

# Sandra Rotman Centre for Health Sector Strategy

## 2021-2022 Annual Report

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## Executive Summary

The Sandra Rotman Centre for Health Sector Strategy had another exceptional year despite the ongoing challenges posed by the COVID-19 pandemic and the sudden and tragic loss of Professor Will Mitchell, in December 2021. With the help of many we have been able to carry on with programming and teaching as Will would have wanted, but his tremendous heart and intellect is impossible to replace. We have now begun a global recruiting effort for a new senior faculty member to build anew and continue his legacy of high-quality research and programming, and always putting the students first.

The Centre has two areas of focus – 1. Attracting and preparing health system and life science leaders and 2. Supporting and disseminating faculty research that will have an impact on healthcare and the life sciences practice and policy.

To deliver on the first area the Centre engages in a variety of activities, starting with offering scholarships to attract high potential leaders to our MBA and MMA programs. This year the Centre welcomed four outstanding recipients of the Sandra Rotman Healthcare Scholarship — Ryan Huang from the MMA program and Yu Wang, Katherine Reilly, and Edward Phat Chau from the Full Time MBA Program.

We work closely with the [Healthcare Management Association](#) (student club) to offer a series of events to orient students to the sector and explore key issues in healthcare management to build interest and understanding. This year the students hosted two case competitions – one centred on marketing in digital health and the other on remote patient monitoring at SickKids. The Centre also worked with the HMA to stage two networking events with over 30 industry leaders in November 2021 and February 2022, each leader sharing insights about their roles, career journeys, and job opportunities in preparation for the recruiting seasons for internships and full-time roles.

The Centre is the lead for the Rotman School in several cross-faculty initiatives designed to create high quality educational experiences in healthcare management. One recent program, the [new MD/MBA combined degree](#), welcomed its first cohort in September. The program is designed for specialized medical students who intend to follow careers in medicine combined with business and management. The three students, [Joshua Herman](#), [Jackie Tsang](#), and [David Lee](#), spent 12 months at Rotman and will return to the MD program in September for the Fall term. Then, they will come back to us to complete their MBA requirements after finishing their CaRMS interviews.

In a second example, the Centre partners with the Dalla Lana School of Public Health to offer their courses in health policy and economics, health informatics, and population health to Rotman students. In return, Dalla Lana students can take Rotman healthcare electives.

Students from all three MBA programs – full-time, morning/evening, and GEMBA-HLS – are moving into coveted roles across the sector as they complete their MBA coursework. For example, David Pinkham, one of the GEMBA-HLS students from our first cohort, has recently been appointed Clinical Research Scientist Manager, Health Technology at Meta, and Dr. Cindy Maxwell, an HLS student from our most recent cohort, was recently appointed as Vice President, Medical Affairs & System Transformation, and Lead Medical Executive at Women’s College Hospital.

The Centre works with Executive Programs to offer several non-degree leadership development opportunities for mid and senior career leaders in the public delivery system. This year marked the 16<sup>th</sup>

offering of the Advanced Health Leadership Program, our flagship 3-week program for VPs and CEOs, and the launch of the OMA’s leadership program for physician members.

In terms of the second area of focus – supporting the dissemination of research - it was another successful year. First, the Centre partnered with the TD Management Analytics Lab to deliver the fifth annual [Research Roundtable in Data Analytics in Healthcare](#), featuring a full agenda of faculty and practitioners presenting their latest insights.

In addition, research productivity flourished. A few examples - Professor Tiziana Casciaro published a study looking at the impact of emotions when working together in the operating room "[The Way We Make Each Other Feel: Relational Affect and Joint Task Performance](#)" and Professor Avi Goldfarb examined AI adoption in healthcare with a colleague, Florenta Teodoridis in [Why is AI adoption in Healthcare lagging?. Professors Brian Golden and Will Mitchell, with Rosemary Hannam and their global colleagues recently published a paper in Health Affairs, the leading health policy journal.](#)

The health stream of Rotman’s Creative Destruction Lab, co-led by Professors Avi Goldfarb and Alberto Galasso, continued to grow, and accepted over 50 healthcare ventures in the Fall of 2021.

We spread the word about our students and faculty via many public events, in particular our second biennial conference, “Learning from COVID-19 – Leadership from the Private Sector” which featured a series of five morning panel events, one per month, throughout the Fall and early Winter 2022. Each session explored lessons from our experience with Covid related to the role of management, specifically collaboration and integration, business, and the private sector generally.

We expanded our two social media accounts – LinkedIn and twitter – by posting multiple events, research papers, articles, and commentary from our faculty and student activities and built our audience far beyond Toronto and Ontario.

The Centre’s courses, research and events will continue to draw from and integrate the collective experience living with the pandemic, and at the same time will look ahead to contribute to ongoing efforts to rebuild our strained and overburdened system. We have seen a surge of interest in the sector over the past 2 years and anticipate even greater student and faculty involvement in our initiatives in the years ahead.

## 2021 -2022 Annual Report

### Overview/People Involved

#### Centre Mission

*The [Sandra Rotman Centre for Health Sector Strategy](#) focuses on research, education, and outreach to develop and share insights for governments, organizations, and other key stakeholders facing complex healthcare challenges.*

#### Centre Leadership & Faculty

*Academic Director – [Brian Golden](#)*

*Rotman Chair in Artificial Intelligence in Health Care - [Professor Avi Goldfarb](#)*

*Rotman Chair in Life Sciences Commercialization - [Professor Alberto Galasso](#)*

The search for the third chair, in Health Economics, Policy and Evaluation, was stalled by the pandemic but is currently active again.

#### Centre Staff

*Director - [Rosemary Hannam](#)*

*Coordinator – [Mike Sun](#)*

#### Senior Fellow

[Mark Britnell](#), Vice Chair and Global Health Expert, KPMG UK

#### Executives-in-Residence

[Debbie Fischer](#), Executive Associate, KPMG

[Leslee Thompson](#), CEO at Accreditation Canada & Health Standards Organization

[Will Falk](#), Executive-in-Residence

#### Adjunct Faculty

[Zayna Khayat](#), VP of Business Development & Strategy, Teladoc Health

## Board Members

The Healthcare and Life Sciences Advisory Board (*HLAB*) – See Appendix A for full membership list

The purpose of the Advisory Board is to support Rotman as a global leader in healthcare management education and research, by strengthening relationships between senior leaders across the sector and Rotman students, staff, and faculty. This year the HLAB welcomed 4 new members, bringing our total to 40.

### *New HLAB members:*

Rute Fernandes, General Manager of Canada at Takeda

John Yip, President and CEO, SE Health

Tiffany Oei, President, Rotman Healthcare Management Association

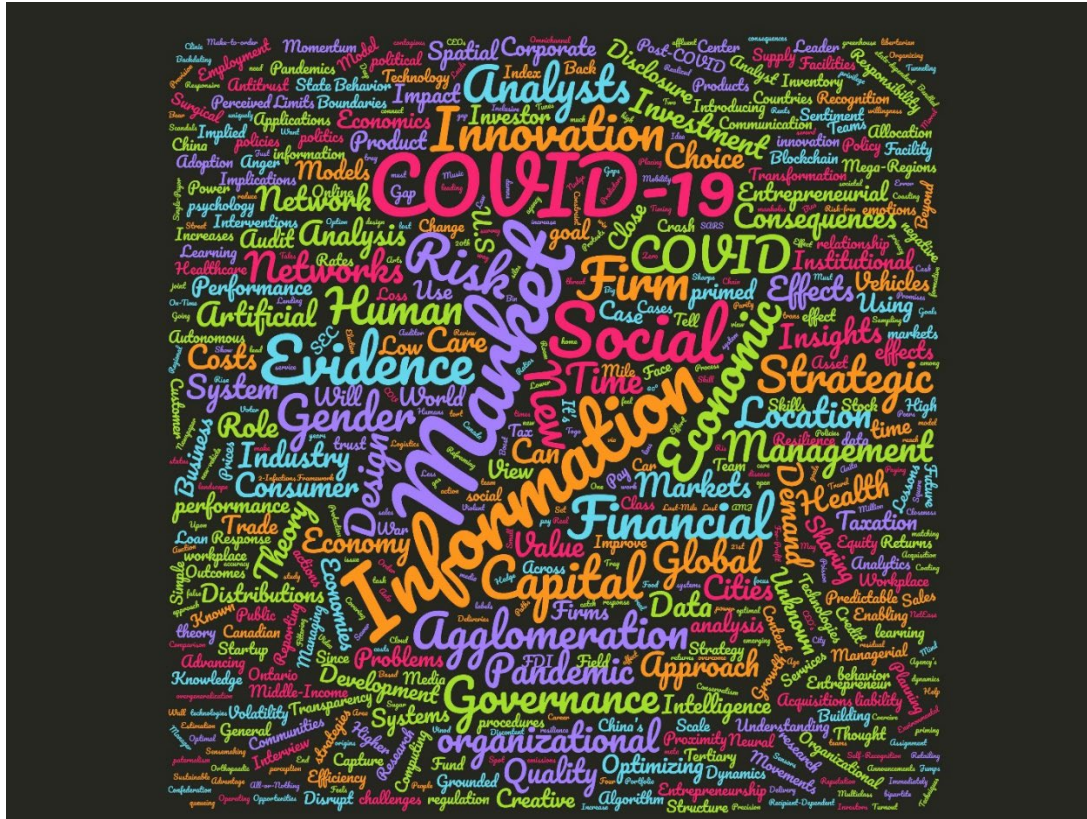
Darren Larsen, Chief Medical Director/Chief Medical Officer, TELUS Health Care Centres

## Board Meetings

We hold two meetings per year – one in the Fall and one in the Spring. The October 2021 meeting included a presentation from Susan Fitzpatrick, Head of the Canadian Drug Agency Transition Office at Health Canada. She shared key insights from her work to date setting up the Canadian Drug Agency, which will support improved coordination and alignment in the pharmaceutical system. The next meeting is scheduled for June 1, 2022, and will feature a presentation from our Chair, Dr. Michael Guerriere, President & CEO at Extendicare, on Seniors Care in Canada – a post pandemic viewpoint.

## Research Activity

Our research in the health sector provides practical insights to support leaders working in healthcare and life sciences sectors around the globe, to help them become more effective in their roles.



Word Cloud, featuring all keywords from Rotman Faculty publications in 2021

Over 20 Rotman faculty are engaged in research in the health sector – see full list [here](#). They publish on a variety of topics addressing management challenges including commercialization, organizational design and incentives, pricing, alliances and partnerships, and global health issues.

Our two Chairs have been actively publishing this year. Here is a list of their publications in healthcare:

Professor Avi Goldfarb

Stern, Ariel Dora, Avi Goldfarb, Timo Minssen, W. Nicholson Price. 2022. **AI Insurance: How Liability Insurance Can Drive the Responsible Adoption of Artificial Intelligence in Health Care.** NEJM Catalyst Innovations in Care Delivery, 3(4).

Rosella, Laura, Ajay Agrawal, Joshua Gans, Avi Goldfarb, Sonia Sennik, Janice Stein. 2022. **Large-scale implementation of rapid antigen testing system for COVID-19 in workplaces.** *Science Advances* 8(8). The findings describe a sustained and scalable implementation plan for establishing a frequent workplace COVID-19 testing program. High-frequency testing programs offer the potential to break chains of transmission and act as an extra layer of protection in a comprehensive public health response.

Gans, Joshua, Avi Goldfarb, Ajay Agrawal, Sonia Sennik, Janice Stein, and Laura Rosella. 2022. **False-Positive Results in Rapid Antigen Tests for SARS-CoV-2.** *Journal of the American Medical Association*, 327(5): 485-486.  
[Comment and Response](#)

Berlin, Alejandro, Mike Lovas, Tran Truong, Sheena Melwani, Justin Liu, Zhihui Amy Liu, Adam Badzynski, Mary Beth Carpenter, Carl Virtanen, Lyndon Morley, Onil Bhattacharyya, Marnie Escaf, Lesley Moody, Avi Goldfarb, Luke Brzozowski, Joseph Cafazzo, Melvin L.K. Chua, A. Keith Stewart, and Monika K. Krzyzanowska. 2021. [Implementation and Outcomes of Virtual Care Across a Tertiary Cancer Center During COVID-19](#). *JAMA Oncology*. Published online January 07, 2021. doi:10.1001/jamaoncol.2020.6982.

Goldfarb, Avi & Florenta Teodoridis. 2022. [Why is AI adoption in Healthcare lagging?](#)

Professor Alberto Galasso

*Published papers:*

Galasso, Alberto and Hong Luo (2022) “When does Product Liability Risk Chill Innovation? Evidence from Medical Implants,” *American Economic Journal: Economic Policy*, 14: 366–401 [PDF](#) [YouTube](#)

Galasso, Alberto and Hong Luo (2021) “Risk-Mitigating Technologies: the Case of Radiation Diagnostic Devices,” *Management Science*, 67: 3022-3040 [PDF](#) [YouTube](#)

*Working papers*

Galasso, Alberto, Hong Luo and Brooklynn Zhu (2022) “Laboratory Safety and Research Productivity” [PDF](#)

Galasso, Alberto and Mark Schankerman (2020) “Licensing Life-Saving Drugs for Developing Countries: Evidence from the Medicines Patent Pool,” NBER working paper No. 28545 [PDF](#)

A full list of faculty research in healthcare is available [on the Centre’s website](#). Here is a selection:

Professor **Tiziana Casciaro**:

["The Way We Make Each Other Feel: Relational Affect and Joint Task Performance"](#)

This study suggests that the emotions two coworkers experience when they work together might be more sensitive to joint experiences of success than failure. This is especially remarkable in a context like surgery, where error-free execution is so important.

Professor **Kevin Bryan**:

["How Can a Population Health Approach Be Both Useful and Credible?"](#)

As researchers consider tackling factors affecting public health only in indirect or distant ways, great care must be taken to retain both the benefits of field expertise and the public credibility of the field.



## Updates on Faculty/PhD Research Grants Awarded and Post-Doctoral Fellows Hosted

Our Faculty continued to make progress on the research questions supported by grants and post-doctoral fellowships awarded by the Centre. As a reminder any research question intended for publication relevant to management and business challenges across the healthcare and life sciences sector was eligible, and the Centre encouraged proposals that would examine one or more aspects of the sector, across the value chain. The setting could be Canada or global.

Here is a selection of completed projects:

“Appointments: Overcoming Behavioural Barriers to Healthcare”

How do health appointments affect the behaviour of patients? Do they actually encourage people to seek care?”

<https://www.rotman.utoronto.ca/FacultyAndResearch/ResearchCentres/HealthSectorStrategy/ThoughtLeadership/Research-Briefs/Research-Brief-Laura-Derkson>

“Using patent citations to assess science-innovation linkages and the value of medical research”

This study had one specific aim: administer a survey of citing inventors and use machine learning techniques to see what types of research are influential and why.

<https://www.rotman.utoronto.ca/FacultyAndResearch/ResearchCentres/HealthSectorStrategy/ThoughtLeadership/Research-Briefs/Kevin-Bryan>

“Health Knowledge and Non-Pharmaceutical Interventions During the COVID-19 Pandemic in Africa”

As rich countries grapple with Covid, poor countries, and African countries in particular, have been lost in the shuffle. How are these countries faring, given a younger age distribution but more co-morbidities?

<https://www.rotman.utoronto.ca/FacultyAndResearch/ResearchCentres/HealthSectorStrategy/ThoughtLeadership/Research-Briefs/RB-L-Derkson-Covid-in-Africa>

## Research Events

### **5th Annual Research Roundtable: Data Analytics in Healthcare** – March 22, 2022 - See Appendix C for agenda.

For the fifth year running Professor Opher Baron convened a virtual research roundtable to share insights on the applications of analytics to healthcare challenges. The event was presented in partnership with TD Management Data and Analytics Lab and featured a morning of presentations on topics such as effective strategies for ventilator rationing, ways to reduce procedure backlogs, and managing and predicting wait times.

The presentation decks and videos are available [here](#).

## Events and Outreach

We engage the Rotman community as well as the broader healthcare community at U of T and beyond by delivering a variety of knowledge translation activities.

### Publications or Materials Produced (white papers, practitioner guides, research briefs)

As mentioned above the Centre makes every effort to collect and post all research related to healthcare and life sciences by Rotman faculty. In addition, the Centre collects and shares faculty posts, articles, and opinion pieces for healthcare practitioners.

### Practitioner or public-oriented conferences and panel events

The Centre works with the Rotman Events team to design and deliver public events throughout the year. Over the last five years we have developed a mailing list with over 1500 names of students, alumni, and others in the broader healthcare and life sciences community both in Canada and globally.

### **November 1, 2021, 5:00 p.m. to 6:00 p.m. - Keynote Presentation: Will Falk, Executive-in-Residence at the Rotman School of Management, discussing: Virtual Care in Canada - Finding the Right Balance**

This was a presentation and discussion with Will Falk, our Executive-in-Residence, regarding his recent report published by Health Canada “The state of virtual care in Canada as of Wave Three of the COVID-19 Pandemic: An Early Diagnostic and Policy Recommendations”. View the report [here](#).

### **February 15, 2022, 5:00 p.m. to 6:15 p.m. – Designing for the Future: Evolving the Healthcare Supply Chain to Support New Models of Care**

We had a lively panel discussion with health sector thought leaders on the future state of the healthcare supply chain. What will be the new goods and services needs of Ontario Health Teams? How will procurement change as more integrated health delivery systems emerge? What innovation opportunities are on the horizon and how might the supplier community partner with care delivery organizations to solve these challenges?

Speaker: David Yundt, President & CEO, Plexxus Inc.

Moderator: Andrea Englert-Rygus, Chief Procurement Officer and Vice President, Customer Relationship Management, Plexxus Inc.

Panelists:

Rob Bull, Vice President, Finance, Technology & Innovation, Southlake Regional Health Centre

Nicole DeKort, President & CEO, Medtech Canada

David Graham, Executive Vice President and Chief Administrative Officer, Scarborough Health Network

Dov Klein, Vice President, Value-Based Care, Ontario Health

Kunal Patel, Director, Strategy & Integration, Sunnybrook Health Sciences Centre

Book Events

This year the Centre partnered with the Rotman Events team on two book launches:

**November 22, 2021, 5:00 p.m. to 6:00 p.m. - Menopause Mythbusters: Reclaiming Women's Health with Hard Facts, Real Science and Feminism**

Dr. Jen Gunter returned to Rotman to discuss her latest book *The Menopause Manifesto: Own Your Health with Facts and Feminism* with Rotman Prof. Dr. Sarah Kaplan. Together, Dr. Gunter and Dr. Kaplan explored many of the myths and misogynist attitudes surrounding menopause, examining the impact that misinformation and a lack of reliable research has on women's health.

Speaker: Dr. Jen Gunter, Obstetrician and Gynecologist (OB/GYN); Number #1 bestselling Author of "The Menopause Manifesto"

Co-Hosted By: Institute for Gender and the Economy & The Sandra Rotman Centre for Health Sector Strategy



**February 17, 2022, 5:00 p.m. to 6:00 p.m. – Amy Webb on The Genesis Machine: Our Quest to Rewrite Life in the Age of Synthetic Biology**

This was an insightful one-hour livestream discussion featuring futurist Amy Webb presenting her new book *The Genesis Machine*. Our Chair in Life Sciences Commercialization, Professor Alberto Galasso, moderated a fascinating discussion that explored both the promises and perils of synthetic biology and how we might ensure political and societal policy make wise decisions in the application of this new technology on our everyday lives.

Speaker:

Amy Webb, Founder, Future Today Institute

In conversation with Alberto Galasso, Professor, Rotman School of Management



### Seminar Series 2021-2022: Learning from COVID-19 – Leadership from the Private Sector

This year, our biennial conference adapted to the limitations of the pandemic and became a series of five talks and panel discussions, over five months. Each session explored lessons from our experience with Covid related to the role of management, specifically collaboration and integration, business, and the private sector generally.

#### **Seminar Series 2021-2022: Session 1**

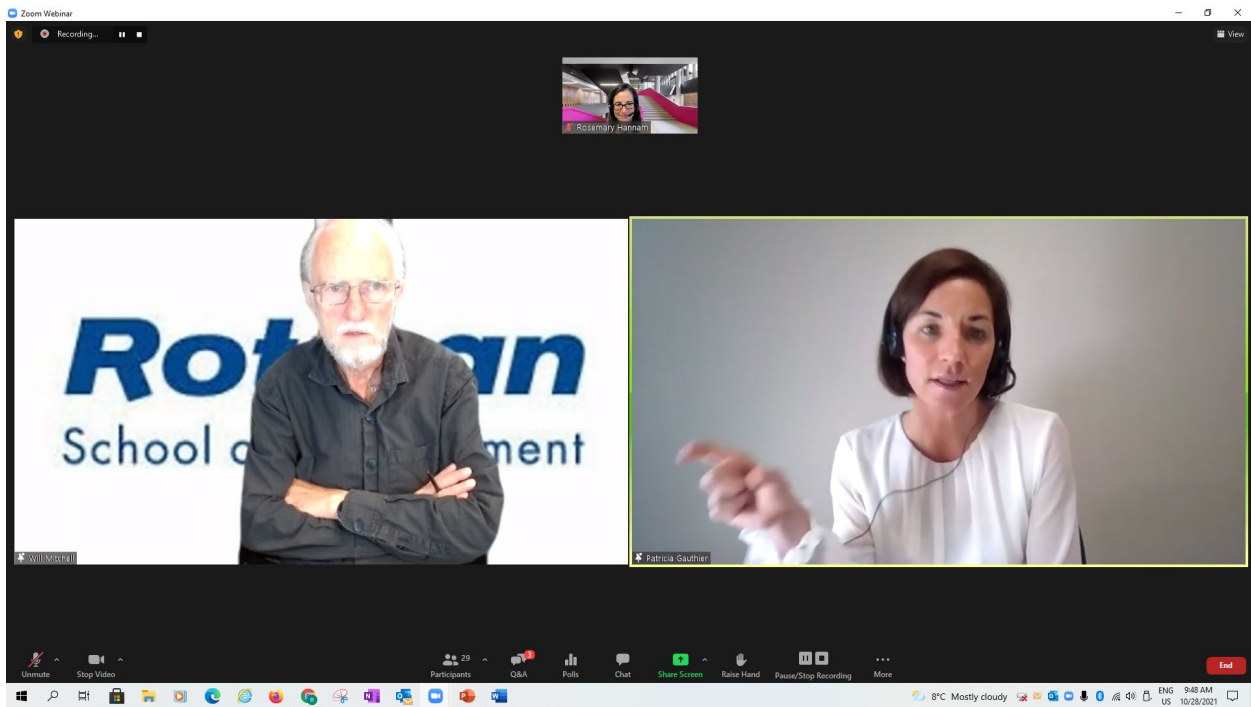
October 28, 2021, 9 a.m. to 10:15 a.m.

#### **“Learning from COVID-19: A conversation with Patricia Gauthier, Country General Manager for Moderna: The importance of stakeholder engagement”**

This was a conversation with Patricia Gauthier, Canada's lead for Moderna, on her experiences leading the Moderna vaccine roll-out in Canada.

Moderator: Will Mitchell, Anthony S. Fell Chair in New Technologies and Commercialization & Professor of Strategy; Academic Co-director, Global Executive MBA for Healthcare and the Life Sciences

Watch Video Recording [here](#)



**Seminar Series 2021-2022: Session 2**

November 18, 2021, 9 a.m. to 10:15 a.m.

**“Learning from COVID-19: Driving Innovation at the Creative Destruction Lab”**

This was the second session in our seminar series - a focus on the Creative Destruction Lab and the leadership role it took early in the pandemic, convening innovators to tackle the new issues and challenges suddenly front and centre for the entire population.

The session began with an overview of the CDL Recovery Stream from Sonia Sennik, Executive Director. This was followed by a panel discussion featuring Sonia Sennik and Shana Kelly on their experiences with their start-up in the Recovery Stream in Toronto, and Kourosch Saeb-Parsy and Jurgen Riedel on their experiences with their start-up Oxford Immune Algorithmics, part of the UK CDL stream.

Panelists:

- Shana Kelley, University Professor, University of Toronto
- Jurgen Riedel, Co-Founder and CTO, Oxford Immune Algorithmics
- Kourosch Saeb-Parsy, Chief Medical Officer, Oxford Immune Algorithmics
- Sonia Sennik, Executive Director, Creative Destruction Lab

In conversation with Alberto Galasso, Professor of Strategic Management, Rotman Chair in Life Sciences Commercialization

Watch Video Recording [here](#)



### Seminar Series 2021-2022: Session 3

December 8, 2021, 9 a.m. to 10:15 a.m.

### “Learning from COVID-19: Leadership from the Private Sector – Was COVID a Catalyst for Value-Based Care?”

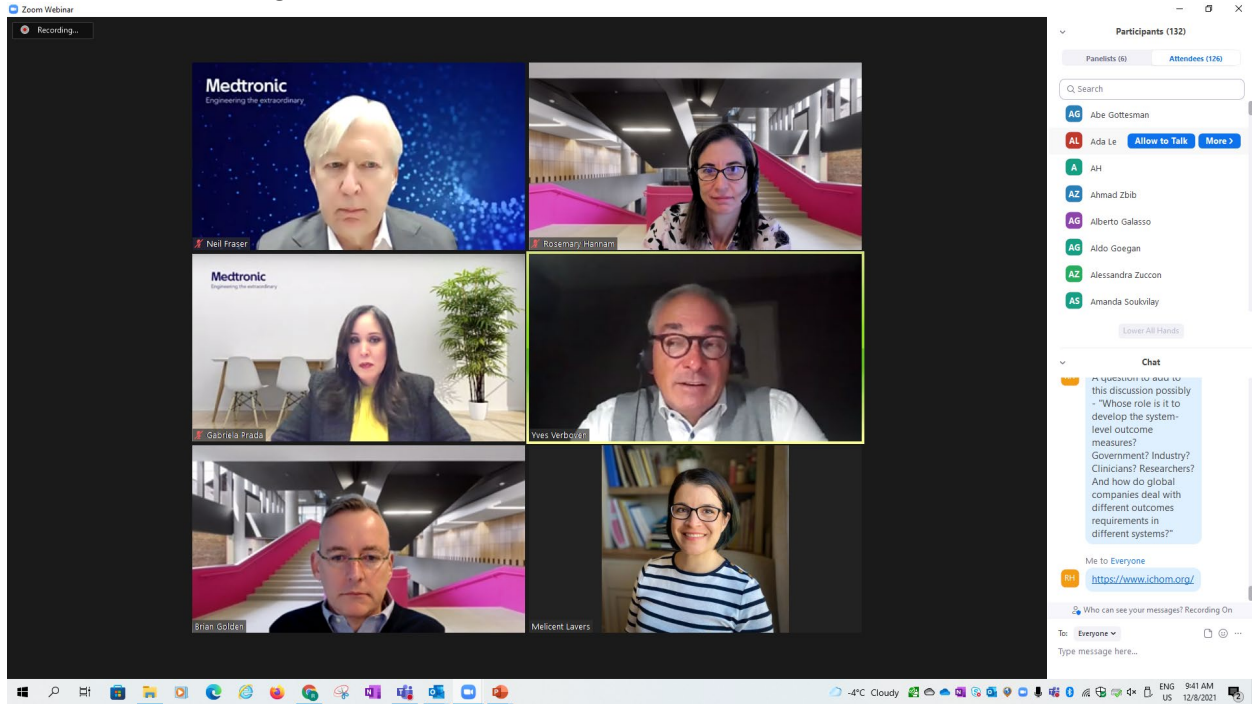
This was a panel discussion exploring the impact of the global pandemic on the path to greater value in healthcare. The journey towards value-based care and value-based procurement was making progress prior to March 2020. What has happened since then? How has the pace changed, both locally and globally?

#### Speakers:

- Neil Fraser, President, Medtronic Canada
- Gabriela Prada, Senior Director of Global Health Systems Policy, Global Government Affairs at Medtronic
- Yves Verboven, Founder, EU4HealthSolutions and an Advisor to Medtech Europe

Moderator: Brian Golden, Sandra Rotman Chair in Health Sector Strategy at The University of Toronto & The University Health Network, Professor of Strategic Management, Academic Director, Sandra Rotman Centre for Health Sector Strategy

Watch Video Recording [here](#)



**Seminar Series 2021-2022: Session 4**

January 19, 2022, 9 a.m. to 10:15 a.m.

**“Learning from COVID-19 – the value of cross-sector collaboration to create high-quality datasets”**

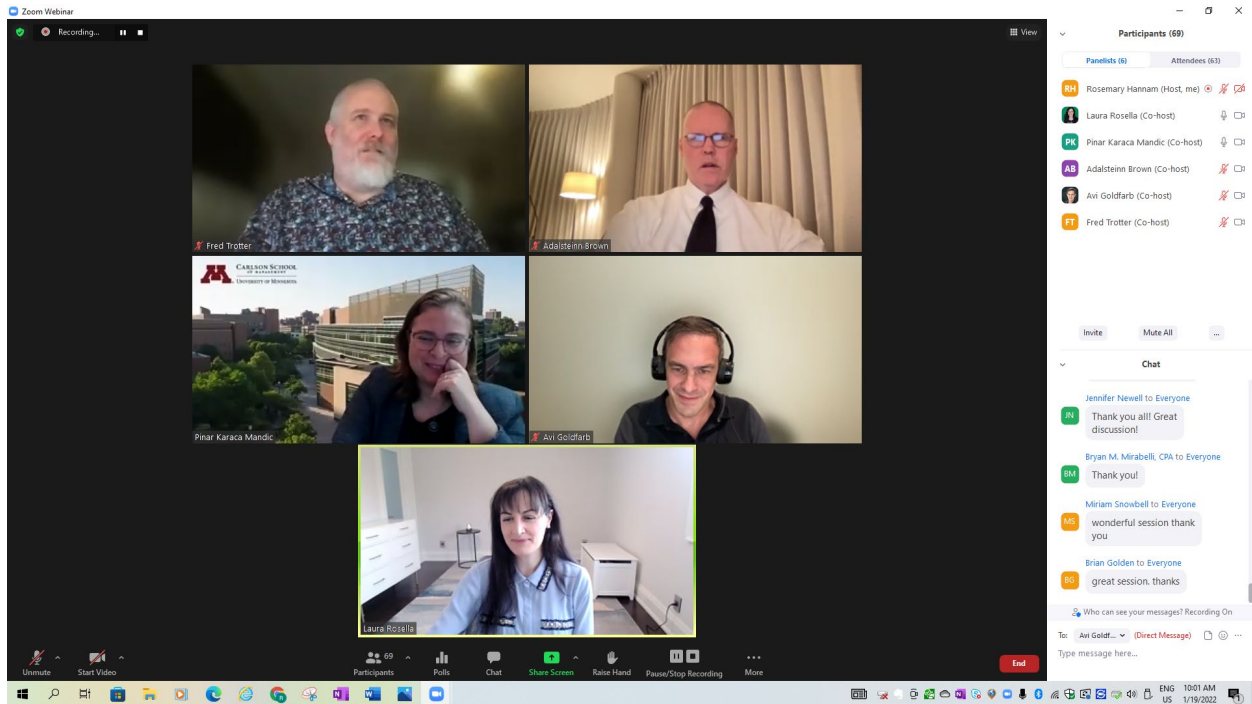
This was a panel discussion on the datasets that got us through COVID: What was the need? How did experts come together to fill the need? What were the challenges? What were the lessons learned?

Speakers:

- Adalsteinn (Steini) Brown, Dean of the Dalla Lana School of Public Health at the University of Toronto
- Pinar Karaca-Mandic, C. Arthur Williams Jr. Professor in Healthcare Risk Management, and the Academic Director of the Medical Industry Leadership Institute in the Department of Finance
- Laura Rosella, Associate Professor in the Dalla Lana School of Public Health at the University of Toronto
- Fred Trotter, Founder of CareSet Systems and The DocGraph Journal

In conversation with Avi Goldfarb, Rotman Chair in Artificial Intelligence and Healthcare, and Professor of Marketing at Rotman School of Management, University of Toronto

Watch Video Recording [here](#)





**Seminar Series 2021-2022: Session 5**

February 10, 2022, 9 a.m. to 10:15 a.m.

**“Learning from COVID-19 – the importance of cross-sector collaboration for effective global vaccine development, production, and distribution”**

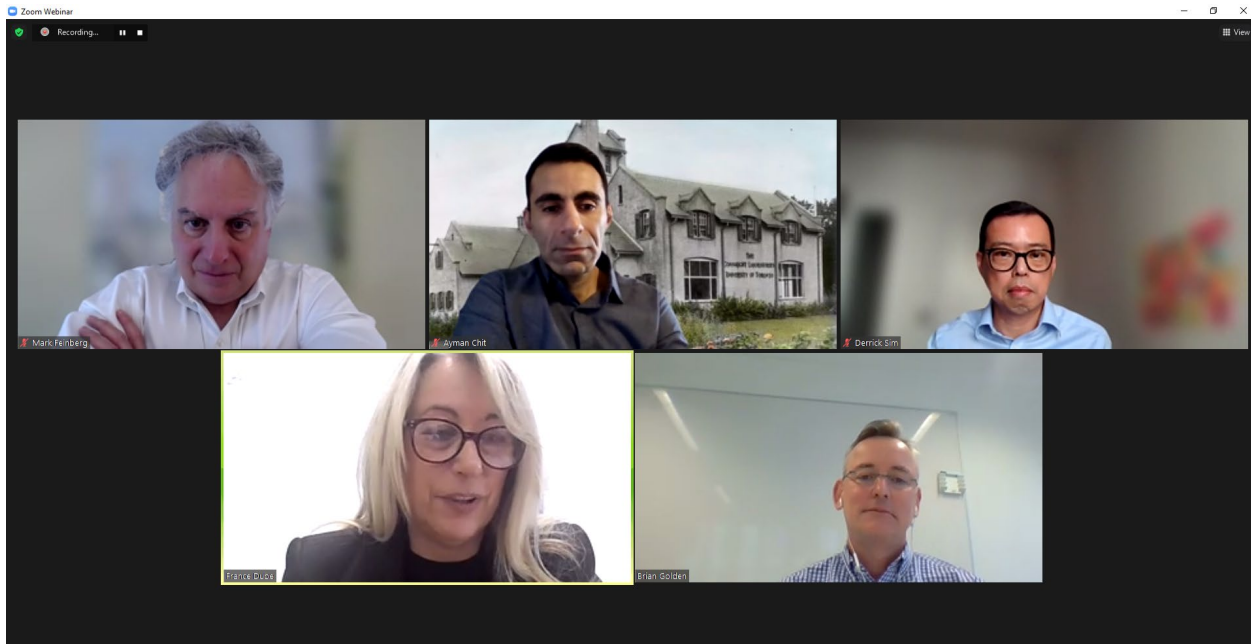
This was the final session in our series, a discussion on the learning from COVID vaccine development, production, and distribution and how we can build on our experience going forward – What has COVID taught us about how to get everyone on the planet vaccinated? What is essential for success? What to avoid? How do we build trust?

Speakers:

- Mark Feinberg, CEO, IAVI
- France Dube, Director, Government Affairs & Public Policy, Astra Zeneca Canada
- Ayman Chit, Head of Medical, International Region, Sanofi Pasteur
- Derrick Sim, Director of Vaccines Demand & Supply and COVAX, at Gavi, the Vaccine Alliance

Moderator: Brian Golden, Sandra Rotman Chair in Health Sector Strategy at The University of Toronto & The University Health Network, Professor of Strategic Management, Academic Director, Sandra Rotman Centre for Health Sector Strategy

Watch Video Recording [here](#)



### Health IT Series 2021-2022

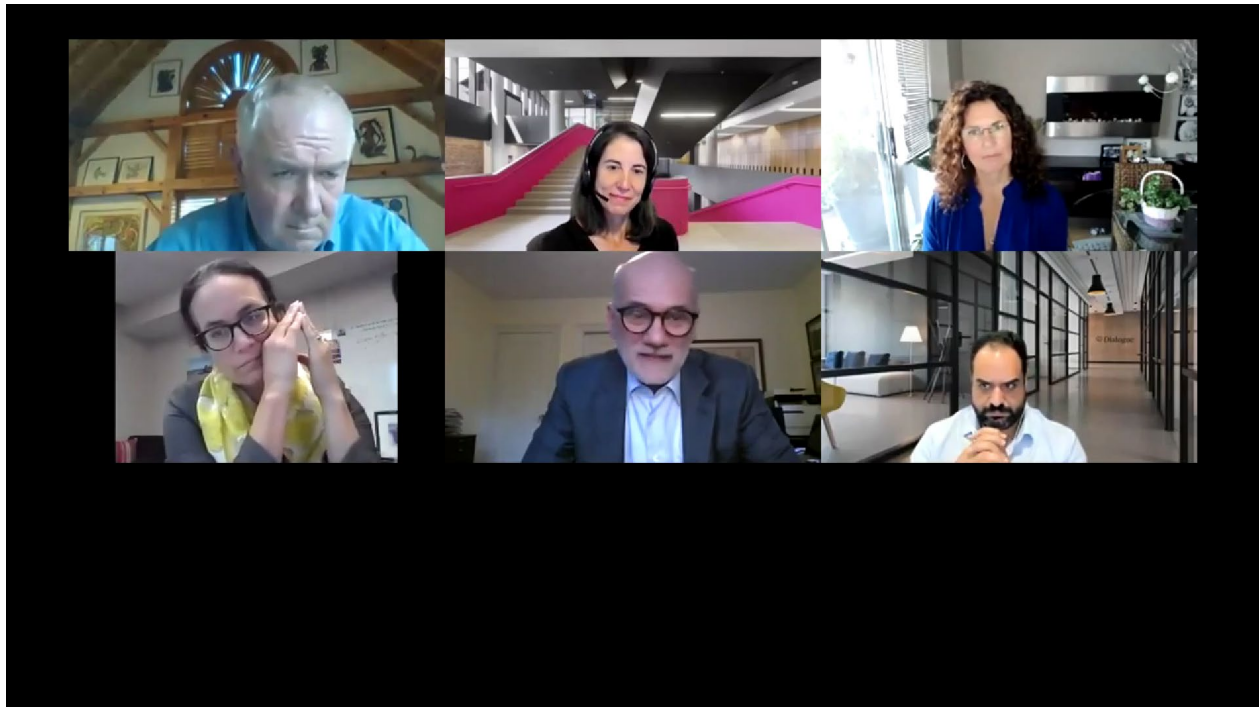
On March 29th, 2022, we wrapped up our 8th season of sparky and provocative Health IT discussions with Will Falk, Executive-in-Residence, Rotman School of Management. Review the full 2021-2022 season [here](#).

#### **October 20, 2021, 5:00 p.m. to 6:15 p.m. Health IT #1 - Digital Health in a New World, a View from the Top**

We hosted a panel of CEOs discussing the main trends in digital health – both for their organizations and the sector generally.

#### Panelists:

- Lee Fairclough, CEO, St. Mary's General Hospital
- Dr. Michael Guerriere, CEO, Extendicare
- Cherif Habib, CEO Dialogue
- Rhonda Wilson, Executive Lead, Patient Populations and Discovery, Ontario Health

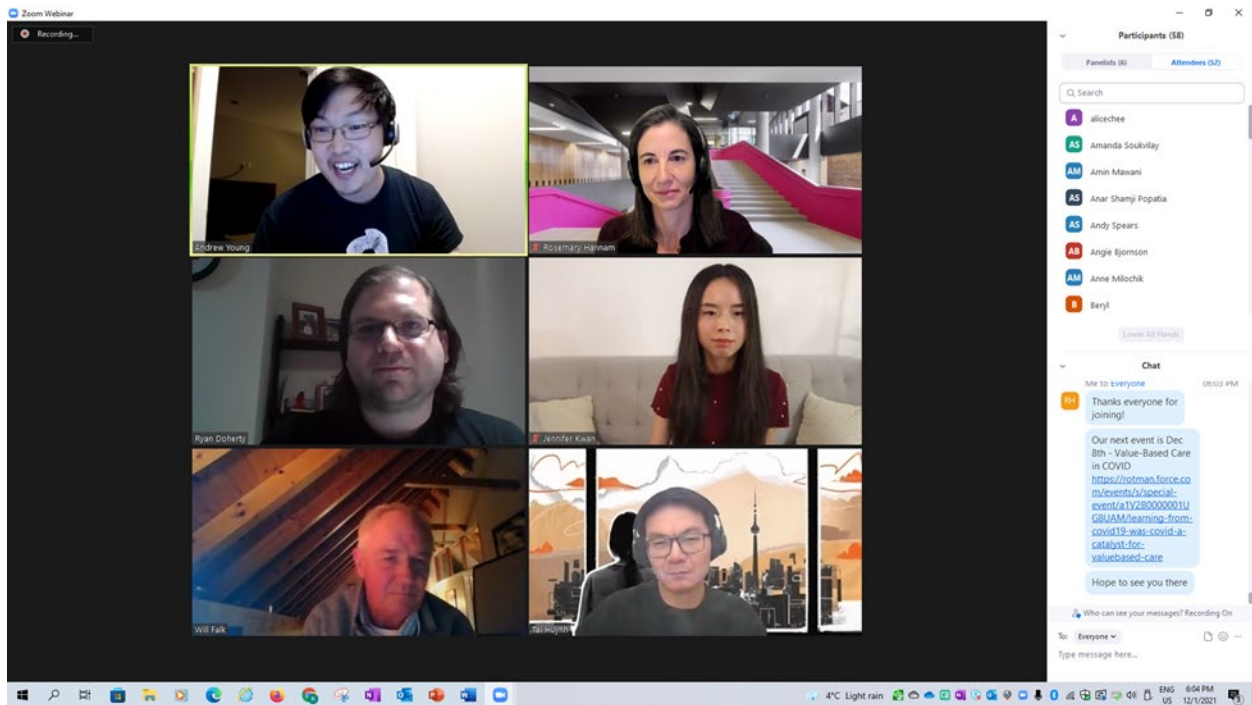


### December 1, 2021, 5:00 p.m. to 6:15 p.m. Health IT #2 - Citizen Innovators: Digital Health Volunteers During the Pandemic

This was a panel discussion with four volunteers who provide daily data to the public on the pandemic – daily case reporting, reporting on elders in care homes, cases in schools, and vaccination sites/clinics. Do these small and nimble reporting groups have a permanent role in our healthcare system? Is it possible that there are areas that government and its agencies cannot do well? Where should “OpenData” be used instead of government reporting?

Panelists:

- Ryan Doherty, President & Founder, Empower Health
- Tai Huynh, Creative Director, OpenLab
- Dr. Jennifer Kwan, Family Physician
- Andrew Young, Founder and Director of Vaccine Hunters Canada

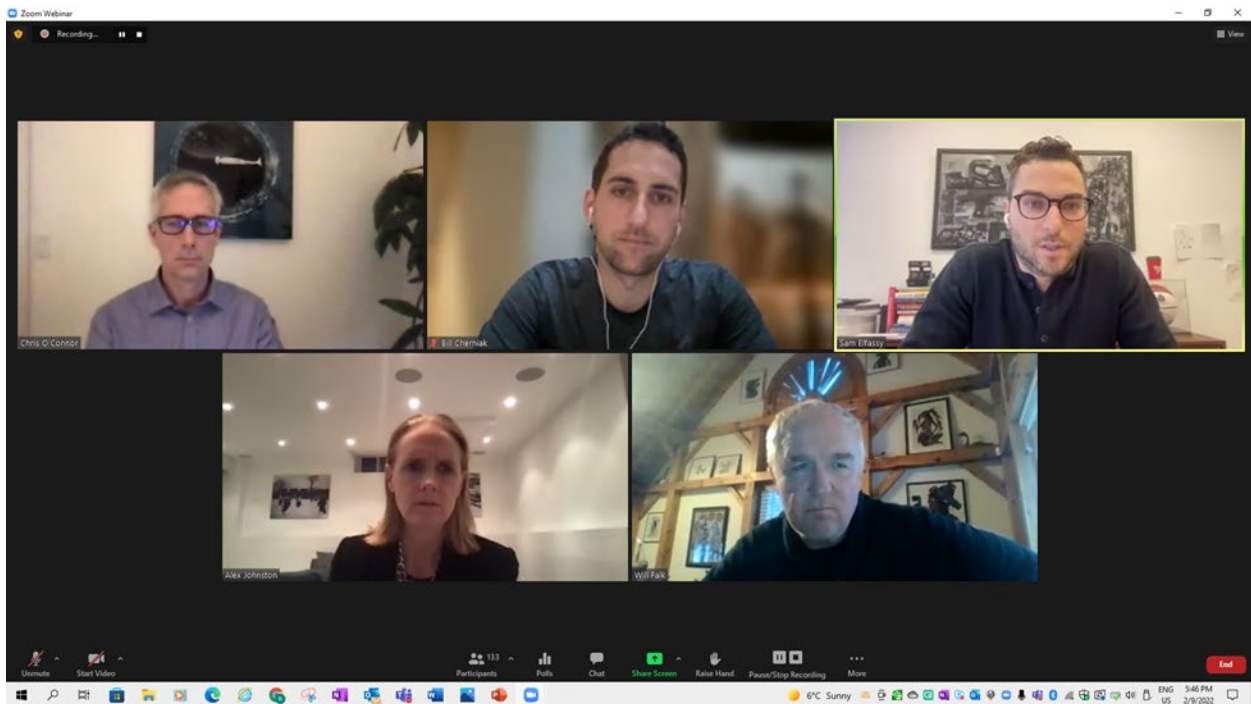


**February 9, 2022, 5:00 p.m. to 6:15 p.m. Health IT #3 - Digital Health Start-Ups: 2022 Edition**

We had a lively discussion with a variety of noteworthy start-ups in digital health. What are the trends? What are the challenges? What is their strategy to succeed?

Panelists:

- Dr. William Cherniak, Founder and CEO, Rocket Doctor Canada
- Dr. Sam Elfassy, Co-Founder, KeyOps
- Alex Johnston, CEO, 360 Concussion Care
- Dr. Chris O'Connor, CEO, FirstHx Inc.

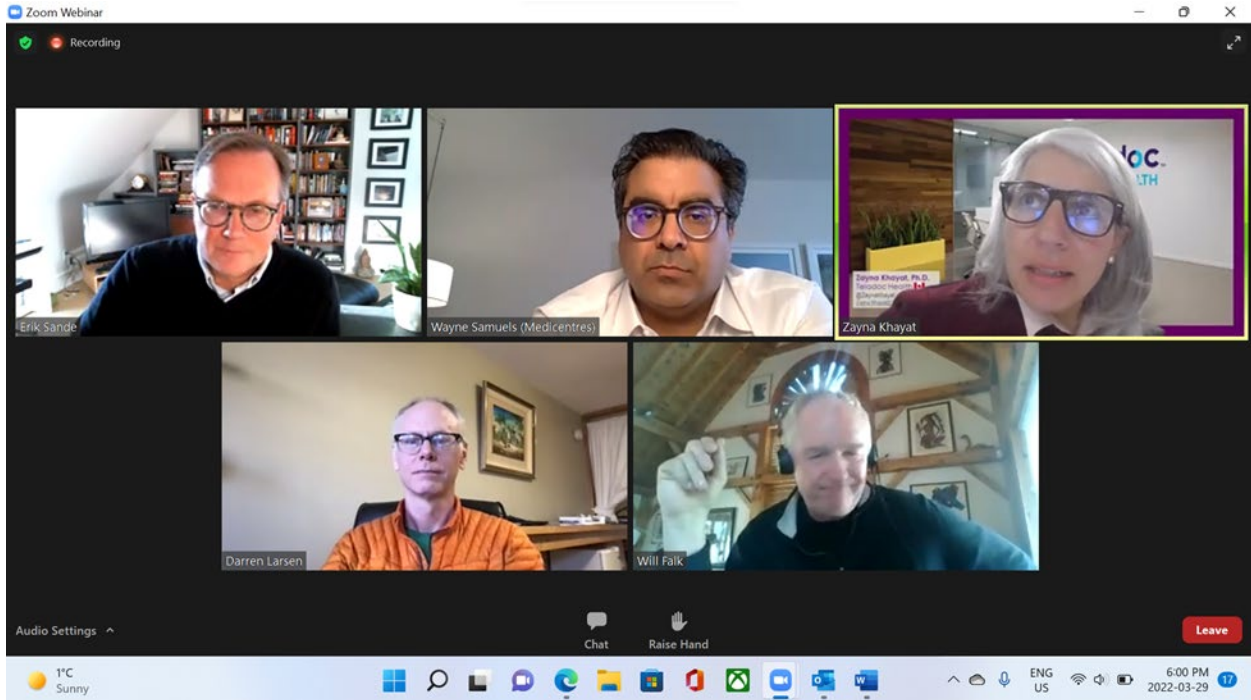


**March 29, 2022, 5:00 p.m. to 6:15 p.m. Health IT #4 - The Economics of Primary Care Post COVID**

We hosted a discussion on the economic models for primary care in Ontario. What has changed over the last two years? Looking ahead, what is viable? What do we want to achieve?

Panelists:

- Dr. Darren Larsen, Senior Advisor, Canadian Health Practice, Accenture
- Zayna Khayat, VP of Business Development & Strategy, Teladoc Health
- Wayne Samuels, General Manager, Medicentres Canada
- Erik Sande, President, Medavie Health Services



### Involvement with Executive Education Offerings

The Academic Director for the Centre, Professor Brian Golden, has curated and delivered a range of well-regarded non-degree programming for senior leaders in the Ontario healthcare and life sciences sectors.

The 16th offering of the Advanced Health Leadership Program, our flagship leadership development program launched in 2006, kicked off in April 2022 – a few months late as we decided to postpone the start until we could safely hold the sessions in person. Designed for current or potential senior members of leadership teams in health service provider organizations, agencies, and other health system organizations, drawing a mix of clinical and non-clinical leaders.

Executive Programs also offers a shorter, 5-day leadership program focused on director and manager level clinical and non-clinical leaders called Health Leadership: Achieving Your Potential. The fourth offering was held in March 2022. It is designed as a one week intensive and provides the tools, frameworks, and leadership training to succeed in an increasingly complex health care system. The content includes Integrative Thinking, Change Management, Measuring Performance, and Conflict Resolution.

In addition, we successfully won a three-year contract with OMA to deliver a 10-day leadership program for their physician members. We are also working with Women’s College Hospital to design a leadership program for their BIPOC leaders. Finally, after receiving overwhelmingly positive feedback from the inaugural offering of The Sunnybrook Leadership Institute, we’re now in conversations with Sunnybrook to launch the second offering of the program.

### Student Engagement

The Centre provides a home for all MBA, GEMBA-HLS and MMA students who would like to specialize in health care management and works closely with the Healthcare Management Association and the Career Centre to create experiences to enhance students’ sector knowledge and advance student career goals.

#### Courses sponsored

MBA students can earn a *Major in Health Sector Management* by taking three of our four core electives.

<i>Elective</i>	<i>Enrolment</i>
Health Sector Strategy and Organization – Professor Brian Golden	45
Pharmaceutical Strategy (not running this year)	n/a
Health Systems Consulting – Mark Fam & six instructors	28
Health Care Innovation – Zayna Khayat & Will Falk	22

#### Independent Study Projects

To complement our elective course offerings we arrange several independent study projects for full time and morning/evening students each term, both locally and globally, to provide an opportunity to gain

sector experience and apply their classroom learning. Because of the pandemic we were not able to offer any ISPs this year, but we have two launching in May 2022:

- “Exploring the feasibility of a novel data-driven approach for home-based medical care delivery in the Greater Toronto Area”
- “Integrating an Appendicitis ML Model into Emergency Department Workflow”

### Global Executive MBA for Healthcare and the Life Sciences

The Centre is also closely connected to the new Global Executive MBA for Healthcare and the Life Sciences. Our GEMBA-HLS degree welcomed our fourth class of 39 students in October 2021. Collectively the class represents a wealth of experience and expertise – the average age is 42 and the average work experience is 15 years, with an average of 8 years in management roles. The students represent several nationalities outside of Canada and work in companies and organizations from all parts of the sector - healthcare providers, government, scientists, industry, and administration.

#### Global Executive MBA for Healthcare and the Life Sciences

## Class of 2023

---

# 39

participants

## 42

Age\*

## 59%

Women

## 15

Years' work experience\*

## 8

Years' management experience\*

#### Job level

Manager	31%
Director	21%
Physician	21%
C-Suite Executive	10%
President / VP / GM	8%
Other	5%
Researcher / Scientist	3%

#### Global experience

#### Profile/Function \*\*

Healthcare providers	34%
Administrative leaders	32%
Industry leaders	18%
Scientists / Researchers	11%
Government and Policy leaders	5%

---

#### Notable employers

- Abbott Laboratories
- Alberta Health Services
- AstraZeneca
- Boehringer Ingelheim
- BC Children's Hospital
- Bruyère Continuing Care
- Canadian Armed Forces
- Centre for Addiction and Mental Health (CAMH)
- Children's Hospital of Eastern Ontario (CHEO)
- Hamilton Health Sciences
- Hikma Pharmaceuticals
- The Hospital for Sick Children (SickKids)
- King Saud University Medical City
- Louis Brier Home and Hospital
- Medtronic
- Sinai Health System
- Southlake Regional Health Centre
- University Health Network
- Winnipeg Regional Health Authority
- Zimmer Biomet

---

#### Global experience

#### Degree level

PhD degree	3
Medical degree	9
Master's degree	11
Undergraduate degree	15

October 12, 2021

\* Average.  
 \*\* Some participants work in more than one function.  
 Numbers/percentages may not add up to exact totals due to consolidation, elimination of null values and/or rounding.

### MD/MBA Combined Degree Program

Throughout 2019 and 2020 the Centre worked in partnership with the Temerty Faculty of Medicine to develop and approve a [MD/MBA combined degree program](#) in response to student demand. The program is designed for a select group of medical students with leadership potential and an appetite for driving change. The first three students began their Rotman MBA in September 2021.

[Joshua Herman](#): has a love of medicine, a passion for surgery and research activities in medical education, surgical outcomes and risk stratification through the University Health Network and Hospital for Sick Children.

[Jackie Tsang](#): interested in connecting lived experience with medical students with compassion regarding mental health and homelessness.

[David Lee](#): decided to pivot into the MD / MBA program to develop the skills to accelerate and deliver technological advancements to the healthcare sector.

### Student Club Collaborations – The Healthcare Management Association (HMA)

The Centre works closely with the HMA to provide the industry context and stakeholder connections to support their activities. In general, the Centre recruits the panelists, judges, and guests for events, and the HMA handles promotion and event delivery.

The HMA executive team for 2021-2022 ran a successful year of events, all designed to promote networking both with our key employers, and connect students focused on healthcare management across all programs. The highlights of the year were the case competitions and two successful industry nights, one in November and one in February.

#### *Industry Nights*

The industry nights are designed to provide rich networking opportunities for all of our students interested in careers in healthcare/life sciences management. We ask all guests to talk about their industries and to share advice and lessons learned in their careers to provide a broader educational experience. While most of the students are from the full-time program, the event also attracts a significant number of GEMBA-HLS and Morning/Evening MBA students who are exploring opportunities and expanding their networks.

The Centre invites guests from the healthcare/life sciences alumni network and works with the Career Centre to bring in companies that are actively recruiting to provide a variety of firms and information for the students. Each event presents approximately 15 organizations/companies.

#### [Fall Industry Night - November 22, 2021](#)

Industry Guests:

Mark Fam, Vice President, Programs at Michael Garron Hospital

Peter Bevan, Senior Manager, Digital Health at KPMG

Hamza Sajjad, Account Executive at Johnson & Johnson

Rob Crawford, Director of Strategy and Analytics at North York General Hospital



Matthew Woods, Senior Talent Acquisition Partner at GE  
Jessica Marangos, Senior Manager in Strategic Initiatives at University Health Network  
Megha Bhavsar, Manager in Strategy at University Health Network  
Terra Lerasts, Senior Manager in Data Analytics Department at University Health Network  
Claire Seymour, Program Manager – integrated care at UHN connected care  
Lana Majid, Senior Manager in implementation at Maple Health  
Bill Cherniak, Founder and CEO at Rocket Doctor  
Scott Shi, Consultant at IQVIA  
Arushi Bhardwaj, Partner Relationship Lead - Digital Health at Heart & Stroke  
Brienne McVeigh, Senior Manager of Digital Health & Learning at Heart & Stroke  
Tyler Chalk, Chief Strategy & Communications Officer at Southlake Regional Health Centre  
Jill Shakespeare, Senior Director, Provincial System Support Program at CAMH  
Khoa Nguyen, Medical Sales Representative at CAMH  
Edward Aust, Manager in Corporate Planning at Kensington Health  
Andreea Norman, Director of Workforce Development & Health to Business Bridge at OBIO  
Adam Khan, Manager of Workforce Development at OBIO  
Danielle Durand, Director of Customer Success and Operations at OBIO  
Sukhman Kalra, Manager of Health Strategy and Consulting at Accenture  
Darryl King, Director of Strategy at Ontario Health

#### [Winter Industry Night - February 7, 2022](#)

##### Industry Guests:

Seghen Woldai, Manager of Digital Health at Deloitte  
Christal Washer, Talent Acquisition Manager at SE Health  
Christine Sham, Director of Information Management Strategy & Policy Branch in Digital Health Division at Ministry of Health  
Sara da Silva, Senior Manager of Strategy at TELUS Health  
Adrian Snihur, Engagement Leader, Director of Talent Development at Shift Health  
Jonsson Liu, Senior Consultant at Shift Health  
Brendan Fera, Consultant at Shift Health  
Harshad Bhujbal, Chief Information Officer, Senior Director of Strategy & Performance at Apotex  
Adam McKillop, Senior Healthcare Consultant at Blue Cottage

#### [Case competitions](#)

The Centre works closely with the HMA to support student participation in several case competitions, both local and international. The experiences provide an opportunity to apply their business school learning to current strategic challenges in the sector. The HMA also organizes two Rotman-based case

competitions every year. The Centre provides funding for prizes and catering, case writing support, and sources judges relevant to the competition topic.

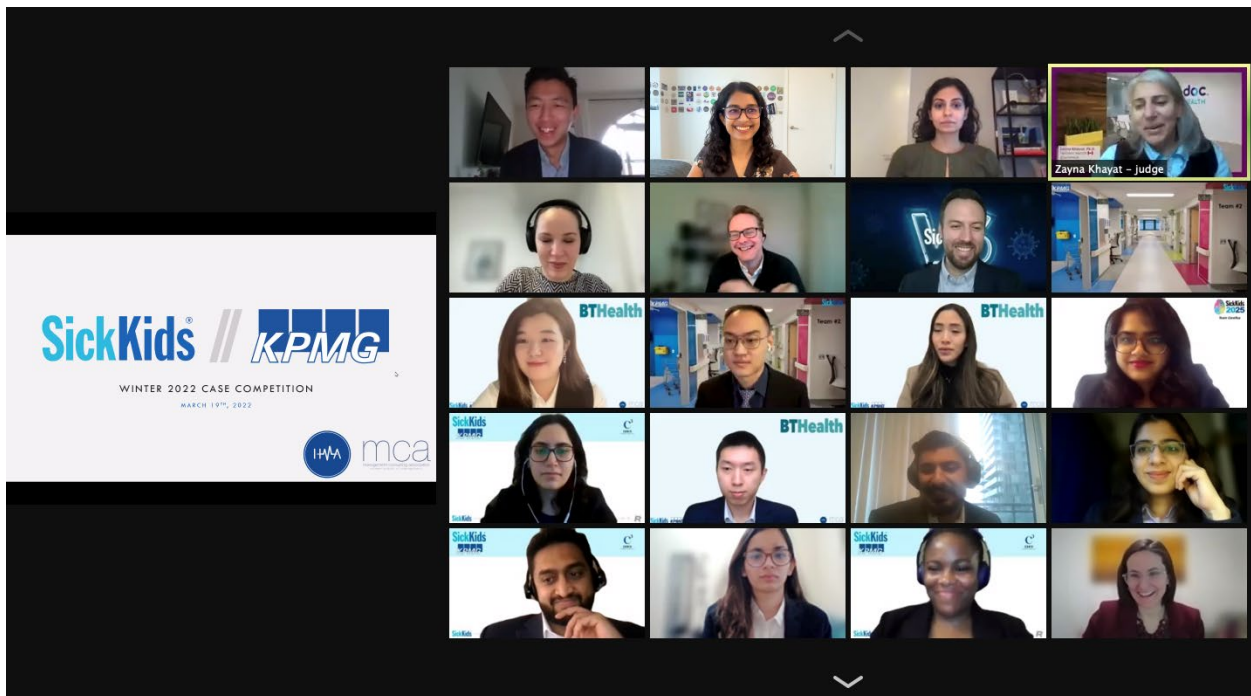
Rotman/HMA case competitions:

1. *Thrive Case Competition: Marketing in Digital Health, November 8 – 13, 2021*



2. *SickKids/KPMG Health Sector Strategy Case Competition, March 12 – 19, 2022*

This case competition, the second one organized by the HMA and held in partnership with the Management Consulting Association, focused on remote patient monitoring at SickKids.



*BAHM International Case Competition*

The BAHM Case Competition was both virtual and global, offering students from across the BAHM network the unique opportunity to work collaboratively across borders.

The 2022 Global BAHM Case Competition was held April 7-8, 2022 at Baylor University. The event offered students the unique opportunity to work collaboratively and compete for cash prizes as they envisioned the “Hospital of the Future.”

BAHM programs fielded teams from North America, Costa Rica, India, Kenya, and or Spain who presented their business models in person or online, synchronously.



*Rotman BAHM Case Comp Team – David Guo, Jenny Jiang, Patricia Arevalo Borlinic*

### Sandra Rotman Healthcare Scholarships

The Centre offers significant scholarships for incoming full time MBA, morning/evening MBA, GEMBA-HLS and Masters of Management Analytics (MMA) students. The scholarships are added to the initial entrance award offered by the school to encourage high potential students with career ambitions in healthcare management to come to Rotman. The recruiting and admissions teams are constantly on the lookout for prospective students who fit our target profile. Many prospects have several competing offers from other programs, and the scholarship funding is included in their offer proposals to encourage them to choose the Rotman School.

In the Fall of 2021 we welcomed four scholarship recipients representing a range of backgrounds:

- MMA program: Ryan Huang, \$10,000

To the Full Time MBA program–

- Yu Wang, \$5000
- Katherine Reilly, \$5000
- Edward Phat Chau, \$10,000

Ryan Huang (MMA) aspires to combine his background in life sciences with the business management skills learned through his internship experiences, the Harvard CORE program and the Rotman MMA program to better facilitate management in the healthcare industry as well as help initiate wide-scale improvements in healthcare structure to be able to provide healthcare to a wider population. Many of the complications surrounding the lack of healthcare access experienced by marginalized communities revolve around flaws in healthcare management and he believes these are not issues that can be resolved by a single doctor. Instead, he looks to resolve this issue through involvement in hospital management to directly impact the healthcare industry.

Yu Wang (FT MBA) has 9 years' experience at various healthcare/biotech companies in China, most recently as an Immunoassay Product Specialist at Mindray Bio-Medical Electronics in Shenzhen, China (a global medical device provider), with responsibility of managing key clients in 30+ international markets, developing key sales strategies, and providing professional support to clinical applications and product evaluations. Earlier in 2020 during the pandemic, he was part of the selected small volunteer team flying to Russia for a month and visited 20+ hospitals to provide training to local technicians and set up COVID-19 testing operations to drastically increase testing capacity each day in Russia. Prior to joining Mindray in 2016, he was at two other biomedical engineering companies in a biomedical technical support role and research role.

Katherine Reilly (FT MBA) is a trained master's-level clinical research professional and has experience with operations and using data to make strategic decisions. She is also the co-founder of an educational outreach organization called Up4 The Challenge which advocates for the use of science, technology, engineering, and math (STEM) for social impact. She is also the co-chair of the Ottawa Chapter of

Women in Science and Engineering, a group of professional women who want to support women throughout all stages of their STEM education and careers.

Edward Phat Chau (FT MBA) has a strong background in healthcare research with experience at Trillium Health and the Bridgepoint Research Collaborative.

#### Collaboration with Career Centre, Recruiting & Admissions

The Centre supports the outreach and relationship building activities of the career centre and recruiting and admissions teams. The Director regularly meets with the Career Centre Industry Advisor for Healthcare and the Recruiting & Admissions staff to provide industry-specific advice and the Centre leadership team is always available on an ad-hoc basis to speak with prospective students, potential employers, and to develop programming to address student interests.

#### Supporting Student Internships – Community Experience Internships (CEI)

The Centre provided funding support for internships through the Career Centre's Community Experience Internship (CEI) program in which not-for-profit organizations receive salary support up to \$4500 to hire a Rotman student. Six students were hired under this program:

- SE Health: Two bursaries, Summer 2021, Financial Analyst & Executive Intern
- KeyOps: one bursary, Summer 2021, Marketing Intern
- Cleveland Clinic: one bursary, Summer 2021, Summer Fellow
- North York General Hospital: one bursary, Summer 2021, Digital Health Innovation Intern
- OntarioMD: one bursary, Summer 2021, Business Development & Strategy Intern
- Kensington Health: one bursary, Fall 2021, Corporate planning intern

#### Collaboration with Alumni

The Centre also collaborates with the alumni team, supporting the development of stronger relationships with our alumni working in healthcare and the life sciences. Throughout the year the Director arranged monthly coffee chats with our alumni from across the sector, to provide informal networking opportunities for students keen to explore their career options and learn from the experiences of former students.

#### *Alumni Coffee Chats – 2021-2022*

Several alumni kindly offered their time to speak with students about their career experiences.

- Exploring the Diversity of Careers in Healthcare and the Life Sciences: Khadija Bharmal, Lucas Siow, and Rachita Saini (FT 2018)
- Sales in Healthcare: Why it's hard, different, and so rewarding" Sanjay Sodhi (FT 2020) and Mark Kostove (FT 2015)
- Heather Chalmers (PT2004)

#### Mentorship, Networking, and Leadership Development

The Centre supports mentorship and leadership development activities curated for the health sector to complement and support those offered by the Career Centre. By leveraging the extensive web of

relationships held by the leadership and Executive-in-Residence teams, the Centre has been able to set up customized mentorship, networking, and leadership development programs to give sector specific training opportunities for students.

#### *HLS Leadership Network*

The [HLS Leadership Network](#) is exclusive network of senior executives who have been carefully selected to reflect a variety of career and life experiences. The GEMBA-HLS students have access to small group and one-on-one coffee chats with them throughout their degree, and for a full year after they graduate. The advisors assist students with first-hand knowledge about specific industries, functions, business problems and provide advice on their career options.

#### *LEADS*

The [Rotman LEADS](#) (Leadership, Exploration, Advice, Development & Success) Program, started in 2014, places Rotman students into mentoring cohorts according to their industry of interest. Students apply to be matched with a senior industry leader (“mentor”) who will facilitate individual guidance/insights and give mentees a clear perspective of what it takes to succeed in the industry. There are two cohorts for healthcare and the life sciences – one is lead by Debbie Fischer, which focuses on students interested in careers in the public healthcare sector in Ontario, and the other is lead by Diana Flaminzeanu, who works with students interested in the private sector.

#### *Vernissage Health*

[Vernissage Health™](#) is a leadership development program that brings together students and senior leaders in healthcare in dialogue sessions to reflect, share experiences, and tell stories about leadership. Five Rotman students and five students from the Institute for Health Policy, Management and Evaluation (IHPE) at U of T are joined by six late career senior executives for five dialogue sessions. Dialogue sessions provide a unique opportunity for these leaders to exchange concepts and ideas about leadership.

## External Partnerships and Memberships

### *BAHM – Business School Alliance for Health Management*

BAHM is an international consortium of 20 premier MBA programs dedicated to advancing thought leadership and education in the global healthcare sector. The Rotman School of Management joined in 2016 becoming the first Canadian school and second non-U.S. school member. Other members include Harvard Business School, Haas School of Business at the University of California Berkeley, and Indian School of Business. In the Fall of 2018, BAHM initiated a Student Activities Club, of which our HMA president is a member, which allows our students access to BAHM club events, case competitions and conferences.

BAHM publishes an on-line journal, Health Policy, Management, and Innovation (HMPI) which draws from the research of health scholars and practicing leaders to advance healthcare and health system.

### Canadian College of Health Leaders

The Centre entered a strategic alliance with the Canadian College of Health Leaders as we share the goal of developing competencies for those employed in leadership and management roles in the health sector and to increase the leadership capabilities of health leaders in Canada. The agreement includes exemptions to offer Rotman MBA students a “fast tracked” route to receive the College’s Certified Health Executive (CHE) designation, and promotion of each other’s programs and events via website and newsletter.

### IHPME – Institute for Health Policy, Management and Evaluation, University of Toronto

The Centre has partnered with the Institute for Health Policy, Management and Evaluation to offer additional academic opportunities for students focused on healthcare management. We have a memorandum of understanding in place to offer seats in each other’s elective courses.

## Policy Decisions Influenced

The Centre has been an ongoing source of insight, experience, and advice for the Ministry of Health and other government leaders since its inception in 2004.

Recent examples include the following:

In 2014 Brian Golden co-led an advisory committee to the Minister of Health on primary care, and in 2018, the Ministry asked him to support the implementation of recommendations contained in that report through one of the school's custom leadership development programs.

Three years ago, our provincial government unveiled plans to overhaul the Ontario health system, which included the introduction of "Ontario Health", a new entity responsible for the delivery of clinical services in the province, and "Ontario Health Teams", a new model of integrated care delivery based on a population health framework. Many features of the new models were informed by our 2014 report.

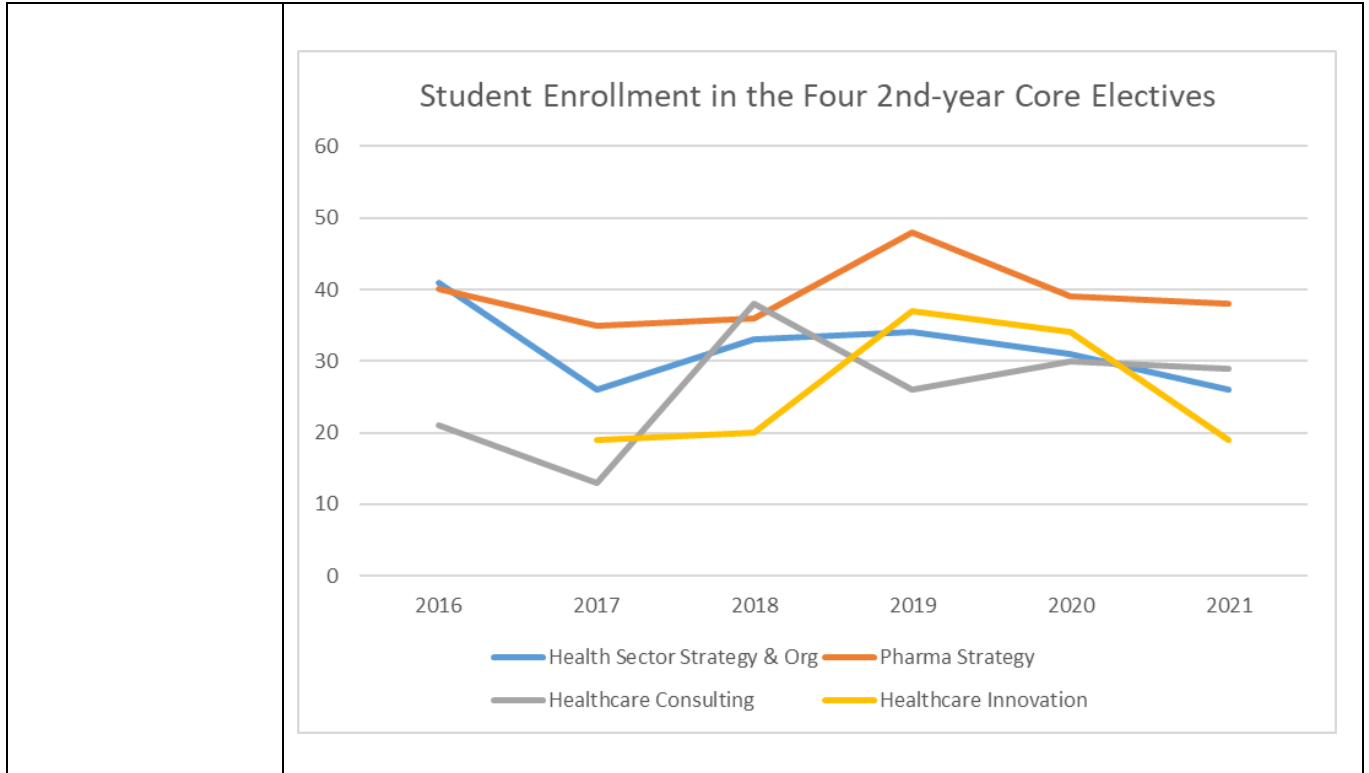
The Centre continues to be involved in conversations with members of the Ontario Health leadership team to offer insights and advice as the province moves forward with implementation of the new models mentioned above post-pandemic.



### Healthcare and Life Sciences at Rotman –Performance Indicators

Education-Degree																																	
<p>Goal: Rotman is the destination of choice for current and future Canadian policy, clinical and industry leaders seeking advanced MBA training in the healthcare &amp; life sciences sector – with strong reach globally.</p>																																	
Objectives	Indicators																																
<p><i>Career placement</i> Are we placing our <b>FT MBA students</b> in internship and full-time positions of their choice?</p>	<p><i>Internships</i></p> <table border="1"> <thead> <tr> <th></th> <th colspan="7">Class of: (to May 31, 2022)</th> </tr> <tr> <th></th> <th>2017</th> <th>2018</th> <th>2019</th> <th>2020</th> <th>2021</th> <th>2022</th> <th>2023</th> </tr> </thead> <tbody> <tr> <td>Number of Postings</td> <td>54</td> <td>94</td> <td>64</td> <td>54</td> <td>30</td> <td>54</td> <td>64</td> </tr> <tr> <td>Number of Placements</td> <td>19</td> <td>22</td> <td>29</td> <td>23</td> <td>15</td> <td>20</td> <td>10</td> </tr> </tbody> </table>		Class of: (to May 31, 2022)								2017	2018	2019	2020	2021	2022	2023	Number of Postings	54	94	64	54	30	54	64	Number of Placements	19	22	29	23	15	20	10
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<p><i>How many of our GEMBA-HLS students are moving roles?</i></p>	<p>Number of students landed new roles* (to May 31, 2022)</p> <table border="1"> <thead> <tr> <th>Program:</th> <th>HLS1 2020</th> <th>HLS2 2021</th> <th>HLS3 2022</th> <th>HLS4 2023</th> </tr> </thead> <tbody> <tr> <td>New Roles</td> <td>26</td> <td>12</td> <td>10</td> <td>6</td> </tr> <tr> <td>Class Size</td> <td>40</td> <td>24</td> <td>31</td> <td>38</td> </tr> <tr> <td>% of Class</td> <td>65%</td> <td>50%</td> <td>32%</td> <td>16%</td> </tr> </tbody> </table> <p>*Note that the number of new roles increases as the students move through and complete the program, hence the higher number in the earlier cohorts.</p>	Program:	HLS1 2020	HLS2 2021	HLS3 2022	HLS4 2023	New Roles	26	12	10	6	Class Size	40	24	31	38	% of Class	65%	50%	32%	16%															
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<p><i>What jobs are they landing?</i></p>	<ul style="list-style-type: none"> <li>VP, Medical Affairs and Innovation at Women's College Hospital</li> <li>Clinical Program Director, Migraine Science Collaborative</li> <li>Head, Strategic Partnerships and Innovation, mRNA Center of Excellence, Sanofi</li> <li>Board Member, Halo Health</li> <li>Growth and Innovation Director, Accenture</li> <li>Clinical Research Scientist Manager, Health Technology at Meta</li> <li>Physician-in-Chief, UHN</li> <li>COO of Health Authority in Fort Smith, Yellowknife</li> <li>Head, Community Giving and Employee Giving, Bank of Montreal</li> <li>Head of the Division of Rheumatology for Sinai Health System and University Health Network</li> <li>Lead Advisor Health for the New Zealand Ministry of Foreign Affairs and Trade</li> <li>Director, Data Strategy and Business Intelligence CAMH</li> <li>Product Manager, SCIEX</li> <li>Senior Project Manager, SickKids International</li> <li>Global Head of Marketing, Boehringer Ingelheim Germany</li> <li>VP Clinical Operations, Pharma Medica</li> <li>Accreditation Canada - Business Development Lead - Middle East and North Africa Region</li> </ul>																																			
<p><i>In program</i> Do students pursue the appropriate curriculum?</p>	<p>Number of students enrolled in the four 2<sup>nd</sup> year core electives</p> <table border="1"> <thead> <tr> <th></th> <th>2016</th> <th>2017</th> <th>2018</th> <th>2019</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>Health Sector Strategy &amp; Org</td> <td>41</td> <td>26</td> <td>33</td> <td>34</td> <td>31</td> <td>26</td> </tr> <tr> <td>Pharma Strategy</td> <td>40</td> <td>35</td> <td>36</td> <td>48</td> <td>39</td> <td>38</td> </tr> <tr> <td>Healthcare Consulting</td> <td>21</td> <td>13</td> <td>38</td> <td>26</td> <td>30</td> <td>29</td> </tr> <tr> <td>Healthcare Innovation</td> <td></td> <td>19</td> <td>20</td> <td>37</td> <td>34</td> <td>19</td> </tr> </tbody> </table>		2016	2017	2018	2019	2020	2021	Health Sector Strategy & Org	41	26	33	34	31	26	Pharma Strategy	40	35	36	48	39	38	Healthcare Consulting	21	13	38	26	30	29	Healthcare Innovation		19	20	37	34	19
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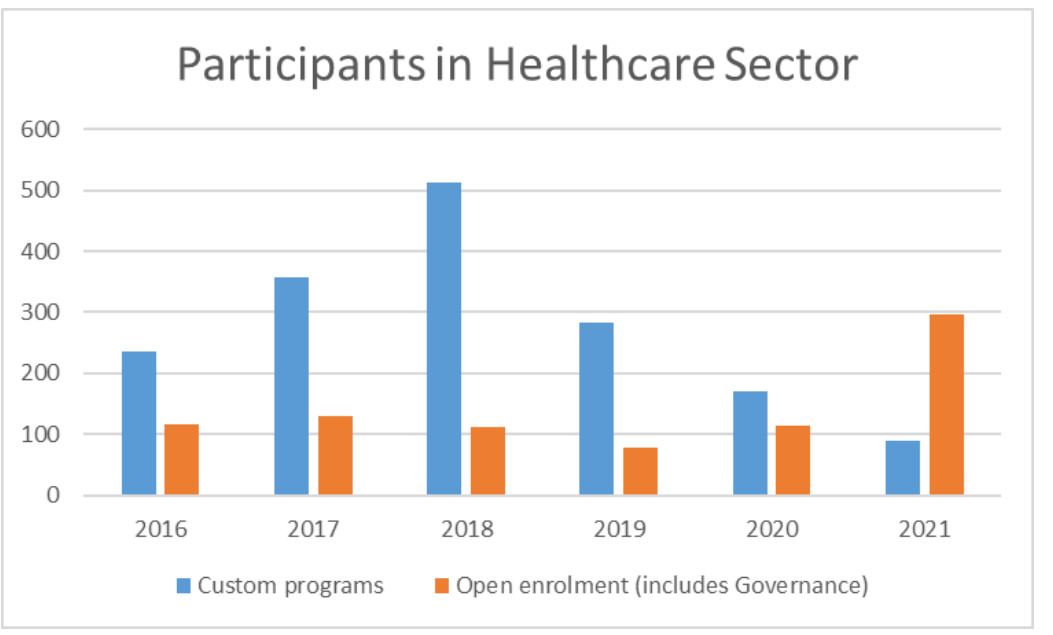
Education – Non-degree

Goal: Create a comprehensive suite of executive programs to build management and leadership capacity in the health sector – both public and private. Attract top level health companies and organizations from Canada and globally.

Are we providing Executive Education training for leaders in public and private sector organizations?

- Number of individuals experiencing EP’s programming employed by healthcare organizations, by different program type and residence

<i>Participants in healthcare sector taking:</i>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Custom programs	235	357	513	282	171	89
Open enrolment (includes Governance) online partner programs)	116	131	111	79	115	296 (includes

	 <table border="1"> <caption>Participants in Healthcare Sector</caption> <thead> <tr> <th>Year</th> <th>Custom programs</th> <th>Open enrolment (includes Governance)</th> </tr> </thead> <tbody> <tr> <td>2016</td> <td>240</td> <td>120</td> </tr> <tr> <td>2017</td> <td>360</td> <td>130</td> </tr> <tr> <td>2018</td> <td>510</td> <td>110</td> </tr> <tr> <td>2019</td> <td>280</td> <td>80</td> </tr> <tr> <td>2020</td> <td>170</td> <td>110</td> </tr> <tr> <td>2021</td> <td>90</td> <td>300</td> </tr> </tbody> </table>	Year	Custom programs	Open enrolment (includes Governance)	2016	240	120	2017	360	130	2018	510	110	2019	280	80	2020	170	110	2021	90	300
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Research																						
<p>Goal: We are one of the world’s top 5 business schools in the creation of applied research focused on healthcare/life sciences.</p>																						
<p>Are we contributing to healthcare/ life sciences research both in Canada and globally?</p>	<p>- Number of Rotman faculty currently involved in research initiatives in healthcare/life sciences</p> <p style="text-align: center;"><b>22</b></p>																					

## Media - See Appendix E

Over the past year many insights from Rotman faculty have been featured in publications locally and globally. As leaders across all sectors look for guidance on decisions related to managing and responding to the pandemic, the knowledge and perspective of our faculty is in high demand.

Here is a selection of articles/interviews of note:

### [Large-scale implementation of rapid antigen testing system for COVID-19 in workplaces](#)

Helpful guidance for employers from Avi Goldfarb, our Chair in AI in Healthcare, and co-authors Laura Rosella, Ajay Agrawal, Joshua Gans, Sonia Sennik, and Janice Stein.

### [The supply chain crisis and inflation rate explained, The psychology of the 'Bystander Effect' and violent crime & Vaccinations in parliament](#)

Prof. Opher Baron joined Global News Radio 900 CHML on October 20, 2021, to discuss the global supply chain crisis.

### [The Way We Make Each Other Feel: Relational Affect and Joint Task Performance](#)

Prof. Tiziana Casciaro's study suggests that the emotions two coworkers experience when they work together might be more sensitive to joint experiences of success than failure. This is especially remarkable in a context like surgery, where error-free execution is so important.

### [On the Impact of Treatment Restrictions for the Indigent Suffering from a Chronic Disease: The Case of Compassionate Dialysis](#)

Prof. Olga Bountali's study analyzed a congested healthcare delivery setting resulting from emergency treatment of a chronic disease on a regular basis. The quantitative results demonstrate that the thinking behind the mandatory protocol is potentially naive.

### [How Can a Population Health Approach Be Both Useful and Credible?](#)

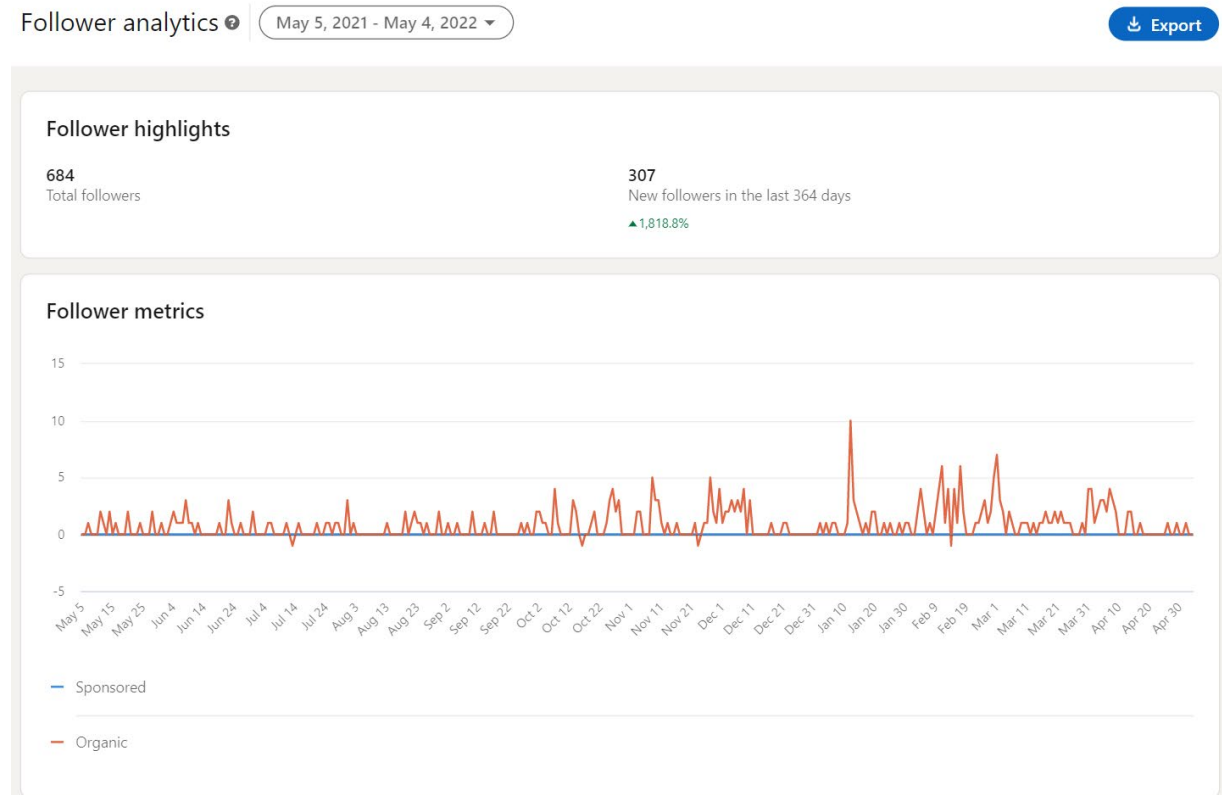
As researchers consider tackling factors affecting public health only in indirect or distant ways, Prof. Kevin Bryan suggested that great care must be taken to retain both the benefits of field expertise and the public credibility of the field.

## Social Media

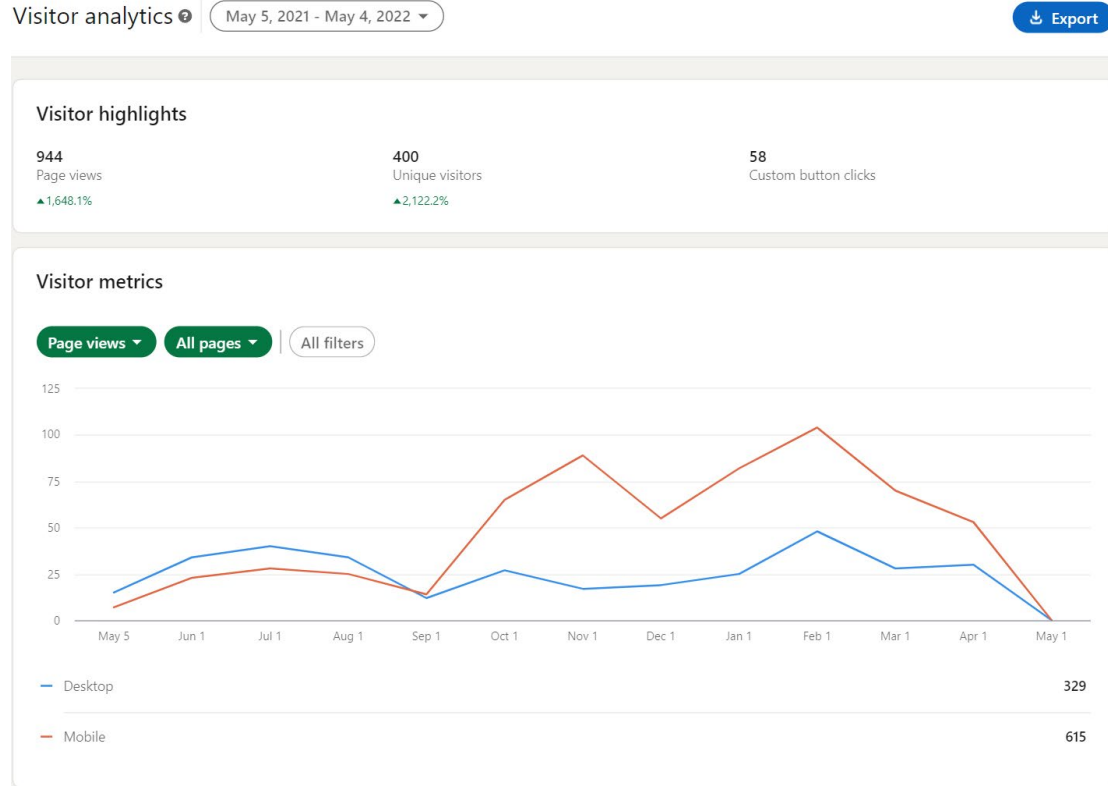
Last year the Centre launched a LinkedIn page and a twitter account to profile the accomplishments of our faculty and promote events and outreach activities.

### [LinkedIn page:](#)

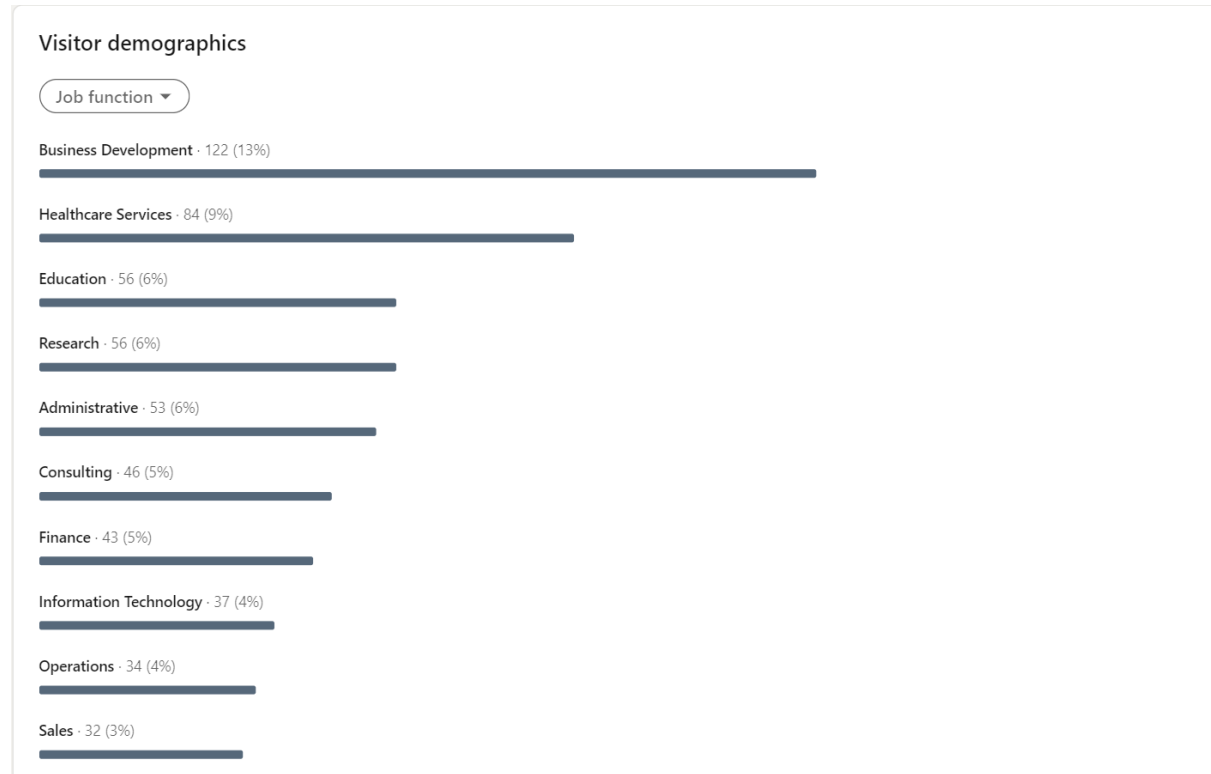
As of May 4, 2022, we have total 684 organic followers and grown 307 since the LinkedIn page was launched in May 2021.



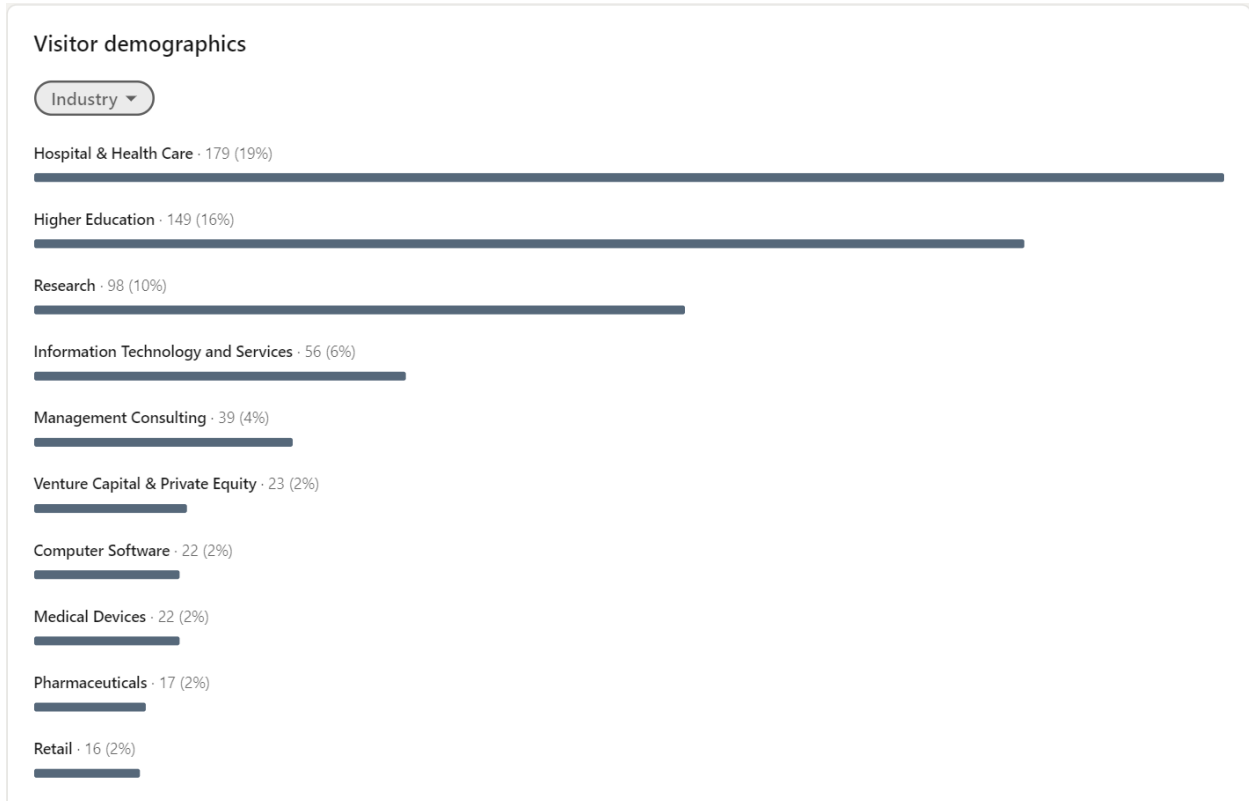
We had 400 new visitors who checked out our page a total of 944 unique times.



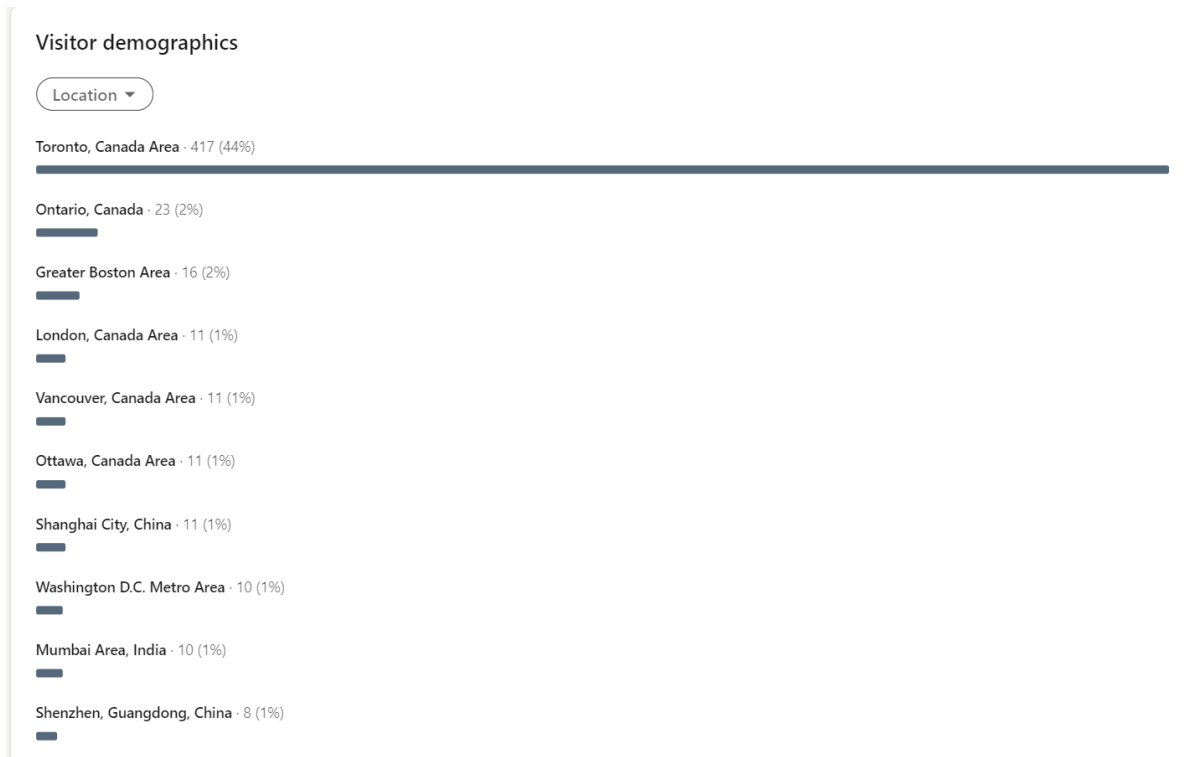
Our visitor demographics breakdown by job function:



Our visitor demographics breakdown by industry:

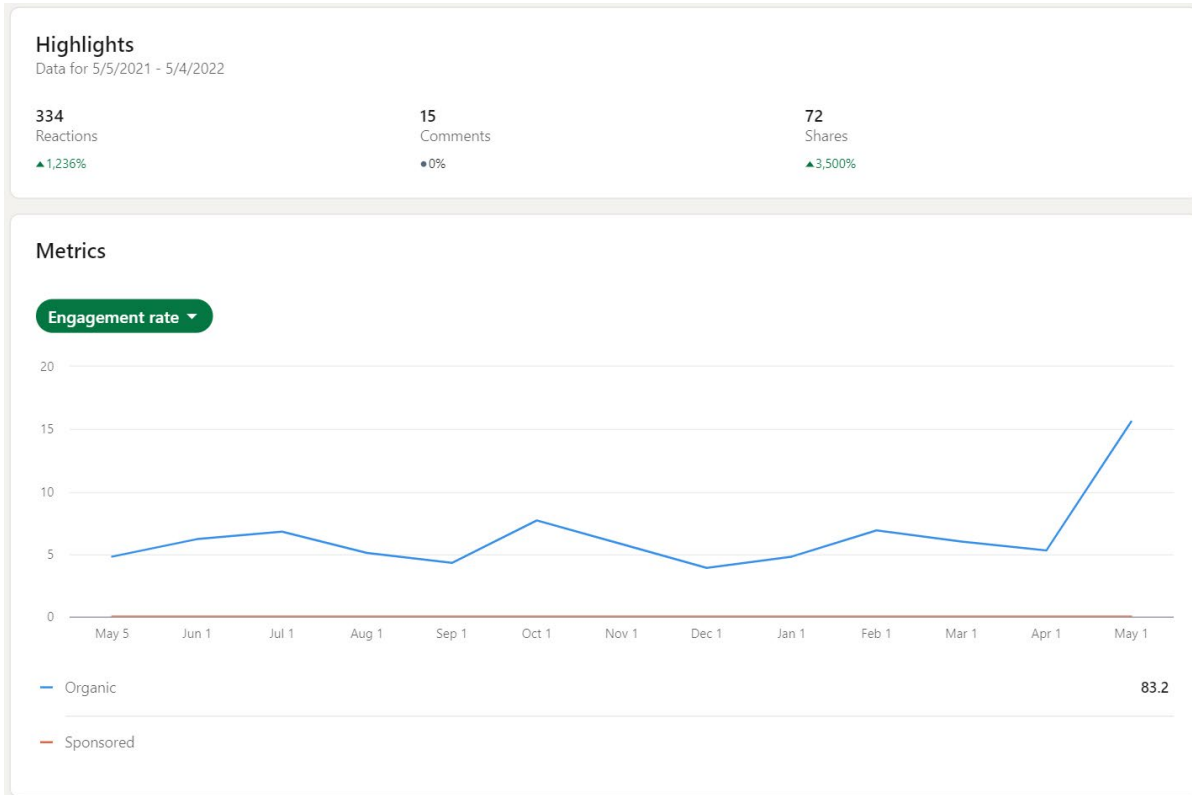


Our visitor demographics breakdown by location:





Some highlights show an increase in the engagement rate of our page:




**Twitter:**

As of May 4, 2022, we have a total of 151 followers.

Here is a selection of tweets and their performance:

**Sandra Rotman Centre for Health Sector Strategy @SandraRotmanCtr**  
On March 29th we wrapped up our 8th season of sparky and provocative Health IT discussions with Will Falk @willfalk. Check out the full 2021-2022 season here: [https://www.rotman.utoronto.ca/FacultyAndResearch/ResearchCentres/HealthSectorStrategy/Events/Past-Events/2021-2022-Health-IT-Series ...](https://www.rotman.utoronto.ca/FacultyAndResearch/ResearchCentres/HealthSectorStrategy/Events/Past-Events/2021-2022-Health-IT-Series...)  
**@RotmanEvents @rotmanschool**  
pic.twitter.com/TV8TvaXKzy

Impressions	932
Total engagements	31
Detail expands	11
Media engagements	8
Link clicks	6
Likes	3
Retweets	2
Profile clicks	1



**Sandra Rotman Centre for Health Sector Strategy** @SandraRotmanCtr  
 Next Week! Join us next Tuesday, March 29 2022 at 5pm EDT for a discussion on the economic models for primary care in Ontario.  
 @LarsenDarren  
 @ZaynaKhayat  
 @waynemsamuels  
 @willfalk  
 and Erik Sande, President  
 @Medavie

Register here:  
[https://rotman.force.com/events/s/special-event/a1VAm00000003uuMAA/health-it-4-the-economics-of-primary-care-post-covid ...](https://rotman.force.com/events/s/special-event/a1VAm00000003uuMAA/health-it-4-the-economics-of-primary-care-post-covid...)

@RotmanEvents  
[pic.twitter.com/ECwg9X7vTG](https://pic.twitter.com/ECwg9X7vTG)

Impressions	2,176
Total engagements	69
Link clicks	24
Detail expands	24
Retweets	7
Likes	7
Media engagements	5
Replies	1
Profile clicks	1



**Sandra Rotman Centre for Health Sector Strategy** @SandraRotmanCtr  
 Join us on Feb 15, 5-6:15pm EST for a lively panel discussion with health sector thought leaders on the future state of the healthcare supply chain.  
 @RotmanEvents @rotmanschool  
 Register Here:  
[https://rotman.force.com/events/s/special-event/a1VAm00000001XQMAY/evolving-the-healthcare-supply-chain-to-support-new-models-of-care ...](https://rotman.force.com/events/s/special-event/a1VAm00000001XQMAY/evolving-the-healthcare-supply-chain-to-support-new-models-of-care...) [pic.twitter.com/t11Q6moyhb](https://pic.twitter.com/t11Q6moyhb)

Impressions	932
Total engagements	17
Detail expands	6
Link clicks	4
Profile clicks	3
Likes	2
Retweets	1
Media engagements	1



**Sandra Rotman Centre for Health Sector Strategy** @SandraRotmanCtr  
 Tomorrow! Dec 1st, 5pm - Join us for a lively discussion about the role of small reporting groups during the pandemic with @willfalk @ryansdoherty @jkwan\_md @andryou @taimhuynh @rotmanschool @RotmanEvents  
 Register here:  
[https://rotman.force.com/events/s/special-event/a1V2B0000001dChUAI/citizen-innovators-digital-health-volunteers-during-the-pandemic ...](https://rotman.force.com/events/s/special-event/a1V2B0000001dChUAI/citizen-innovators-digital-health-volunteers-during-the-pandemic...) [pic.twitter.com/oEG0qhkD3X](https://pic.twitter.com/oEG0qhkD3X)

Impressions	11,430
Total engagements	82
Detail expands	28
Likes	15
Profile clicks	13
Media engagements	11
Link clicks	11
Retweets	4

## Appendix A – Healthcare and Life Sciences Advisory Board Members

### **Rotman Healthcare & Life Sciences Advisory Board**

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#### **Chair**

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Dr. Michael Guerriere, President and Chief Executive Officer, Extendicare

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#### **Members of the Board**

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Matthew Anderson, CEO, Ontario Health

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Phil Bacal, Managing Director – Toronto, Searchlight Capital

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Dr. Mark Britnell, Vice-Chair & Global Healthcare Expert, KPMG UK, Senior Fellow and Executive-in-Residence, Sandra Rotman Centre for Health Sector Strategy, Rotman School of Management

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Gordon Burrill, Partner & National Health & Life Sciences Industry Leader, KPMG

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Heather Chalmers, President & Chief Executive Officer, GE Canada; Country Leader GE Healthcare Canada

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Marlys Christianson, Associate Professor, Organizational Behaviour & HR Management, Rotman School of Management

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Donna Cripps, Interim CEO, Home and Community Care Support Services

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Stacey Daub, President & Chief Executive Officer, Quinte Health Care

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Janet Davidson, Healthcare Consultant & Advisor

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Will Falk, Executive-in-Residence, Rotman School of Management

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Rute Fernandes, General Manager of Canada, Takeda

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Debbie Fischer, Executive-in-Residence, Sandra Rotman Centre for Health Sector Strategy, Rotman School of Management

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Neil Fraser, President, Medtronic Canada

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Alberto Galasso, Associate Professor of Strategic Management & Chair in Life Sciences Commercialization, Rotman School of Management

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Brian Golden, Academic Director, Sandra Rotman Centre for Health Sector Strategy, Sandra Rotman Chair in Health Sector Strategy at The University of Toronto & The University Health Network; Professor of Strategic Management, Rotman School of Management

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Avi Goldfarb, Professor of Marketing & Rotman Chair in Artificial Intelligence & Healthcare, Rotman School of Management

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Rosemary Hannam, Director, Sandra Rotman Centre for Health Sector Strategy, Rotman School of Management

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Anand Jha, Managing Director, Ansea Consultants Pte Ltd, Singapore

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Zayna Khayat, VP of Business Development & Strategy, Teladoc Health

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Dr. David Klein, Head of Medical Affairs & Business Strategy, Li Ka Shing Knowledge Institute, Unity Health

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Dr. Darren Larsen, Chief Medical Director/Chief Medical Officer, TELUS Health Care Centres

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Leslie Madden, Senior Director of Regulatory Science and Quality Assurance, Moderna Canada

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Jeff Mainland, Executive Vice President, Strategy, Quality, Performance and Communications, Sick Kids

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Michèle MacKenzie, Director, Business Development, Rotman Executive Programs

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Scott MacNair, Executive Vice President, Provincial Health Services Authority

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Anita McGahan, Professor of Strategic Management, Rotman School of Management

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Kristin Mendoza, Partner, Deloitte Canada

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Dr. Naveed Mohammad, Emergency Physician, Urgent Care Centres

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Dr. Dion Neame, Country Medical Lead, Sanofi Pasteur, Canada

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Tiffany Oei, President, Healthcare Management Association

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Christy Prada, CEO, Future Fertility

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Anand Shah, Partner & National Healthcare Optimization Leader, E&Y

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Alison Simpson, Vice President, Digital Innovation, Business Excellence, & IT, Astra Zeneca

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Kevin Smith, President & CEO, University Health Network

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Jamison Steeve, Instructor, Rotman School of Management, Munk School of Global Affairs and Public Policy, McGill University

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Mark Taylor, Director - Technology Development & Commercialization, University Health Network

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Leslee Thompson, CEO, Health Standards Organization & Accreditation Canada

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Andy Williams, Vice President, Immunology, Janssen, Pharmaceutical Companies of J and J

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John Yip, President and CEO, SE Health

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### **Rotman Observers**

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Katie Armstrong, Senior Consultant, Career and Leadership Coaching, Global Executive MBA Programs

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Jose Balcaceres, Assistant Director, Recruitment and Admissions, Professional MBA and Specialized Programs

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Reema Chaudhry, Client Services Manager, Rotman Executive Programs

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Gustavo Luna, Associate Director, Global Executive MBA for Healthcare and the Life Sciences

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## Appendix B – Healthcare and Life Sciences Advisory Board Agendas

### Fall 2021 Meeting

Monday, November 22, 2021 8am to 10am

#### AGENDA

1. 8:00am Welcome and introduction of new members  
[Rute Fernandes](#), General Manager of Canada at Takeda  
  
[Shirlee Sharkey](#), President & CEO at SE Health – welcome back!
2. 8:05am Rotman School Updates - Highlights & Discussion  
Highlights to point out:
  1. COVID-19 updates – brief overview of status of in-person activities/classes for students and staff, as well as travel
  2. Incoming students – briefly describe each program in terms of the interest in healthcare/life sciences
    - A. HLS Cohort 4 (refer to snapshot)
    - B. Full time MBA  
(30 students with focus on career in healthcare in the incoming class, 48 members of the HMA)
    - C. Morning/Evening MBA (35 members in the HMA over three cohorts)
  3. In-program engagement
    - A. Course enrolment
    - B. HMA membership
    - C. Attendance at student-only events – panels, case competitions, industry night
  4. Career placement
    - A. Internships
    - B. Full time
3. 8:25am Feedback requested from the Board
  - What are you seeing in the sector that faculty and students need to know?
  - What skills and experiences are becoming more valuable now, compared to 5 years ago?
  - What trends are emerging?
  - How is your world changing? What do you expect it to be like post-COVID? What should we be aware of?
4. 9:00am Presentation by Susan Fitzpatrick, Head of the Canadian Drug Agency Transition Office at Health Canada

Susan will give about a 20-25 minute presentation.

Followed by 30 minutes Q&A.

## Spring 2022 Meeting

Wednesday, June 1, 2022 8am to 10am

### AGENDA

#### Part 1 – Updates and engagement

3. Welcome and introduction of new members

[Tiffany Oei](#), Incoming President, Rotman Healthcare Management Association

[Dr. Darren Larsen](#), Chief Medical Director/Chief Medical Officer, TELUS Health Care Centres

4. Rotman School Updates - Highlights & Discussion (Brian)

- New faculty hiring
- GEMBA-HLS
- Highlights from Faculty Research

5. Roundtable – please share one or two new developments from your company or sector – 2-3 mins max

6. Engagement with the School and our Students

We encourage every HLAB member to engage with our students two or three times in addition to the meetings every year. Engagement can take many forms, for example:

- a. Hosting a coffee chat or two as part of the HLS Leadership Network
- b. Speaking in a class
- c. Speaking at an event
- d. Referring a candidate for the MBA or GEMBA-HLS program
- e. Other ways?

7. Hiring MBAs

We would like to speak with each of you to understand your hiring preferences more fully. We will circulate a brief survey and Rosemary will set up follow up meetings as needed.

#### Part 2 – Education

1. Keynote commentary:

Dr. Michael Guerriere on Reflections on Seniors Care in Canada – a post pandemic viewpoint

2. Q & A

#### Wrap-Up

## Appendix C – 5<sup>th</sup> Annual Research Roundtable: Data Analytics in Healthcare

March 22, 2022 8:00am-1:15pm

### Agenda Summary:

8:00am to 8:10am Opening Remarks by **Opher Baron**, Distinguished Professor of Operations Management, Rotman School of Management

### Session 1 Technology and Covid Modeling

8:10am to 8:35am “Waiting Experience in Open-Shop Service Networks: Improvements via Flow Analytics & Automation”  
By **Manlu Chen**, Assistant Professor, School of Business, Renmin University of China

8:35am to 9:00am “Exploring the Public Response to COVID’s Technology Challenges in the First Year of the Pandemic: Addressing the deployment of mRNA Vaccinations and Care delivery through Telemedicine”  
By **Abraham (Avi) Seidmann**, Professor, Department of Information Systems, Questrom Business School, Boston University; Associate Research Director, Health Analytics and Digital Health, Digital Business Institute, Boston University.  
& **Ariel Benis**, Faculty of Industrial Engineering and Technology Management, Holon Institute of Technology; Faculty of Digital Technologies in Medicine, Holon Institute of Technology, Holon, Israel

9:00am to 9:25am “Developing Pre-Testing Diagnostic Tools for Pandemics Using Predictive Analytics: The Case of COVID-19”  
By Prof. **Ramy Elitzur**, Ph.D, and Prof. **Dmitry Krass**, Ph.D, Rotman School of Management, University of Toronto

9:25am to 9:50am “Capacitated SIR Model with an Application to COVID-19”  
By **Chaoyu Zhang**, Ph.D. candidate, Rotman School of Management  
“Estimating the Impact of Asymptomatic Carriers on the spread of Infectious Diseases: An interaction-based Model”  
By **Yaniv Ravid**, Ph.D. candidate, Rotman School of Management

9:50am to 10:00am BREAK

## Session 2 Hospital Operations Theory and Practice

- 10:00am to 10:25am “Interpretable Machine Learning: Application to Triage and Reassessment Guidelines for Ventilator Rationing”  
By **Julien Grand-Clément**, Assistant Professor, Information System & Operations Management Department, HEC Paris
- 10:25am to 10:50am “Optimizing Inter-Hospital Patient Transfer Decisions During a Pandemic: A Queueing Network Approach”  
By **Vahid Sarhangian**, Assistant Professor, Department of Mechanical and Industrial Engineering, University of Toronto
- 10:50am to 11:15am “Applied Artificial Intelligence at Mayo Clinic”  
By **Atul Dhanorker**, Principal Health System Engineer at Mayo Clinic  
& **Adam Resnick**, Health System Engineer - Strategy Department, Mayo Clinic, Rochester, Minnesota
- 11:15am to 11:40am “Healthcare Analytics for Managing and Predicting Waits in Practice”  
By Dr. **Saba Vahid**, Group Manager, Data and Decision Sciences, Ontario Health; **Dr. Tahera Yesmin**, Data Scientist, Data and Decision Sciences, Ontario Health; **Dr. Shabnam Balamchi**, Decision Scientist, Data and Decision Sciences, Ontario Health
- 11:40am to 11:50am BREAK

## Session 3 Access to Care - Managing Waits is not Trivial

- 11:50am to 12:15pm “Treatment Planning of Victims with Heterogeneous Time-sensitivities in Mass Casualty Incidents”  
By **Nan Liu**, Associate Professor, Carroll School of Management, Boston College
- 12:15pm to 12:40pm “Does Delay Stimulate Speedup? Evidence from Operating Rooms”  
By **Yiwen Jin**, Ph.D. candidate, Sauder School of Business, University of British Columbia
- 12:40pm to 1:05pm “How can effective patient scheduling help reduce medical procedure backlogs”  
By **Hossein Abouee-Mehrzi**, Associate Professor, Department of Management Sciences, University of Waterloo; Canada Research Chair in healthcare Analytics
- 1:05pm to 1:15pm Closing Remarks



## Appendix D - All Events September 2021-May 2022

Date	Topic	Registrants
Sept. 13	<p><b>Canada's Health System 101</b> This session gave an overview of the Canadian health system to incoming MBA students, including a brief history, how the system is funded, how it is delivered, and how Canada compares internationally.</p> <p>Faculty: Prof. Brian Golden, Sandra Rotman Chair in Health Sector Strategy, University of Toronto and The University Health Network; Professor of Strategic Management, Academic Director, Sandra Rotman Centre for Health Sector Strategy, Co-Academic Director, Global Executive MBA Program in Healthcare and The Life Sciences, and Academic Director, Global Executive MBA, Rotman School of Management</p>	92
Sept. 15	<p><b>Commercial Life Sciences 101 - An Introduction to Trends in Life Sciences in Canada and Globally</b> This session gave an overview of the life sciences sector to incoming MBA students, including key features of the sector in Canada and globally, trends, and career opportunities.</p> <p>Faculty: Will Mitchell, Anthony S. Fell Chair in New Technologies and Commercialization, Professor of Strategic Management, Academic Director, Full-Time MBA and Co-academic Director of the Global Executive MBA in Healthcare and the Life Sciences, Rotman School of Management, University of Toronto</p>	50
Oct. 20	<p><b><a href="#">Health IT #1 - Digital Health in a New World, a View from the Top</a></b> A panel of CEOs discussed the main trends in digital health – both for their organizations and the sector generally.</p> <p>Panelists: Lee Fairclough, CEO, St. Mary's General Hospital Dr. Michael Guerriere, CEO, Extendicare Cherif Habib, CEO Dialogue Rhonda Wilson, Executive Lead, Patient Populations and Discovery, Ontario Health Moderator: Will Falk, Executive-in-Residence, Rotman School of Management</p>	252
Oct. 28	<p><b><a href="#">Learning from COVID-19: The Importance of Stakeholder Engagement</a></b> The first session in our seminar series, a conversation with Patricia Gauthier, Canada's lead for Moderna, on her experiences leading the Moderna vaccine roll-out in Canada.</p> <p>Speaker: Patricia Gauthier, Country General Manager for Moderna. Moderator: Will Mitchell, Anthony S. Fell Chair in New Technologies and Commercialization, Professor of Strategic Management, Co-academic Director of the Global Executive MBA in Healthcare and the Life Sciences.</p>	165

Nov. 1	<p><b>Virtual Care in Canada - Finding the Right Balance</b></p> <p>This was a presentation and discussion with Will Falk, Executive in Residence, Sandra Rotman Centre for Health Sector Strategy, Rotman School of Management, on November 1st, 5pm.</p>	152
Nov. 3	<p><b>A Deep Dive into Healthcare Consulting</b></p> <p>Our Executive in Residence, Debbie Fischer, facilitated a session that explored typical paths within healthcare consulting, the skills needed to successfully land a role, and what it takes to excel once hired.</p> <p>Panelists:</p> <p>Dan Carbin, Principal and Co-Founder, Santis Health  Deanna Heroux, Partner, Management Consulting, KPMG Canada  Shannon MacDonald, Senior Managing Director, Accenture Canada  Lisa Purdy, Partner, Deloitte Canada  Anand Shah, National Health Care PO Lead, Health Care Advisory Services, Ernst &amp; Young LLP</p> <p>Moderator: Debbie Fischer, Executive in Residence, Rotman School of Management</p>	66(only open to Rotman MBA students)
Nov. 18	<p><b><a href="#">Learning from COVID-19: Driving Innovation at the Creative Destruction Lab</a></b></p> <p>The second session in our seminar series - a focus on the Creative Destruction Lab and the leadership role it took early in the pandemic, convening innovators to tackle the new issues and challenges suddenly front and centre for the entire population. The session will begin with an overview of the CDL from Sonia Sennik, Executive Director. This will be followed by a panel discussion featuring Sonia Sennik, Shana Kelly on her experiences with start-up ARMA Biosciences in the CDL Health stream in Toronto, and Kourosh Saeb-Parsy and Jurgen Riedel on their experiences with start-up Oxford Immune Algorithmics, part of the CDL Recovery stream in UK.</p> <p>Panelists:</p> <p>Shana Kelley, University Professor, University of Toronto and co-founder and CEO of ARMA Biosciences  Jurgen Riedel, Co-Founder and CTO, Oxford Immune Algorithmics  Kourosh Saeb-Parsy, Chief Medical Officer, Oxford Immune Algorithmics  Sonia Sennik, Executive Director, Creative Destruction Lab</p> <p>Moderator: Alberto Galasso, Professor of Strategic Management, Rotman Chair in Life Sciences Commercialization</p>	106
Nov. 24	<p><b>Canadian College of Health Leaders and the CHE designation – Info Session</b></p> <p>This session offered students to learn about the Canadian College of Health Leaders and their CHE – “Certified Health Executive” designation. CCHL and the Rotman School of Management hold a strategic alliance which allows students in the MBA/GEMBA-HLS programs to fulfill some of their requirements to earn the CHE designation while earning their degree.</p>	15 (only open to Rotman MBA students)
Nov. 29	<p><b>Exploring Career Options in the Public Sector</b></p> <p>Our Executive in Residence, Debbie Fischer, facilitated a session that helped students to gain a better understanding of the role that different types of organizations play</p>	50 (only open to Rotman

	<p>within the public healthcare delivery system and learn about the work environment/type of work available at each organization.</p> <p>Panelists:  Anna Greenberg, Chief Regional Officer, Toronto and East, Ontario Health  Melanie Kohn, Assistant Deputy Minister, Ontario Ministry of Health  Jordan Thelen, Assistant Vice President, Strategy &amp; Planning at CBI Health  Mark Walton, Senior Vice President, COVID 19 Pandemic Response, Ontario Health  Catherine Wang, Vice President, Clinical VP for Diagnostic Programs (Joint Department of Medical Imaging, Laboratory Medicine Program), Outpatient and Virtual Care Strategy, University Health Network</p> <p>Moderator:  Debbie Fischer, Executive in Residence, Rotman School of Management</p>	MBA students)
Dec. 1	<p><a href="#">Health IT#2 - Citizen Innovators: Digital Health Volunteers During the Pandemic</a></p> <p>Our Executive-in-Residence Will Falk moderated a revealing panel discussion with four volunteers who provide daily data to the public on the pandemic – daily case reporting, reporting on elders in care homes, cases in schools, and vaccination sites/clinics.</p> <p>Panelists:  Ryan Doherty, PhD, President &amp; Founder, Empower Health  Jennifer Kwan, Family Physician  Andrew Young, Founder and Director of Vaccine Hunters Canada  Tai Huynh, creative director at OpenLab &amp; the founding editor-in-chief of The Local</p> <p>Moderator: Will Falk, Executive-in-Residence, Rotman School of Management</p>	173
Dec. 8	<p><a href="#">Learning from COVID-19: Was COVID a Catalyst for Value-Based Care?</a></p> <p>The third session in our series, a panel discussion exploring the impact of the global pandemic on the path to greater value in healthcare. The journey towards value-based care and value-based procurement was making progress prior to March 2020. What has happened since then? How has the pace changed, both locally and globally?</p> <p>Panelists:  Neil Fraser, President, Medtronic Canada  Gabriela Prada, Senior Director of Global Health Systems Policy, Global Government Affairs at Medtronic  Yves Verboven, Founder, EU4HealthSolutions and an Advisor to Medtech Europe</p> <p>Moderator: Brian Golden, Sandra Rotman Chair in Health Sector Strategy at The University of Toronto &amp; The University Health Network, Professor of Strategic Management, Academic Director, Sandra Rotman Centre for Health Sector Strategy</p>	266
Jan. 19	<p><a href="#">Learning from COVID-19: the value of cross-sector collaboration to create high-quality datasets</a></p> <p>The fourth session in our seminar series, a panel discussion on the datasets that are getting us through COVID: What was the need? How did experts from different sectors come together to fill the need? What are the challenges? What are the lessons learned? We will explore these questions and compare across the border –</p>	203

	<p>two of our panelists hail from Ontario and will discuss the Science Advisory Table experience and two are from Minnesota and will share their experience with the COVID-19 Hospitalization Tracking Project.</p> <p>Panelists:  Adalsteinn (Steini) Brown, Dean of the Dalla Lana School of Public Health at the University of Toronto  Pinar Karaca-Mandic, C. Arthur Williams Jr. Professor in Healthcare Risk Management, and the Academic Director of the Medical Industry Leadership Institute in the Department of Finance  Laura Rosella, Associate Professor in the Dalla Lana School of Public Health at the University of Toronto  Fred Trotter, Founder of CareSet Systems and The DocGraph Journal  Moderator: Avi Goldfarb, Rotman Chair in Artificial Intelligence and Healthcare, and Professor of Marketing at Rotman School of Management, University of Toronto</p>	
Feb. 9	<p><a href="#"><b>Health IT #3 - Digital Health Start-Ups: 2022 Edition</b></a></p> <p>A lively discussion with a variety of noteworthy start-ups in digital health. What are the trends? What are the challenges? What is their strategy to succeed?</p> <p>Panelists:  Dr. William Cherniak, Founder and CEO, Rocket Doctor Canada  Dr. Sam Elfassy, Co-Founder, KeyOps  Alex Johnston, CEO, 360 Concussion Care  Dr. Chris O'Connor, CEO, FirstHx Inc.  Moderator: Will Falk, Executive-in-Residence, Rotman School of Management</p>	307
Feb. 10	<p><a href="#"><b>Learning from COVID-19: Global Vaccine Development, Production, and Distribution</b></a></p> <p>The final session in our series, a discussion on the learning from COVID vaccine development, production, and distribution, and how we can build on our experience going forward – What has COVID taught us about how to get everyone on the planet vaccinated? What is essential for success? What to avoid? How do we build trust?</p> <p>Panelists:  Ayman Chit, Head of Medical, International Region with Sanofi Pasteur  France Dube, Director, Global Oncology Policy, Precision Medicine with Astra Zeneca  Mark Feinberg, CEO, IAVI – the International AIDS Vaccine Initiative  Derrick Sim, Director of Vaccine Supply &amp; Demand at Gavi, the Vaccine Alliance and leads the COVAX Facility's Deals and Transactions Team  Moderated by Brian Golden, Sandra Rotman Chair in Health Sector Strategy at The University of Toronto &amp; The University Health Network, Professor of Strategic Management, Academic Director, Sandra Rotman Centre for Health Sector Strategy</p>	168
Feb. 15	<p><b>Designing for the Future: Evolving the Healthcare Supply Chain to Support New Models of Care</b></p> <p>A lively panel discussion with health sector thought leaders on the future state of the healthcare supply chain. What will be the new goods and services needs of Ontario Health Teams? How will procurement change as more integrated health delivery</p>	343

	<p>systems emerge? What innovation opportunities are on the horizon and how might the supplier community partner with care delivery organizations to solve these challenges?</p> <p>Speaker: David Yundt, President &amp; CEO, Plexxus Inc.                  Panelists:                  Rob Bull, Vice President, Finance, Technology &amp; Innovation, Southlake Regional Health Centre                  Nicole DeKort, President &amp; CEO, Medtech Canada                  David Graham, Executive Vice President and Chief Administrative Officer, Scarborough Health Network                  Dov Klein, Vice President, Value-Based Care, Ontario Health                  Kunal Patel, Director, Strategy &amp; Integration, Sunnybrook Health Sciences Centre                  Moderator: Andrea Englert-Rygus, Chief Procurement Officer and Vice President, Customer Relationship Management, Plexxus Inc.</p>	
Feb. 16	<p><b>Career Panel: Traversing the private and public sectors of Health Care</b>                  Our Executive in Residence, Debbie Fischer, facilitated a session that helped students to gain a better understanding of the role that different types of organizations play within the public and private healthcare delivery system; also, to understand what it takes to move between public and private health care sectors.</p> <p>Panelists:                  Rob Fox, President and CEO, OntarioMD                  Wendy Gilmour, SVP Long Term Care at Revera Inc.                  Stephen Goldsmith, Vice President of Business Development at Petal Solutions                  Young Lee, Principal Medical Physicist, Elekta                  Moderator: Debbie Fischer, Executive in Residence, Rotman School of Management</p>	20 (only open to Rotman MBA students)
Mar. 22	<p><b><u>5<sup>th</sup> Annual Research Roundtable: Data Analytics in Healthcare</u></b>                  An insightful half-day session of research presentations on the application of analytics to healthcare by a group of experts with real-world experience and mastery of theory. Explore the current challenges in the field and how analytics can help to drive towards more effective solutions and care.</p> <p>Moderated by: Opher Baron, Chair of Scientific Program, Distinguished Professor of Operations Management, Rotman School of Management</p>	242
Mar. 24	<p><b>Canadian College of Health Leaders and the CHE designation – Info Session</b>                  This session offered students to learn about the Canadian College of Health Leaders and their CHE – “Certified Health Executive” designation. CCHL and the Rotman School of Management hold a strategic alliance which allows students in the MBA/GEMBA-HLS programs to fulfill some of their requirements to earn the CHE designation while earning their degree.</p>	13 (only open to Rotman MBA students)
Mar. 29	<p><b><u>Health IT #4 - The Economics of Primary Care Post COVID</u></b>                  A discussion on the economic models for primary care in Ontario. What has change over the last two years? Looking ahead, what is viable? What do we want to achieve?</p>	342

	<p>Panelists: Darren Larsen, Senior Advisor, Canadian Health Practice, Accenture Zayna Khayat, VP of Business Development &amp; Strategy, Teladoc Health Wayne Samuels, General Manager, Medicentres Canada Erik Sande, President, Medavie Health Services Moderator: Will Falk, Executive-in-Residence, Rotman School of Management</p>	
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## Appendix E – Media

Date	Media	Faculty	Title	Link
<b>2022</b>				
02-May-22	The National Interest	Avi Goldfarb	Artificial Intelligence And the Human Context of War	<a href="#">Link</a>
28-Apr-22	MIT Sloan Management Review	Richard Florida; Joshua Gans; Anita McGahan	Will Russian Sanctions Have Long-Term Effects on Human Rights Protections?	<a href="#">Link</a>
27-Apr-22	AM 900	Opher Baron	Supply Chain and Infrastructure	
14-Apr-22	Brampton Guardian	Opher Baron	'Have to be concerned': Will Brampton Chrysler be part of billion-dollar Stellantis electric vehicle plans?	<a href="#">Link</a>
07-Apr-22	The Toronto Star	Ajay Agrawal; Avi Goldfarb; Joshua Gans; Creative Destruction Lab	How Omicron is changing the way rapid tests should be used	<a href="#">Link</a>
04-Apr-22	TechTarget	Avi Goldfarb	New study reveals how AI will change future workplaces	<a href="#">Link</a>
31-Mar-22	Poets&Quants	Rotman MBA; Avi Goldfarb	Navigating The Future Of Digital Marketing	<a href="#">Link</a>
31-Mar-22	MIT Sloan Management Review	Richard Florida; Joshua Gans; Anita McGahan	Is Blockchain a Disruptive or a Sustaining Innovation? What Experts Say	<a href="#">Link</a>
28-Mar-22	Forbes.com	Ajay Agrawal; Avi Goldfarb; Joshua Gans; Creative Destruction Lab	How Accurate Are The Rapid Covid Tests?	<a href="#">Link</a>
24-Mar-22	Business In Vancouver	Opher Baron	Russian invasion stressing Canadian supply chain	<a href="#">Link</a>
23-Mar-22	The Toronto Sun	Julie McCarthy	Workers feeling right at home; Most don't want return to office: Poll	<a href="#">Link</a>
21-Mar-22	630 CHED	Opher Baron	CP Rail strike repercussions	<a href="#">Link</a>
21-Mar-22	Global News	Opher Baron; Richard Powers	CP Rail strike could be 'detrimental' to Canada's economy, experts warn	<a href="#">Link</a>

21-Mar-22	The Globe & Mail	Will Mitchell	Canadian telecom carriers are spending \$26-billion on 5G, but will it pay off?	<a href="#">Link</a>
14-Mar-22	Global News	Opher Baron	'It's going to have a ripple effect': How the war in Ukraine affects food prices everywhere	<a href="#">Link</a>
14-Mar-22	Radiology Business	Avi Goldfarb	AI adoption is lagging in radiology and the rest of healthcare.	<a href="#">Link</a>
08-Mar-22	Global News	Dimitry Anastakis; Nicola Lacetera	Fuel vs. Charge: The future of driving	<a href="#">Link</a>
28-Feb-22	CBC News	Opher Baron	UNB professor says pulling Russian products from shelves is largely symbolic	<a href="#">Link</a>
28-Feb-22	O Globo	Ajay Agrawal; Avi Goldfarb; Joshua Gans; Creative Destruction Lab	Covid-19: dois testes por semana reduzem surtos em empresas, mostra estudo	<a href="#">Link</a>
28-Feb-22	MIT Sloan Management Review	Richard Florida; Joshua Gans; Anita McGahan	Has Strategic Management Overlooked the Role of Purpose? What Experts Say	<a href="#">Link</a>
25-Feb-22	CTV Toronto	Opher Baron	Economic uncertainty after Russia attacks Ukraine	<a href="#">Link</a>
15-Feb-22	Poets&Quants	Rotman MBA; Will Mitchell	How An MBA Shapes Success In Finance	<a href="#">Link</a>
14-Feb-22	Inside Logistics	Opher Baron	Shippers caught in a container trap	<a href="#">Link</a>
14-Feb-22	Financial Post	Opher Baron	Businesses call on government to end border blockades	<a href="#">Link</a>
14-Feb-22	Burnaby Beacon	Ajay Agrawal; Avi Goldfarb; Joshua Gans; Creative Destruction Lab	BC's new COVID outbreak protocols now in effect in long-term care facilities	<a href="#">Link</a>
01-Feb-22	CBC Radio One	Opher Baron	Vaccinations for Truck Drivers	<a href="#">Link</a>
01-Feb-22	MIT Sloan Management Review	Richard Florida; Joshua Gans; Anita McGahan	Socially Responsible Investing: Marketing Tool or Solution to ESG Problems?	<a href="#">Link</a>
19-Jan-22	Global News Radio 900 CHML	Opher Baron	Vaccine Mandates for Truckers	<a href="#">Link</a>



19-Jan-22	The Toronto Star	Julie McCarthy	Demand growing for mental health benefits: Experts	<a href="#">Link</a>
11-Jan-22	The Canadian Press	Julie McCarthy	Demand growing for mental health benefits: Experts	<a href="#">Link</a>
10-Jan-22	CBC News	Opher Baron	Critical services stretched thin as Omicron absences keep staff at home	<a href="#">Link</a>
<b>2021</b>				
30-Dec-21	The Canadian Press	Opher Baron	Fewer shoppers look for deals as COVID-19 cases overshadow Boxing Day	<a href="#">Link</a>
17-Dec-21	CTV News	Will Mitchell	Will the chip shortage ease in 2022?	<a href="#">Link</a>
01-Dec-21	MIT Sloan Management Review	Richard Florida; Joshua Gans; Anita McGahan	Ransomware Attacks Are on the Rise. Should Companies Pay Up?	<a href="#">Link</a>
23-Nov-21	AACSB Insights	Opher Baron; Gonzalo Romero	Research Roundup: November 2021	<a href="#">Link</a>
23-Nov-21	CTV Windsor	Opher Baron	Black Friday may look different this year	<a href="#">Link</a>
22-Nov-21	CTV Windsor	Opher Baron	Blowout bust? Retailers prepare for Black Friday	<a href="#">Link</a>
19-Nov-21	CBC Radio One	Opher Baron	Supply Chain Faces New Threat from B.C. Floods	
03-Nov-21	The Globe & Mail	Joyce He; Sonia Kang; Nicola Lacetera	This radical change to how we promote employees could benefit women	<a href="#">Link</a>
25-Oct-21	Insider	Julie McCarthy	The hard-driving consulting industry wants to soften its image.	<a href="#">Link</a>
21-Oct-21	Global News Radio 900 CHML	Opher Baron	The supply chain crisis	<a href="#">Link</a>
19-Oct-21	CTV Toronto	Opher Baron	Supply Chain Issues Won't Be Resolved Soon	
18-Oct-21	Domani	Nicola Lacetera; Tiziana Casciaro	Senza partecipazione si indebolisce la democrazia e si sgretola la società	<a href="#">Link</a>
15-Oct-21	CBC News Network	Opher Baron	Supply Chain Issues Vex Retailers	

14-Oct-21	BNN Bloomberg	Opher Baron	There is no quick supply chain solution that be resolved within a year	<a href="#">Link</a>
13-Oct-21	Forbes India	Julie McCarthy; John Trougakos; Rotman Magazine	How to take control of your well-being	<a href="#">Link</a>
30-Sep-21	MIT Sloan Management Review	Richard Florida; Joshua Gans; Anita McGahan	Has COVID-19 Permanently Changed Business Strategy? What Experts Say	<a href="#">Link</a>
23-Sep-21	Poets&Quants	Rotman MBA; Anita McGahan	How Academic Research Makes MBAs More Valuable	<a href="#">Link</a>
16-Sep-21	Financial Post	Julie McCarthy	'Work from home' defined the pandemic, but the future is 'work from anywhere'	<a href="#">Link</a>
13-Sep-21	CBC Radio	Opher Baron	Global Supply Chain Disruptions	
13-Sep-21	Business Mirror	Ajay Agrawal; Avi Goldfarb; Joshua Gans	Why artificial intelligence will never replace managers	<a href="#">Link</a>
12-Aug-21	Global News Radio 640 Toronto	Will Mitchell	Canada-China Relations	<a href="#">Link</a>
03-Aug-21	Harvard Business Review Russia	Francesco Bova; Avi Goldfarb; Creative Destruction Lab	What Quantum Computers Are Capable of	<a href="#">Link</a>
03-Aug-21	Forbes.com	Ajay Agrawal; Avi Goldfarb	Slack Is Needed If The Digital Transformation Of Healthcare Is To Succeed	<a href="#">Link</a>
03-Aug-21	The Toronto Star	Julie McCarthy	Will you be working from home or the office this fall? Experts say you should expect a mix of both	<a href="#">Link</a>
16-Jul-21	Harvard Business Review	Francesco Bova; Avi Goldfarb; Creative Destruction Lab	Quantum Computing Is Coming. What Can It Do?	<a href="#">Link</a>
14-Jul-21	CBC News	Opher Baron	The high, human cost of global shipping in the pandemic: Sailors stuck at sea for months	<a href="#">Link</a>
16-Jun-21	Global News Radio 640 Toronto	William Mitchell	G7 and vaccine diplomacy	<a href="#">Link</a>
14-Jun-21	The Hamilton Spectator	Kevin Bryan	Itching to travel? Find flights from Hamilton to tropics for \$220	<a href="#">Link</a>
11-Jun-21	The Globe & Mail	Avi Goldfarb	Can China use artificial intelligence to perfect central planning?	<a href="#">Link</a>

03-Jun-21	The Toronto Star	Kevin Bryan	Canadian flights are now 'dirt-cheap' — with prices as low as \$114 to fly between Toronto and Vancouver	<a href="#">Link</a>
12-May-21	CTV News	Opher Baron	Colonial Pipeline shutdown: How it could affect Canadians	<a href="#">Link</a>
07-May-21	Sirius XM	Will Mitchell	Waiving vaccine patents	