

## Alumni Profile: Joseph Mapa (MBA '00) by Matthew Fox

Joseph Mapa tells Matthew Fox about his plans for renewal at Mount Sinai Hospital and his thoughts on business schools training future health care leaders.



Joseph Mapa

**Matthew Fox: Briefly describe your career and your role at Mount Sinai Hospital.**

**Joseph Mapa:** As a young guy, I did my graduate work in health administration at the University of Toronto [in the Faculty of Medicine's Department of Health Policy, Management and Evaluation], and went directly from school to **Mount Sinai Hospital** as an administrative resident. I've had a linear career within the hospital, but I've always been sensitive to the risk of myopia and, therefore, I've immersed myself in other opportunities throughout my career. The Rotman Executive MBA was clearly one of those milestones that broadened my knowledge base. I graduated in 2000, at a time when there was a transition going on within the hospital, and I was given the opportunity to be CEO. I'm delighted that I took it, because leading an organization like this is not only an opportunity, it's also a professional and intellectual challenge. It's a very exciting time to be in health care, and timely for me personally because I can address change with a convergence of experience, credentials, networking contacts, maturity and education, including the MBA, to move the hospital forward as best I can.

**MF: What are some of those challenges?**

**JM:** One of the most important challenges is ensuring that, as part of the University of Toronto system and in serving our community, we are a world-class academic health centre. That has a number of subset challenges at the corporate and operational levels. Funding is a perennial challenge of all publicly regulated non-profit systems. So when I think about challenges, I think of them in the form of these questions: Are we a superb academic health centre in relation to other world class centres? Have we ensured proper succession and are we mentoring our leadership team to perform at the highest level? Is our organizational sociology conducive to excellence? Do we have excellent relationships with government and other stakeholders? Are we looking at all the alliances and collaboration opportunities? Can we close the gap between science and clinical care for the betterment of patient care? Is our perspective forward-looking and open to change? As CEO, these are the questions I have to ask myself to make a difference in the future of the organization.

**MF: What are some long-term organizational goals you've set?**

**JM:** Mount Sinai is in the process of renewing itself on a number of dimensions. As an academic health centre, we want to clearly demonstrate that we are world-class, applying innovative technology, research findings and best practices in our niche areas. We have to be competitive, retain and attract students and faculty, and exploit our tremendous scientific and clinical assets. We want to serve our community in the best possible way. A second form of renewal is operational excellence, particularly capital re-development. We are 30 years old, and in hospital terms we have an aging facility. We also want to move into a stronger culture of discipline around metrics, accountability, and process review systems. In terms of revenues, we have to look at the

business opportunities and be more entrepreneurial in our approach with government and the private sector. A third form of renewal is expanding our network of partnerships in an emerging, integrated health care environment. Five years from now, I want to see a renewed organization operationally, academically, physically, and entrepreneurially. If we knock each of those down, I'll be satisfied.

**MF: What are you most proud of, personally or professionally?**

**JM:** I'm proud of the fact that we are moving on these goals already. I'm proud that our philanthropy is so successful, particularly the engagement of our trustees. We have superb governance leadership and community support, and our chair of the board, **Lawrence Bloomberg**, serves as both a mentor and a change agent – indispensable attributes for a renewal strategy. My biggest high is that we are on track for renewal, and it is affecting everything from the board room to the patient's room.

**MF: You mentioned succession earlier. What are your thoughts on business schools training future health leaders?**

**JM:** Health care leadership is a spectacular profession. The highs are tremendous, and the lows are challenging, but when you get it together, it's a very satisfying career, and a great laboratory to apply your MBA skills. Health care is going through a transformation, and part of that is looking for diverse leadership. MBA graduates will be one of the answers. There are effective leadership training venues, such as a faculty of medicine's health administration program, but I think each can carve out a niche in advancing the education of the health care executive. Competition will lead to excellence. There is room for a lot of players, each with their own expertise. Cumulatively, you're creating the talent pool of future Canadian health care executives. 