

MASTER OF HEALTH MANAGEMENT

Five-Year Impact Report: 2019-2024 Activities

2019-2024



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SUMMARY

The Master of Health Management (MHM) Program is offered through a partnership between the DeGroot School of Business (DSB) and the School of Rehabilitation Science (SRS) at McMaster University. The MHM Program, delivered primarily on-line, prepares regulated healthcare professionals to meet the demands of a career in health management.

In the past few years, the Program’s on-line format has been more important than ever, as our students have been balancing their home life, academic work, and careers in healthcare, during a global epidemic. Demands on the time of our students and alumni have been higher than usual, as many have been redeployed to a variety of new and emerging support roles during this time.

Since 2019, the Program has graduated 484 students; 415 completed their degree part-time and 69 completed their degree full-time. This report allows us to reflect on the impact our Program has had on students and alumni over these years, and to celebrate our accomplishments as a community.

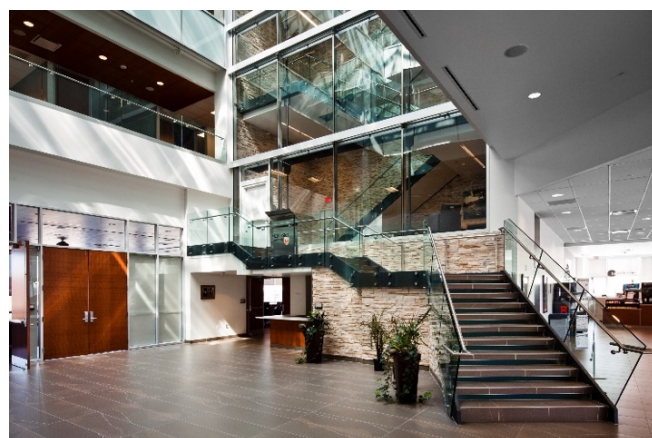
PROGRAM ACTIVITIES: NAVIGATING CHANGE

Like most other programs and workplaces, the MHM Program felt the impact of a global pandemic, beginning in early 2020. The impact extended beyond the virtual classroom, as our students and many of our instructors are themselves healthcare providers. As a primarily online program, we were already well positioned to not just persevere but thrive through the pandemic lockdowns. But the added load for our students in the workplace was felt by all. We want to acknowledge the extraordinary selflessness that we witnessed in our students, in this time of great need for their skills and leadership. Many, while still learning the foundations of health leadership, were plunged into new leadership roles. It was trial by fire as they applied newly learned skills to an ever-changing landscape of pandemic management. We are so proud of these new leaders and what they have accomplished.



RESIDENCIES REVAMPED

Like healthcare facilities, the Program, too, had to adapt to keep our students safe. While our program is primarily online, the two Program Residencies, normally in-person, had to be quickly modified. Through 2020 to 2022, the Residencies moved on-line. We missed being able to see each other but we continued to meet our goals of the residencies; to build community, develop student skills, and utilize program and course related information during real-time virtual discussions and interactions.



Through our experience with on-line residencies, and knowledge that we could still meet our goals, we made some changes to ease the time and financial resources required for attending residencies. We have returned to the in-person format for the Fall Residency but kept the on-line format in place for the Spring Residency. We believe this gives our students the best of both worlds.

CONCLUSION OF FULL-TIME PILOT

The Master of Health Management (MHM) program was launched in September of 2010 as a part-time only. In Fall of 2018, the Program created a full-time cohort as a pilot project to determine the demand and viability of a full-time cohort being integrated with the existing part-time cohorts. This first full-time cohort graduated in November of 2019 with 16 of the original 17 students.

Throughout the pilot of a full-time cohort, some issues were identified based on survey feedback, and in consultation with course instructors. In many cases, students who applied for the full-time option indicated that they would also be willing to complete the program part-time. Given the limited upsides associated with retaining the full-time option and numerous academically relevant downsides, the decision was made to terminate the pilot and continue with the Program as part-time only.

EDI INITIATIVES

In 2021, MHM created a committee, consisting of Instructors and MHM past and current students to make recommendations to address racism, bias, and oppression (including but not limited to race, culture, sex, gender, sexual orientation, age, ability, religion/creed, socioeconomic status, ethnicity, health status, body size, linguistic background, and the intersections of any of these) within existing MHM Curriculum. The committee identified and made revisions to address such issues in courses.

This committee also supported the creation of a new \$5000 student award. The Equity, Diversity, and Inclusion Award is given to an equity seeking applicant (including but not limited to race, culture, sex, gender, sexual orientation, age, ability, religion/creed, socioeconomic status, ethnicity, health status, body size, linguistic background, and the intersections of any

of these) after admission to the Program. Award applicants will describe their experience as a member of an equity-seeking group and how the award would help them in terms of their studies.



In consultation with the McMaster Equity and Inclusion Office, we have incorporated special seminar sessions to guide our students in EDI best practices in the healthcare workplace. These sessions are specifically geared to our students' unique needs as healthcare leaders. Through interactive workshops, students will learn the fundamentals of EDI and how to address issues in the workplace, as leaders.



NEW ELECTIVE

A new elective seminar course, Selected Topics in Healthcare Management and Leadership, has been added to the Program. It consolidates and examines many of the key health management and leadership challenges in today's healthcare system. This course's objectives are to give students concrete opportunities to solve problems as an interprofessional group through some of the key issues facing healthcare managers and leaders.

INSTITUTIONAL QUALITY ASSURANCE PROCESS (IQAP)

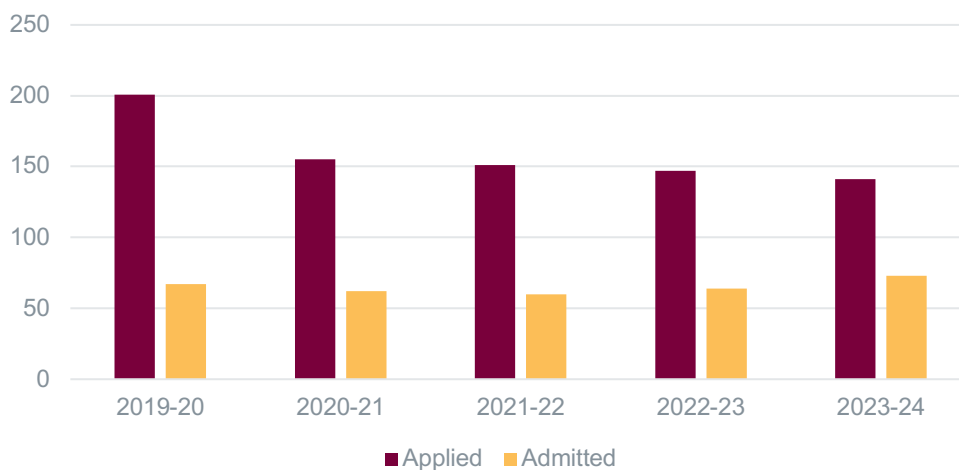
All existing academic programs are to be critically reviewed to ensure quality and facilitate its development and continued improvement. These reviews occur in an 8-year audit cycle of self-study, site visit with review team, recommendations for improvement, action plans, implementation, and follow-up. The MHM Program is at the start of another cycle with our review team's visit to take place early in 2025. Complete details about this process can be found here <https://iqap.mcmaster.ca/>.

PROGRAM ENROLLMENT: A SNAPSHOT OF THE LAST 5 YEARS

ADMISSIONS

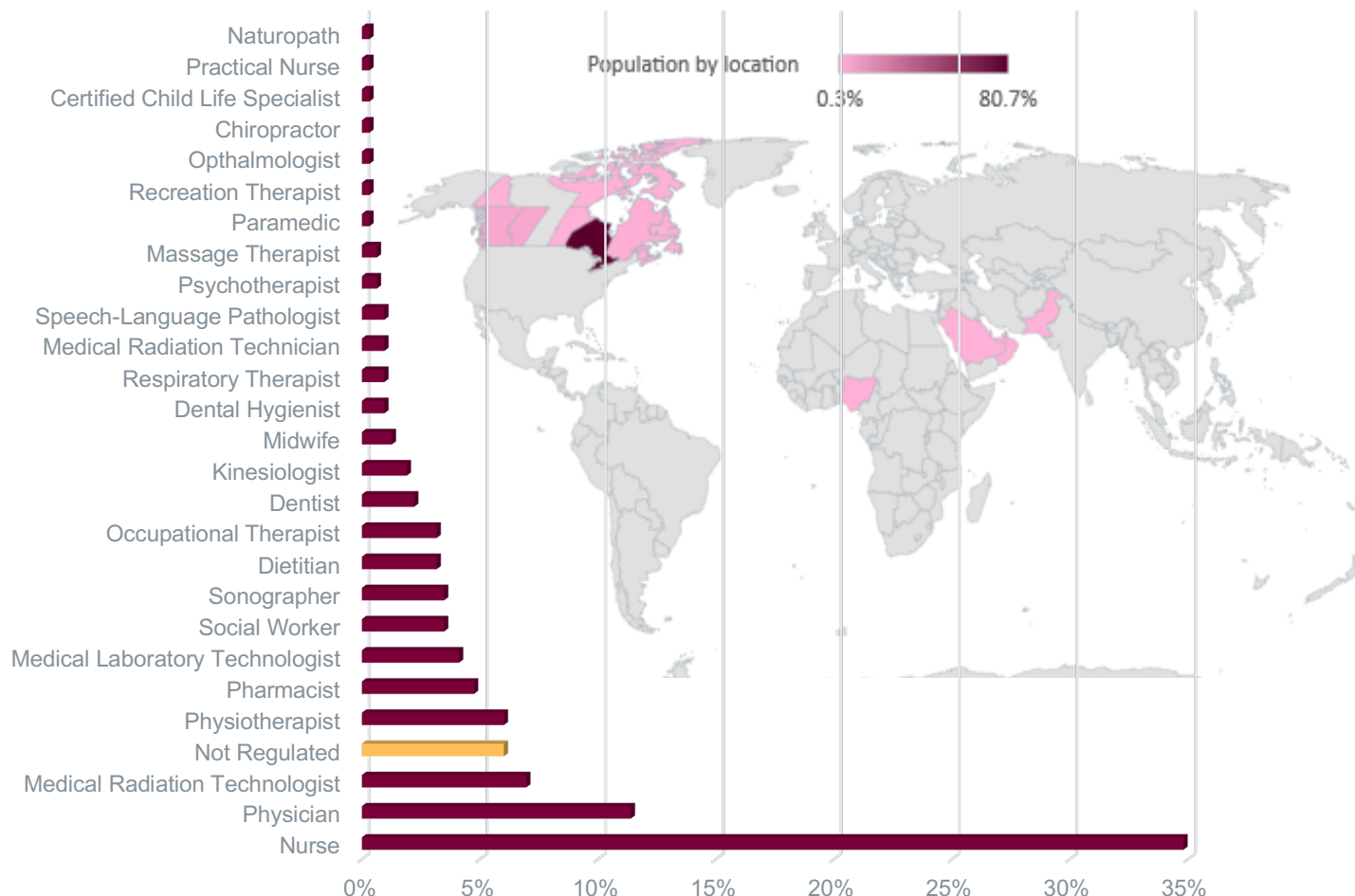
In the fall of 2021, McMaster moved to a new system for on-line graduate applications. This new system, called Slate, is a comprehensive admissions system with an intuitive interface, allowing for a seamless user experience for applicants. The system is also designed for staff and faculty to efficiently review and evaluate applications so that McMaster University can admit graduate students and continue to bring together the best and brightest minds.

Applied & Admitted Students
2019-2024



STUDENT DEMOGRAPHICS

Professions & Geodemographics 2019-2024



STUDENTS AND ALUMNI: RECENT ACHIEVEMENTS

2019-2024 SCHOLARLY PAPER TITLES:

The Scholarly Paper is a full year course designed as an opportunity for Master of Health Management students to demonstrate, in writing, their ability to integrate ideas that reflect current knowledge in areas of health management practice, education, research, and/or policy. The scholarly paper is to demonstrate integrative thinking at a general and abstract level. A student will identify a topic, and in consultation with a faculty advisor with expertise in the area, develop a proposal that is individualized to the student’s area of interest. The student will then develop the paper under the guidance of the faculty advisor. The paper must be 25 to 30 pages, excluding references and appendices. The paper does not typically involve the collection or analysis of primary data or the conduct of research with subjects. It is a scholarly essay, not a thesis.

As you can see from the titles below, our students have covered a variety of topics and produced some excellent work.

2022-2023

- ❖ Virtual health care for marginalized/vulnerable populations (access, barriers, and policy implications)
- ❖ Nursing recruitment and retention in rural communities, pre and post COVID
- ❖ Expanding telemedicine within a pediatric setting including an assessment of the various barriers and facilitators.
- ❖ What is the impact of implementing tele-homecare in comparison to usual care at improving management of congestive heart failure and COPD amongst community dwelling individuals?
- ❖ Evaluating the impact of cataract surgery on cognition for older adults with dementia.
- ❖ Bring together silo programs that support staff within the hospital collaboratively.

2021-2022

- ❖ Methods and Modifications Used to Prevent Viral Transmission of COVID-19 in Nuclear Medicine Departments: A Scoping Review
- ❖ Strategies to Support and Promote Frontline Healthcare Providers Transition to Leadership Roles in Acute Care Setting: A Scoping Review
- ❖ Rationing Healthcare for Older Adults: Considerations for Healthcare Leaders
- ❖ Key Ingredients to Supporting the Formation of Trust in Virtual Teams: Examining Models of Trust in Virtual Teams for Practical Application by Leaders and Managers Through Leadership Theory
- ❖ Canadian HB-HTA Programs: An Integrative Review
- ❖ Increased Hours of Care to Improve Quality of Care in Ontario Long-Term Care Homes with the new Fixing Long Term Care Act, 2021
- ❖ Easing the Transition: How Organizations Can Effectively Transition Healthcare Clinicians into Empowering Leaders
- ❖ Black Leaders in Canadian Healthcare: A Critical Race Theory Analysis
- ❖ Examining the Evolution of Virtual Preoperative Testing During the Covid-19 Pandemic and the Impacts on Elective Adult Surgical Patient Outcomes

2020-2021

- ❖ Representation Matters: Using Critical Race Theory to Explore the Disparity between Canada's Speech-Language Pathologist Workforce and its Culturally and Linguistically Diverse Clients
- ❖ The Impact of COVID-19 on Healthcare Worker Burnout, Resilience and Retention: A Conservation of Resources Perspective
- ❖ Using a Complex Adaptive Systems (CAS) Approach to Improve the Management of Staff Safety During a Pandemic
- ❖ An Integrative Review Examining the Relationship Between Transformational Leadership and Nurse Retention in Long-Term Care Settings
- ❖ The impact of COVID-19 on Physiotherapy and Occupational Therapy services - Focus on telerehabilitation service delivery
- ❖ Followership as an Integral Part of Leadership Training in Surgeons

2019-2020

- ❖ Health leadership competencies for health leaders around the world and their application to the Canadian midwifery profession: a scoping review
- ❖ Primary Care Social Work in Ontario: Considerations for Leading Integrated Service Delivery Through Innovation and Technology.
- ❖ Gender Inequity in Healthcare Leadership: Assessing Opportunities to Gender Equality in the C-Suite.
- ❖ Measuring Organizational Level Patient Engagement: Evaluation and Recommendations for Primary Care
- ❖ The Advanced Nurse Practitioner in Canada: The Development of the Vulnerable Population Nurse Practitioner Specialty Role Using the PEPPA Framework
- ❖ Sustaining Continuous Quality Improvement in Healthcare

AWARDS

Founders Award

This award is presented to the graduating students who have consistently demonstrated a high level of scholarly achievement in health management. Awarded at Convocation (Fall and Spring).

2023 - Alicia Leung (Fall), Jennifer McCall (Spring)

2022 - Chelsey Sheldrick (Fall), Elizabeth Angelevski (Spring)

2021 - Adrienne Coucill (Fall), Joanna Gotfrit (Spring)

2020 - Jenny Lieu (Fall), Eric Ricker (Fall), Jacqueline Vlahos (Spring)

2019 - Jessica Dumoulin (Fall), Rosemary Hayhoe (Fall), April Jacobs (Spring), Jason Wentzell (Spring)



*Dr. Glen Randall and
Ethan Whitehead*

Emerging Leader

This award recognizes an MHM student's career endeavors and/or achievements that have made a significant contribution to the area of healthcare management while participating in and applying learnings of the MHM Program. This may be demonstrated through service, research, leadership, innovation or change in career trajectory. Awarded at Convocation (Spring).

2023 - Ethan Whitehead (Spring)

2022 - Sarangan Lingham (Spring), Kim Thiessen (Spring)

2021 - Paula Archambault (Spring), Menna Ataya (Spring), Joanna Gotfrit (Spring), Jessy Samuel (Spring)

2020 - Brian Leung (Spring)

2019 - Kristin Kennedy McLennan (Spring)

Scholarly Paper

This prize will be awarded to the graduating student deemed to have displayed a combination of strategic problem-solving skills, critical thinking, and originality with a comprehensive and accurate command of relevant scholarship in the area of health management in their scholarly paper. The paper will often add valuable new information to the literature in this field. Awarded at Convocation (Spring).

2023 - Alvina Ng (Spring)

2022 - Elliott McMillan (Spring)

2021 - Sharia Ali (Spring)

2020 - Joanne Saab (Spring)

2019 - Jaimie Coleman (Spring)

FHS Plenary Award

2023 - Alvina Ng '23

2022 - Kimberly Thiessen '22, Mathew Doggart '22,
Corry Fitzgerald '22, Elliott McMillan '22

2021 - Sharia Ali '21, Joanna Gotfrit '21

2020 - Brian Leung '20, Laura Sheehan '20

2019 - April Jacobs '23, Jason Wentzell '23



*Dr. Glen Randall and
Alvina Ng*

Community Contribution

Based on the opinion of the MHM Program, the student who 1) has provided outstanding support, leadership and involvement/service to MHM Students, the MHM Program or to McMaster University during their MHM degree and/or 2) has contributed to fostering change through equity, diversity and inclusion initiatives within the community during their MHM degree will be presented with this award. Awarded at Convocation (Fall and Spring).

2023 - none awarded

2022 - Jana Cochrane (Spring), Elif Cizmeci (Fall)

2021 - Susan Phipps (Spring)

2020 - none awarded

2019 - Aruna Mahabir (Spring)

Distinguished Alumni

This award honours and recognizes a graduate of the MHM Program who is respected and admired for their leadership, achievements, and contributions in one or more area of scholarly activity, education, clinical practice and, Community-at-Large. Awarded every two years.

2023 - Kyle Sue-Milne '17

2021 - James Omar Aboeela '14, Maggie Traetto '17

2019 - Lee Yeates '17

PRESENTATIONS & PUBLICATIONS

| <i>Title</i> | <i>Author(s)</i> | <i>Conference or Journal (Vol. Issue, pg.)</i> | <i>Source</i> | <i>Class of</i> |
|--|---|--|---------------------------------|-----------------|
| The Nova Scotia model of SANE (Sexual Assault Nurse Examination) practice. | Heather Blackburn | International Association of Forensic Nursing Conference | Presentation | 2019 |
| Deviation from Standard Practice Reporting – a Novel Technique to Directly Improve Quality and Safety within Radiation Treatment Program | Patrick Quinn, Cassandra Costello, Brandee Pidgeon , Tiffany Tam, Muoi N. Tran | Journal of Medical Imaging and Radiation Sciences (Volume 50, Issue 2, S8-S9) | DOI: 10.1016/j.jmir.2019.03.149 | 2019 |
| Usage of Regular Safety Surveys to Assess and Improve Safety Culture in the Radiation Treatment Department | Patrick Quinn, Anishka Saldanha, Cassandra Costello, Brandee Pidgeon , Tiffany Tam, Jenna King | Journal of Medical Imaging and Radiation Sciences (Volume 53, Issue 2, Supplement 1, S14) | DOI: 10.1016/j.jmir.2022.04.039 | 2019 |
| On Treatment Consultations – a Method to Increase Communication within the Radiation Therapy Department | Cassandra Costello, Amanda Lamb, Jenna King, Janice Kim, Brandee Pidgeon , Christopher Kwong, Keith Nakonechny | Journal of Medical Imaging and Radiation Sciences (Volume 50, Issue 2, Supplement, S17-18) | DOI: 10.1016/j.jmir.2019.03.174 | 2019 |
| Violence against emergency healthcare workers: different perpetrators, different approaches | Spelten, E., van Vuuren, J., O'Meara, P., Thomas, B., Grenier, Ferron, R. , Helmer, J. and Agarwal, G. | Journal of Aggression, Conflict and Peace Research (Volume 14, Issue 2, pp. 123-132) | DOI: 10.1108/JACPR-10-2021-0645 | 2015 |

| | | | | |
|---|--|---|--|------|
| Economic Analysis of Mobile Integrated Health Care Delivered by Emergency Medical Services Paramedic Teams | Xie F, Yan J, Agarwal G, Ferron, R | JAMA Network Open | DOI: 10.1001/jamanetworkopen.2021.0055 | 2015 |
| Followership: The Missing Link in Surgical Leadership | K. Alok Pathak | Annals of Surgery | DOI: 10.1097/SLA.0000000005376 | 2020 |
| The application of health leadership competencies around the world to the Canadian midwifery profession: A scoping review. | Corbin, Abigail. , Darling, E., Pearce-Kelly, Tracey. , and Wise, K. | Canadian Journal of Midwifery Research and Practice, 20(1), 18-31 | | 2020 |
| Wound management: Investigating the interprofessional decision-making process | Andrew Nicholas | International Wound Journal | DOI: 10.1111/iwj.13017 | 2021 |
| Comparing provider costs of different palliative fractionated regimens for bone metastases using time-driven activity-based costing | David Boyce | American Radium Society Conference | Presentation | 2021 |
| <i>A Policy Analysis on Bill 124 and the Nursing Shortage</i> | Co-authored: Phuong Nguyen and Paula Bochnak | Canadian College of Health Leaders Journal | DOI: 10.1177/08404704231212576 | 2025 |

NEW OPPORTUNITIES

So many of our students receive promotions and new opportunities during the program or after graduation, and some have **continued with their education**. We'd like to share a few that have been recently shared with us.

Karen Bailey '13 – 2021 Academic Division Head Pediatric General Surgery, McMaster University. 2023: New leadership role, Vice-Chair of the Hamilton Integrated Research Ethics Board.

Hannah Chan '19 – 2019 Clinic Manager Canada Dermatology Centre. 2020-21 started their research program which participates in industry research. 2020 joined a new technology start-up as a subject matter expert focused on developing visual AI tools for dermatology practices. 2020 COO of Skinopathy, leading both the technology development side of the company as well as the clinical side. 2023 Certificate of Clinical Effectiveness, School of Public Health, Harvard

Rick Ferron '15

Rick was accepted in the Health Research Methods PhD program at McMaster University in the fall of 2021, with an offer that included a Michael G. DeGroot Doctoral Scholarship of Excellence Award. His research explores an evidence-based methodology to safely and consistently prioritize ambulance responses. In June of 2023, he was appointed Chief of Niagara Emergency Medical Services (NEMS).

Sanda Laszlo '16 - July 2023 Sr. Local Study Associate Director, SMM Canada, AstraZeneca R&D, Late Oncology. October 2023 Global Study Manager, SMO Canada, AstraZeneca R&D, Late Oncology

J Marie Lewis '21

Marie received her certification from the Canadian College of Health Leaders (CCHL) in February 2022

Jad Raghunauth '19

Jad received his certification from the Canadian College of Health Leaders (CCHL) in May 2023.

The CHE program was established by the CCHL in 1984. It is to provide a Canadian credential that recognizes effective leadership in Canadian health services.

Malaika Mvungi '16 – 2021 Regional Stroke Program Coordinator, St. Michael's Hospital. 2023 Manager, Collaborative Practice and Education at St. Joseph's Health Centre - Unity Health Toronto

Andrew Nicholas '19 – 2021 Allied Health Clinical Coordinator, Southlake Regional Health Centre. 2022 Interim Manager Allied Health. 2023 Permanent Manager of Allied Health

Tina Ranta '19

Tina will begin her PhD in Nursing at York University this Fall. Her research will focus on experiences of people who use drugs within safe consumption sites and the nurses who support them. Tina is a nurse that has been working for over a decade in healthcare leadership with a specialization in harm reduction and mental health.

Adrian Salonga '17 – 2023 CPSP Executive Implementation Lead, Winnipeg Regional Health Authority (WRHA)

Tracey Schlamb '21 – 2022 Director of Patient Services, for provincial Systemic Therapy Program at CancerCare Manitoba

Dayna Taylor-Weir '23 – 2023 Director, Services and Clinical Transformation, Canadian Mental Health Association, Halton

David Ure '17 – April 2023 Director Health Disciplines Academic Practice at London Health Sciences Centre

Elizabeth Wojtowicz '22

Elizabeth has been accepted in the PhD Program in the School of Nursing at McMaster for September 2023! She shares that she is absolutely set up for success along this next adventure and continues to use the skills learned in the courses to advance her career. She is grateful to the program and its instructors for the knowledge she had gained, and support provided in this next step.

Ryan Yu '22 – 2023 Chief and Medical Director of Laboratory Medicine at Quinte Health

MHM SPOTLIGHT STORIES

Brenda Martinussen, Class of 2015



When Brenda graduated with her MHM in 2015 she was working as a Regional Manager for Senior Support Programs and Supportive Housing. In 2016 she became the Chief Operating Officer of a not-for profit, DASCH, in Winnipeg. In this role, she oversaw an organizational environmental scan and restructuring and an organization wide update of policies, procedures and standards of care. In 2019 she transitioned into the Chief Strategy and Growth Officer (CGSO) role where she oversaw the identification and execution of innovative ideas to lead the company's growth. She launched a unique post-secondary vocational training centre, DASCHWorks, for individuals with intellectual disabilities. She also oversaw the acquisition and launch of a home care franchise as a social business to subsidize government funding. From 2020 to 2022 she was simultaneously the part-time Chief Operating Officer of the home care business as well as the CSGO for DASCH. In 2023, Brenda moved to a national organization, the Canadian Coalition for Seniors' Mental Health, where she oversees a pan-Canadian team supporting the development of best-evidence guidelines and knowledge mobilization relevant to older adults. As the Director of Projects and Public Policy, she is also involved in advocacy and addressing relevant public policy issues across Canada.

Our students amaze us every day with their strength and resiliency. Many have expanded their families, cared for ill loved ones, or been ill themselves, all while accomplishing incredible things. Brenda is one such champion. From 2021 to 2022, Brenda experienced the other side of healthcare, as the patient. She fought breast cancer and, we are happy to share, is now cancer-free. Read on to learn about more of Brenda's successes.

Along with her career advancement, Brenda expanded her volunteer work. A member of the Canadian College of Health Leaders since 2008, Brenda has also earned her Certified Health Executive designation following receipt of her MHM. She is also a member of the Institute of Corporate Directors. Since earning her MHM, Brenda has sat on the Alzheimer Society of Manitoba Board of Directors, including in the chair role, and on the Alzheimer Society of Canada Board of Directors. Currently, Brenda is a federally appointed member of the National Advisory Committee for Canada's Volunteer Awards; Vice-Chair on the South Interlake Regional Library Board of Directors; a publicly appointed member of the Complaints Committee with the College of Pharmacists of Manitoba; and a publicly appointed member to the Council, Executive Council and Inquiry Committees of the College of Occupational Therapists of Manitoba.

Syed Sajid Ahmed, Class of 2015



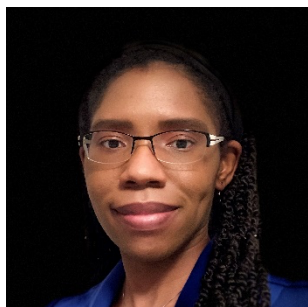
Dr. Syed Sajid Ahmed is currently working as Head of Quality Management at Aspetar Orthopedics and Sports Medicine Hospital in Doha, Qatar. Aspetar is a global leader in sports medicine and exercise science. He has previously worked with Accreditation Canada International as Advisor, Healthcare Improvement and has over twenty years of leadership, medical, healthcare management experience in varied healthcare settings including acute, primary care and family practice. He has worked as a physician in family medicine and acute care settings. His work experience includes assignments in Canada, Middle East, Brazil, Caribbean, Europe and India. He is currently a surveyor for Accreditation Canada and ISQua (International Society for Quality in Healthcare).

He has successfully delivered several surveys, training sessions, advisory and consulting assignments in healthcare quality and patient safety globally. He has also participated and presented papers on healthcare quality at national and international conferences.

Sajid holds a medical degree, in addition to his Master of Health Management degree. In 2014, he received the prestigious Fellowship in International Society for Quality in Healthcare (FISQua) credential. Sajid is a Certified Healthcare Executive (CHE) and member of the Canadian College of Health Leaders (CCHL). He is also a Certified Professional in Healthcare Quality (CPHQ) from the Healthcare Quality Certification Board, USA. As well, he holds certifications in patient safety and risk management. In 2020, he completed the Professional Diploma in Sports Management with distinction, from Jasoor Institute, Qatar that runs the program in partnership with SDA Bocconi School of Management, Italy. Committed to continuous professional development, he has pursued additional certifications and completed various courses, including Lean Six Sigma Green Belt Certification in Healthcare and a Professional Diploma in Sports Management with distinction.

In 2021, under his leadership Aspetar became the first healthcare organization in the world to achieve 100% compliance to Accreditation Canada's Qmentum International standards of excellence (Version 4) during its accreditation survey.

Lisa-Kaye Williams, Class of 2016



"The experiences and education gained through McMaster University and the MHM program have been invaluable for my personal and professional development. As a Registered Pharmacist in Ontario and Associate-Owner with Shoppers Drug Mart, I pursued MHM to enhance my knowledge and skills as a health leader. After obtaining my Master of Health Management degree in June 2016, I attained the Certified Health Executive (CHE) designation with the Canadian College of Health Leaders in 2017. I also became certified in Opioid Dependence Treatment (2017) and as a Diabetes Educator (2020) to meet growing needs within my community."

Mentorship, Careers in Science, Women in Leadership:

Skills gained as a CHE have been helpful in Lisa-Kaye's community activism, supporting students pursuing science-related, health care careers and in mentoring women in leadership.

In 2019, she was appointed to the Adjunct Experiential Faculty of the Albany College of Pharmacy and Health Sciences (USA) as a Clinical Preceptor for International Pharmacy Students. She also provides mentorship as a Structured Practical Training Preceptor for Regulated Pharmacy Technicians with the Ontario College of Pharmacists, a Clinical Preceptor for Pharmacy Students (University of Toronto, University of Waterloo), a Preceptor for Pharmacy Assistants and Pharmacy Technician students, and a Site Supervisor for High-School Co-op Students.

Lisa-Kaye has been honoured to discuss STEM careers and pharmacy ownership as an invited guest speaker for McMaster's Biochemistry and Biomedical Science Society and the University of Toronto's Black Pharmacy Students' Association.

Since 2020, Lisa-Kaye has been actively involved in Shoppers Drug Mart's Women in Leadership for Associates (WILA) as a guest speaker, coach and mentor for females interested in pursuing Associate-Ownership. Similarly, she supported the DeGroot Women in Business Empower Conference in honour of International Women's Day as an invited Alumni guest (March 2023).

Kristin Kennedy, Class of 2019



Kristin Kennedy, the President and CEO of Erie Shores HealthCare (ESHC), stands out as a distinguished leader in healthcare management. With over 25 years in the sector, Kennedy's journey is marked by her commitment to advancing patient care through impactful leadership. Educated at McMaster University, Kennedy earned her Master of Health Management and holds a Certified Health Executive designation.

At ESHC, Kennedy's leadership has been pivotal, navigating the organization through challenging times, including the COVID-19 pandemic and the recent ransomware attack that impacted hospital services across Southwestern Ontario. Under her guidance, the ESHC has seen substantial growth and development, including a collaboration with WE-SPARK Health Institute, launching the hospital's first Office of Research. Kennedy's leadership extends beyond the hospital walls, focused on providing care where the community needs it. It has led to a co-chair position for the Windsor-Essex Ontario Health Team, and she has championed initiatives like the Mobile Medical Support team, which provides mobile clinic support to agri-farm workers and high-priority communities across Windsor-Essex, and the assumption of management at the Pelee Island Nursing Station, Canada's southernmost clinic.

Kennedy's tenure at Erie Shores HealthCare exemplifies her deep understanding of community healthcare needs, her commitment to patient-centred care, and her ability to inspire and motivate her team, inspiring current and future healthcare professionals at McMaster University (where she is an Assistant Professor) and beyond.

Marie Lewis, Class of 2021



"Earning my MHM opened doors to leadership opportunities and enhanced my understanding of quality healthcare, health systems, and policy. It also equipped me with knowledge that became an integral part of my professional journey. The MHM program was a fulfilling and positive experience that significantly contributed to the development of my confidence, skills, leadership and personal growth."

In her final year of the MHM program (2020), Marie attained the role of Clinical Director of Care for a long-term care home. This pivotal position allowed her to apply the insights gained from her MHM studies to drive continuous quality improvement, enhance safety measures, and oversee the growth of a team of over 85 members. Notably, within the first six months in this new role, senior management approached Marie three times expressing interest in promoting her to the role of Director of Care. She chose to complete her final MHM course, a scholarly paper, and officially assumed the role of Director of Care in the spring of 2021.

Building on this success, Marie earned her CHE (Certified Health Executive) designation through the Canadian College of Health Leaders in 2022. In 2023, she completed the Long-Term Care Administrator Leadership certification, amassing over 100 hours of specialized training with Advantage Ontario.

THE TEAM

A CHANGE IN LEADERSHIP

The MHM is led by partner leaders from the DeGroot School of Business (DSB) and the School of Rehabilitation Science (SRS). In 2021, we saw a change in Program leadership as Dr. Patty Solomon, began to transition to retirement. Dr. Solomon served as the Co-Director (SRS) from June 2014 to July 2021. She was instrumental in fostering growth for the MHM program.

In July 2021, we welcomed our new Co-Director (SRS), Dr. Dina Brooks. Dr. Brooks has also served as the Vice Dean, School of Rehabilitation Science since January 2019. Dr. Brooks has championed equity and diversity efforts within the SRS, including the Black-Equity Admission stream, an ARABAO (anti-racism, anti-bias, anti-oppression) Committee, and the new MHM EDI (Equity, Diversity & Inclusion) Admission award. Her many accomplishments have not gone unnoticed, and in July 2023, Dr. Brooks was appointed Executive Vice-Dean, Associate Vice-President, Academic for the Faculty of Health Sciences.

In January 2024, a new MHM Co-Director (SRS) was appointed to join **Dr. Glen Randall**, MHM Co-Director (DSB). We welcomed **Dr. Shami Dhillon**, an Occupational Therapist with a PhD in Rehabilitation Sciences. She has made significant contributions through teaching in the Occupational Therapy and Rehabilitation Science Programs, and as the coordinator of the course-based Rehabilitation Science Program. Dr. Dhillon's research focuses on accommodation, accessibility, and students with disabilities. Her dedication to teaching and research, along with her commitment to provide, instill, and promote continuous learning among healthcare professionals, makes her an asset to MHM.



Dr. Shami Dhillon

EXECUTIVE COMMITTEE & ADMINISTRATIVE TEAM

Shami Dhillon, MHM Co-Director (SRS)

Glen Randall, MHM Co-Director (DSB)

Christopher Longo, Executive Committee Member (DSB)

Andrea Cross, Executive Committee Member (SRS)

Vanessa Killinger, MHM Program Manager

Robyn Patchett, MHM Program Assistant



Dr. Glen Randall

INSTRUCTIONAL TEAM (2023-24) & COURSES TAUGHT

Omar Aboelela - HM708 Leadership in Health Organizations

Neil Barr - HM700 Health Systems and Policy, HM706 Strategic Health Management Foundations

Trevor Chamberlain - HM707 Accounting and Financial Foundations for Healthcare Management

James Chan - HM734 Quality and Safety in Healthcare

Mary Clark - HM732 Strategic Writing for Healthcare Professionals

Andrea Cross - HM705 Evaluating Sources of Evidence for Management and Evaluation, HM733 Knowledge translation in Healthcare Practice and Management

Jennifer Emblem - HM705 Evaluating Sources of Evidence for Management and Evaluation

Jordan Fortino - HM707 Accounting and Financial Foundations for Healthcare Management

Zrinka Granic - HM708 Leadership in Health Organizations, HM735 Selected Topics in Healthcare

Kristin Kennedy - HM708 Leadership in Health Organizations, HM735 Selected Topics in Healthcare

Pam Lahey - HM732 Strategic Writing for Healthcare Professionals

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Glen Randall - HM700 Health Systems and Policy

Saina Sehatkar Langrodi - HM731 Economic Evaluation in Healthcare

Amy Sommer - HM706 Strategic Health Management Foundations

Vanessa Tomas - HM705 Evaluating Sources of Evidence for Management and Evaluation, HM733 Knowledge translation in Healthcare Practice and Management