine and Rehabilitation at Western University), he insightfully wrote “ leadership would be well served by recognizing that the worn strategies previously employed do not necessarily represent the way forward. What’s clear is that Canada needs fresh leadership (and fresh thinking) in health care. We need new people who encourage unconventional ideas and are unencumbered. “

I agree. Our mission at HIMP is to cultivate and prepare such leaders. As you will see from the interviews and other spotlights, we are succeeding.

Our goal for next year is to continue this momentum with fresh ideas and initiatives.

Joseph Mapa Dip.H.A., MBA, FCCHL, LFACHE  
Adjunct Professor & Executive Director  
Health Industry Management Program-a Master of Business Administration  
(MBA) specialization

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## Interview with Jimmy Yang (MBA '07), Co-Founder and Managing Director of Garrison Health and HIMP 6110 Lecturer.

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

I have family that has worked in health care and in the pharmaceutical industry. I think – to a certain extent – that has played an influence. I started my career in the pharmaceutical industry and – post business school – transitioned over to a focus in public sector healthcare. I was drawn to it because some of the obvious layers and complexities that come with healthcare. To me, the complexities present interesting opportunities.



Q. What were the keys to your career advancement?

Generally it has been patience and a willingness to consider my career in longer term increments. Asking myself “where do I want to be in 5 years / 10 years, what kinds of skills will I need to have developed, what kinds of tangible experience will I need to have?”. I’ve also been fortunate to have met kind and thoughtful leaders who have provided me with a bit of their time to share their experiences and lessons learned; these lessons are invaluable.

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

Highest points early on in my career would obviously be getting the opportunity to work at great companies. Through my career, it has been working with incredible organizations or clients who share my innovative spirit. Being able to see transformative change in health care take shape in hospitals and communities is very rewarding. Low points would include early in my consulting career where I was having trouble managing the long hours, multiple client engagements, and firm wide commitments; I put pressure on myself to try to over produce early on in my career. What I learned was that my output suffered when I tried to take on too much and that I had to develop my own internal work plans to ensure that I was being methodical and more consistent in my approach to each day, week, and month.



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

Balance to me has meant having pursuits and interests outside of work. I'm fortunate enough to love the work that I do and the types of engagements in healthcare that personally interesting to me as well. This can be a good and bad thing if not managed well. At times there is a temptation to work too much! For me, my priority is my family and spending quality time with them. I also enjoy playing the guitar and songwriting, which provides another creative outlet for me. Work-life balance is something that you have to make happen on your own. The company you work for will not do it for you, even if they say they do. If it is exercise or music or travelling or something else, the responsibility to keep interests outside of work is so important for your wellbeing and it makes you more productive and positive at work.

Q. How do you stay agile and continue to learn despite having already reached a lot of people's ultimate goal of becoming a Co-Founder and Managing Director of Garrison Health as well as a HIMP Lecturer?

I've always tried to work together with people who are 'continual learners' and get excited about learning new things, new methods, and new techniques. Intellectual curiosity is a characteristic I look for in people. Seeing this passion in others is very motivating to me and helps me to learn new things every day.

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

First and foremost, staying current with the news and keeping up to date with events in healthcare. Simply reading the news daily is a very effective way of sensing the pulse of the healthcare industry; this extends also to the life sciences sector. Healthcare touches everyone and it is important to understand how experiences on the front line of healthcare are related to decisions that are made at a strategic and policy level.

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

Like many other industries, healthcare is evolving and will be significantly transformed by advances in technology and artificial intelligence. There will be a shift in the types of patients who traditionally rely on institutional care towards care and service being delivered in the community, retail setting, home and through digital and online means. That said, healthcare is all encompassing and there will be roles and skills needed across the entire spectrum (e.g. services, system planning, policy, data analytics, technology and innovation, finance, etc.).

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

Specific skills and traits depend a fair bit on the type of role one takes on in healthcare. Generally speaking it helps to be a very good listener. Regardless of role type, engagement with stakeholders, partners, patients, and residents is common in healthcare and it is important to understand the opportunities and pain points in your ecosystem and those that operate in it.

**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?**

The number of good entry level positions is endless in healthcare. There is no perfect position rather there are positions that allow you to learn a great deal about important parts of the health care system.



Analyst, project manager, and consultant positions are good starting points because they are both project based (which allow for deeper skill development and refinement) and they typically provided a wide spectrum of exposure to different scenarios in healthcare.

## Interview with Aanchal Agrawal (MBA '12), Senior Consultant, Ontario Ministry of Health and Long-Term Care

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

I come from a family of doctors. Hospitals and healthcare related charity work have always been a big part of my childhood. Growing up, I assumed I would follow in my father's footsteps and become a doctor. I have always known that I will work in healthcare. What I would in this field was yet to unfold. As the world of healthcare evolved and I became more aware of how healthcare works and the world beyond doctors and nurses, my interests shifted and I went into Biomedical Engineering.



Q. What were the keys to your career advancement?

Being open to trying new things got me into Biomedical Engineering. At the time it was an upcoming, rapidly changing industry and as technology evolved, healthcare evolved. Another aspect was taking opportunities as they came. I have had an interesting path so far, just following my interests and grasping the right opportunities. Think of the career and not the job. I knew all along that I want to be an influencer in healthcare, and I am still on my path there, but having a long-term vision has helped me to keep focus on my goals. Never be afraid to learn. Healthcare is constantly changing, and for career advancement, it is absolutely necessary to keep in touch with new developments.

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

Making mistakes is one thing, we all make them. Learning from them is the key. I took up a job early in my career that was not the best fit for me. I didn't learn new skills and there wasn't room for me to grow in the organization. I learnt that I have to wait for the right opportunity. A high point for me was when I briefed senior ministry officials and hospital executives on one of

my bigger projects. It gave me a lot of pride and I realized that senior management trust me with larger, more complex projects.

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

Like any other job, there are peaks and troughs in terms of time commitment that come with my job. The key is to build a good relationship with your partner, manager and colleagues so you can rely on someone for help when you need it. It also helps to take some time out of your day, even if it's 10 minutes, to yourself. It can be for anything; the gym, a walk, reading or meditating. This helps me to collect my thoughts and organize my day. Also, I have learnt that I don't have to be superwoman, if someone offers help with something, whether it's picking up kids after daycare, or other chores, take it!

**Q. How do you stay agile and continue to learn despite having already reached a lot of people's ultimate goal of becoming a senior consultant at Ontario Ministry of Health and Long-Term Care?**

I keep up my learning goals by attending any training sessions or courses that my organization has to offer. These courses range from project management to conflict resolution. Learning something that is not related to your day-to-day work also helps in overall professional development. I also take any mentorship opportunities that come my way. Whether I am the mentor or the mentee, I find it a fruitful use of my time.

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

Attend conferences, there are many healthcare summits and conferences in Toronto and nearby, I would keep an eye out for that. Not only do you learn about new innovations, you also get an excellent opportunity to network with industry leaders. Subscribing to magazines like Canadian Healthcare Manager is a great way to keep up to date too.



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

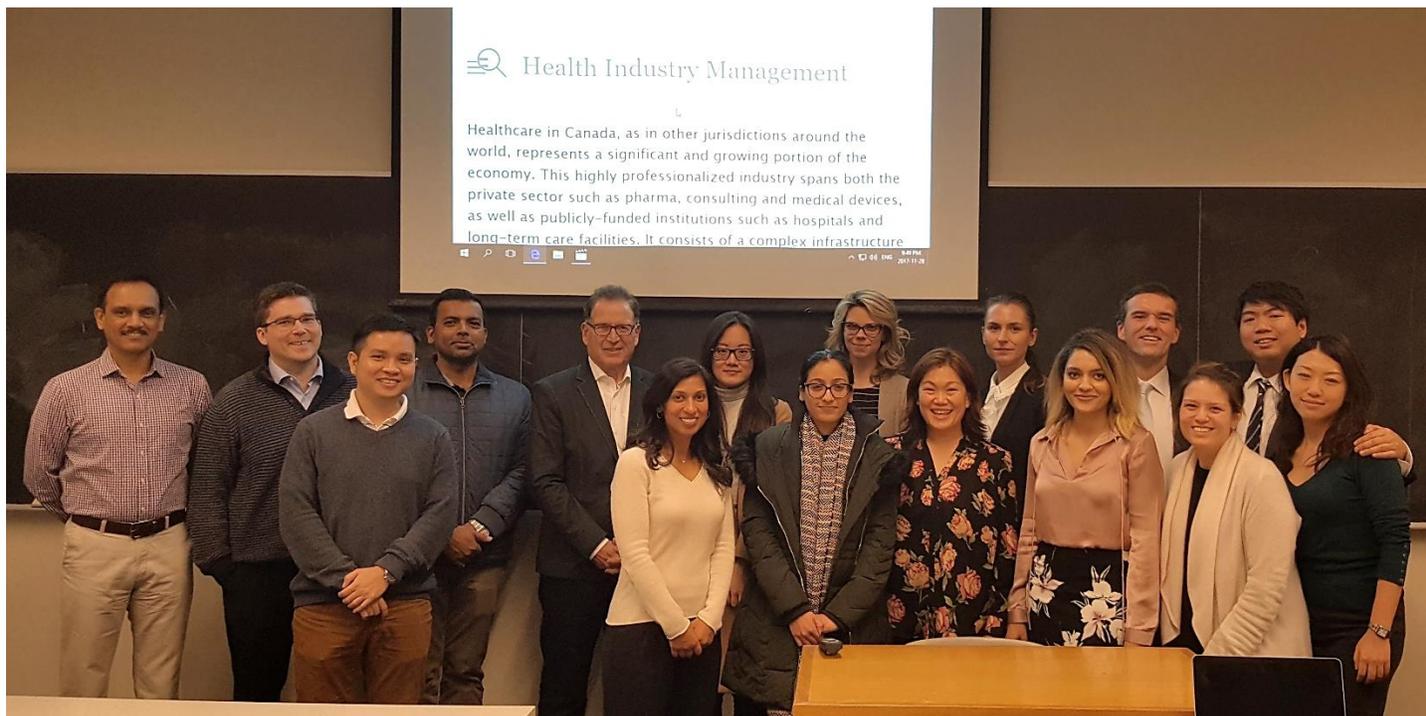
Technology is solely changing how we think about providing healthcare. There continues to be great focus on digitization, whether it is electronic health records or innovations in brain surgery, it is all technology driven. There is a lot of room for entrepreneurs that bring innovative ideas to healthcare users that is cheap, reliable and helps people access the care they need.

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

In general, I would say focus on relationship management skills, critical thinking skills and project management skills. I place great emphasis on the stakeholder management skills because that is the core of my current role.

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?

Project or financial analysts, and consulting positions.



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

'Leadership and learning are indispensable to each other' - a quote by John F. Kennedy is my philosophy too. Showing a willingness to learn and to take on more challenging projects has always helped me in my career.

## Interview with **Jared Berger** (MBA '16), Policy Analyst, Patented Medicine Prices Review Board

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

My academic trajectory has always been geared towards healthcare. From my bachelors in Microbiology and Immunology to masters in biotechnology and then finally an MBA in healthcare management, I have always been passionate about understanding the complexities and challenges of the healthcare system and being a part of an industry aimed at improving the health of all Canadians. A turning point in my career was taking HIMP 6170 Commercialization in Pharma & Biotech and learning about drug access post clinical trials and how pricing and reimbursement decisions are made. The course has inspired me to start a career as a policy analyst at the Patented Medicines Prices Review Board where I feel confident analyzing policy decisions that will have an impact on patient access to high cost medicines.



Q. What were the keys to your career advancement?

In the health industry I felt it was very important to develop an intuitive understanding of how the industry works, from price regulation, reimbursement, private insurance, hospital management, and so on. By understanding how these sectors fit together in the delivery of healthcare services I was not only able to identify the areas which best fits my skills and aspiration, but I was able to have insightful conversation with leaders in the industry.

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

The highest points for my career is when I'm excited to go to work every morning to work on policies and reports that contribute to improving the health of Canadians. I learnt that no matter

which projects you are working on it is motivating to keep the bigger picture and how it has a real-world impact.

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

For me, work-life balance is having a degree of separation between my career and personal interests. At this stage of my career I am fortunate to be in a field that I'm passionate about while having the time to focus on family and personal interests.

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

There are plenty of books, articles, and podcasts that I consume on a regular basis to keep me up to date in the healthcare field. I am also fortunate in that my job requires me to be up to date in international healthcare policies so that I'm better informed in making policy recommendations that affect Canadians.

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

I highly suggest students participate in every available networking session and case competition that is related to the health care industry. The HIMP courses at Schulich are excellent way to get a broad overview of the industry, while networking and case competitions can help guide your learning by providing insights of specific healthcare challenges.



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

I see the digital transformation of healthcare as a trend with very promising opportunities. The convergence of information technologies with healthcare will have a substantial impact on making healthcare more cost-effective, affordable, and accessible.

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

Strategic thinking and an ability to think critically is a key skill, especially in an industry which impacts many stakeholders with competing interests.

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?

Entry level positions as a hospital coordinator, reimbursement specialist, and a project specialist in the pharmaceutical industry can provide a solid foundation to launch a career in healthcare.

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

Healthcare is a rewarding field where the work you do can have a direct societal impact. There are so many different career specializations to focus on, each with their own unique challenges that makes for an exciting career.



## Healthcare Professional Alumni Announcements and Awards



**Mark Lievonen**

(BBA '79, MBA '87, Hon LLD '15)

Former President of Sanofi Pasteur Limited, received a York University Bryden Alumni Award in 2017 for his outstanding contribution to the advancement of York and its students.



**Isaac Gould**

(IMBA '05)

HIMP lecturer was appointed CEO of In-Common Laboratories, a Canadian-based not-for-profit providing a lab referral service for its clients.

## Upcoming Events

- 1) **Toronto Machine Learning Micro-Summit (TMLS)** is hosting an event related to health care.

Date & Time: **Wed, 28 March 2018, 6:30 PM – 10:00 PM**  
Location: RBC WaterPark Place, 88 Queens Quay W, RBC Auditorium  
Tickets are limited!  
[Details & RSVP](#)

- 2) **TORONTO - CONNECT: The Schulich Alumni Forum**

Dates: **April 27-28, 2018**  
Location: Schulich School of Business, 4700 Keele Street, Toronto, ON  
[Organize your Milestone Reunion](#)  
[Details & RSVP](#)

- 3) **Opening event of Rob and Cheryl McEwen Graduate Study and Research Building**

Date: **Fall 2018** – Stay tune for [more details!](#)  
Designed by the award-winning international firm Baird Sampson Neuert Architects, this three-storey, 67,000 ft<sup>2</sup> building will serve as home to Schulich's Research Office and Centres of Excellence, including the Centre for Responsible Business, the Centre for Global

Enterprise, the Brookfield Centre in Real Estate and Infrastructure, and a future Centre of Excellence in Business Analytics. It will stand among the most environmentally sustainable academic buildings in North America and is a cornerstone of the School's Leading Change campaign, which aims to raise \$50 million by 2021.

## Past Events

### 1) OBIO Campus Recruitment Information Session on February 8, 2018

In this session at Keele campus' private dining room, Ontario BioScience Innovation Organization (OBIO) was enlightening the students about its Health to Business Bridge (H2BB) business internship program. H2BB helps to pair student interns with start-up companies. Whether you are looking for an intern opportunity or you are a company looking for a candidate, it is highly recommended that you apply to this [program](http://www.obio.ca/h2bb) (<http://www.obio.ca/h2bb>).



### 2) Alumni2Student Speed Mentoring Reception on February 6, 2018

Approximately 200 alumni mentors and student mentees registered for this very popular reception at Toronto Marriott Downtown Eaton Centre. Alumni enjoyed providing industry insights and advices to the students on job search strategies and personal branding. Students had a blast developing their communication skills while growing their network.



### 3) Health Industry Networking Mixer on November 22, 2017

Over 30 companies participated in this networking event jointly organized by Schulich Healthcare and Biotechnology Forum (HCBF) and Career Development Centre (CDC). Students, alumni and company recruiters found this event to be informative and productive.



#### 4) Change Management Business Conference on November 17, 2017

This first ever Change Management Conference jointly organized by HCBF and Schulich Association of Management and Organizational Studies (SAMOS) was a hit among the students. Many thanks to speakers **Mladen Danon (MBA '19 candidate)**, **Neera Arya (MBA '15)**, and **Shrikant Kelkar (MBA '13)**.



#### 5) Schulich Insights: The Graduate Business Council's Annual Career Conference on November 3, 2017

*Schulich Insights 2017: Celebrating the Past, Shaping the Future* was the 11<sup>th</sup> annual career conference featuring Schulich alumni working in various industries. Professor Joseph Mapa moderated the health industry alumni panel consisted of:

**Alan Davis (MBA '91)**, Co-Owner, President and Chief Scientific Officer, Bescot Healthcare International Inc.;

**Dave Randhawa (MBA '13)**, Sr. Business Lead, Strategy, Program Management and Planning, eHealth Ontario; and

**Jordana Warner (MBA '14)**, Senior Manager, System Planning & Strategy, Sinai Health System.



## Hot News from Schulich

Congratulations to James Prince, Catherine Sim, Grishma Saheba, Mohsen Chowdhury and Abhilash Shashidharan for winning the healthcare case competition at Deloitte in October 2017. This unique opportunity was hosted jointly by HCBF and Schulich Advanced Strategy Club.



[Team Schulich Wins the 2018 MBA Games](#)

[Corporate Knights Ranks Schulich #2 in the World for Responsible Business](#)

[eFinancialCareers Ranks Schulich One of the World's Top Schools for Investment Banking](#)

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

[York University and union are at odds over temporary instructors](#)

## Recent Healthcare News

Ontario budget 2017: Free prescription drugs for anyone under 25

Mega Corporations to Launch Nonprofit Healthcare Disruptor

Generic drug industry agrees to cut prices up to 40% in 5-year deal with provinces.

AI revolution in healthcare is nearly upon us: IBM Watson recommends cancer treatment in 10 minutes.

Join the [Schulich Alumni Community](https://schulichalumniconnect.com/) (<https://schulichalumniconnect.com/>)

### Editorial Board

- **Adeline Loo Yee Koh (MBA '18 candidate)**, Editor-In-Chief, Schulich HIMP Alumni Newsletter and co Vice-President, Schulich Healthcare and Biotechnology Forum
- **Aanchal Agrawal (MBA '12)**, Senior Consultant, Ministry of Health and Long-Term Care
- **Andrea Spencer (MBA '13)**, Senior Manager (Consulting), Public, Healthcare and Not-for-Profit Group, Optimus SBR
- **Jordana Warner (MBA '14)**, Senior Manager, System Planning & Strategy, Sinai Health System
- **Matthew Parker (MBA '17)**, Content Strategist and Technical Advisor, Mount Sinai Hospital
- **Yuting Chu (MBA '17)**, President, Schulich HIMP Planning Committee

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