



# HIMP ALUMNI NEWSLETTER

## PRESIDENTIAL MESSAGE

It's always an absolute joy for us to welcome new and veteran Schulich Healthcare Alumni to a new year. Our nation's cherished healthcare system moves forward and progresses because of people like you. The diversity of a Schulich Health cohort and your decision to contribute your skills and expertise to healthcare reaffirms the spirit of our healthcare system.

It's no secret that our healthcare system is undergoing massive change. However, out of monumental change comes a monumental chance. A chance to build on the promise of free and accessible healthcare for everyone. At the same time, a dialogue is produced – a dialogue that deepens our understanding of not just our hopes and dreams but also the hopes and dreams of others. Ultimately, this makes us better and inspires us to create solutions that work for everyone. One thing is clear, however. No one single solution will be a silver bullet. A combination of approaches, from different perspectives, will produce the results that take us forward.

Can you tell that we are excited?



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## EDITOR IN CHIEF'S COMMENTARY

Dear Schulich HIMP community,

Autumn is around the corner. Welcome to the September 2019 edition of the Schulich HIMP Alumni newsletter!

For those who graduated in the spring convocation of 2019, congratulations and welcome to Schulich HIMP Alumni Association! Thanks to the network, skills, motivation and aspiration cultivated from the HIMP program led by Professor Joseph Mapa and Professor Amin Mawani, doors have been opened for new career paths. In addition, the Schulich Career Development Centre is an essential resource which offers job postings in its career portal.

In this edition of the newsletter, we provide an executive summary of the HIMP program and its affiliations. To let the results speak for themselves, we interviewed some MBA students and alumni on their perceptions of the program and its impact on their careers. We present a [video](https://www.youtube.com/watch?v=nDTN4A45ulw) (<https://www.youtube.com/watch?v=nDTN4A45ulw>) with enlightening story of our future alumnus, Morgan McNaughton, Part-time MBA 2020.



Furthermore, to showcase the caliber of our alumni, I interviewed Mark Lievonon, a true HIMP champion together with a new alumnus. The perspective and energy exemplified by these seasoned management professionals will give a boost to those completing the MBA program and those embarking on new opportunities. Highlights on past events and exciting upcoming forums follow the interviews.

May you enjoy reading!

Best Wishes,



Adeline Loo Yee Koh (MBA (2018))  
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## HEALTH INDUSTRY MANAGEMENT PROGRAM 2019-2020 (Schulich MBA specialization)

Healthcare spending accounts for a high share of the gross domestic product (GDP) in every country. In 2016, total health expenditure in Canada reached \$228 billion, representing 11% of Canada's GDP (Canadian Institute for Health Information-CIHI). This professional sector spans both private sector business (e.g. pharma, consulting, medical devices, e-technology, dental, chiropractic cosmetic and other providers) and publicly-funded institutions (e.g. hospitals, home care services, community agencies, long-term care facilities) woven together by a complex infrastructure of businesses, services and programs.

The healthcare industry requires a broad range of clinical and scientific expertise, as well as highly specialized business / management practitioners with skills ranging from strategic planning, operational management, analytics, IT, finance, marketing, business development, human resources, workforce planning and organizational development. Given the evolving landscape of healthcare to meet the challenges of changing lifestyles and an aging population, there is a strong demand for business professionals that will drive innovation, creative thinking and change in this vital sector.

The mission of the Schulich's health industry management program MBA specialization is to provide students with the knowledge, skills and understanding to manage and lead this dynamic sector. Our aim is to deliver an industry-focused course curriculum combining intellectual content with career-based insights. Our goal is to enable students to leverage their learnings in pursuing exciting career opportunities and growth in this industry.

Based on consultations from industry leaders, employers and students, HIMP has been designed to build on the students' core MBA fundamentals to provide a solid base of knowledge and understanding of Canada's healthcare industry that includes the public sector, the private sector, innovation and entrepreneurship, plus a grounding in health economics. Courses include cases, projects and assignments that are centered on applications of MBA concepts and frameworks to healthcare issues and organizations. The program is led by faculty and sector leaders with core specialized courses focused on in-depth insights into the opportunities, complexities and challenges facing the industry.

A career in healthcare offers a unique combination of professional accomplishment together with the opportunity to serve in one of the most consequential and important sectors in any jurisdiction.

### Core HIMP Courses:

- **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 (Fall course: HIMP 6110)

*"It is my pleasure to teach the "Business of Healthcare" course for the Health Industry Management Program. Healthcare is changing faster than ever before and there are new players that are affecting*



*this paradigm shift. The intersection between private and public sector health has never been as pronounced as it is today. The factors that influence how our population lives, moves, communicates, and ages is very driven by social determinants of health and increasingly influenced by disruptive private sector organizations. Working with leading health care organizations provides our class an opportunity to bring real world examples into our classroom and to have in depth discussions that prepare students to answer the difficult and exciting challenges of today and tomorrow. – 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 (Fall course: HIMP 6130)

*“I’m delighted to teach “Strategy in Healthcare”. The health care landscape continues to change at an unprecedented rate, underscoring the indispensable important of strategic thinking and strategic leadership. In this course, we examine and analyzes our public health sector through the lens of how key stakeholders in our system are adapting in this changing and exciting environment - Joe 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: Professor Neil J. Buckley (Winter course: HIMP 6150)

*“It is my pleasure to teach the “Economics of Healthcare” course for the Health Industry Management Program. This is allowing me to share my expertise and research in behavioural health economics and health econometrics with enthusiastic students. I have developed this course to insert students directly into the management and policy debate facing today’s healthcare system, allowing them to understand the crucial details behind measurement and evaluation of healthcare outcomes, the financial motivations created by public versus private health insurance schemes and the strategic incentives that can be promoted by healthcare management. The course uses real world cases to highlight meaning behind theoretical principles and allows me to introduce students to leading-edge techniques using modern datasets and virtual-reality to investigate new and exciting healthcare issues. – 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 (Winter course: HIMP 6180)

*“It is my pleasure to teach the “Entrepreneurship & Innovation in Healthcare” course for the Health Industry Management Program. New entrepreneurial ventures as well as established companies that incorporate novel technologies continue to grow at a fast pace in the biopharmaceutical and healthcare industry. HIMP 6180 focuses on the entrepreneurial landscape and incorporates the role of disruptive technologies, innovation, new business models and complex regulatory requirements. This course explores value creation through the art and science of business planning to drive investment, innovation and transformation. By incorporating real life cases as well as key business concepts, HIMP 6180 provides students with a solid foundation to embark on a career in both the biopharma and healthcare industry. Group case study analysis, individual and group business case assignments simulate a real working environment and provides students with frameworks and tools to excel in their future roles as leaders in this industry. – Aditya Pai”*



## Requirements for Specialization and a Graduate Diploma in Health Industry Management:

Prospective students need to first apply for admission to the MBA Program at Schulich before considering the Health Industry Management Program as a specialization stream. Requirements for a HIMP specialization are as follows:

- Completion of the Schulich MBA core courses, PLUS
- Successful completion of 12 credits (where a 3-credit course is a standard 12-week course that meets once a week for 3 hours) consisting of the following:
  - 3 courses (9 credits) from the current four core HIMP courses, AND
  - Another HIMP core course, OR
  - One related course (3 credits) from the Recommended Electives list, OR
  - An Independent Studies Course HIMP 6900 (3 credits) in the Healthcare Sector

Requirements for a Graduate Diploma in Health Industry Management include all of the above together with a 10 week internship in the healthcare sector. Prior work experience in the healthcare sector may be considered as a substitute for the 10-week internship

Connect With Our Program Leads:



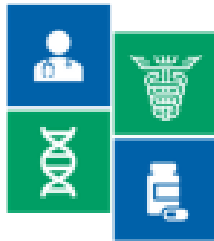
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## HEALTHCARE AND BIOTECHNOLOGY FORUM (HCBF) 2019-2020



August 2019 | Volume 1



# THE BEGINNING

Healthcare and Biotechnology Forum

### Goals and Vision

We are very excited to have this opportunity to improve awareness of healthcare at the Schulich School of Business. We intend to ensure that students and alumni can build the connections needed to enter and succeed in the healthcare industry. We believe that this collaboration will provide value to all stakeholders. Thus, we hope to work closely with other clubs at Schulich as well as our experienced alumni working in the healthcare industry. We look forward to a productive and successful year.

### Objectives

For the upcoming year, we look to bring the following events:

- Case Competition
- Workshops
- Mentoring opportunities
- Mix and Mingle Events
- Panels
- Networking events

We would love to hear from you on social media on events, ideas or questions.

Follow us on:  

### New Team Announced



**Alexander Pau**  
President



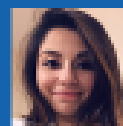
**Julius Ng**  
Vice-President



**Nazanin Gholami**  
Vice-President



**Saakshi Sood**  
Director of Finance



**Amber Sajjad**  
Director of  
Corporate Affairs



**Nidhi Sejwal**  
Director of  
Marketing

## A True Champion of Health Industry Management!

Conversation with J. Mark Lievonen (B.B.A. (1979), M.B.A. (1987))

A distinguished Life Sciences leader, businessman and philanthropist who started his career as a student in the Schulich School of Business, completing both his BBA (1979) and MBA (1987).



Mark Lievonen is the retired president of Sanofi Pasteur Limited, the Canadian vaccine division of Sanofi. Under his visionary leadership, Sanofi Pasteur Canada transformed into a global billion-dollar enterprise, manufacturing over 50 million doses of vaccines for both domestic and international markets.

As a passionate advocate of healthcare innovation, Mark Lievonen serves on a number of industry and community boards and councils. Currently, he is the principal of JML Advisory Services; a director of Acerus Pharmaceuticals Corp., Quest PharmaTech Inc., Biome Grow Inc. and the Gairdner Foundation; a member of Schulich's Dean's Advisory Council; an honorary governor of York University; and a member of Markham Stouffville Hospital's Governors Circle.

For his contributions to the biopharma industry, economic development and the community, he was a recipient of the Queen's Golden Jubilee Medallion in 2002, named a *Chevalier de l'Ordre national du Mérite* by the government of France in 2007, received the Queen's Diamond

Jubilee Medal in 2012, and appointed to the Order of Canada in 2015. He was also elected a Fellow of the Institute of Chartered Accountants of Ontario in 2009, inducted into the Canadian Healthcare Marketing Hall of Fame in 2013, received the Lifetime Achievement Award from Life Sciences Ontario in 2014 and from the Pharmaceutical Sciences Group in 2016, and the Canada Medal from The Chemical Institute of Canada in 2017.

He received an honorary Doctorate of Laws from York University in 2015. From the Schulich School of Business, he was awarded the Schulich Alumni Recognition Award for outstanding public contribution in 2014, and from York University, he was awarded the Bryden Alumni Award for outstanding contribution in 2017. Furthermore, he has a tree dedicated in his name in the Markham Stouffville Hospital's Friendship Garden.

On behalf of HIMP, Adeline interviewed him on May 9, 2019. Here is the summary of the interview:



### How are you affiliated with Schulich School of Business and York University?

I am a York graduate. I was on York University's Board of Governors for a number of years and now I am an Honourary Governor. While at Sanofi Pasteur, I established the J. Mark Lievonen Scholarship in Health Industry Management along with Rx&D, Sanofi Pasteur and York University. After I retired from Sanofi Pasteur, Dean Horvath asked me to join the Dean's Advisory Council. I have a long connection with York. Way back when I started in 1975 and through 1979, I was an undergraduate student. In fact, we just celebrated the 40<sup>th</sup> anniversary of our graduating year at CONNECT '19 this year.

But without a doubt, the best thing that happened to me at York was that on the first day of orientation in September of 1975, I met Lori, the woman who would become my wife. She was a theatre student, and I was hoping to become a business student. We dated for 6 years and have been happily married for 38 years with 2 wonderful children, a son and a daughter, and a daughter-in-law and grandson who we adore.

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

It was a set of fortunate circumstances. I graduated with my BBA in 1979, specializing in accounting. I joined a CA firm, Coopers & Lybrand, which is now Price Waterhouse Coopers (PwC). It just so happened that I audited a few healthcare companies in my early years with the firm. One of them was Connaught Laboratories which was a spin-off from the University of Toronto, and another was McNeil Laboratories which was part of the Johnson & Johnson group of companies. After two years in the firm, I received my CA designation and joined the tax department as a Tax Specialist. Two years later, I wanted to be more of a generalist in Finance. There was an opportunity at Connaught Laboratories. As a result, in June

of 1983, I joined Connaught Laboratories as the Assistant to the Director of Finance. My responsibilities were Tax, Treasury and special projects, I ended up working for that company from June of 1983 to my retirement in December of 2016. We went through three acquisitions and four name changes. The company changed from Connaught Laboratories Limited, to Pasteur Mérieux Connaught (PMC), to Aventis Pasteur and finally to Sanofi Pasteur. It has been on the same site at Dufferin and Steeles since 1917.

### What were the keys to your career advancement?

My BBA from Schulich and my CA designation provided a terrific base of functional, management, and leadership skills to build upon and advance my career. I also tend to be positive and optimistic by nature which was certainly helpful. I was fortunate that I was given some challenging assignments early on in my career. I liked challenging assignments. If you did well, you were really well recognized. If you didn't, that was OK because the expectations were not that high. I had a couple of these challenging assignments early on that went quite well, and I got noticed and recognized. I was also very fortunate that people took a chance on me and promoted me early in my career. I went back to do my MBA at Schulich part-time while working at Connaught and in 1987, I graduated with my MBA specializing in strategy, marketing and finance. I became VP Finance in 1988. Institut Mérieux of France acquired Connaught Laboratories in December of 1989. Shortly after the acquisition, there was a reorganization and I was fortunate to be promoted to run Commercial Operations even though I never worked in sales and marketing before. I ran the Commercial Operations group for seven years, and became President of the Company in March 1999, a position I held until I retired in December 2016.

### How was your day to day like when you were the President of Sanofi Pasteur?

Certainly over the years, the position, the industry and the company have changed dramatically. Globalization transformed things in ways that weren't imaginable at the time. In the beginning, Connaught was a local company operating within an international organization. By the end, Sanofi Pasteur Canada was an integral part of a global company. All the functions were globalized. We did a lot of research and development (R&D) in Canada with over 300 people carrying out R&D activities at our Canadian site. That was pretty significant for a Canadian healthcare company. By the end, these people were totally integrated into the global R&D organization. The same thing happened with manufacturing. We had over 1000 people in the Canadian manufacturing organization. To this day, Sanofi Pasteur is the only biopharmaceutical company in Canada to develop, manufacture, and export a billion-dollar family of products. The products are pertussis (whooping cough) containing combination vaccines which protect against pertussis, diphtheria, tetanus, polio and Hib (Haemophilus influenza b). The globalization and integration of functions, and the advances in technology really changed the speed and complexity of work over the years. I remember that in the early days, it would take half a day to hand write a letter or memo, another half a day for someone to type it up, a couple of days to review and edit it, and then either mail it or send it internally by inter-office mail. Now, we communicate in writing instantaneously. The speed of information transfer is unbelievable. We used to use a telex machine to communicate with international customers. Then, we progressed to the fax machine and now, of course, electronically in multiple ways. One thing that has not changed is the importance of spending time with people, communicating what is on your mind and listening to what is on theirs.

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

Work-life balance was very important to me from the very beginning. Early in my career, I was very busy. I was travelling constantly. We had a young family. Coping with work-life balance is one of the things that I am most proud of. As busy as I was, my family would say that I was always there for them. That sounds like a bit of a cliché but I really believe it to be true. There was one summer in which I was travelling a lot internationally. At the same time, I was the head coach of three baseball teams, two for my son and one for my daughter. It just worked out that way. If I got a call from my family while working, I would want to take it. They did not call very often and when they did I would rather take it, clear my mind, and then get on with the rest of my day. I really didn't like to hold or attend company events and meetings on the weekends. For me, weekends were for the family as best as I could manage it.

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

When I was first promoted to manage people, one of the things I found difficult at the beginning was to determine how much I could rely on the work of others. What I have learned over the years was that it depends on the person and their individual strengths and development needs. My auditor training was very helpful in drilling down into the details of a situation or issue when necessary.

One of the disappointments in my career was in not buying a company which we came close to buying on three separate occasions. It had a particular vaccine product and technology which would have contributed to attaining and achieving our corporate vision and strategy. I regret that we were unable to close the deals to buy it but sometimes circumstances are out of your control.

One of the things that I am most proud of was being able to achieve and implement the R&D and manufacturing mandates that enabled Sanofi Pasteur Canada to become a billion-dollar enterprise. When we set out to develop that vision and strategy back in the early 2000s, we were unbelievably bold in our vision and ambition. When you look back at the things that we set out to do, it is remarkable what we were able to achieve.

[How do you stay agile and continue to learn despite having already reached a lot of people's ultimate goal of becoming the President of Sanofi Pasteur?](#)

Because I worked with the same organization for such a long time, I felt a need for self-development and to learn. I decided that I should look to join industry and community boards and organizations and spend time learning from and working with a lot of smart people. That also helped to broaden my leadership and governance skills, and my overall healthcare experience. I joined the Board of the Ontario Genomics Institute, and I became the Chair of that Board, which was fascinating because the field of genomics is such an upstream research area. I was one of the founding board members of the Ontario Institute for Cancer Research. Being part of these organizations enabled me to work with people like Dr. Cal Stiller, Dr. Henry Friesen, Dr. John Evans, and Joe Rotman, all of whom were stellar Canadian academic and industry leaders, and true mentors to me. I served on the boards of BIOTECanada, Rx&D (known now as Innovative Medicines Canada), the Public Policy Forum, and YORKbiotech. I also served on the Board and as Chair of the Markham Stouffville Hospital Foundation, as a member of the United Way of Greater Toronto Cabinet chairing the Health Care Division, and on the Board and as the President of my local golf club, York Downs Golf and Country Club. All these experiences helped to inform me, and they created links and networks with different groups

of people. They gave me a view of leadership and healthcare from a variety of perspectives.

After retiring from Sanofi Pasteur, I continue to serve on Boards and Advisory Committees. I really enjoy this type of work. It's great "mind candy" and keeps me busy enough.

I also like to read and participate in professional development activities such as taking courses, programs and webinars to stay current and active.

[What are the key trends in the healthcare industry especially the pharmaceutical industry? What opportunities do you see in this industry? Areas of growth?](#)

To me, the sustainability of the healthcare system is the major issue. The healthcare system costs a lot of money and is mainly funded by the federal and provincial governments in Canada. Canadians love their publicly funded healthcare system. Healthcare costs continue to grow faster than the rate of inflation and consume an ever-growing percentage of federal and provincial government budgets.

There are several issues at play here. First of all, our healthcare system is largely publically funded but not completely so. For example, when you build or expand a hospital, the government pays for 90% of the building capital and none of the equipment. The local community must raise the rest of the funding that is required. In addition, many medical services that one might consider to be essential for good public health are not funded. Then there is the ongoing debate over covering prescription medicines.

Secondly, we have made dramatic improvements in how we prevent and treat disease. People are living longer, healthier, and better quality lives. However, this does come at a cost. We continue to develop new and improved medicines which allow people to

manage and treat their chronic conditions more effectively. This is a good thing and should be celebrated! But, these new medicines are more costly to develop and adopt which puts a strain on the system. As governments and health care providers struggle with making decisions as to which of these new medicines to fund, some novel innovative medicines may not be available in Canada in the future. If the trend continues, Canadians may not have access to medicines that they think they should have, and that are available in other countries, because governments have decided that they cannot afford to fund them.

The Health system is complex. It generates a lot of jobs. It is a large driver of economic value, but governments look at it as a cost. Governments are always looking at how to take costs out of the system and make healthcare more cost-effective and productive, but we continue to struggle with long wait times.

These are some of the issues that Canada as a country needs to address. We need a lot of smart people thinking about them.

### What do you think of the Schulich Health Industry Management Program (HIMP)?

When Schulich created the Health Industry Management Program (HIMP), I thought that it would be a great opportunity for students to learn about all the different aspects and areas that make up the health system and industry. A HIMP graduate can work in a wide variety of fields in the health system such as working with a biopharmaceutical or medical device company, in support industry, hospital, academic institution, government, not-for-profit, health care provider and agency, or research organization. A lot of these skills are transferrable from one sector to another. And as I said earlier, we need a lot of smart, capable people to address the health care challenges that we face.

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

It is a good idea to look for an internship in a healthcare company or organization. The Health Industry Management Program provides the opportunity to learn in a specialized field of study, listen to and meet with speakers and guest presenters, and interact and develop a network with like-minded individuals. One interaction or connection can lead to another and to another and eventually to a meaningful position in a high-quality organization.

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

We need well-rounded people. Not just those with high technical skills, but also those with high levels of Emotional intelligence (EQ). Those who develop and demonstrate leadership traits such as being authentic, transparent, positive, passionate, persistent and inspirational. These leadership qualities are transferrable and applicable to any position in an organization.

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

Any entry level position can serve as a good foundation on which to build a career. The key is to make the most of it. Be the best that you can be and always show up. Not just literally but also figuratively. Don't just go through the paces. One of the things that I see happen from time to time is that people start to feel entitled and then disgruntled. At that point, it is time to look into the mirror and figure out what you really want to do. Success begets success. I truly believe that everyone has a role to play in contributing to an organization's success. Everyone matters and can make a difference.



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

Live life to the fullest. Always be humble and kind. Thoughtfulness, patience and trust are

real virtues. Start off by assuming that everybody means well and is trying to do their best.

On behalf of HIMP, thank you. I really enjoyed our conversation!

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## A Well Rounded Dental Professional

### Conversation with Gouri Smita Acharya (M.B.A. (2019))

Practice Manager, Dentalcorp Canada



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

As the daughter of two physicians, our dinner conversations always centred on patient care and the latest development in the healthcare space. Growing up in a family of healthcare professionals, helped mould my life from an early stage and I started my personal journey in this field as a dental surgeon.

What were the keys to your career advancement?

There have been many stepping stones leading to where I am today. The most important of them is obtaining mentorship from my industry experts. Learning from the leaders provided a reality check on the industry trends and where the industry is veering towards. Another key was perseverance. There have been several times when everyone has lost out on “the

perfect” opportunity. I believe the sooner we get back on our feet, the better prepared we are for the next opportunity that comes knocking. The MBA course is demanding, and I also worked part-time. However, I realised that there are always going to be many opportunities, to grow and learn; opportunities that I could not afford to lose. Thus, I made it a point to sign up for as many additional events and courses as possible. This also went a long way in shaping my career.

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

The turning point of my career was the day I decided that I will hang up my white coat and pursue a second career in the business world. It was one of the toughest decisions of my life since it meant losing out on being a dentist –

being the reason behind someone's beautiful smile!!

It was both the highest and the lowest point of my career, I was at the cusp of an exciting change while letting go of a highly satisfying profession. My biggest takeaway from this transition was the importance of taking a calculated risk and following it through. There have been many highs and lows but what kept me in good stead was self believe and my peer support system.

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

There were certain weeks when I have worked for over 14 hrs per day and it took a toll on my physical and mental health. Work-life balance is pertinent to not losing loved ones in my pursuit of professional success- in the long run, I need to be content in where I am. I believe that I am still trying to achieve the perfect balance – however, at this point, it is something that I still aspire for.

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

I truly believe that “the biggest room in this world is the room for improvement” and the same applies to my career. Seeing my career targets through this lens is what drives me. It is a long road before I can arrive at my destination!

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

Never give up on learning and looking out for the next opportunity. Go out, meet as many professionals as your schedule permits and learn from their experiences. I would also suggest the students take up courses that spark their interest - you never know where those might lead you.

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

The amalgamation of technology and healthcare provides enormous opportunities. Digital health and value-based healthcare are the necessities of the hour and many organizations are tackling them head-on. These are a couple of the avenues wherein the students can flourish.

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

The ability to think strategically in a resource-constrained industry is certainly one of the most important skills for sustaining in this dynamic industry and so is the ability to take calculated risks.

In a nutshell, as Prof. Joe Mapa always said “SQ+IQ+EQ” – Strategy Quotient + Intelligence Quotient + Emotional Quotient, finding the right balance of these three traits is another essential trait for success in this industry.

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

It depends on where wherein our interest lies. For me, I wanted a role wherein I can leverage my clinical experience and business knowledge, and thus my entry as an EMR implementation intern helped. Some other roles that students can look into can be graduate programs such as the ones offered by Janssen or Junior data analyst roles. Customer focussed roles in marketing or sales also provide an opportunity to develop a patient-centric experience.

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

Believe in yourself – If you don't, no one else will!

## PAST EVENTS

### HEALTHCARE ANNUAL MIXER

On March 19, 2019, HCBF organized a Healthcare Annual Mixer event in SSB N109.

“For the last event of my mandate, we brought companies to help the MBA students for the best way to interact and make real connections. A so-called mixer. We had the care to bring around 11 companies represented by Schulich Alumni (with one or two exceptions) with eagerness and kindness enough to share their time and offer a window in their busy schedule to talk, give some tips and most importantly, to connect with our student body.

As an international MBA student and now alumnus, I see that one of the most challenging parts of getting into a workforce in a new country is having connections to know where the best jobs are, and connections to referral the newcomers into the companies. The healthcare market is growing, and in need of a specialized workforce, however, the market prefers those professionals with references and experience working for Canadian companies, and those mixers with networking can be the best way to overcome those challenges.

As the president of the Healthcare and Biotechnology forum (HCBF) at the time of the event, I just need to thank all of the alumni, all the students, and all the resources that Schulich offered to us. I am confident that students had an excellent opportunity to expand their networks and professionals were able to nurture the feeling of being part of a big family, where the most experienced can help the newcomers.

Right now, as a Schulich Alumnus and former president of the HCBF, I wish all the best for the new president. I’m sure that no matter what mixer or career fair they organize, they will be able to count on the most reliable asset that Schulich can offer and kind people who willing to help.

Best regards! - Nicolas Elias da Silva, President, HCBF 2018-2019”





## TORONTO – CONNECT '19 THE SCHULICH ALUMNI FORUM: GAME ON

This conference, held from April 26th to April 27th, was the largest alumni event of 2019 at Schulich School of Business. Over 300 alumni, faculty, students and guests attended and participated in the transformational learning, networking, entertaining and informative sessions to be game-ready for the challenges of the future.



## ALUMNI VOLUNTEER THANK YOU RECEPTION

On May 29th, 2019, the Alumni Office hosted the annual *Schulich Alumni Volunteer Thank You Reception* in appreciation of over 900 alumni volunteers at Rosewater, Toronto.



## SCHULICH ALUMNI MENTORSHIP PROGRAM SPEED NETWORKING

In this Keele campus event on August 21<sup>st</sup>, 2019, over 150 student mentees learned best practices in networking when connecting with alumni mentors.



## UPCOMING EVENTS/CHALLENGE

### **MARS' HEALTHY NEIGHBOURS DATA CHALLENGE**

**Submission Dateline: Oct. 24 2019**

[Details](#)

### **TORONTO – PERSPECTIVES LECTURE**

**October 23, 2019 – Save the Date!**

The Ritz Carlton Hotel

181 Wellington St. W

Toronto

[Details & RSVP coming soon](#)

**AMS 2019 ANNUAL CONFERENCE: Technology to the power of compassion equals transformative healthcare**

**November 4 @ 8:00 am - 5:00 pm**

The Globe and Mail Center

351 King St E #1600

Toronto

[Details and RSVP](#)

### **TORONTO – CONNECT '20: THE SCHULICH ALUMNI FORUM**

**April 24 – 25, 2020 – Save the Date!**

Schulich School of Business

4700 Keele Street

Toronto

[Details](#)

## SCHULICH NEWS

[Jeff Ruby \(MBA/JD '00\) Founder & CEO, Newtopia Inc. shares his biggest hack to running a business on episode two of the Schulich Startups Podcast.](#)

[Schulich Celebrates Launch of Master of Management in AI](#)

[Schulich MBA Ranked in Top Five in Entertainment and Media](#)

[Schulich Ranked as the Third Best Business School in Canada for 2019](#)

## HEALTHCARE NEWS

[OHIP to eliminate coverage for up to a dozen medical services considered "inappropriate": report](#)

[Doug Ford announces that cuts to municipal public health and childcare programs will go ahead](#)

[Bring in pharmacare now, health experts ask federal leaders](#)

[Ontario psychologist used 'obsolete' tests in expert opinion calling for parents to lose their kids, judge says](#)

[Needle-vending machines are part of the response to HIV and STI outbreaks in Saskatchewan](#)

[New mental health resource helps 1st year students cope](#)

[Drug industry urges Canada to move against U.S. drug import plan](#)

[The harm to hospitalized patients cost Ontarians more than \\$1B a year: study](#)

[Health Canada announces changes aimed at dropping prices of patented drugs](#)

[Canadians ready for health care to modernize, CMA poll suggests](#)

[Premier's Council on Improving Healthcare and Ending Hallway Medicine Releases Second Report](#)

[Blood-donation deferral period drops to 3 months for gay, bisexual men](#)

[A twist on house calls: New wave of telemedicine uses mobile phone video to link patients, doctors](#)

[H.I.V. Is Reported Cured in a Second Patient, a Milestone in the Global AIDS Epidemic](#)

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<https://schulichalumniconnect.com/>

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A Well-Rounded Dental Professional – *Gouri Smita Acharya*  
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Upcoming Events / Challenge - *Adeline Koh, Yuting Chu, & SSB Global Alumni Network*  
Schulich News – *Adeline Koh & SSB Global Alumni Network*  
Healthcare News – *Adeline Koh*

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Thank you very much, contributors!