

Sandra Rotman Centre for Health Sector Strategy

2020-2021 Annual Report

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Executive Summary

The Sandra Rotman Centre for Health Sector Strategy had another exceptional year despite the continuing challenges posed by the COVID-19 pandemic, building on the foundation created in years past. This continues the work of previous years, enthusiastically praised in a review of the Centre by the Rotman School's *Centres and Research Committee*.

The Centre has two main areas of focus – 1. Attracting and preparing health system leaders and 2. Supporting and disseminating faculty research that will have an impact on healthcare and 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 — [Bill Zizek](#), [Farzan Dadfar](#), [Maya Sumaida](#), and [Karthi Chandrakumaran](#).

The Centre also works closely with the [Healthcare Management Association](#) (student club) and partnered with them to offer a series of events focused on orienting students to the sector and exploring key issues in healthcare management to build interest and understanding. This Fall the themes were value-based procurement and supply chains, technology in healthcare, and applications of artificial intelligence and machine learning in healthcare delivery.

The Centre also worked with the HMA to stage an effective networking event with 15 industry leaders in November 2020, each sharing information about their roles and job opportunities at their companies in preparation for the January recruiting season for internships. The HMA also added a case competition in partnership with the [Centre for Addiction and Mental Health](#) which focused on the importance and strategic role of analytics in mental health.

The new year began with the usual schedule of panel and networking events, courses in pharmaceutical strategy and innovation, and the second Industry Night which presented another terrific selection of leaders from 15 different organizations, this time with a focus on full-time roles.

A highlight of the year was the launch of the new **MD/MBA combined degree program**, designed for a small cohort of highly specialized medical students who intend to follow careers in medicine combined with business and management. The School will welcome the first cohort of MD/MBA students in September 2021.

Students are in the process of finalizing their full-time employment, but several have already secured excellent roles. For example, Janice Pong will be joining KPMG, Ada Kwong will join BCG, Julian Torres Cabra will join Thrive Health as a Customer Success Manager, and Bill Zizek will join Deloitte Omni in their AI practice.

In terms of support and dissemination of research, it was also another successful year. First, the Centre issued two calls for applications for research funding – one in June 2020 and a second in April 2021 and awarded nine research grants and post-doctoral fellowships. The Centre also partnered with the [TD Management Analytics Lab](#) to deliver the fourth annual [Research Roundtable in Data Analytics in Healthcare](#), featuring a full agenda of faculty and practitioners presenting their latest insights.

One of the research grants awarded two years ago has led to an invention with commercial potential. Professors Baron and Krass, together with Professor Arik Senderovich from the Faculty of Information at the University of Toronto, have developed ServiceMiner, an AI-driven invention for learning simulation models of complex systems using transactional data.

In addition, research productivity, particularly research related to the management of the pandemic, continued to flow. Like last year faculty and students found time to offer insights and practical solutions relevant to their area of expertise, as well as publishing many research studies. For example, Professor Will Mitchell offered insights related to the long term care sector and Professor Anita McGahan examined the effectiveness of COVID-19 control policies. Rotman's [Creative Destruction Lab](#), co-led by Professor Avi Goldfarb, was actively involved at a national level, bringing new venture solutions to pandemic challenges.

This year the Centre introduced two social media accounts – [LinkedIn](#) and [twitter](#) – to promote events and research insights from faculty to drive knowledge and awareness of the Centre's activities throughout Canada and globally.

The Centre's courses, research and events will continue to draw from and integrate the collective experience living with the pandemic. We have seen a surge of interest in the sector over the past 18 months and anticipate greater student and faculty involvement in our initiatives.

2020 -2021 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](#)

Senior Research Fellow – [Will Mitchell](#)

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](#)

Co-ordinator – Lori Blinn

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

Adjunct Faculty

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

[Zayna Khayat](#), Future Strategist, SE Health, Adjunct Professor & Executive-in-Residence

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 7 new members, bringing our total to 25.

New HLAB members:

Phil Bacal, Managing Director, Toronto, Searchlight Capital

Mark Britnell, Vice-Chair & Global Healthcare Expert, KPMG UK

Julian Torres Cabra, President, Rotman Healthcare Management Association

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

Dr. Naveed Mohammad, President & CEO, William Osler Health System

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

Mark Taylor, Director, Technology Development & Commercialization, UHN

Board Meetings

We hold two meetings per year – one in the Fall and one in the Spring. The October 2020 meeting included a brainstorming session to gather input for sessions for our second bi-annual conference, to be held in October 2021. The working conference title is: “Learning from COVID-19 – the Importance of Businesses in Leadership and System Coordination”.

The April 2021 meeting featured two presentations. First, a panel discussion “Vaccine Update: Learning from the COVID-19 experience” during which three HLAB members (Patricia Gauthier, Dion Neame, and Alison Simpson) shared their companies’ experiences with the vaccine roll-out process in Canada.

Second, Mark Britnell, our new Senior Fellow and Executive-in-Residence and Vice-Chair and Global Health Expert, KPMG U.K., gave a keynote presentation entitled “How COVID-19 is Changing Health Systems: A Global Perspective”.

The next HLAB meeting will be scheduled for the Fall of 2021.

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.

Approximately 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.

A full list of faculty research is available [on our website](#). Here is a selection:

The Promises and Challenges of Value Based Care and Bundled Reimbursements in Single-Payer Health Systems, Brian R. Golden & Rosemary Hannam

Resilience in action: leading for resilience in response to COVID-19, Michelle A. Barton, Marlys Christianson, Christopher G. Myers, Kathleen Sutcliffe

Market Power and Patent Strategies: Evidence from Renaissance Venice, Stefano Comino, Alberto Galasso, Clara Graziano

Licensing Life-Saving Drugs for Developing Countries: Evidence from the Medicines Patent Pool, Alberto Galasso & Mark Schankerman

Implementation and Outcomes of Virtual Care Across a Tertiary Cancer Center During COVID-19, Professor Avi Goldfarb

Study examines the most effective COVID-19 control policies, Professor Anita McGahan

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

In June 2020 and April 2021, the Centre awarded nine grants to Rotman faculty for various research initiatives, either for research activities or post-doctoral fellowship positions, all focused on increasing the impact of the Rotman School’s thought leadership in healthcare and the life sciences.

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.

PI	Project title	Synopsis	Type
Olga Bountali	Strategic Double-Booking and Ways to Disincentivize it	The study works towards proposing a modeling tool to quantify the impact of double-booking on both hospital operation and patient outcomes via metrics associated with wait times, system utilization, and social welfare.	Post-Doctoral Fellowship
Alex Edwards	The impact of pay-for-performance compensation	The study will examine the link between CEO compensation and hospital performance and will provide unique insight into the effect of	Post-Doctoral Fellowship

PI	Project title	Synopsis	Type
	in the public healthcare sector in Ontario	pay-performance sensitivity on performance in the presence of a compensation freeze.	
Opher Baron	To conduct research focused on the optimal assignment of patients to MRI machines	This study explores the optimal assignment of patients to MRI machines in regional hospitals that meets requirements induced by patients' medical indications and minimizes the total time it will take to eliminate the MRI backlog in the province.	Post-Doctoral Fellowship
Will Mitchell	Research engagement with visiting PhD student	The research explores the core question: whether a reduction in IP protection encourages or discourages new entry to a field.	Post-Doctoral Fellowship
Opher Baron	Data Driven Simulation for Healthcare Applications	The study will address: Capacity estimation, Utilization analysis, Service discipline, Arrival prediction and Integration of these building blocks to a single simulation model in support of predictive, comparative, and prescriptive analytics.	Post-Doctoral Fellowship
Ryann Manning	When Health Workers Get Blamed: Navigating Stigma and Public Scrutiny During Ongoing Health Crises	This project will study how health workers navigate the stigmatization that emerges from their association with healthcare organizations and systems that are widely perceived as failing.	Research Grant
Gonzalo Romero	Cherry-Picking and Spillover on Service-Level: Evidence from a Radiology Workflow Platform	The primary research questions of this proposal are twofold. First, do radiologists cherry-pick better paying studies? Second, does this cherry-picking impact the operations of the firm and the service level it offers to its client hospitals?	Research Grant

PI	Project title	Synopsis	Type
Dilip Soman	Funding support for a Post-Doctoral Fellow position to explore support work for a program of research on applying behavioural insights in healthcare	The research program is designed to address the question of how behavioural insights can be best embedded in organizations to create value for stakeholders. The research will be done in three broad domains – financial wellbeing, health and wellbeing, and environment and sustainability.	Post-Doctoral Fellowship
Geoffrey Leonardelli	Healthcare-related behavioural research	This proposal investigates conditions of robotic reliance as an enabling factor that can increase patients' preferences for robotic surgery. It also investigates the practitioner perspective, where they see under what conditions medical care workers will rely on robotic assistance for surgical procedures.	Post-Doctoral Fellowship

For those faculty that receive research grants or post-doctoral funding from the Centre, we ask that they provide the following:

1. A public presentation of the managerial implications of your work for a lay audience.
2. A summary for posting on the Sandra Rotman Centre website describing the results of the work for a lay audience.
3. An academic presentation for the Rotman community and other interested people about the academic implications of your research.

The pandemic has caused many delays but three of the grants due in April 2021 were nonetheless completed on time. We will arrange public and academic presentations in the Fall, and the research summaries for two are [now available on our website](#). We expect the third this month, and the remaining within the year.

[ServiceMiner Platform – from research to commercial opportunity](#)

One of the research grants awarded two years ago has led to an invention with commercial potential. Professors Baron and Krass, together with Professor Arik Senderovich from the Faculty of Information at the University of Toronto, have developed ServiceMiner, an AI-driven invention for learning simulation models of complex systems using transactional data. This kind of data is readily available in modern Information Systems such as ERP systems and electronic health records. ServiceMiner translates the data into a simulation-enabling model of the underlying system. The transformation is achieved by applying a series of steps that employ cutting-edge AI and OM methodologies. The main advantage of ServiceMiner over its competitors is its ability is to quickly create simulation models that capture

complex elements (e.g., congestion and contextual information) without human intervention and with minimal manual tuning. The resulting model can then be used for descriptive, comparative, predictive, and, most importantly, prescriptive analytics, which produces process improvement recommendations to businesses in the healthcare domain, such as in emergency departments.

Research Events

4th Annual Research Roundtable: Data Analytics in Healthcare – March 23, 2021

For the fourth 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.

The virtual event was well attended – over 100 faculty, staff, students and others from the broader U of T and practitioner community spent the morning listening to a variety of presentations. The research covered a range of topics, including the application of artificial intelligence to healthcare management, drone-delivered defibrillators for out-of-hospital cardiac arrest, and a keynote presentation, “Bridging patient care silos: Co-location of cross functional teams to streamline patient flow”. The keynote was presented by Anita L Tucker, Professor of Operations & Technology Management, Boston University Questrom School of Business & Dr. Christopher S. Manasseh, Clinical Associate Professor, Family Medicine Boston University School of Medicine; Vice Chair of Family Medicine Inpatient and Hospital Services, Boston Medical Center.

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. For example, Professors Ajay Agrawal, Joshua Gans, and Avi Goldfarb wrote an article providing advice for companies on developing a machine learning strategy:

How to Win with Machine Learning

Summary: Many companies can dramatically improve their products and services by using machine learning—an application of artificial intelligence that involves generating predictions from data inputs. Amazon, Google, and other tech giants are already experts at taking advantage of this technology. Smaller enterprises and late entrants, however, may be unsure how to do likewise to gain market share for themselves.

This article suggests that early movers will be successful if they have enough training data to make accurate predictions and if they can improve their algorithms by quickly incorporating feedback derived from customers' behavior. Latecomers will need a different approach to be competitive: The secret for them is to find untapped sources of training or feedback data, or to differentiate themselves by tailoring predictions to a special niche."

Practitioner or public-oriented conferences and panel events

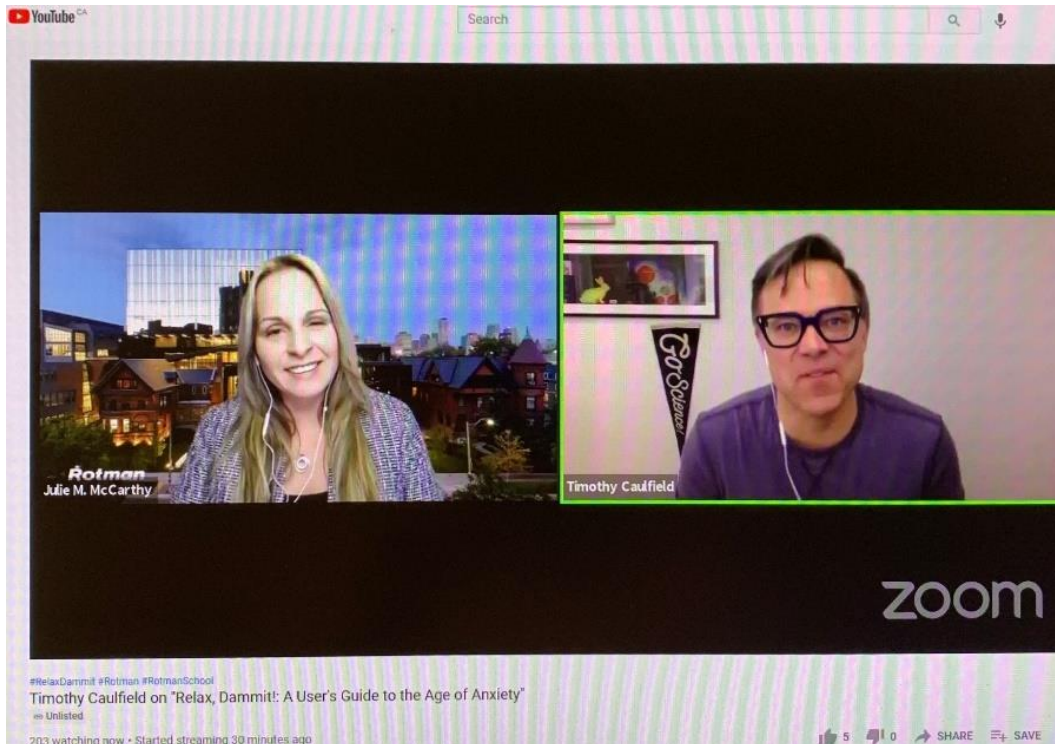
The Centre works with the Rotman Events team to design and deliver public events throughout the year. Over the last five years we have developed a mailing list with over 1500 names of students, alumni, and others in the broader healthcare and life sciences community both in Canada and globally.

Book Events

This year the Centre partnered with Rotman Events on two book launches, each of which featured one of our Centre leaders in conversation with the author.

Timothy Caulfield on "Relax, Dammit!: A User's Guide to the Age of Anxiety", February 2nd

Rotman Professor Julie McCarthy spoke to Health Policy Expert, Timothy Caulfield, about his new book, "Relax, Dammit!: A User's Guide to the Age of Anxiety", which describes the underlying science behind our actions and habits. Caulfield reveals how we make decisions that are based, to a greater or lesser extent, on misinformation. With solid grounding in current and reliable scientific findings, he points to a less stressful way forward -- which means we can all afford to relax a lot more.



André Picard - "Neglected No More: The Urgent Need to Improve the Lives of Canada's Elders in the Wake of a Pandemic" on March 4th

Our Executive-in-Residence, Leslee Thompson, interviewed Andre Picard about his new book, *Neglected No More*. This book takes a hard look at how we came to embrace mass institutionalization and lays out what can and must be done to improve the state of care for our elders.

Introduction By: 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

In Conversation With: Leslee Thompson, CEO, Accreditation Canada & Health Standards Organization; Executive-in-Residence, Rotman School of Management, University of Toronto



“Neglected No More”

Link and Learn Seminar Series

Our “Link and Learn Seminar Series”, open to all, is a series of panel events on different topics in the sector – health IT, procurement, global health, behavioural economics, and analytics. Anyone who attends four or more sessions is eligible to receive our “Link and Learn Certificate of Completion.”

Here is a selection of the panels and seminars offered this year.

Managing IP Assets to Innovate & Compete in Healthcare and Life Sciences, September 17, 2020

In partnership with the Division of the Vice-President, Research & Innovation, this event explored the role of IP assets in innovation and competition. A panel of experts from ventures to multinationals shared their insights on how to align IP strategy with business strategy to compete and win.

Synopsis: Intellectual property rights are key assets in growing and defending market share. Differentiation through an intellectual property can help secure new customers and build recognized brand value. Moreover, as legally protected commercial assets, IP provides an arsenal of ways to assert and defend against competition.

Moderators: Alberto Galasso, Professor of Strategic Management, and Rotman Chair in Life Sciences Commercialization at the Rotman School of Management; and Karen Temple, Commercialization Manager, Division of the Vice-President, Research & Innovation, University of Toronto

Panelists:

- Ainslie Little, VP, Intellectual Property & Alliance Management, Bluerock Therapeutics
- Wendy Naimark, VP, Research and Development, Ripple Therapeutics
- Robert Shapiro, Apotex Inc.
- Beau Standish, CEO 7D Surgical
- Paul Stewart, Managing Director, PASCO Ventures LLC

Digital Health in a New World – What is Next?, November 4, 2020

A panel presentation explored the recent giant leap forward in the adoption of virtual care and digital health solutions and the path ahead. Former Rotman students making important contributions to the response to COVID-19 were invited to participate.

Moderator: Will Falk, Adjunct Professor & Executive-in-Residence, Rotman School of Management

Panelists:

- Azi Boloorch, Vice President, Innovation, Data & Strategic Projects, Revera Inc.;
- Beth Gerritsen, Nurse Practitioner, Primary Care;
- Karim S. Karim, Founder and CTO, KA Imaging;
- Esther Pollack, Associate Director, US Health Policy & Reimbursement at Johnson & Johnson;
- Tim Matthews, Chief Operating Officer at AceAge;
- Joshua Williams, Lead, Project Alignment and Support, Investment and Performance, Digital Health Division, Ministry of Health;
- Dr. Michael Warner, MD, FRCPC, MBA, Intensivist and President of AdvisoryMD

AI and Machine Learning in Healthcare: Getting to Practical Application(s), December 10, 2020

A panel presentation explored examples of the application of AI and machine learning in healthcare and life sciences.

Moderator: Will Falk, Adjunct Professor & Executive-in-Residence, Rotman School of Management

Panelists:

- Dr. Trevor Jamieson, Chief Medical Informatics Officer (CMIO), Unity Health
- Adrian Schauer, CEO at AlayaCare
- Kathryn Wortsman, Managing Partner, Amplify Capital

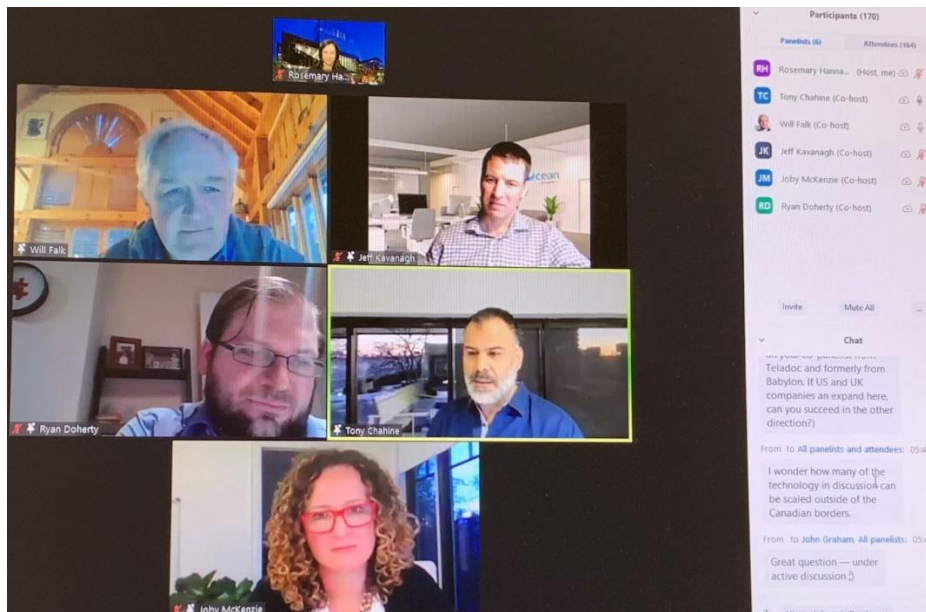
Digital Health Start-Ups: 2021 Edition, February 3, 2021

A 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?

Moderator: Will Falk, Adjunct Professor & Executive-in-Residence, Rotman School of Management

Panelists:

- Tony Chahine, CEO, Myant Inc.
- Dr. Ryan Doherty, PhD, President & Founder, EMPOWER Health
- Jeff Kavanagh (Rotman MBA '04), President and Co-Founder, Cognisant MD
- Dr. Joby McKenzie, PhD, Managing Director, Teladoc Health



Primary Care and the Digital Health Revolution, March 17, 2021

A discussion with key leaders in digital health in the primary care sector on how the revolution in digital health is changing primary care delivery, providers, and patients.

Moderator: Will Falk, Adjunct Professor & Executive-in-Residence, Rotman School of Management

Panelists:

- Wayne Samuels, General Manager Medicentres Canada
- Dr. Dan Pepe, Primary Care Digital Co-Lead, Western Ontario Health Team
- Adam Hutton, Managing Director, Doctor Care
- Christy Prada, VP Business Development at Maple



Phil
[@digital_dalt](https://twitter.com/digital_dalt)



Most entertaining webinar of 21' goes to [#RotmanHealthIT](https://twitter.com/RotmanHealthIT). Was it content or style I liked most? Felt like I was discussing my current profession except on a bale of hay with a beer in my hand. So candid, so good. Kudos [@dpepe88](https://twitter.com/dpepe88) [@willfalk](https://twitter.com/willfalk) [@waynemsamuels](https://twitter.com/waynemsamuels)
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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 15th offering of the Advanced Health Leadership Program, our flagship leadership development program launched in 2006, kicked off in February 2021. 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 second offering was in March 2021. 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 renewed contracts to deliver a program for The Ottawa Hospital and delivered a 10-day program for the South East Local Health Integration Network (LHIN). We also launched new programs for Sunnybrook Health Sciences Centre and Takeda Pharmaceuticals.

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>
Health Sector Strategy and Organization – Professor Brian Golden
Pharmaceutical Strategy – Professor Will Mitchell
Health Systems Consulting – Mark Fam & six instructors
Health Care Innovation – Zayna Khayat & Will Falk

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.

Ontario Institute for Regenerative Medicine – creating a business case for regenerative medicine

A team of two students developed an economic and data-driven business case for supporting regenerative medicine (RM) research in Ontario. The business case was used to demonstrate the economic value of regenerative medicine research to the Ontario political community, since the current political climate in Ontario is not supportive of stem cells and regenerative medicine research. This was demonstrated by a recent funding cut to the Ontario Institute for Regenerative Medicine.

Princess Margaret Cancer Centre, University Health Network, Toronto - Developing a business case for “Managing Cancer and Living Meaningfully (iCALM)” – An online intervention

A team of three students developed a business case for an on-line intervention for patients with advanced cancer. The on-line intervention, called iCALM (Managing Cancer and Living Meaningfully), is a brief, semi-structured, evidence-based intervention designed to help people with advanced and metastatic cancer, and their close loved ones, manage the practical and profound problems associated with advanced disease. CALM focuses on four content domains that address the practical and profound issues commonly faced by individuals with advanced and metastatic cancer.

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 third class of 33 students in October 2020. Collectively the class represents a wealth of experience and expertise – the average age is 42.5 and the average work experience is 16 years, with an average of 8.5 years in management roles. The students represent eight nationalities and work in companies and organizations from all parts of the sector - healthcare providers, government, scientists, industry, and administration.

Here is a feature article on one of the students from our inaugural cohort, Pierre Cote:

[How tapping into the HLS Leadership Network unlocked new insights and opportunities for this GEMBA-HLS '20 grad, September 2, 2020](#)

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 students will be admitted in the summer of 2021 and will begin their Rotman MBA in September 2021.

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 2020-2021 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 an orientation to summer internship opportunities for first-year students, and exposure to full time roles for our graduating students. We also ask our guests to talk about their industries to provide a broader educational experience and to share advice and lessons learned in their careers. 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 25, 2020

Industry Guests: Bloom Burton & Co, Cyclica, Deloitte, Extendicare, Invictus, IQVIA, J&J, Kensington Health, KPMG, Novocol Pharma, PointClickCare, SEHealth, SickKids, Southlake, Telus Health

Winter Industry Night - February 3, 2021

Industry Guests: Apotex, BenchSci, Heart & Stroke, Klick Health, Maple, NYGH, Ontario MD, Optimus, RBC Health, Sanofi (Medical Affairs), Sixsense, Thrive Health

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. Normally the Centre would provide travel bursaries to support attendance at external case competitions – but this year the support was not needed as the case competitions moved to an on-line format. 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.

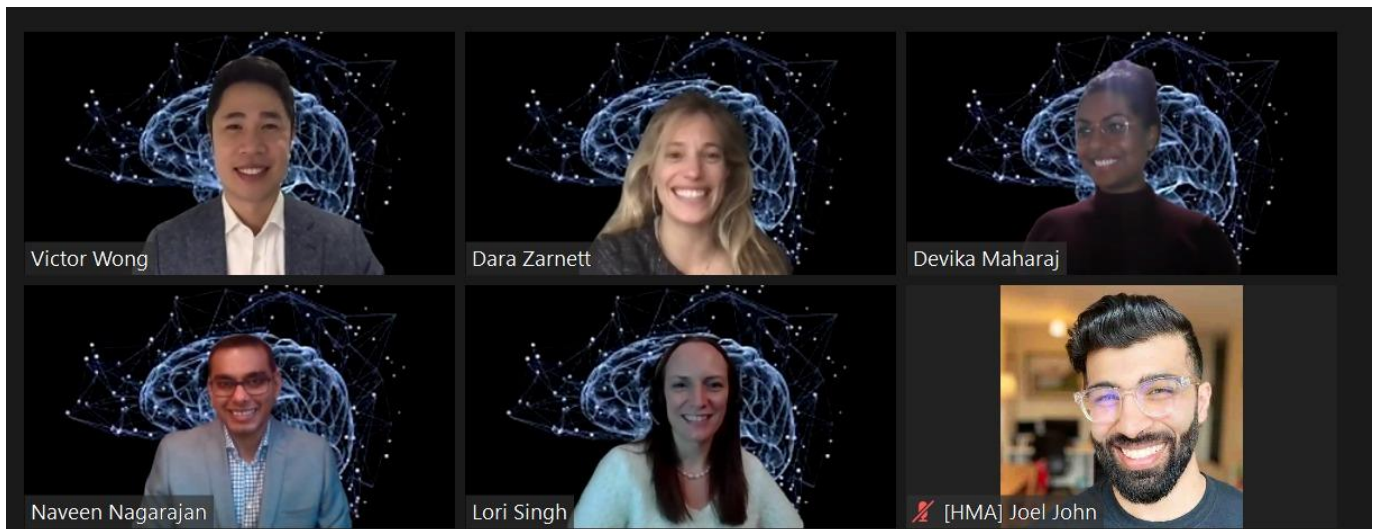
Rotman/HMA case competitions:

1. Centre for Addiction and Mental Health (CAMH) Case Competition, December 19, 2020

This competition, organized by the HMA and hosted by one of the GEMBA-HLS students, offered students the opportunity to learn more about mental health and the initiatives in data analytics underway at CAMH. Students had the opportunity to engage in the subject matter, learn about mental health innovation, and contribute towards reducing stigma.



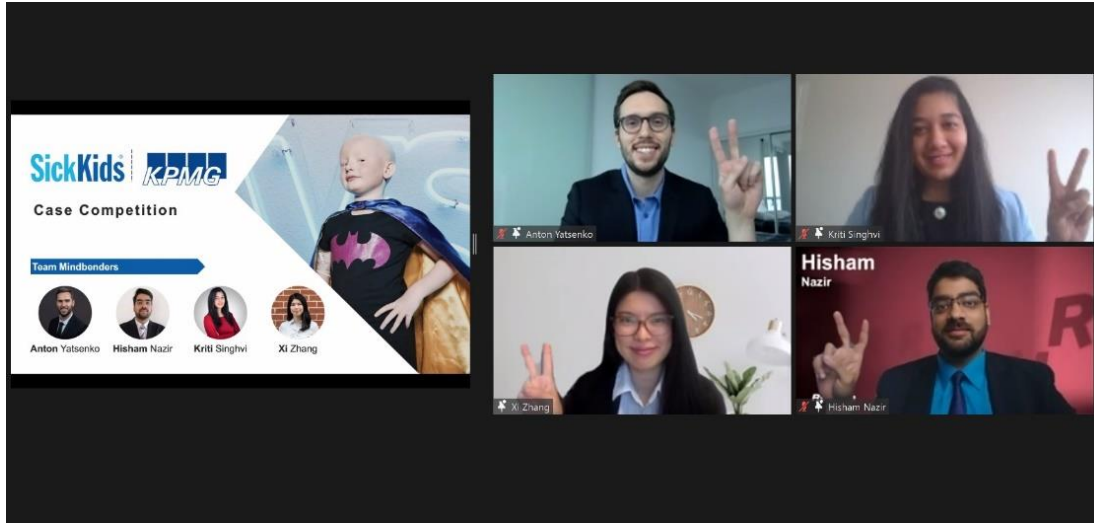
Final Round, CAMH Case Competition



Winning Team! CAMH Case Competition

2. SickKids/KPMG Health Sector Strategy Case Competition, February 8 – 13, 2021

This case competition, the second one organized by the HMA and held in partnership with the Management Consulting Association, focused on novel therapeutics and infusion therapy at SickKids. The School welcomed teams from the Faculty of Medicine and the Institute for Health Policy, Management and Evaluation at U of T.



Winning Team, SickKids/KPMG Case Competition

International Case Competitions

1. BAHM International Case Competition, December 2020 to April 2021

The [2021 BAHM Case Competition](#) was both virtual and global, offering students from across the BAHM network the unique opportunity to work collaboratively across borders. This year teams identified sustainable business approaches for incorporating telehealth into health care systems, targeting under-resourced or underserved communities, whether they be in the developed or developing world.

The competition opened December 9, 2020 with a networking event and concluded on April 9, 2021 with the announcement of the winners.

We had an unprecedented response from our students – one Rotman team of four students plus eight students who joined international teams. The Centre also provided coaching to the teams and judges.

2. Emory Global Health Case Competition, March 12-20, 2021

The Emory case competition welcomes cross-faculty teams from universities around the world. This year an HLS student joined a cross campus team to represent U of T. The Centre provided support for a Business Design workshop to guide the team's case response. This year the theme was: Respect, Empower, Choice: Addressing the Challenges of COVID-19 Vaccine, Distribution, Hesitancy, and Equity. The case competition challenged teams to select a developing country and structure a one-year plan to

address two goals - improve the public's perception of the COVID-19 vaccine; and ensure the vaccines are adequately and appropriately distributed and administered to the public.

Sandra Rotman Healthcare Scholarships

The Centre provides support for student entry scholarships, matched by the School, to attract high potential students to the full time MBA, morning/evening MBA, and the MMA program. The recruiting and admissions teams are constantly on the lookout for high potential 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 2020 we welcomed four scholarship recipients representing a range of backgrounds:

To the MMA program – William Zizek

William obtained a BSc with Honours at McMaster University. He has a keen interest in artificial intelligence and its use for problem solving capabilities and strategic importance within healthcare organizations. William is a published scientist who has worked in small biotech companies accumulating domain knowledge across medical devices, clinical trials, molecular diagnostics, and AI. In his spare time, William coaches hockey for the Streetsville Hockey League.

To the Morning/Evening MBA – Farzan Dadfar

Farzan completed his BSc at McMaster University and earned his place on the Dean's Honour List Specializing in Molecular Biology. He also completed his Pharm degree at the University of Waterloo. He currently works as a Pharmacy Manager, where he has researched, modeled, and championed the introduction of many different clinical and professional services for his clinical team. He has had the privilege of participating as an expert on various advisory boards and public panels. Most notably, he presented at the 2018 Ontario Pharmacist Association on the role of biologic therapies in autoimmune conditions. In his spare time, he enjoys volunteering at cultural festivals.

To the Full Time MBA - Maya Sumaida

Maya completed her BSc in Nursing from Queen's University, was on the Dean's List and earned the Student Dedication and Involvement Award. She graduated Cum Laude on the Dean's List from Laurentian University with a BSc in Biology. She is currently working as a Senior Research Associate at The Hospital for Sick Children, working on research data for projects with Health Canada, Public Health, and the FDA related to pharmaceutical administration changes, vaccine protocols and analyzing medication pharmacokinetics in children. She also serves as a Global Vision Ambassador.

To the Full Time MBA - Karthi Chandrakumaran (FT-MBA)

Karthi completed her BSc and another degree in Doctor of Pharmacy at the University of Waterloo. She currently works as a Pharmacy Manager. One of her greatest sources of fulfillment is participating in volunteer initiatives. She has held fundraisers to support the basic needs of local marginalized communities and has volunteered at schools and orphanages in India and Guatemala.

Here is a story about our inaugural recipients from 2019 written by Rebecca Cheung, our writer and Manager, Strategic Communications:

[First-ever Sandra Rotman Healthcare Scholarship recipients on the MBA, what the award has meant to them](#)

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.

For example, in the Fall of 2020 our Senior Fellow, Professor Will Mitchell, moderated a panel on Tech in Healthcare to explore career options for students. The Centre Director recruited the panelists.

Rotman Career Event: Tech in Healthcare, October 28

A panel discussion for students explored insights and trends in the world of healthcare technology, including career options in the sector.

Moderators: 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 and Clodagh Scannell, Industry Advisor, Canadian Banks, Payments & Healthcare

Panelists:

- Sanjay Cherian, VP, Strategy & Digital Health, Telus Health
- Sean Murray, Account Manager, Ontario Healthcare, Microsoft
- Christy Prada, VP of Business Development, Maple

In another example of collaboration, our Executive-in-Residence, Debbie Fischer, convened two panels – one with pharmacists with MBAs and one with physicians with MBAs – to expose MBA students from all programs with similar backgrounds to a variety of career options and how to work towards those types of roles. Panelists were recruited with support from the Centre leadership.

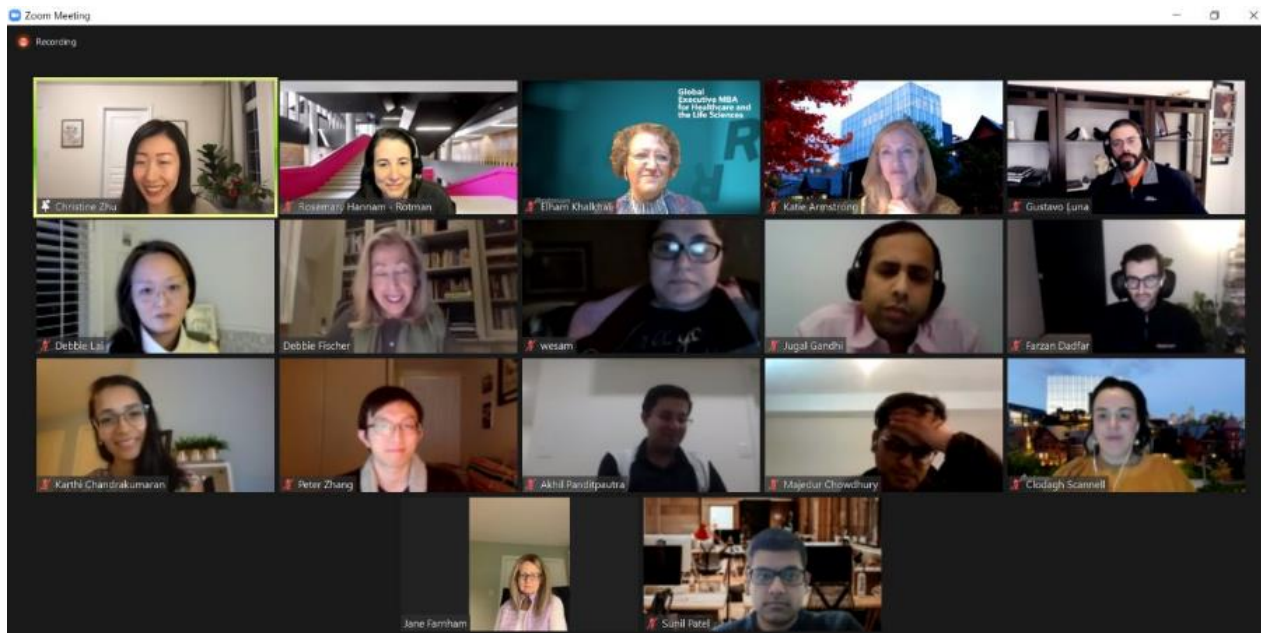
Pharmacists in Leadership: Exploring Career Options, February 24

Debbie Fischer moderated a panel of pharmacists in leadership roles who shared their career journeys and discussed career options for pharmacists considering similar paths.

Panelists:

- Jane Farnham, Founder and Principal, Farnham+ & Chairman, Board of Directors at Canadian Organization for Rare Disorder

- Debbie Lai, Vice President - Corporate Strategy, Business Development & Project Management Office at Rexall Pharmacy Group Ltd
- Christine Zhu, Product Manager at PointClickCare



Pharmacists in Leadership – Exploring Career Options

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.

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 (IHPME) 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-lead 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.

Media

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:

[The Saturday Debate: Should private long-term care be abolished?](#)

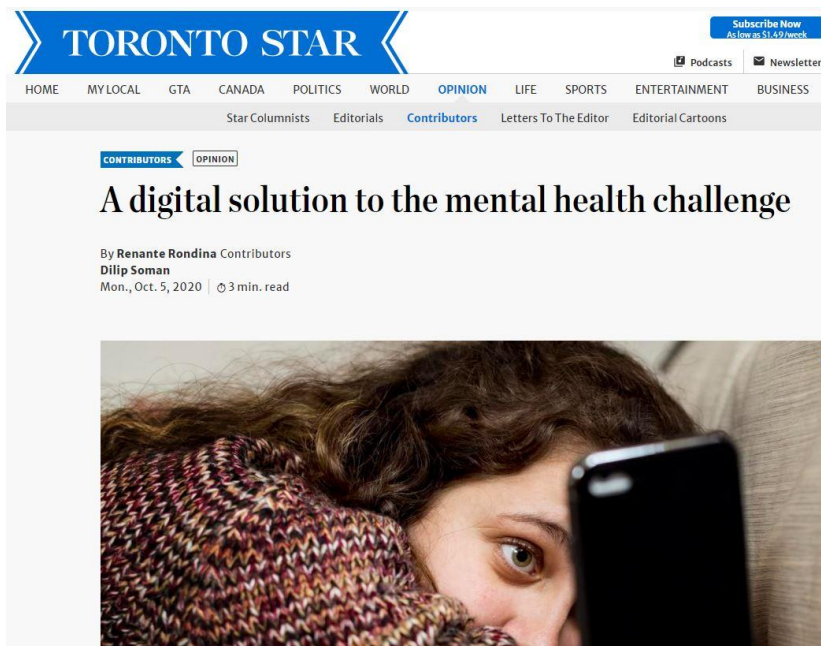
Professor Will Mitchell gives a reasoned “No” response in this piece, and concludes: “Staff and leaders of private long-term care homes care as deeply as people working in other facilities about protecting their co-workers and residents. Rather than argue about the best type of ownership, let’s work together to provide the best combination of public and private support for outstanding care. “

[How Moving the Goalposts Makes Surviving the Pandemic Harder](#)

Professor Nicola Lacetera shares his thoughts on COVID timeframes.

[A digital solution to the mental health challenge](#)

Post-doc Renante Rondina and Professor Dilip Soman explore the current mental health crisis and how digital solutions can help.



The image is a screenshot of a Toronto Star article. At the top, the Toronto Star logo is visible on the left, and a 'Subscribe Now' button is on the right. Below the logo is a navigation menu with categories like HOME, MYLOCAL, GTA, CANADA, POLITICS, WORLD, OPINION, LIFE, SPORTS, ENTERTAINMENT, and BUSINESS. The article title 'A digital solution to the mental health challenge' is prominently displayed in the center. Below the title, the authors 'By Renante Rondina Contributors Dilip Soman' and the date 'Mon., Oct. 5, 2020 | 3 min. read' are listed. At the bottom of the screenshot is a photograph of a young woman with dark, curly hair, wearing a colorful, textured knit sweater, looking down at a smartphone held in her hands.

Appendix A – Healthcare and Life Sciences Advisory Board Members

Rotman Healthcare & Life Sciences Advisory Board

Chair

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

Members of the Board

Matthew Anderson, CEO, Ontario Health

Phil Bacal, Managing Director – Toronto, Searchlight Capital

Sneha Bindhu Ananthula, President, Rotman Healthcare Management Association

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

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

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

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

Donna Cripps, Transitional Home and Community Care Lead, Ontario Health

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

Janet Davidson, Healthcare Consultant & Advisor

Will Falk, Adjunct Professor and Executive-in-Residence, Rotman School of Management

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

Neil Fraser, President, Medtronic Canada

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

Patricia Gauthier, Country Manager, Moderna

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

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

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

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

Zayna Khayat, Future Strategist, Saint Elizabeth Health Care

Dr. David Klein, Head of Medical Affairs & Business Strategy, Li Ka Shing Knowledge Institute, St. Michael's Hospital

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

Michèle MacKenzie, Director, Business Development, Rotman Executive Programs

Scott MacNair, Executive Vice President, Provincial Health Services Authority

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

Kristin Mendoza, Senior Manager, Deloitte Canada

Will Mitchell, Academic Director, Full-Time MBA, Rotman School of Management, Anthony S. Fell Chair in New Technologies and Commercialization and Professor of Strategic Management

Dr. Naveed Mohammad, President & CEO, William Osler Health System

Dr. Dion Neame, Country Medical Chair, Head Medical Pasteur, Sanofi Canada

Christy Prada, Vice President, Business Development, Maple

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

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

Kevin Smith, President & CEO, University Health Network

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

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

Leslee Thompson, CEO, Health Standards Organization & Accreditation Canada

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

Rotman Observers

Katie Armstrong, Senior Consultant, Career and Leadership Coaching, Global Executive MBA for Healthcare and the Life Sciences

Anna Brady, Assistant Director, Recruitment and Admissions, Professional MBA and Specialized Programs

Reema Chaudhry, Client Services Manager, Rotman Executive Programs

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