



In association with



Schulich
School of Business
York University
Executive Education Centre

Healthcare



The Masters Certificate in **Healthcare Management**

OTTAWA

First and only comprehensive certificate program in Canada for healthcare professionals seeking to achieve excellence in healthcare leadership.

2010 and 2011 Program Dates

14 days over 5 months

November 12, 2010 - March 12, 2011

November 2011 - March 2012 (dates TBA)



Carleton
UNIVERSITY

The Masters Certificate in Healthcare Management

Effective healthcare leaders embrace challenges in innovation, sustainability, quality outcomes, and effective people management.

Canada's healthcare system is undergoing profound and constant change, due in part to funding uncertainties, a shortage of skilled professionals and significant demographic shifts. *The Masters Certificate in Healthcare Management* program will enable participants to excel in this complex environment. The program combines business fundamentals with healthcare leadership skills and knowledge, better equipping participants for leadership growth in the healthcare sector.



2010 AND 2011 OTTAWA PROGRAM DATES

November 12, 2010 - March 12, 2011
November 2011 - March 2012 (dates TBA*)

*For 2011 program session dates, please see www.carleton.ca/ppd

16 COURSE MODULES • START TO FINISH IN 5 MONTHS (14 days over 5 months in convenient Friday/Saturday sessions)

Module 1 > November 12 > 0.5 day

The Role of the Healthcare Leader

Module 2 > November 12 > 0.5 day

System Integration in Healthcare – The Ontario Experience

Module 3 > November 13 > 1 day

Excelling with Emotional Intelligence

Module 4 > November 26 > 1 day

Practical Project Management

Module 5 > November 27 > 0.5 day

Media Relations & Issues Management

Module 6 > November 27 > 0.5 day

Healthcare and Information Technology: A Focus on Clinical Outcomes

Module 7 > December 10 > 1 day

Leading Change in Healthcare

Module 8 > December 11 > 1 day

Resolving Conflicts - Your Own and Others'

Module 9 > January 7 > 1 day

Risk: What's at Stake for Management

Module 10 > January 8 > 1 day

Innovative and Creative Thinking

Module 11 > January 21, 2010 > 1 day

Closing the Strategy – Execution Gap

Module 12 > January 22 > 1 day

The Power of Appreciative Leadership

Module 13 > February 25 > 1 day

Leading in a Complex Environment

Module 14 > February 26 > 1 day

Critical Thinking/Planning with Extreme Uncertainty

Module 15 > March 11 > 1 day

Lean Six Sigma – A Prescription for Health

Module 16 > March 12 > 0.5 day

Shaping the Future of Healthcare: The Role of Academic Health Science Centres (AHSC)

MESSAGE FROM THE PROGRAM DIRECTOR



The challenges facing the healthcare sector are mounting, seemingly on a daily basis. Demand for service is increasing while the provision of cost-effective care is under scrutiny.

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, ever-changing system.

I look forward to meeting you in November 2010.

Emma Pavlov, Program Director

The Masters Certificate in Healthcare Management
Schulich Executive Education Centre
Schulich School of Business, York University

WHO SHOULD ATTEND?

The Masters Certificate in Healthcare Management is for:

- Professionals in leadership positions in private or public healthcare
- 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
- Those preparing for their next career level

IN-COMPANY TRAINING: The Centre of Excellence in Healthcare Management also provides customized in-company training and a 3-day condensed program. For details please contact the Schulich Executive Education Centre. Call 416.360.8850, or toll free 1.800.667.9380.

Register online today at sprott.carleton.ca/ppd

MODULE 1 • Duration: 0.5 day

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.

WHAT YOU WILL LEARN:

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

MODULE 2 • Duration: 0.5 day

System Integration in Healthcare – The Ontario Experience

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

WHAT YOU WILL LEARN:

- 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

MODULE 3 • Duration: 1 day

Excelling with Emotional Intelligence

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

WHAT YOU WILL LEARN:

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

MODULE 4 • Duration: 1 day

Practical Project Management

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

WHAT YOU WILL LEARN:

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

MODULE 5 • Duration: 0.5 day

Media Relations & Issues Management

Learn to harness the power of the media to advance your organization's needs.

WHAT YOU WILL LEARN:

- What makes news (and what doesn't)
- Tips on becoming an effective spokesperson

MODULE 6 • Duration: 0.5 day

Healthcare and Information Technology: A Focus on Clinical Outcomes

Improve your understanding of how IT can improve overall quality, safety, & efficiency of healthcare delivery.

PROGRAM FEATURES

- **World-class instruction** by academic experts and accomplished healthcare and business leaders
- **Best practices from other industries** that can be applied to the healthcare sector
- **Key trends and issues in healthcare** that will demand leadership excellence
- **Learning through an anchoring project** that can be applied immediately to your workplace



Lead with Certainty

HERE ARE YOUR NEXT STEPS... to receiving your *Masters Certificate in Healthcare Management*

Manage change and innovation with enlightened leadership skills gained through *The Masters Certificate in Healthcare Management* program.

KEY BENEFITS FROM THIS PROGRAM:

- 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
- Enhance your capability to lead in a multi-disciplinary environment
- Increase your leadership capacity to manage in a complex/changing environment
- Develop strategies to manage complexity and promote organizational success
- Build your professional healthcare network

1 To Register

Visit sprott.carleton.ca/ppd (or see Convenient Registration Options on rear panel of this brochure).

2 To Ask a Question About the Program

Please call Calvin Tong at 613.520.2102, or email calvin_tong@carleton.ca, or Emma Pavlov, Program Director at [email epavlov@schulich.yorku.ca](mailto:epavlov@schulich.yorku.ca), or call toll-free 1.800.667.9380

SEEC offers free 1-hour online information sessions for select Masters Certificate programs. For dates and to RSVP visit www.seec.schulich.yorku.ca/infosessions

3 For Further Program-Related Information

Go online to sprott.carleton.ca/ppd

- see a message from the Program Director
- read what past participants have to say
- review the instructors and their areas of expertise
- review the list of participating organizations

WHAT YOU WILL LEARN:

- The business case for Health Information Technology (HIT)
- How to demonstrate HIT leadership & ensure performance and clinical adoption

MODULE 7 • Duration: 1 day

Leading Change in Healthcare

Prepare for your role as an effective change agent.

WHAT YOU WILL LEARN:

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

MODULE 8 • Duration: 1 day

Resolving Conflicts – Your Own and Others’

Enhance your ability to resolve your own conflicts and help others resolve their disputes as a way of creating a more engaged and positive work environment.

WHAT YOU WILL LEARN:

- 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
- Understand a step-by-step process for resolving conflicts

MODULE 9 • Duration: 1 day

Risk: What’s at Stake for Management

Apply risk management principles for greater resilience, adaptability, and innovation in your organization.

WHAT YOU WILL LEARN:

- Assess gaps and vulnerabilities in your organization
- Strengthen risk management awareness and practices in the face of rapid innovation and change

MODULE 10 • Duration: 1 day

Innovative and Creative Thinking

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

WHAT YOU WILL LEARN:

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

MODULE 11 • Duration: 1 day

Closing the Strategy – Execution Gap

Enhance your ability to design a strategic plan for your organization and acquire the skills to execute the plan successfully.

WHAT YOU WILL LEARN:

- Understand and evaluate various approaches to developing strategic plans that produce intended outcomes
- Gain practical insights from analysis of real-life case studies from both the public and private sectors

MODULE 12 • Duration: 1 day

The Power of Appreciative Leadership

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

WHAT YOU WILL LEARN:

- 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 13 • Duration: 1 day

Leading in a Complex Environment

Handle the challenges of unpredictable and rapid change using the principles of complexity science.

WHAT YOU WILL LEARN:

- Differentiate between complicated and complex challenges
- Apply complexity science principles and concepts to issues in your organization

MODULE 14 • Duration: 1 day

Critical Thinking/Planning with Extreme Uncertainty

Examine emerging global, societal and economic trends that may impact healthcare in the coming months and years.

WHAT YOU WILL LEARN:

- Improve skills of critical and strategic reflection
- Build a robust “next-generation” organization capable of adaptation and innovation

MODULE 15 • Duration: 1 day

Lean Six Sigma – A Prescription for Healthcare

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

WHAT YOU WILL LEARN:

- Understand the fundamentals of Lean Six Sigma – Define, Measure, Analyze, Improve, Control – and the key ingredient for its success: organizational readiness
- Discover eight sources of waste and inefficiency in hospitals and master the tools to eradicate them

MODULE 16 • Duration: 0.5 day

Shaping the Future of Healthcare: The Role of Academic Health Science Centres (AHSC)

Consolidating Your Project Learnings – Program Closure (0.5 day)



REGISTRATION DETAILS



CONVENIENT REGISTRATION OPTIONS

ONLINE

sprott.carleton.ca/ppd

FAX

You may also **download and print a Registration Form** from sprott.carleton.ca/ppd, complete and fax to the Registrar, Sprott School of Business, 613.520.7507, or

MAIL

Mail your downloaded Registration Form to
Sprott School of Business, Carleton University
312 Dunton Tower, 1125 Colonel By Drive
Ottawa, ON K1S 5B6

PHONE

Telephone 613.520.3486

PROGRAM DATES & LOCATION

November 12, 2010 - March 12, 2011
November 2011 - March 2012 (dates TBA)

Sprott School of Business
Carleton University
312 Dunton Tower, 1125 Colonel By Drive
Ottawa, ON K1S 5B6

Tel: 613.520.3486 • Fax: 613.520.7507

- Unless otherwise announced, all modules of the Masters Certificate in Healthcare Management commence at 9:00 a.m. and end at 4:30 p.m.

FRAMED CERTIFICATE OF PROGRAM COMPLETION

Participants must attend all days of program modules. Upon successful completion of the program, **participants will receive a framed Certificate of Completion.**

PROGRAM FEE

- \$8,500 CDN + HST = \$9,605 CDN • 14 days
- **Program fee includes full 16-module program tuition, all teaching materials, lunches and refreshments.**
 - Carleton University's liability is limited to reimbursement of paid tuition fee.
 - Full program fee is payable prior to start of program.

DEPOSITS, CANCELLATIONS, REPLACEMENTS AND TRANSFERS

IMPORTANT: A deposit of \$800 is required to secure your place in the program. Please include your credit card information on faxed or online registrations, or mail a cheque along with your completed program registration.

- If you are unable to attend the program you may transfer to the next session, **subject to the 21-day written notification** requirement or your organization may name a replacement candidate.
- Only one module transfer to another session will be permitted (subject to space availability) without penalty. Each subsequent transfer request has a \$200 administration fee.
- A full refund will be issued for written cancellations received a minimum of 21 days before the program start date. Written cancellations received after this date will incur an administration charge of \$800. Non-attendance or withdrawal after program start date will incur a full program fee.

Modules, speakers, topics, dates, fees, locations and applicable taxes are subject to change.



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The Masters Certificate in Healthcare Management

OTTAWA PROGRAM FACULTY

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Program Director, Centre of Excellence in Healthcare Management,
Schulich Executive Education Centre,
Schulich School of Business, York University

Dr. Jack Kitts

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The Ottawa Hospital

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VP Program Management, e-Zigma
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Lean Six Sigma Master Black Belt

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Principal
Working Solutions

Ron Vezina

National Director
Media Relations and External
Communication
Canadian Blood Services

Tara McCarville

Director
Courtyard Group

David S. Weiss, PhD, CHSPC

President and CEO
Weiss International Ltd.

To **REGISTER** for an upcoming program, see our
Convenient Registration Options at left.

For **FURTHER PROGRAM-RELATED INFORMATION**,
see **YOUR NEXT STEPS** inside.



WHAT PAST PARTICIPANTS SAY...

This course covers all aspects of healthcare management for the administrator or the physician leader and is exceptionally valuable.

Dr. Jack Barkin, MD, Chief of Staff, Humber River Regional Hospital

An inspiring experience – great to be a student again in my lifelong journey.

Harvey Skinner, Dean, Faculty of Health, York University

This program provided not only professional development but also personal growth. It taught me to look at challenges differently and gave me the tools to make the changes and face the challenges when moving forward.

Karen Lapierre, Client Services Manager, Champlain Community Care Access Centre

This program was the perfect balance between theoretical and practical. It was the best way for me to get up to date with current approaches to management issues and to therefore feel confident in the ever-changing healthcare work environment.

Rebecca Bair-Patel, O.T. Reg (Ont), Manager Client Services, Champlain Community Care Access Centre

I thought the course was an excellent introduction to management issues and trends in healthcare. It also provided practical strategies to more effectively manage with limited resources, both financial and human health resources.

Tini Le, Director, Client Services, Central CCAC

Outstanding program. Excellent learning from a superb faculty.

Dr. L. Alkhamis, Baycrest Centre for Geriatric Care

PARTICIPATING ORGANIZATIONS (Partial List)

Join our growing list of participating organizations in *The Masters Certificate in Healthcare Management* program.

Baycrest Geriatrics Hospital
Central Community Care Access Centre
Champlain Community Care Access Centre
Chatham-Kent Health Alliance
City of Toronto – Public Health
Halton Healthcare
Halton Region's Health Department
Health Canada
Hotel Dieu Hospital
Humber Regional Hospital
Ministry of Health and Long-Term Care
Oshawa Community Health Centre
ParaMed Home Health Care
Planned Parenthood Toronto
Providence Healthcare
South East Community Care Access Centre
South East Local Health Integration Network
Southlake Regional Health Centre
Timmins and District Hospital
University Health Network
Waterloo Wellington Local Health Integration Network
Whitby Mental Health Centre
York University