



**Schulich**  
School of Business  
Executive Education Centre



**Online**

Virtual  
Classroom  
Format

**June 23 - November 10, 2021**

16 modules over 5 months, monthly over summer, then alternating weeks starting September.

**Completely Online:**

Mondays: 2:00 - 5:30 p.m. EST

Wednesdays: 5:00 - 8:30 p.m. EST

# Schulich Mini-MBA:

## Clinical Professional Entrepreneurship Program

**Don't wait to enrol!**  
Class size is limited.

**The Clinician as Entrepreneur – a program designed specifically for clinical practice management.**

The Clinician Mini-MBA – the only program of its kind in Canada – is designed specifically for healthcare professionals and is focused on enhancing their business management skills to drive growth and profitability in their practice over the long term.

The program will help clinicians with starting or expanding a new venture; gaining a fresh perspective at how business knowledge is evolving; and leading more customer-focused effective practices.

### Perfect For:

- Acupuncturists
- Osteopaths
- Massage Therapists
- Dietitians
- Occupational Therapists
- Cosmetic Medi-Spa Providers
- Psychotherapists
- Speech Language Therapists
- Physiotherapists
- Optometrists
- Chiropractors
- Pharmacists
- Veterinarians
- Naturopaths
- **and more!**



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# Program Overview

The Schulich Executive Education Centre has pioneered a concise Mini-MBA: Clinical Professional Entrepreneurship Program to provide you with current, robust business competencies directly applicable to your practice.

Whether you are thinking you need to enhance your business acumen or are contemplating doing an MBA or EMBA, this Mini-MBA program will provide you with relevant competencies and access to what has made the Schulich MBA the #1 program in Canada and our EMBA one of the best in the world.

In addition to studying a range of relevant MBA module subjects taught by the top faculty of Schulich's MBA and EMBA programs, you will be trained to think critically and strategically, ask forward thinking questions and make informed decisions. Plus, you will experience our Integrated Strategy Group Project, a condensed version of the Schulich MBA Strategy Field Study.

## Program Insights into

- Leading a customer-focused clinical practice
- Leveraging business skills and financial expertise to grow a practice
- Exploring the entrepreneurial landscape in private healthcare, the role of disruptive technologies, innovation, and new business models.



## Register today

### Here's what makes this program ideal for any busy clinician who is looking to enhance their business skill set:

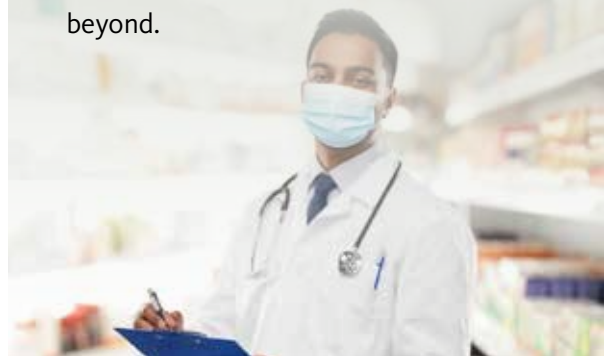
1. **Relevant, state-of-the-art MBA subjects;**
2. **Convenient virtual classroom sessions:** Attend 16 online modules over a five-month learning journey. Between modules, engage with videos and online readings at your own pace;
3. **Access to world-class faculty.** Interact with and learn from top-rated Schulich's MBA and EMBA instructors, consistently ranked among the world's best;
4. **Instant enrolment into our Integrated Strategy Group Project:** Apply and synthesize your newly acquired skills to a challenging project that is modeled after the renowned Schulich Strategy Field Study and get feedback from professional experts, and
5. **Exclusive networking opportunities with highly experienced leaders, guest experts and disruptors in private healthcare:** Extend your network and learn from other clinical entrepreneurs.

## Learn How to Grow Your Clinical Business Practice

**Finally, there is a program that delivers current MBA subjects in a practical time frame for busy clinicians.**

It is designed as a technology enhanced program, allowing for highly interactive classroom experiences that are supplemented with online materials and pre-session reading at your own pace.

Participants will gain knowledge and insights in a range of MBA subjects including strategic management, marketing, finance and human resources, preparing them to become more effective managers in their organization and beyond.



# Schulich Mini-MBA: Clinical Professional Entrepreneurship Program

## Featured Action Learning Component: Group Entrepreneurial Project

A unique program feature of the Clinical Professional Entrepreneurship Mini-MBA is our “Integrated Strategy Group Project”, a condensed version of the Schulich MBA capstone project, the Strategy Field Study.

Clinicians will work in small groups to complete a Group Action Learning Project, which focuses on relevant topics to their practice which will require participants to **implement innovative thinking and solutions to improve their clinical practices**. The projects are designed to allow healthcare professionals to apply the learning from the program directly back to their business to take their practice to the next level and accelerate growth.

Clinicians will **receive group coaching as part of the Integrated Strategy Group Project** to develop the project and finalize project recommendations and the presentation to guest adjudicators.

### Sample group project topics include:

- Optimizing **marketing and branding strategies** at a clinical practice
- Leveraging **disruptive technology** or operations streamlining to improve business and bottom-line results
- Implementing effective **Human Resources** techniques and approaches to strengthen recruiting, training and retention of office and clinical staff talent
- Streamlining **patient flows, booking systems and information retrieval to improve operations**
- **Increase the value of my practice**

## Program Topics At-a-Glance

Due to faculty availability, subject order and instructors may change.

### Wednesday, June 23

WIN Thinking Launch  
Jeff MacInnis

Leading Healthcare Transformation  
Tracey Levison

### Monday, June 28

Strategic Management I  
Wissam AlHussaini

### Wednesday, June 30

Strategic Management II  
Wissam AlHussaini

### Monday, July 12

Marketing & Brand Strategy I  
Ashley Konson

### Wednesday, July 14

Managerial Finance for the Clinician as an Entrepreneur  
Beppino Pasquali

### Monday, August 9

Entrepreneurship and Innovation in Healthcare I  
Megan Mitchell

### Wednesday, August 11

Entrepreneurship and Innovation in Healthcare II  
Megan Mitchell

### Monday, September 13

The Business of Private Healthcare I  
Tim Brown

### Wednesday, September 15

The Business of Private Healthcare II  
Andrea Chan

### Monday, September 27

Building and Running a Successful Practice  
Sapna Sriram

### Wednesday, September 29

Marketing & Brand Strategy II  
Sapna Sriram and Industry Guest Experts

### Wednesday, October 6

Negotiation Strategy  
Kevin Tasa

### Wednesday, October 13

Essentials of Human Resources Management I  
Stephen Friedman

### Monday, October 25

Essentials of Strategic Human Resources Management II  
Stephen Friedman

### Monday, November 8

Panel Discussion: The Future of Private Practices  
Sapna Sriram and Panel

### Wednesday, November 10

Project Presentations, Graduation and Closing  
Sapna Sriram and Project Judges

Visit us online to see detailed program content or register:  
[seec.online/clinician-mini-mba](http://seec.online/clinician-mini-mba)



See detailed program content & register

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### Detailed Program Content

#### WEDNESDAY, JUNE 23 • MODULE 1

##### **WIN Thinking Launch**

The WIN Thinking is a highly experiential business results-focused Program Launch event. Clinicians will be engaged and active as they discover leadership frameworks and techniques to pursue the best version of themselves and ideate about their Integrated Strategy Group Project. (Jeff MacInnis)

##### **Leading Healthcare Transformation**

Set the context of transforming yourself and the organization for changes in healthcare. Understand your own talent and leadership makeup through the LeaderGENE assessment. With a focus on self-awareness and natural style tendencies, participants will be taken through a debrief of their results, leadership norms will be shared, as well as ideas for how to leverage and shift style to meet the needs of your practice. (Tracey Levison)

#### MONDAY, JUNE 28 • MODULE 2

##### **Strategic Management I**

Examine the roles played by hospitals, governments, regional authorities, as well as their decision making and accountability structures. The course also examines stakeholders, consolidation and clinical integration, challenges and threats. The course illustrates strategic management concepts in various management and multi-disciplinary settings, changing technologies and methods of health delivery. (Wissam AlHussaini)

#### WEDNESDAY, JUNE 30 • MODULE 3

##### **Strategic Management II**

Continuation of Strategic Management session with Wissam AlHussaini.

#### MONDAY, JULY 12 • MODULE 4

##### **Marketing & Brand Strategy I**

Explore leading empirical evidence and practices today for conceiving and executing a marketing strategy and building strong brands and businesses. Describe how behavioural economics and neuroscience inform our knowledge of how to positively impact consumer buyer behaviour today and how to operationalize patient/customer experiences. Conceive and execute a powerful marketing strategy to grow your brand and business. (Ashley Konson)

#### WEDNESDAY, JULY 14 • MODULE 5

##### **Managerial Finance for the Clinician as an Entrepreneur**

This session provides an opportunity to learn about investment and financing. The investment decision allocates scarce resources to projects in an organization and involves asset valuation, capital budgeting, risk management, working capital management and performance assessment. Ethical considerations/management in a global context are integrated into each topic. (Beppino Pasquali)

#### MONDAY, AUGUST 9 • MODULE 6

##### **Entrepreneurship and Innovation in Healthcare I**

Explore the entrepreneurial landscape in healthcare (e.g., dentistry, rehab clinics, online healthcare delivery), innovation, the role of disruptive technologies, new business models, leveraging public-private partnerships, and the need for the best from human capital. This course explores value creation through the art and science of innovation, having an entrepreneurial mindset, and leveraging new thinking to drive investment, improved practices and transformation in clinical healthcare. (Megan Mitchell)

#### WEDNESDAY, AUGUST 11 • MODULE 7

##### **Entrepreneurship and Innovation in Healthcare II**

Continuation of Entrepreneurship and Innovation in Healthcare with Megan Mitchell, with focus on challenging entrepreneurship mindset and behaviour, and building important fundamentals for resiliency and growth. This session will also consider what environments Clinicians can foster to help employees - and their entrepreneurial mindsets - to thrive. (Megan Mitchell)

#### MONDAY, SEPTEMBER 13 • MODULE 8

##### **The Business of Private Healthcare I**

Understand the role of the private sector within the multi-faceted publicly funded healthcare program and innovations in clinical delivery. This module will focus on practice appraisal and identifying key metrics that impact appraisal. Factors involved in buying & selling a practice and issues surrounding associating with, purchasing or joining an existing corporation or franchise will also be discussed. All industry participants need to be aware of the roles played by other sub-industries. (Timothy Brown)

**Please note:** due to faculty availability, subject order and instructors may change.

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**Completely Online:**

Mondays: 2:00 - 5:30 p.m. EST • Wednesdays: 5:00 - 8:30 p.m. EST

## Detailed Program Content Continued

### WEDNESDAY, SEPTEMBER 15 • MODULE 9

#### **The Business of Private Healthcare II**

This module focuses on financial considerations on running an effective clinic as a business. It will also discuss opportunities and challenges caused by clinic networks like CBI, LifeMark, TalkSpace, Hakim Optical, and Massage Addict. What are important issues to consider when competing with larger clinics or when deciding to join a partnership. (Andrea Chan)

### MONDAY, SEPTEMBER 27 • MODULE 10

#### **Building and Running a Successful Practice**

Whether building a solo-, group-, multidisciplinary-, or online practice etc., develop skills to better structure your team and practice, build a financial foundation, identify challenges as well as evaluate hidden liabilities and plan for the future. Building skills to better work with formal and informal systems, relationships and cultures so that you can identify impacts, influence decisions and achieve organizational objectives. (Sapna Sriram)

### WEDNESDAY, SEPTEMBER 29 • MODULE 11

#### **Marketing & Brand Strategy II**

Continuation of Marketing & Brand Strategy I, with focus on digital and social media marketing including case examples from industry experts. (Sapna Sriram and Industry Guest Experts)

### WEDNESDAY, OCTOBER 6 • MODULE 12

#### **Negotiation Strategy**

Few skills are as important to clinical entrepreneurs as the ability to negotiate, persuade and influence others. In this session, we examine evidence-based approaches to building agreement between parties. The session will introduce how to best prepare for a negotiation, how to identify whether potential agreements are good or bad, and how to be most persuasive when presenting offers. We will also discuss how to ask questions that lead to open and honest responses from a negotiation counterpart. (Kevin Tasa)

### WEDNESDAY, OCTOBER 13 • MODULE 13

#### **Essentials of Human Resources Management I**

Gain an understanding of the core elements of Human Resource Management and the ways in which HR practices can substantially contribute to an organization's performance and objectives. Learn HR from a managerial standpoint with new perspectives on actively managing your own practice and being an effective leader with your team as you grow. How do we attract and recruit staff and manage support staff issues? How do we grow high performance teams, gain buy-in, and grow your practice with the right clinical associates and service providers including how to train and mentor them, and prepare them for future expansion (franchise, new clinic etc.). (Stephen Friedman)

### MONDAY, OCTOBER 25 • MODULE 14

#### **Essentials of Strategic Human Resources Management II**

Continuation of Essentials of Strategic Human Resources Management with Stephen Friedman.

### MONDAY, NOVEMBER 8 • MODULE 15

#### **Panel Discussion: The Future of Private Practices**

This panel discussion will examine the Future of private practices in the healthcare Industry and discuss topics such as disruption, various service organizations, patient expectations, fees, digital transformation, business environment, regulation, growth opportunities and much more. (Nancy Ham, Caroline Kolompar, Rick Lau, Alison Taylor, and more TBA)

### WEDNESDAY, NOVEMBER 10 • MODULE 16

#### **Project Presentations, Graduation and Closing**

Deliver an Integrated Strategy Group Project presentation featuring guest adjudicators, plus graduation and closing ceremonies. (Program Director Sapna Sriram and executive panel including top disruptors and innovators in the private healthcare industry, including Nancy Ham, Caroline Kolompar, Rick Lau, Alison Taylor, Daniel Warner, and more TBA)

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## Clinical Professional Entrepreneurship Program

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### Program Faculty • Learn From The Best

Read complete bios online at the SEEC ([seec.schulich.yorku.ca](http://seec.schulich.yorku.ca)) or Schulich ([schulich.yorku.ca](http://schulich.yorku.ca)) websites.

**Dr. Sapna Sriram, DC, R.Ac, MBA**  
**Program Director, Schulich Mini-MBA**  
**(Schulich Alum, 2011)**

- Building and Running a Successful Practice
- Panel Discussion: The future of Private Practices
- Project Presentations, Graduation and Closing

**Wissam AlHussaini, PhD**

- Strategic Management

**Timothy A. Brown**

- The Business of Private Healthcare I

**Andrea Chan, CPA, CA**

- The Business of Private Healthcare II

**Stephen Friedman, MA Psych**

- Essentials of Human Resource Management

**Nancy Ham, CEO, WebPT**

- Panel Discussion: The Future of Private Practices  
Project Presentations

**Caroline Kolompar, President, Massage Addict**

- Panel Discussion: The Future of Private Practices  
Project Presentations

**Ashley Konson**

- Marketing and Brand Strategy

**Rick Lau, Founder, Call Hero, Clinic Accelerator**

- Panel Discussion: The Future of Private Practices  
Project Presentations

**Tracey Levison**

- Leading Healthcare Transformation

**Jeff MacInnis**

- WIN Thinking Program Launch

**Megan Mitchell**

- Entrepreneurship and Innovation

**Beppino Pasquali, CPA, CA**

- Managerial Finance in Healthcare

**Kevin Tasa, PhD**

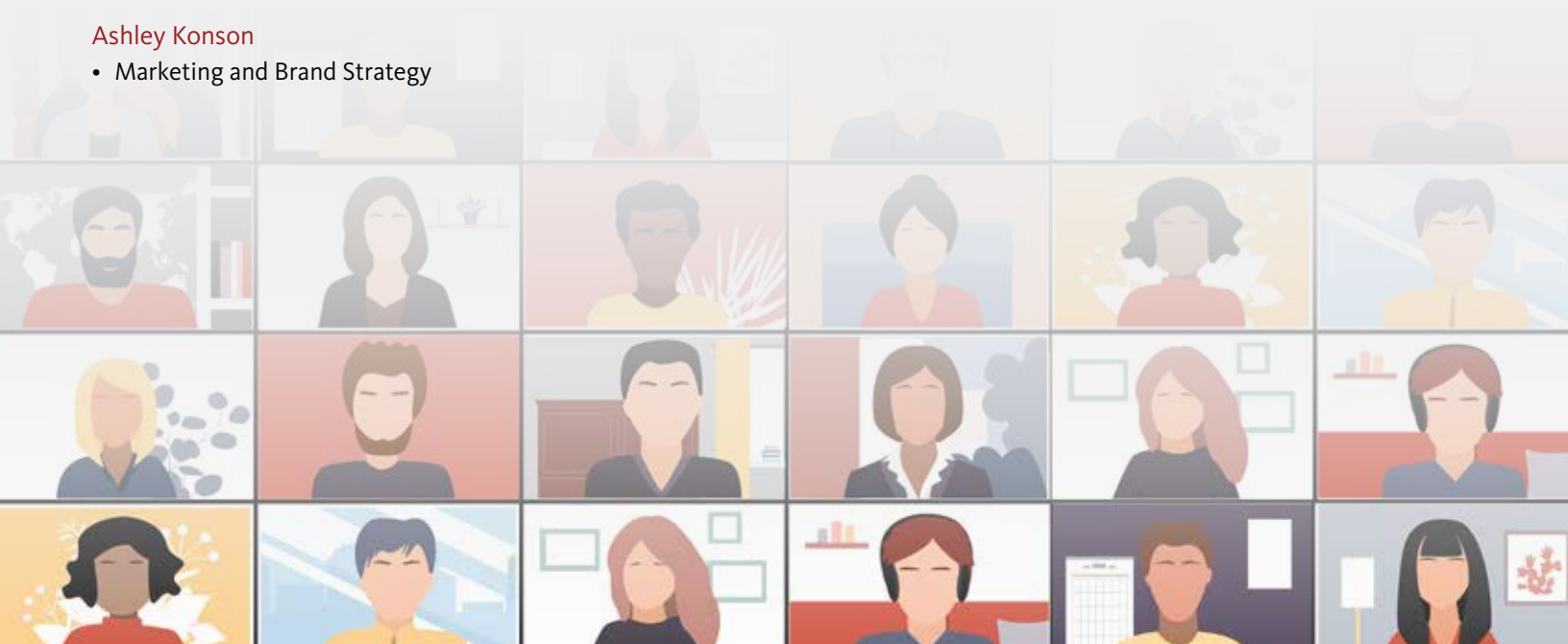
- Negotiation

**Alison Taylor, Co-Founder & CEO, Jane App**

- Panel Discussion: The Future of Private Practices  
Project Presentations

**Daniel Warner, Founder & CEO, MyRemoteClinic**

- Project Presentations





Program Director  
Dr. Sapna Sriram, DC, R.Ac, MBA  
(Schulich Alum 2011)

# Schulich Mini-MBA: Clinical Professional Entrepreneurship Program

## Find Out More Today!

[seec.online/clinician-mini-mba](https://seec.online/clinician-mini-mba)

Join Dr. Sriram for an information session.

Click here to register for one of the dates listed below.

- Wednesday, May 26, 2021  
12:00 - 1:00 pm EST
- Friday, June 11, 2021  
12:00 - 1:00 pm EST
- Wednesday, June 16, 2021  
7:00 - 8:00 pm EST

## How do I know if the program is right for me?

### This program is right for you if you are:

- An experienced Clinician who wants to expand a current practice or launch a new venture
- A busy Clinician who wants to gain a fresh look at how business acumen is evolving
- A committed Clinician who wants to lead a more customer-focused and effective practice

### Who Should Attend

- Clinic owners, operators, investors
- Office Managers, Clinic Directors, Medical Directors, Lead therapists and other clinic management professionals
- Private and allied healthcare professionals
- Medical and wellness entrepreneurs
- Cosmetic and medi-spa professionals
- Clinical staff, including hygienists, nurses, kinesiologists, lead administrators, etc.
- Industry associations

## Registration Details

### Online Program Dates & Times:

- June 23-November 10, 2021 (see inside for session dates)
- 16 modules over 5 months, monthly over summer, then alternating weeks starting September (light reading and Integrated Strategy Group Project work during time off)
- Mondays: 2:00 - 5:30 p.m. EST  
Wednesdays: 5:00 - 8:30 p.m. EST

### Program Fee and Details:

- \$10,150 plus applicable taxes payable in full by June 4, 2021
- Fee includes program tuition and teaching materials
- Contact us about discounts for multiple registrants from one organization.
- Modules, speakers, topics, dates and fees are subject to change without notice
- Access to our learning portal requires a modern browser.
- \$1,000 deposit with the balance due by June 4, 2021
- Schulich Executive Education Centre's liability is limited to reimbursement of paid tuition fee.

### Inquiries

Robert Lynn, Associate Director,  
[rlynn@schulich.yorku.ca](mailto:rlynn@schulich.yorku.ca)

### Technical Requirements

See: [seec.online/techreq](https://seec.online/techreq)

## A Convenient Technology-Enhanced Program

The program is composed of a cross section of **MBA subjects to help you build a complete skill set in a range of disciplines** that today's successful leaders need.



**Schulich**  
School of Business  
Executive Education Centre



To reserve your spot,  
visit us online today:

[seec.online/clinician-mini-mba](https://seec.online/clinician-mini-mba)