



McGill

IMHL International Masters
for Health Leadership



"The IMHL is unique and highly ambitious. We are setting out to change, not only education for health leadership, but the health system itself, by bringing into a thoughtful forum the best of practicing leadership from all aspects of health care and from all regions of the world."

Professor Henry Mintzberg
IMHL Faculty Director

Contact us at +514 398 8811 or info.imhl@mcgill.ca or visit www.mcgill.ca/imhl

The Faculties of Medicine and Management of McGill University are proud to introduce the **International Masters for Health Leadership (IMHL)**, a learning opportunity for health leaders that is radically different from any that has existed before.

This program – led by Professors Henry Mintzberg and Former Dean Abraham Fuks of the Faculty of Medicine at McGill University, longtime collaborators on management issues relating to health - promises to act as a catalyst for change in developing an integrated and sustainable approach to health worldwide, with an impact on key issues of participants and their respective organizations and communities.

While healthcare is facing complex management challenges, there are no appropriate development programs to enable leadership in health. As doctors, nurses, other clinicians and health professionals look to sources for management and leadership education, they often look to existing MBA programs. *MBA programs are about business functions, not about management or health itself.* It is therefore time to rethink the education and development of leaders in the health field.

The IMHL begins with the belief that the greatest hope for health improvement at the population level lies in a deep understanding of how the entire health field works coupled with a sophisticated appreciation of its management.

The IMHL is a unique and innovative educational approach that uses the classroom as a thoughtful and ongoing international forum of "friendly consultants". It is the only gathering of this kind worldwide where participants address and advance key issues in health over a two-year period. It promotes the development of a sustainable and integrated approach to health encompassing health promotion, prevention and treatment. The IMHL is unlike any program ever offered in health.

The program was inaugurated in June 2006 with its first class. We are presently receiving applications for **our next class scheduled to start in October 2011**. All participants require the endorsement of their organization, as it is a program for managers in context. Fees for the International Masters for Health Leadership are \$45,000 CDN.

For complete information, please visit www.mcgill.ca/imhl



McGill IMHL International Masters
for Health Leadership



Background: Dramatic changes of our understanding of health

Our understanding of health has undergone dramatic changes over the past three decades. There has been an expansion of the health field to include a much greater emphasis on population health, promotion and prevention. At the same time, the introduction of new technologies and the aging of the populations of developed countries have increased the pool of individuals for whom medical interventions are necessary. The development of new modes of financing has also dramatically changed the health landscape. These factors combine with the need to function within an extended network of partnering institutions — a wide variety of hospitals, primary care organizations, community services, public health agencies, health promoting initiatives — each with their own managerial problems.

Clinicians, policy makers, and managers have to balance the needs of individuals with those of society, and must deal with the incentives and disincentives that are built into the health system. This puts demands on managers to develop strong leadership skills.

An innovative approach with proven success

Building on the proven track record of the International Masters Program in Practicing Management (IMPM) (see www.impm.org) and the McGill-McConnell Program for National Voluntary Sector Leaders – both inspired by Professor Henry Mintzberg (see www.mintzberg.org) – the McGill Faculties of Medicine and Management have developed the International Masters for Health Leadership (IMHL). The IMHL constitutes a complete rethinking of education in the health sector.

The objective of this program is to provide a radically different learning opportunity for health leaders than has existed before. Presented in a modular format, the IMHL concentrates the learning experience on the issues of participants and their respective organizations and communities. This allows not only to benefit from the ‘friendly consultants’ in the classroom, but to ‘anchor’ students’ learning in the culture and practice of their individual organizations and communities. It also provides participants with an unparalleled opportunity to draw on personal experience in putting theory into practice, developing a far deeper understanding of real-world challenges and providing with the opportunity for breakthrough solutions.

The field-driven focus of the IMHL is intended to maximize the program’s impact on the participants, their organizations and the health sector as a whole.

Program design

The fundamental assumption of the IMHL program is that *leadership in the complex health system requires the ability to transform people, organizations, systems and their contexts*. Accordingly, the IMHL is built around five “leadership mindsets” aimed at exploring the possibilities of transformation within different realms of management:

- The Reflective Mindset – Broadening Perspectives
- The Analytic Mindset – Leading Organizations
- The Worldly Mindset – Navigating the System
- The Collaborative Mindset – Appreciating Work Relationships
- The Catalytic Mindset – Achieving Change

Each of the five modules corresponds to a specific “leadership mindset”:

- **Module 1: The Reflective Mindset – Broadening Perspectives**

This module is designed to help participants gain a better understanding of their personal management style – how they present themselves to others, their strengths and weaknesses, and their current leadership skills.

In this module, participants explore their own thought processes and behaviours in order to stimulate fresh approaches to managing. The reflective skills required by leaders of complex health environments are tuned and developed.

- **Module 2: The Analytic Mindset – Leading Organizations**

This module provides an overview of today’s principal health organizations including health promoting hospitals, community agencies, etc. by analyzing their intrinsic similarities and differences. Discussions are reinforced by field studies.

The concepts of strategy, structure, sourcing and delivery are explored in a systematic way that allows participants to view the managing process as a melding of science, art and craft. Key concepts in accounting, people management and organizational strategy stimulate participants to diagnose the strengths and weaknesses of their own organization.

- **Module 3: The Worldly Mindset – Navigating the System**

The delivery of health care is rooted within highly complex systems that vary enormously across the world – from fully socialized to market-driven. Yet every system struggles with where it should sit on this continuum. Because most practitioners – whether managers or clinicians – typically spend their careers within a single system, they rarely have the opportunity to appreciate the alternatives.

This module concentrates on “systems” at a contextual level including the various social institutions in the health field and their interactions with economic, political and social forces. The goal is to increase understanding of the dynamics of “system change”. Participants are encouraged to seek creative solutions based on an integrated, rather than a fragmented understanding of health care.

- **Module 4: The Collaborative Mindset – Appreciating Work Relationships**

This module focuses on managing relationships that lie at the heart of the health system, i.e. with patients, professionals, health advocates, administrators, the government, the media and many other groups. It explores the resolution of health challenges through relationship building, negotiating, stakeholder coordination, and knowledge management.

The managing of professional relationships is emphasized, with participants developing the advanced skills necessary to build and lead complex integrated networks rather than simple organizations. The integration of knowledge from multiple disciplines and perspectives is also examined.

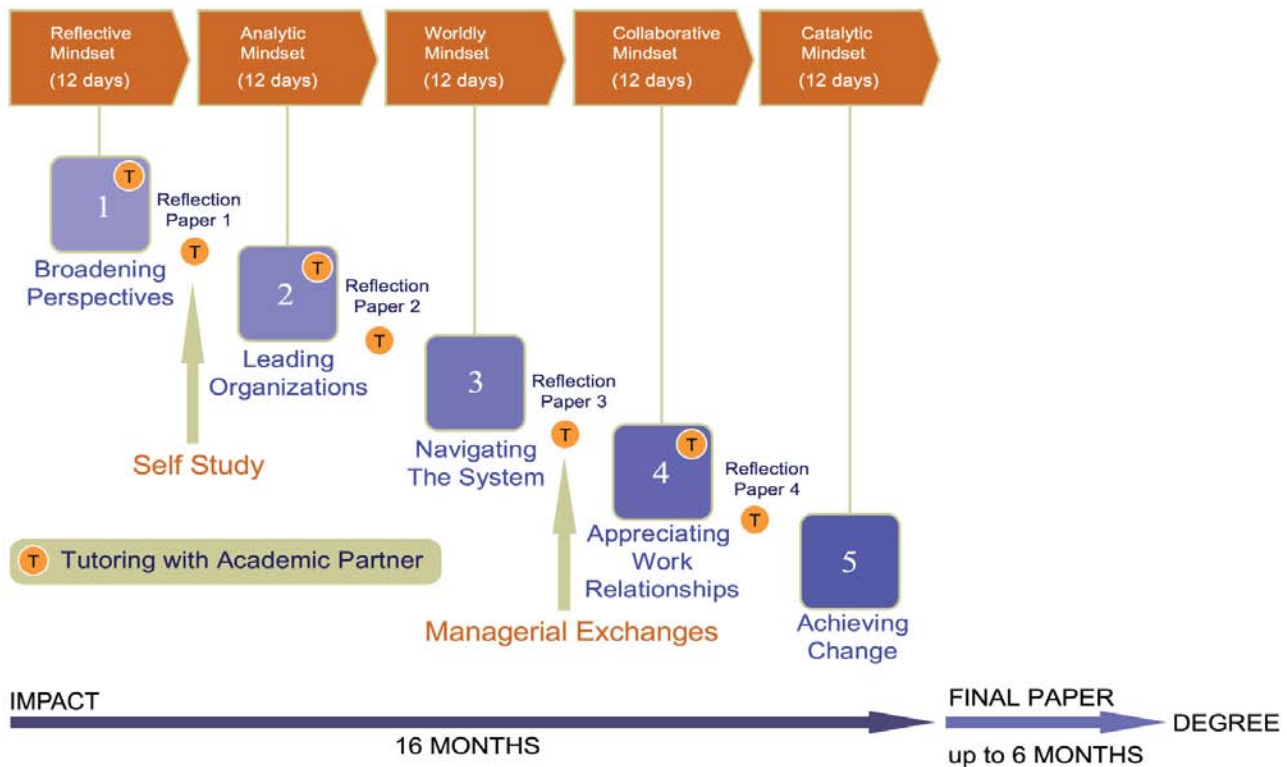
- **Module 5: The Catalytic Mindset – Achieving Change**

The final module is action-focused and integrative in nature, focusing on the achievement of change. The projects on which participants have worked throughout the program are given considerable attention. Moving from theory to action, successful health management cases are reviewed and the action implications of adaptive management are explored. Other key areas of study include: integrated and sustainable approach to health; the notion of prevention and its applied dissemination; effective intervention within the policy environment; positive/negative outcomes of media exposure in health policy; and the notions of evaluation and accountability.

The program closes with in-depth consideration of the process of transformation leadership and what it means to lead comprehensively, analytically, collaboratively, contextually, catalytically and reflectively.

Impact, which runs in tandem with the full program, engages participants in an activity of their (or their sponsoring organization's) own choosing aimed at effecting significant change within their organization and extending management development into organizational development. A project may be targeted (i.e. how to diffuse IMHL learning to other leaders), or general (i.e. how to better integrate prevention into an overall health system). Topics may be selected by the participant/team, or assigned by a sponsoring organization. Either way, each participant or team takes personal ownership of the issue and strives to bring change to the community. Final reports may ultimately be presented to the sponsoring organization, at appropriate health care conventions and/or in leading health care publications.

Each module is twelve days long. The five modules are delivered over a 16-month period. A range of other activities – including impact, managerial exchanges, reflection papers, self-study, personal tutoring and a final paper – accompanies these modules.



Participants continue to work throughout the program.

The program design is intended to allow participants to continue working while completing all requirements for the Master of Management, respecting both individual and organizational needs. It is aimed at “anchoring” students' learning in the culture and practice of their individual organizations.

Participants bring the key health issues they face in their organizations and communities to the classroom for discussion, benefiting from the friendly consulting of their colleagues and experienced faculty. This has proven to be a very powerful problem-solving approach, offering

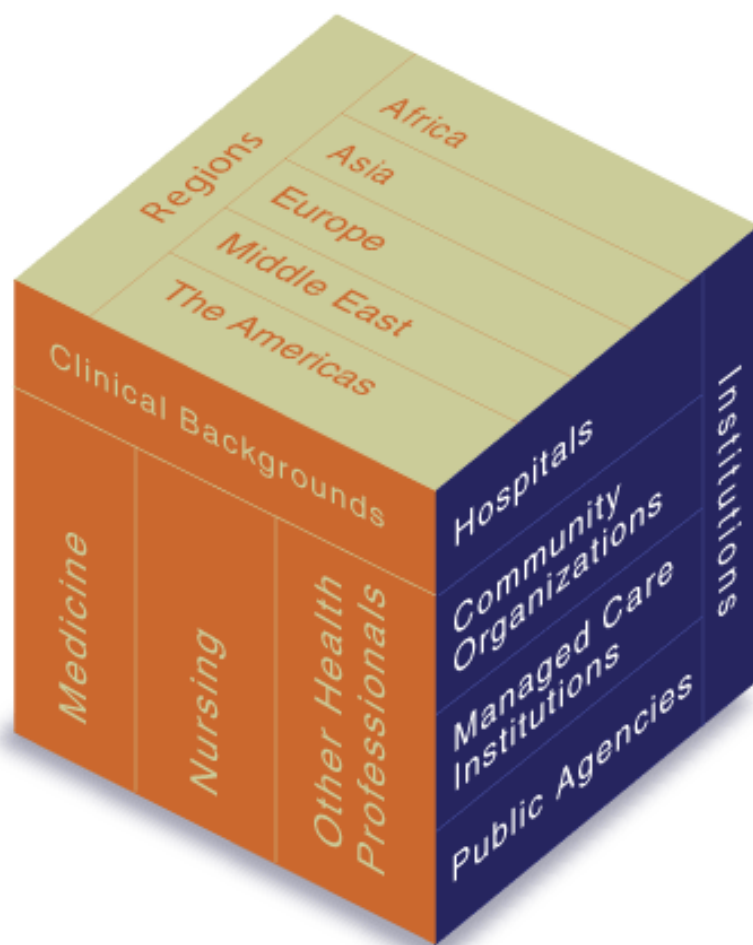
participants an unparalleled opportunity to put theory into practice by drawing on their own health environment, resulting in a fully-integrated, hands-on educational experience.

PARTICIPANTS' PROFILE

The IMHL begins with the belief that the greatest hope for health improvement lies in a deep understanding of how the entire health field works, coupled with a sophisticated appreciation of its management. Accordingly, the IMHL accepts participants with extensive operating experience in health who currently hold significant positions of responsibility, and who work to improve population health and impact the delivery of health services and in their respective organizations and communities.

The IMHL is a demanding program with ambitious goals. Its success depends largely on the quality and motivation of the participants. To maximize the experience, each class is made up of people who collectively are from:

- all regions of the world
- all types of health-related organizations (hospitals, community organizations, managed care and public health facilities, government ministries, etc.)
- all manners of operating backgrounds prior to having entered managerial positions (physicians, nurses, other health professionals, etc.)
- all areas of health - from prevention to care



IMHL PARTICIPANTS as INDIVIDUALS and TEAMS

The IMHL program invites application from individuals, and we are especially open to people with unusual roles in the health field, in order to have the most interesting and eclectic class possible. The program also invites application from teams. The IMHL is particularly suited to teams of about five managers who represent an organization or community with a particular and compelling health issue to address.

Considerable time in the IMHL classroom is devoted to such issues, to use the class as a forum to advance major concerns in the health field. In particular, the participating managers act as "friendly consultants" to each other, making use of their varied experience to help their colleagues on these issues, and other issues identified during the program. We have used this approach in our other programs with great success: experienced managers not only love to delve into each others' issues, but prove especially adept at doing so in a thoughtful way in such a university setting—and they learn a great deal in the bargain.

The participating managers can also focus their IMHL assignments on these issues, individually or in their teams: (1) considering them in their personal reflection papers, (2) developing and applying changes together in their impact projects, (3) bringing the back home impacts they are having on these issues to the classroom for discussion, (4) and perhaps probing more deeply into their issues in the final papers. In all these ways, the sponsoring organization or community will gain significantly from their sponsorship of the participants. In other words, by virtue of all this, management development becomes organization development and community development.

Examples of teams and issues so far suggested include:

- a team of managers from community organizations that follow the patients, including a hospital manager concerned with discharge and the flow of patients from hospitals to community, would use the program to explore how the various health services can be knitted into a truly integrated system that serves its community
- a team of managers concerned with prevention would use the program to bring greater attention and effectiveness to this critical aspect of health, and develop it within the context of an integrated and sustainable approach to health in a community
- a team of nursing managers from a major national health service would use the program to develop the full potential of nursing in integrated health care; a sixth member of this team will capture the learning in the IMHL and diffuse it to other programs within the service
- a team of community health officers from a developing region would address the pressures such managers receive from the vast diversity of initiatives coming from foundations and other donors
- a team of hospital managers from a Middle Eastern country working with colleagues from a Canadian hospital would use the program as a way to bring the two groups together and integrate their learning
- a team of representatives from several foundations working in health care would build stronger ties among them while focusing on the role of the foundation in the support of health (with the IMHL classroom as a microcosm of this relationship)
- a team from an NGO focused on a particular disease would use the program to consider their concerns in a broader light while enhancing their ability to work together and to network with other health providers

We welcome all manner of other proposals.

FACULTY

The IMHL is a collaborative effort of McGill's Faculty of Medicine and Desautels Faculty of Management. It builds on Medicine's impressive worldwide reputation for producing effective medical leaders and on Management's established reputation for innovative leadership programs.



Prof. Henry Mintzberg, (BEng '61, McGill; PhD '68, MIT), holds the Cleghorn Chair of Management Studies at McGill University. Named as one of the most influential management thinkers in the world by the Financial Times, Professor Mintzberg has published 13 books and 140 articles on managerial work, strategy formation and organizational structure (see www.mintzberg.org). For much of the past decade, Professor Mintzberg has worked with colleagues from Canada, England, France, India, and Japan to develop new approaches to management education. In his role as Faculty Director of the IMHL, Professor Mintzberg both teaches in the program and helps lead its modules.



Abraham Fuks, (BSc'68, McGill: MDCM'70, McGill), Former Dean of the Faculty of Medicine, is himself a McGill graduate. After training in Internal Medicine and Clinical Immunology in the McGill teaching hospital network, he took three years of postdoctoral training in immunogenetics and histocompatibility antigens at Harvard University. His initial faculty position at McGill came in 1978. A member of the IMHL Advisory Panel, Dr. Fuks is actively involved in the design, content and also delivery of the IMHL program.

Each module is delivered by a different team who collectively possess a variety of interests and expertise. More than 50 potential faculty members have been recruited from across the entire health spectrum and from all areas of management education to lead the program. Complete biographies of each Module Director can be found at www.mcgill.ca/imhl.

DATES & LOCATIONS

The program was inaugurated in June 2006 with its first class. **We are presently receiving applications for our fourth class.** Depending on the geographical make-up of the class, one or two modules could take place in other countries. Module dates for class four are scheduled as follows:

Module 1 The Reflective Mindset - Broadening Perspectives
[October 16 - 27, 2011 at Mont Gabriel, Ste-Adèle \(north of Montreal\)](#)

Module 2 The Analytic Mindset - Leading Organizations
[February 5 – 16, 2012](#)

Module 3 The Worldly Mindset - Navigating the System
[June 3 - 14, 2012](#)

Module 4 The Collaborative Mindset - Appreciating Work Relationships
[October 14 - 25, 2012](#)

Module 5 The Catalytic Mindset - Achieving Change
[February 3 – 14, 2013](#)

MASTER of MANAGEMENT



Participants who successfully complete the program requirements are conferred with:

Degree (*McGill University*): Master of Management

Program (*formal designation*): International Masters Program in Practicing Management

APPLICATION

All documents should be completed and submitted to the **Masters Programs Office**. We encourage participants to apply as early as possible, as we have started to admit participants from all over the world to the next class that will start in **October 2011**.

For more information and to download application, see www.mcgill.ca/imhl/application

To apply to the IMHL, your first step is to complete the **On-Line Graduate Admission Form**. (See the [Instructions](#) [.pdf] at the above mentioned website, print them and then click on [On-Line Graduate Admission Form](#))

The following documents are also required:

- **Curriculum Vitae**
- **Candidate Endorsement**—see [Candidate Endorsement](#) [.pdf] at the above mentioned site
- **Personal Reflection**—see [Personal Reflection](#) [.pdf] at the above mentioned site
- **One official set of transcripts** of marks from all universities attended.

FEES

Fees for the International Masters for Health Leadership are \$45,000 CDN. This covers all instruction during the five modules, required books and other pedagogical materials including self-learning materials, and tutoring. Fees are exclusive of travel and living expenses.

The University reserves the right to make changes without notice in the published scale of fees. More details can be found at www.mcgill.ca/imhl/fees

SPONSORSHIPS & FELLOWSHIPS

The IMHL is now accepting its fourth class of 40 participants. Most have funding through their own organization or an endorsing organization in their own community (see sponsorships); some may require external sources of funding to support them during the program (see fellowships).

Sponsorships

It is our preference that the organization sponsors the applicant, and endorses the applicant's participation to the program as part of his/her ongoing professional responsibilities. This is a program for managers in context. The organization sponsoring an applicant pays the fees per participant directly to McGill University. Fees are exclusive of travel and living expenses.

Fellowships

While most participants are funded by their organization or an endorsing organization in their community, others may require fellowships from another organization to support them over the two-year period.

The opportunity to create named fellowships is being made available to foundations, government agencies, private companies and individuals concerned with the future of health. Fellowships are critical in attracting top participants from the health sector in every region of the world. For example, a foundation with an interest in health population improvement in developing nations may choose to provide fellowships to health leaders in a specific country.

Fellowships offered by participants could be in the amount of \$CDN 75,000 per participant in order to cover fees for the program as well as the living expenses during the modules and other academic activities. Fellowships offered can also be less than \$CDN 75,000 per participant.

Fellowships ensure that talented and motivated health leaders around the world have the means to undertake graduate studies at McGill to benefit the individuals and their organization as well as the health sector as a whole.

FOR MORE INFORMATION

For more information on the International Masters for Health Leadership, or to discuss ways you could become involved as a participant or as an organization for our next class scheduled to start in October 2011, please visit our website at www.mcgill.ca/imhl and contact us at:

Director

Diane Marie Plante

Email: diane.marie.plante@mcgill.ca

Telephone: +514 398 4060

Manager, Special Programs

Patricia Strutz (for questions on application process)

Email: patricia.strutz@mcgill.ca

Telephone: +514 398 4648

International Masters for Health Leadership (IMHL)

Desautels Faculty of Management, McGill University

1001 Sherbrooke Street West, Suite 640

Montréal (Québec), Canada

H3A 1G5

Telephone : +514 398 8811

Email : info.imhl@mcgill.ca

RELATED PUBLICATIONS

Mintzberg, Henry. *Managers Not MBAs*. Berrett-Koehler (USA) and Pearson (UK), 2004

Glouberman, Sholom & Mintzberg, Henry. "Managing the Care of Health and the Cure of Disease: Part 1: Differentiation." *Health Care Management Review*, Winter 2001.

Mintzberg, Henry & Glouberman, Sholom. "Managing the Care of Health and the Cure of Disease: Part 2: Integration." *Health Care Management Review*, Winter 2001

Mintzberg, Henry. "Third Generation Management Development". *Training and Development*, March 2004.

Mintzberg, Henry & Gosling, Jonathan. "The Five Minds of a Manager." *Harvard Business Review*, November 2003.

Mintzberg, Henry & Gosling, Jonathan. "Educating Managers Beyond Borders." *Academy of Management Learning and Education*, November 2002.

Mintzberg, Henry. "Managing Health and Disease - Up and Down, In and Out." *Health Science Management Research*, 2002.

Mintzberg, Henry. "Toward Healthier Hospitals." *Health Care Management Review*, Fall 1997.