



Schulich
School of Business
Executive Education Centre

UPCOMING PROGRAM DATES

March 9 - June 9, 2018

14 days over 3 months

Masters Certificate in **Healthcare Management**

Embrace health sector challenges to deliver better care and lead people more effectively.

Program Leadership Insights

Enhance your capacity to lead in a complex, ever-changing healthcare system.

Examine innovative business models that can be applied to healthcare to improve efficiency and effectiveness.

Learn to manage workers' changing expectations, as well as the breakthrough medical advances and new technologies needed to lead in today's healthcare sector.



Maintenance of Certification:
10 CCHL MoC Cat. II



CANADIAN COLLEGE OF
HEALTH LEADERS
COLLÈGE CANADIEN DES
LEADERS EN SANTÉ



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Being an effective leader in healthcare means cultivating a set of specialized skills

Serving more and more patients with less and less funding is just one of the many serious issues facing the healthcare sector.

Shortages of skilled professionals, major demographic shifts and continuously changing technology also pose significant challenges for professionals seeking to provide the highest quality care with limited resources. Leadership excellence in this complex and rapidly changing environment demands a unique combination of healthcare focused business management acumen, and sector specific skills and knowledge.



Healthcare leaders must be ready for change

Effective leaders must apply proven management principles and embrace effective new approaches to **develop a balance of capabilities across three critical areas: leadership skills** like critical thinking and problem solving, project management and leading change initiatives; **softer 'people' skills** like emotional intelligence, communicating effectively and resolving conflict; and **specialized management skills** like implementing Lean methodology, and aligning IT with organizational strategies.

Becoming a well rounded leader allows managers, directors and physicians to be **more effective when dealing with the issues they face on a daily basis** in their units or departments, and positions them to **advance to higher levels in their careers**.

This combination also contributes to **achieving organizational excellence**, and ultimately helps shape a **better health care system overall**.



Masters Certificate in Healthcare Management

The *Masters Certificate in Healthcare Management* – the first comprehensive certificate program of its kind in Canada – **addresses the unique leadership issues facing healthcare professionals**, providing tools, techniques, and best practices to effectively lead in the complex world of Ontario's healthcare sector.

Our program faculty includes leaders in healthcare, business, and academia who will **share their insight and knowledge with participants** in an integrated and experiential learning environment.

Through this program, today's healthcare professionals will have an opportunity to **examine innovative business models that can be applied to healthcare and acquire new knowledge and skills to enhance their capability to lead** in a complex and ever-changing system.

Key Program Takeaways

- Learn to understand and respond to workplace issues differently to improve results.
- Combine core business competencies with healthcare industry leadership skills and knowledge.
- Apply best practices from other industries to promote a culture of accountability, innovation and collaboration.
- Gain useful tools, techniques, and checklists to take back and apply immediately to facilitate your work and share with peers.
- Enhance capabilities to lead and manage in a fast-changing, multi-disciplinary environment.
- Develop strategies to manage complexity and promote organizational success.
- Build your professional healthcare network.

Please Note: If you choose to complete your Masters Certificate over three years (see top of column at right) and any module sequences change year over year, SEEC will work with you on a case by case basis to accommodate program completion requirements.

■ Overview of Module Topics

Achieve your Masters Certificate in as little as 14 days over three months, or complete all individual modules at your own pace within three years.

Flexible Format Option: Any of the individual 2-day modules may also be taken as a stand alone program.

MODULE 1: MARCH 9 - 10, 2018

Advanced Leadership in the Healthcare Sector

- The Role of the Healthcare Leader
- System Integration in Healthcare – The Ontario Experience
- Excelling with Emotional Intelligence

MODULE 2: MARCH 23 - 24, 2018

Critical Thinking and Project Management

- Thinking Skills for a Turbulent World: The Art of Framing and Reframing
- Practical Project Management

MODULE 3: APRIL 6 - 7, 2018

Communication and Problem Solving

- Successful Communication
- Resolving Conflicts – Your Own and Others'

MODULE 4: APRIL 20 - 21, 2018

Leading Change & Innovation

- Leading Change in Healthcare
- Innovative and Creative Thinking

MODULE 5: MAY 4 - 5, 2018

Collaboration and Lean Process Design

- Collaboration in Cross Functional Teams
- Lean – A Prescription for Healthcare

MODULE 6: MAY 25 - 26, 2018

IT Integration and Appreciative Leadership

- Information Technology in Healthcare
- The Power of Appreciative Leadership

MODULE 7: JUNE 8 - 9, 2018

Finance, Strategy and Courageous Leadership

- Financing and Implementing Your Strategy
- Courageous Leadership: Your Personal Call to Lead from the Edge
- Learnings Consolidating / Program Closure



See detailed content for each module and more participant testimonials at seec.online/11608

Masters Certificate in Healthcare Management

Visit us
online to
register!



<http://seec.online/11608>

Detailed Program Content

MODULE 1 • 2 DAYS

Advanced Leadership in the Healthcare Sector

The Role of the Healthcare Leader

Start the program by diving into a conversation about what it takes to lead in a system undergoing profound change.

- Introduction to the Healthcare Management program
- Explore the changing role of the leader in healthcare

System Integration in Healthcare – The Ontario Experience

Learn to optimize the Local Health Integration Network environment for your organization.

- Understand how regionalization is developing in Ontario and learn strategies for influencing the process
- Learn to build horizontal and vertical partnerships for seamless patient care

Excelling with Emotional Intelligence

Understand your personal leadership style so that you can most effectively influence your work environment.

- Assess your personal leadership style, including strengths and limitations
- Gain insight into your level of emotional intelligence (EI)

MODULE 2 • 2 DAYS

Critical Thinking and Project Management

Thinking Skills for a Turbulent World: The Art of Framing and Reframing

Develop thinking skills that will enhance your effectiveness in the ever changing field of healthcare.

- Learn how to anticipate emerging changes in healthcare
- Improve your critical thinking by recognizing and challenging taken-for-granted assumptions
- Develop the seeing and thinking skills to recognize opportunities

Practical Project Management

Drive corporate and departmental strategies in times of tight resources and competing priorities with the tools of professional project managers.

- Gain approval and sponsorship for your projects
- Manage risks to deliver high quality results

MODULE 3 • 2 DAYS

Communication and Problem Solving

Successful Communication

Effectively influence others: express your preferences the first time.

- High impact techniques to deliver your spoken and written communications
- Proven strategies to build collaborative, professional relationships

Resolving Conflicts – Your Own and Others'

Explore common sources of conflict in healthcare and your role as a leader

- Assess your preferred conflict style and how it impacts your ability to resolve disputes
- Learn a 5 step process for managing conflicts

MODULE 4 • 2 DAYS

Leading Change & Innovation

Leading Change in Healthcare

Prepare for your role as an effective change agent.

- Learn best practices for implementing change in healthcare organizations
- Apply the eight-step change and transition process to cases

Innovative and Creative Thinking

Make innovation part of your core competencies with practical tools to advance your organization beyond entrenched ideas.

- Identify and overcome obstacles to individual and team innovation
- Lead teams to be more innovative

MODULE 5 • 2 DAYS

Collaboration and Lean Process Design

Collaboration in Cross Functional Teams

Learn to address cross-functional team collaboration in a continually changing environment.

- Define and identify the characteristics of cross-functional teams
- Use the integrated team effectiveness model (ITEM) to identify areas for improvement
- Understand and implement concepts of team balance

UPCOMING PROGRAM DATES

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14 days over 3 months • Reserve your spot now!



Program Faculty (complete bios online)

Lean – A Prescription for Healthcare

Explore Lean, a proven problem-solving, process-improvement strategy that enables the delivery of consistent, high-quality outcomes.

- Understand the fundamentals of Lean – and the key ingredient for its success
- Discover eight sources of waste and inefficiency in hospitals and master the tools to eradicate them

MODULE 6 • 2 DAYS

IT Integration and Appreciative Leadership

Information Technology in Healthcare

Improve your understanding of the many changes technology and various types of integration can bring to a healthcare organization, to help ensure better adoption and outcomes for your organization.

- Different types of changes that technology and integration can bring to a healthcare organization
- How to embrace an information driven culture
- The importance of extraordinary and sustainable service delivery

The Power of Appreciative Leadership

Establish highly effective and motivated care teams using the processes of appreciative leadership.

- Understand employee engagement strategies and how to enhance staff commitment to quality care and the organization
- Develop highly effective teams and individuals using appreciative inquiry methodology

MODULE 7 • 2 DAYS

Finance, Strategy and Courageous Leadership

Financing and Implementing Your Strategy

- Decision making and financing your strategy
- Lessons learned in developing strategy to avoid future problems
- How to embrace an information-driven culture
- The importance of extraordinary and sustainable service delivery

Courageous Leadership: Your Call to Lead from the Edge

- Understanding the key concepts of courageous leadership
- Understanding of the process of courage development through the lens of The Hero's Journey
- How to apply these concepts to your own courage development within your current leadership role

Learnings Consolidating / Program Closure

Kevin Empey, CPA

Supervisor, Brockville General Hospital, and former CEO of Durham Region's Lakeridge Health system.

Eric Fonberg, MD

Emergency physician and a consultant at Blackstone Partners.

Francis Garwe, MAM ProSci CMP

Director of Clinical Services at Carea Community Health Centres' (CCHC) Pickering, Ajax, Whitby and Oshawa.

Sandra Harris

Principal of Synergy Management Consulting, specializing in leadership coaching, customized training and facilitation services.

Ingo Holzinger, MS, PhD

Professor of Organization Studies in the Schulich School of Business at York University.

Diana Kawarsky, MA, CCP

Facilitator, adult educator, coach and management consultant with Fortune 500 companies throughout North America.

Rob Lajoie

Managing Partner and leader of consulting and innovation implementation practices for Ideaction Inc.

Mark Norman

Professional leadership consultant and trainer with extensive experience facilitating teams and relating to the psychology of human dynamics in the workplace.

Monica Olsen, MHRD, BScN, BA

Principle at Olsen and Associates Consulting Inc., organization effectiveness consultants.

Emma Pavlov, MBA

Program Director, The Masters Certificate in Healthcare Management

Kevin Quinn, MA, MPA

Senior consultant at Leadership Frontiers, an international consulting and training firm.

Joy Richards, RN, PhD

Vice-President Health Professions and Chief Nursing Executive at University Health Network in Toronto.

Tyson Roffey

Chief Information and Privacy Officer at CHEO (Children's Hospital of Eastern Ontario).

David S. Weiss, PhD, ICD.D. CHRE, CHSPC

President & CEO of Weiss International Ltd., an international consulting firm that focuses on innovation, leadership and HR.

Jeff Woods

Lean and Six Sigma professional with significant experience leading continuous process/product improvement and excellence initiatives.



Program Director
Emma Pavlov

Masters Certificate in Healthcare Management



Find Out More Today!

Visit seec.online/11608

1. Watch a brief **video introduction** by Program Director Emma Pavlov.
2. Join Emma for a **free 1-hour online information session**. Once you register, you will be sent your login details.
3. For **program content related questions**, ask Emma directly:
Tel: 416.736.5079
Toll free: 1.800.667.9380
e-mail: epavlov@schulich.yorku.ca

Unique Program Features

- World-class instruction by accomplished healthcare, business, and academic experts.
- Applied learning through an individualized anchoring project that can be used in your workplace immediately.
- Respects your busy schedule: one work-day matched by one weekend day demonstrates personal commitment and avoids multiple work absences.
- Network with peers from different parts of the healthcare spectrum and share experiences for valuable insights into the whole system.
- Learning is practical, interactive and healthcare sector focused with many take-away tools.

Green Program!

Participants will receive all program learning materials electronically, and are asked to bring a suitable tablet or laptop PC to class. Alternative arrangements are available upon request.

Registration Details

Program Dates

March 9 - June 9, 2018
14 days over 3 months

Program Location & Time

The Miles S. Nadal Management Centre,
222 Bay St., 5th Floor, Ernst & Young
Tower, Toronto, Ontario M5K 1K2

Sessions run: 8:30 a.m. - 4:00 p.m.

Masters Certificate Program Fee:

Full program:

\$9,850 CDN + applicable taxes

Each 2-day module:

\$2,025 CDN + applicable taxes

- Fee includes program tuition, teaching materials, lunches and refreshments.
- A deposit of \$1,000 CDN is required to secure your place in the program.
- Full program fee is payable upon notification of acceptance, prior to start of program.
- Schulich Executive Education Centre's liability is limited to reimbursement of paid tuition fee.
- Contact us about multiple registration discounts from one organization, or a convenient tuition payment plan.
- Modules, speakers, topics, dates, fees, and locations are subject to change.

Optional Accommodations

Participants receive a special corporate rate at the Fairmont Royal York Hotel. For details please visit the **Contact and Locations** section of our website.

Administrative Inquiries

Tel: 416.736.5079 | Toll Free: 1.800.667.9380
Fax: 416.736.5689
e-mail: exceedinfo@schulich.yorku.ca

Participant Profile

This program has been designed for:

- Professionals in leadership positions in private or public healthcare, including hospitals, CCACs, LHINs, long term care facilities, etc.
- Individuals seeking to increase their leadership capacity and influence within the system.
- Managers, directors, physicians, researcher's administrators, team leaders, and other senior officials in healthcare organizations.
- Any individual seeking to consolidate and certify their leadership and management skills in preparation for career advancement.



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For more information, or to
register online today, visit
seec.online/11608