



McGill

Executive
Institute



McGill

Faculty of
Medicine and
Health Sciences

McGill Leadership in Healthcare Program

**Charting the Future for
People, Planning, Policies, Processes,
and Performance**

Discussion Document

Health Sector Context

- Government officials and healthcare leaders around the globe recognize the urgent need to improve health services and systems in a fast-evolving environment. The Covid-19 pandemic has further underscored the call to act now in building agility and effective management across health institutions and the commercial actors which partner with them.
- Many countries are struggling to expand and innovate in a context of overcrowded wards, underfunding, overworked medical staff, drug shortages, and outdated processes.
- Other countries are seeing an upsurge of growth in the sector, creating a drive for improved primary care, public health, digital health, specialist medical services, and efficiently integrated healthcare solutions.
- Leaders must adapt to changing patient/consumer behavior. A younger, digitally savvy, and health-conscious generation is gravitating toward more personalized and specialist healthcare, as well as self-management aided by new technology. Meanwhile, older populations are asking for preventive care rather than curative care, as well as chronic disease management.
- These and other major challenges are exposing gaps in healthcare leadership expertise, often requiring key projects and initiatives to be managed by expatriate consultants who eventually leave without nurturing local talent or sustainable systems.



McGill's response to a new health leadership solution



- McGill University understands that successful leadership in healthcare is both unique and complex. It involves planning and executing value-creating strategies within an intricate mosaic of multi-professional delivery, regulatory bodies, public and private services, funding/budgeting issues, political agendas, technological advances, and evolving patient needs.
- As a result, our top-rated faculties of medicine and management are joining forces to work with key stakeholders in order to co-create and deliver an innovative education program for those who hold positions of responsibility in their nation's health sector.
- The McGill Leadership in Healthcare Program will help participants develop strategic approaches and skillsets, deepen knowledge of where the sector is headed in the decades to come, and align with government objectives in order to shape the future of healthcare.
- The flexible program can adapt to the time horizon of the audience, ranging from an intensive week-long experience to an in-depth series of modules over a one-year period.
- It is designed for groups of 20-30 participants currently in a leadership role on a federal or regional level, working in diverse government and health organizations. This could include decision-makers, administrators, department heads and officials from Ministries of Health, hospitals, primary care, clinics, as well as other public and private healthcare facilities.
- McGill professors and affiliated experts can deliver learning onsite at a venue of your choice around the world, including the historic McGill campus of Montreal, or through an online/blended format.

Goals of the Program



For the National Healthcare Agenda

- Equip health sector leaders with the knowledge and tools to vastly improve the efficiency and effectiveness of health services to ensure a longer, healthier life for citizens.
- Create an enduring network of talented health leaders and greatly reduce the necessity to bring in expatriate consultants and management experts.
- Imbed a culture of excellence, innovation and integrated solutions for a sustainable future of the health sector and related government initiatives throughout the country.

For the Participants

- Examine transformative leadership mindsets, skills and operational strategies unique to a particular country's healthcare environment.
- Discover trends and new ideas to understand where healthcare is headed in the next twenty years.
- Understand how to set meaningful goals and implement plans to get there
- Gain exposure to best-in-class ideas to streamline management processes
- Better manage in a context of ambiguity and fast-paced changes.
- Connect with an exceptional peer group to share experiences, ideas & resources.

Program Overview

- The new McGill Leadership in Healthcare Program (MLHP) takes a fresh look at leadership practices and tools for improved healthcare delivery and staff engagement. It focuses on mindsets, tools and strategies to become better critical thinkers who lead across their sector and organizations.
- Participants will first explore world-class examples of harnessing changes to stay on track and grow in the healthcare sector. An experiential approach is then used to engage participants with a series of small “project sprints”, personal development plans, dialogue with practitioners in the field, in-class exercises with professors, and a major Capstone Project to put ideas into action.
- The experience is underpinned by Mindset-based learning which comprises five enduring, well-rounded building blocks for lifelong development. These include self reflection, looking outward to anticipate healthcare innovations, interpersonal skills, critical thinking and problem solving, as well as the actions needed to make change happen.
- Along the way, candidates receive personalized support through one-on-one coaching dialogues, advising from sector experts, and peer networking during and after the program.
- This program is not meant as a deep dive into the technical disciplines of medicine. It will, however, look specifically at people, performance, processes and strategies in the local context of the audience and participants will have many ways to put technical knowledge to use through individual projects and active learning.



Who is the ideal candidate?



- **Overview:** The McGill Leadership in Healthcare Program is designed for men and women who hold positions of responsibility in the health sector who want to level up their ability to lead, deepen understanding of emerging health sector trends/practices/opportunities and contribute to the nation's rebuilding and renewal of health systems.
- **Backgrounds:** Selected program delegates form a community of decision-makers, administrators, department leaders and officials with an open mind who may have clinical backgrounds (physicians, nurses, pharmacists, social workers, psychologists) and other backgrounds (administrators, economists, lawyers, political scientists, etc.).
- **Class Size:** Cohorts will be limited to 20-30 members.
- **Organizations:** There will be networking opportunities to share among peers from diverse government and health organizations on a federal or regional level including the Ministry of Health, Regional Health Authorities, hospitals, primary care, community care, clinics, international agencies, foundations, as well as other public and private services from health promotion to prevention and treatment.

Learning Content (Draft Ideas) Will Promote Five Key Mindsets

Pre-Work &
Throughout Program

Reflective Mindset



Tools for Self
Discovery as a Leader

Clarifying Strengths
& Values

Mindfulness &
Well-Being

Emotional Resilience

Self-Reflection
& Personal
Development
Planning

Module 1

Worldly Mindset



Megatrends –
Reimagining
Healthcare in 20 yrs.

Demand: Evolving
Patient Experiences
& Preferences

Supply: Navigating
Public & Private
Health Services

Regulatory &
Governance Issues

National Vision
& Policies

Module 2

Collaborative Mindset



Leading Complex,
Multi-Professional
Health Systems

Negotiating &
Securing Buy-In

Coaching &
Motivating Others

Priority Management
& Delegation Tips

Conflict Resolving

Boardroom Presence

Module 3

Analytical Mindset



Operating in
Ambiguity

Strategic Planning

Problem-Solving &
Finding Alternatives
to Roadblocks

Critical
Thinking

Using Data & AI to
Improve Healthcare

Innovation & Value
Creation

Module 4

Action Mindset



Leading to Build a
Culture of Change

Guiding Teams to
Top Performance

Efficient Business
Processes & Tools

Operating with
Agile/SCRUM

Decisiveness &
Managing Risks

Key Factors to Make
Change Happen

Sample Learning Pathways



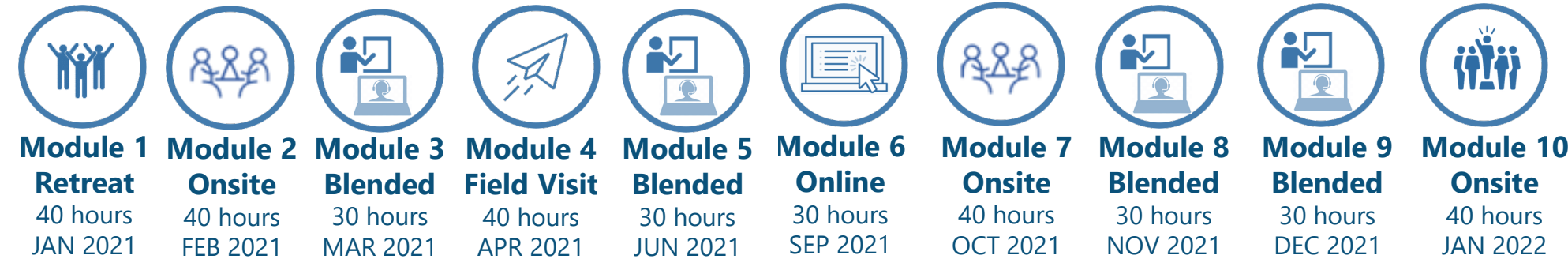
1 Week Onsite



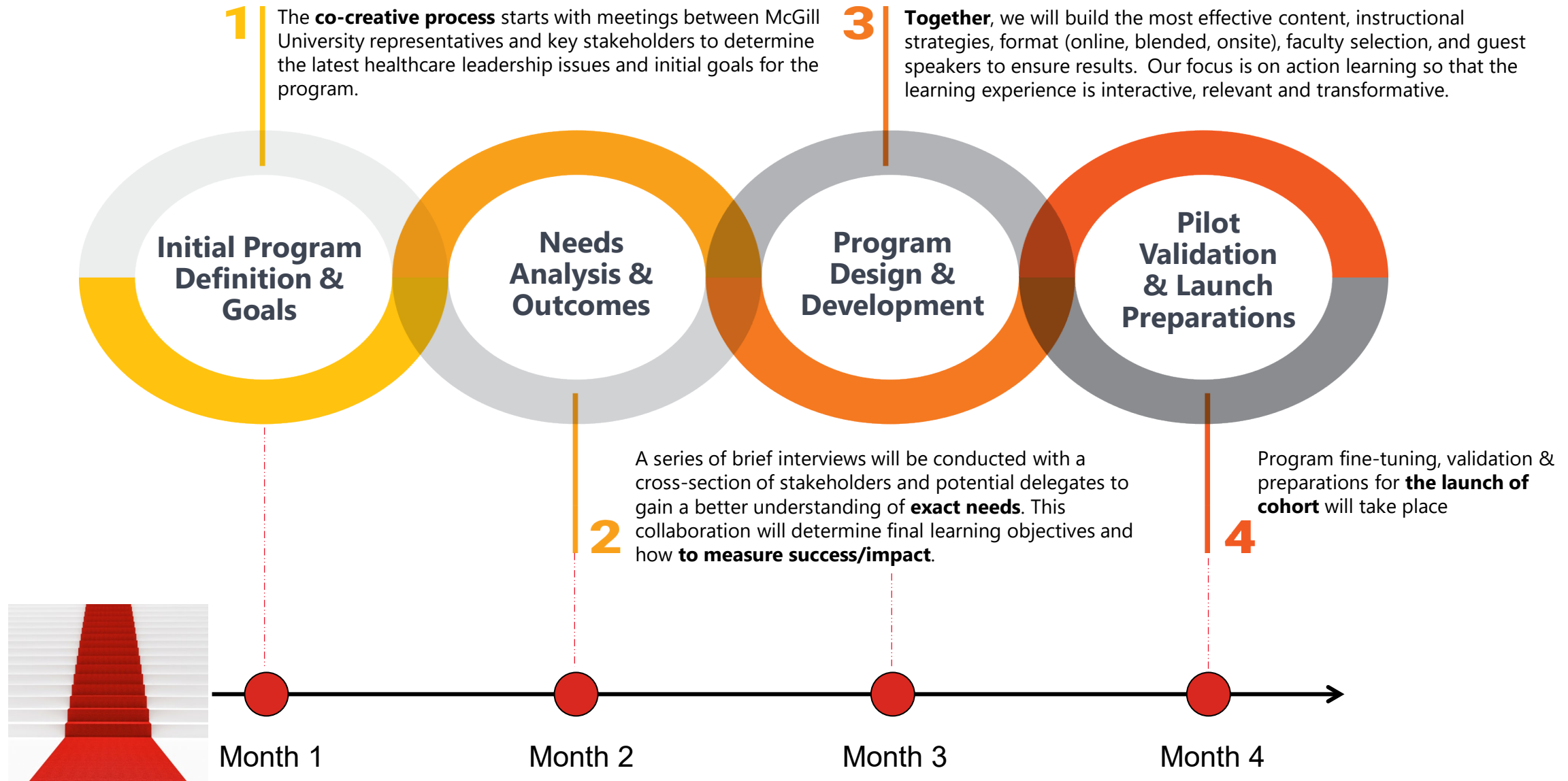
1 Month Onsite



1 Year Onsite & Online



Next Steps and Actions



Program Advising and Management Team

Howard Bergman, MD, FCFP, FRCPC, FCAHS



Howard Bergman, Professor of Family Medicine, Medicine and Oncology, is Assistant Dean, International Affairs, Faculty of Medicine and Health Sciences, McGill University. He provides strategic oversight of the international and business development activities and represents the Faculty in meetings around the world. Dr. Bergman is a Fellow of the Canadian Academy of Health Sciences (CAHS) and a Fellow of the College of Family Physicians of Canada and of the Royal College of Physicians and Surgeons of Canada. He was Chair of the Department of Family Medicine from 2012-2019 where he created and led the McGill Family Medicine Innovation in Learning Initiative as well as the Distance-Blended International Education Program for Family Medicine Teachers. He is internationally renowned for research which has influenced policy change in primary care, integrated care, chronic disease and aging, with more than 185 peer-reviewed publications. Dr. Bergman has served as a consultant to numerous regional health authorities and ministries of health around the world. In 2008 and again in 2019, he was invited by the Singapore Ministry of Health as a visiting foreign expert on Family Medicine, Primary and Continuity of Care with a focus on primary care and aging.



Farhad Riahi, MD, MBA, CCFP

Dr. Riahi is an Assistant Professor of Family Medicine, and Strategic Advisor to the International Affairs Office, both at the Faculty of Medicine and Health Sciences of McGill University. His clinical work and teaching activities are currently focused on Urgent Care and Telemedicine. His work with the International Affairs Office is focused on developing and delivering educational partnerships. Dr. Riahi has extensive international experience in improving health systems performance through policy, strategy, operational, and data analytics levers; in structuring and delivering public-private partnerships in healthcare; and in leadership programme development for healthcare leaders and clinician leaders. He has worked at the senior leadership level with the World Health Organization, the UK National Health Service, and health system leaders in Europe, GCC, and Southeast Asia. He was formerly a Partner in McKinsey & Company's Healthcare and Global Public Health practices, and the Head of Healthcare Systems at Novartis International.



Eric Saine, M.ED, B.SC

Eric Saine is Executive Director and Faculty Member of the McGill Executive Institute, a hub for leadership development at McGill University's Faculty of Management. Under his direction, the Institute has launched the successful Leadership in Healthcare open-enrollment program, Women Entrepreneurs and Leaders Program, and has grown the McGill Mini-MBA to Canada's largest nationwide management development series. He serves as an Academic Advisor for the United Arab Emirate's National Experts Program and has co-designed multiple learning initiatives for organizations such as the Crown Prince Court of Abu Dhabi, Pharmascience, and the Ministry of Energy (Saudi Arabia) in both onsite and online formats. Prior to McGill, Eric was based in France working with INSEAD Business School professors to deliver executive education around the globe, targeting all levels, from young entrepreneurs to senior board members. He is a graduate of McGill University.

Contact Info



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