



Rotman School of Management
UNIVERSITY OF TORONTO

Sandra Rotman Centre for Health Sector Strategy

Annual Report 2022-2023

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Executive summary

The Sandra Rotman Centre for Health Sector Strategy had another successful year. In addition to our usual mandate, our work this year was marked by the dual purpose of 1 – optimizing the final year of funding from the Rotman Family Gift, and 2 – planning and designing future funding and impact opportunities, already underway.

The Centre has two areas of focus: Attracting and preparing health system and life science leaders for careers in the sector; and supporting and disseminating faculty research that will have an impact on healthcare and the life sciences practice and policy.

To deliver on the first area the Centre continued to work with the recruiting and admissions teams to offer scholarships to bring in strong students to all our programs. This year six outstanding students were awarded the Sandra Rotman Healthcare Scholarship: Iris Liu from the MMA program, Georgio Homsy from the Full Time MBA, and Kelly Benzeluk, Hilary Dwyer, Martin Betts, and George Zahariadis from the GEMBA-HLS program.

The Centre works closely with the GEMBA-HLS program, supporting recruiting and promotion efforts and designing co-curricular programming to enhance their experience both in the program and once they have graduated. We welcomed our fifth class of 23 students in October 2022 and the fourth GEMBA-HLS cohort graduated in June 2023.

The Centre collaborated with the Healthcare Management Association (student club) to offer a series of events to orient students to the sector and build interest and understanding. This year the students hosted two case competitions – one centred on redesigning discharge services for the homeless and the other on redesigning the digital experience for patients and their families at SickKids. The Centre also worked with the HMA to stage two networking events with over 30 industry leaders in November 2022 and February 2023, during which each leader shared insights about their career and job opportunities, and students were given an opportunity to meet and connect with the leaders of their choice.

The Centre is the lead for the Rotman School in several cross-faculty initiatives related to healthcare management. One, our new MD/MBA, has shown positive results - the first three students graduated in June 2023, and on leaving Rotman noted how valuable the experience has been for them. Jackie Tsang, who started a residency in Emergency Medicine in July, highlighted her learning about people, and how to work in a team, as well as her extracurricular experiences in case competitions, leadership development, and governance.

Second, the Centre continued to partner with the Dalla Lana School of Public Health to offer their courses in health policy and economics, health informatics, and population health to Rotman students. In return, Dalla Lana students take Rotman healthcare electives. This year the HMA deepened the partnership by inviting students from all healthcare management programs at the Dalla Lana school to participate in the Industry Nights and Case Competitions mentioned above, experiences that are not offered by their programs. They jumped at the chance.

And third, the Centre is the lead for Rotman at the Institute for Pandemics at U of T, which ramped up its activities in January 2023. The lead faculty member for us, Anita McGahan, was actively involved in steering committee activities for the Institute.

Students from all three MBA programs – full-time, morning/evening, and GEMBA-HLS – are moving into new roles across the sector. For example, Diana Franciosa, one of the GEMBA-HLS students from our first cohort, has recently been appointed Director, Transformation, at Cardinal Health, and Maitry Patel, in our fourth cohort, landed a role as the Manager of Clinical Operations, Radiation Oncology, at University Hospitals in Cleveland.

The Centre works with Executive Programs to offer several non-degree leadership development opportunities for mid and senior career leaders in the public delivery system. The highlights from this year included kicking off the first cohort of our new Ontario Medical Association Physician Leadership Program and collaborating with the Ontario College of Family Physicians to offer an 8-day program for leaders in family medicine.

In terms of the second area of focus – supporting the dissemination of research - it was also a successful year. Our research productivity continued at a vigorous speed. A couple of examples - Professor Avi Goldfarb wrote about the economics of artificial intelligence, specifically to healthcare, and Professor Alberto Galasso had a paper accepted by “Research Policy” on licensing life-saving drugs for developing countries. This paper was also picked up by Science.

Multiple research grants and post-doctoral funding support from the Rotman Family Gift came to an end in April 2023, and faculty leads are finalizing their work for publication and presentation in the coming months. We are holding a roundtable in October 2023 to showcase a selection of the results and will be sharing full text and summary documents with our broad community as they are completed.

Our faculty’s work made its way into the media too. We had about 100 mentions over the year, in a range of publications from the Globe and Mail to Forbes, the Economist, and Harvard Business Review.

The health stream of Rotman’s Creative Destruction Lab, co-led by Professors Avi Goldfarb and Alberto Galasso, continued to grow, and accepted over 50 healthcare ventures in the Fall of 2022.

We continued our usual roster of events and added a new, in-person breakfast panel on mental health in the workplace, sponsored by the Dean’s Society, convening a conversation on the importance of supporting strong mental health practices and procedures in today’s business community.

At various points throughout the year key members of the Centre had an opportunity to make contributions to important policy discussions. For example, Brian Golden, our academic director, wrote about the expansion of for-profit surgical centres and our director, Rosemary Hannam, has been engaged with former MP Dr. Jane Philpott, contributing to her upcoming book focused on the merit of universal primary care and how we can achieve it in our lifetime.

The Centre’s courses, research and events will continue to respond to the urgent need to rebuild our strained and overburdened system. We have seen a surge of interest in the sector over the past 2 years and anticipate even greater student and faculty involvement in our initiatives in the years ahead.

Overview/People Involved

Centre Mission

The Sandra Rotman Centre for Health Sector Strategy focuses on research, education, and outreach to develop and share insights for governments, organizations, and other key stakeholders facing complex healthcare challenges.

Centre Leadership & Faculty

Academic Director – Brian Golden

Rotman Chair in Artificial Intelligence in Health Care - Professor Avi Goldfarb

Rotman Chair in Life Sciences Commercialization - Professor Alberto Galasso

The search for the third chair, in Health Economics, Policy and Evaluation, was stalled by the pandemic but is currently active again.

Centre Staff

Director - Rosemary Hannam

Coordinator – Mike Sun until March 31, 2023; Valeria Sladojevic-Sola as of May 1, 2023

Senior Fellow

Mark Britnell, Professor, Global Business School for Health, UCL and Adjunct Professor, Rotman School of Management. Adjunct Professor, Rotman School of Management, University of Toronto

Executives-in-Residence

Debbie Fischer, Executive Associate, Management Consulting, KPMG Canada
Leslee Thompson, CEO at Accreditation Canada & Health Standards Organization
Will Falk, Executive-in-Residence, Rotman School of Management

Adjunct Faculty

Zayna Khayat, In-House Health Futurist, Deloitte; Growth Advisor, Teladoc Health

Board Members

The Healthcare and Life Sciences Advisory Board (HLAB) – See Appendix A for full membership list

The purpose of the Advisory Board is to support Rotman as a global leader in healthcare management education and research by strengthening relationships between senior leaders in the field (the members) and Rotman students, staff, and faculty.

Board Meetings

We hold two meetings per year – one in the Spring and one in the Fall. The June 1 meeting featured a presentation from our Chair, Dr. Michael Guerriere, President & CEO at Extendicare, on Seniors Care in Canada and key trends post pandemic, and the November meeting featured our Chair Avi Goldfarb who shared highlights from his new book, Power and Prediction, written with Professors Ajay Agarwal and Joshua Gans.

Research Activity

Our research in the health sector provides practical insights to support leaders working in healthcare. Over 20 Rotman faculty are engaged in research in the health sector – see full list here. They publish on a variety of topics addressing management challenges including commercialization, organizational design and incentives, pricing, alliances and partnerships, and global health issues.

Our two Chairs have been actively publishing this year. Here is a selection:

- **Professor Avi Goldfarb**

Agrawal, Ajay, Joshua Gans, Avi Goldfarb, and Catherine Tucker. 2022. Introduction to “The Economics of Artificial Intelligence: Health Care Challenges.” National Bureau of Economic Research.

Gans, Joshua S., Avi Goldfarb, Laura Rosella. 2022. “Rapid Antigen Tests for SARS-CoV-2 - Reply.” American Medical Association 327(19): 1926.

- **Professor Alberto Galasso**

Galasso, Alberto and Mark Schankerman (2023) “Licensing Life-Saving Drugs for Developing Countries: Evidence from the Medicines Patent Pool,” Review of Economics and Statistics, forthcoming

Galasso, Alberto, Hong Luo and Brooklynn Zhu (2023) “Laboratory Safety and Research Productivity,” National Bureau of Economic Research Working paper, accepted for publication in Research Policy and featured in Science

A full list of faculty research in healthcare is available on the Centre’s website. Here is a selection:

The Business Case for Quantum Computing

Bova, Francesco; Goldfarb, Avi; Melko, Roger.

Quantum computing has the potential to transform many visions into reality--which is why technology companies, private investors, and governments are investing billions of dollars in supporting ecosystems of quantum startups. Much of the quantum research community is focused on showing quantum advantage, which means that a quantum computer can perform a calculation, no matter how arbitrary, that is impossible on a classical, or binary, computer. Running a calculation thousands of times faster could create enormous economic value if the calculation itself is useful to some stakeholder in the market. However, the

expense of building quantum hardware, coupled with the steady improvement of classical computers, means that the commercial relevance of quantum computing won't be apparent unless researchers and investors shift their focus to the pursuit of what we call quantum economic advantage. A business achieves a quantum economic advantage when a quantum computer provides a commercially relevant solution, even if only moderately faster than a classical computer could, or when a quantum computer provides viable solutions that differ from what a classical computer yields.

Licensing Life-Saving Drugs for Developing Countries: Evidence from the Medicines Patent Pool

Galasso, Alberto; Schankerman, Mark

We study the effects of the Medicines Patent Pool in an institution that pools patents across geographical markets on the licensing and adoption of life-saving drugs in low- and middle-income countries. We show that there is an immediate and large increase in licensing when a patent is included in the MPP. There is also evidence that the pool increases actual entry and volume of sales, but these impacts are much smaller than on licensing, which is due to the geographic bundling of licenses. The paper highlights the potential of pools in promoting diffusion of biomedical innovation in developing countries.

Updates on Faculty/PhD Research Grants Awarded and Post-Doctoral Fellows Hosted

Our Faculty continued to make progress on the research questions supported by grants and post-doctoral fellowships awarded by the Centre until the end of April, at which time the grants closed. Here is a selection of the completed projects, which will be presented at our upcoming research roundtable in October.

Patient Abandonment Behavior in the Emergency Department

Philipp Afèche, Professor of Operations Management and Statistics

Synopsis: Patient abandonment from hospital emergency departments (ED), also known as leaving without being seen by a physician (LWBS) pose a significant challenge. To provide evidence-based guidelines on how to effectively reduce this LWBS behavior requires “good” models of its underlying drivers. Theoretical and empirical models of abandonment in the literature fail to capture two key features of LWBS in ED waiting rooms: (1) patients can observe and/or infer queue-related information during their wait, and (2) their propensity to abandon may depend on this dynamically changing information. Using patient-level data from a major hospital ED, we develop statistical models that aim to shed light on the relationships between various aspects of queue-related information and patients’ abandonment behavior.

On Dedicated versus Pooled Service in the Presence of Triage Errors

Opher Barron, Distinguished Professor of Operations Management, Professor of Operations Management; and Yonit Barron, Lecturer, Industrial Engineering and Management, Ariel University

Abstract: Many service systems, such as emergency departments (EDs), differentiate among customer's types to meet specific service level (SL) targets. To meet these targets, some EDs serve customers using dedicated resources (e.g., in different zones) while others use pooled ones. We study this choice using stylized queueing models with two customer's types where the decision maker minimizes capacity while meeting SL targets. We compare the performances of two dedicated single-server systems with these of a pooled server that prioritizing the high priority customers or serving all customers in a first-come-first-serve (FCFS) fashion. We consider the servers', customers', and system's perspectives. We explain how the optimal system design depends on the system's parameters, including SL targets and workloads. Moreover, when a service system cannot observe customer's types, it triages customers to service classes. However, in many settings, this triage process is prone to errors. We highlight that triage errors change the pattern of workload arriving to servers and the pattern of service to customers. We show that such errors significantly impact the optimal dedicated systems, slightly impact the optimal priority system, and have no impact on the FCFS system. Finally, while, as expected, triage errors typically harm performance, we demonstrate that errors may improve performance (in comparison to the no error case) from all three perspectives simultaneously: servers may face a lower utilization (even though one capacity increases), customers are served faster (one type is strictly faster), and costs are lower.

Strategic double-booking and its impact on healthcare operations

Olga Bountali, Assistant Professor, OM & Statistics Area (CCIT & UTM)

Synopsis: During the COVID-19 vaccination process, a significant mass of patients booked double (or multiple) appointments for their vaccines with the hope of receiving treatment faster. This led to many unfulfilled appointments (a.k.a. no-shows) worldwide, left capacity under-utilized, and hindered the efficiency of the vaccination process during a very crucial period. We introduce a queueing model with strategic patients to capture the single- vs. double-booking decisions and examine their impact of system performance and

patient outcomes. We use a benchmark representative of transparency, where a central mechanism allows patients to only single book and quantify the corresponding loss/gain induced by double-booking. We further explore potential interventions for central planners and policy makers to mitigate the negative effects of double-booking.

Research Events

6th Annual Research Roundtable: Data Analytics in Healthcare – May 23, 2023

For the sixth year running Professor Opher Baron convened a research roundtable to share insights on the applications of analytics to healthcare challenges. The event was presented in partnership with TD Management Data and Analytics Lab and featured a day of presentations on topics such as compatible liver allocation policy in Ontario presented by Suting Yang, Data Scientist, Data and Decision Sciences, Ontario Health; and descriptive to prescriptive analytics for managing patient flow times presented by Mark Fam, President & CEO, with Sarah Farwell, Director of Strategy, Innovation and Communications, from St. Mary's General Hospital.

All presentation abstracts, decks and videos are available [here](#).

Institute for Pandemics

The Institute for Pandemics is a newly formed collaboration at U of T focused on a vision for improved pandemic response. The mission involves driving cross-disciplinary research, training future health leaders, and strengthening pandemic responses and policies in an equitable manner to advance global health. The objectives encompass linking and supporting researchers, pioneering training programs, serving as a knowledge hub, advocating for health equity, and establishing global leadership and partnerships in pandemic management. The Centre is the Rotman representative for the IfP and works with the leadership and other partners to support Rotman faculty involvement and other projects in the institute. The lead Rotman faculty member is Professor Anita McGahan.

Events and Outreach

We engage the Rotman community as well as the broader healthcare community at U of T and beyond by delivering a variety of knowledge translation activities.

Publications or Materials Produced (white papers, practitioner guides, research briefs)

The Centre makes every effort to collect and post all research related to healthcare and life sciences by Rotman faculty. In addition, the Centre collects and shares faculty posts, articles, and opinion pieces for healthcare practitioners on its social media channels.

Practitioner or public-oriented conferences and panel events

The Centre works with the Rotman Events team to design and deliver public events throughout the year which attract a broad audience including students, alumni, and many practitioners. The virtual format has enabled participation beyond the GTA, raising our profile across Canada and globally as a centre of knowledge and idea generation. As we move to in-person events we will keep a livestream link whenever possible to continue to engage that broader audience.

Digital Health Series 2022-2023

This was our 9th season of provocative Digital Health discussions hosted by our Executive-in-Residence, Will Falk. Each session is designed for a wide audience - to provide orientation for those new to the world of digital health, and also something of interest for those well-versed in this area.

#1: Looking Ahead: What's Next for Digital Health in Canada

September 28th, 2022, 5 - 6:15 pm

A candid discussion with four experts on the current landscape in digital health in Ontario and across Canada. Topics include – What do we mean by digital health? How have our digital health systems performed lately? How can we make progress?

- Sacha Bhatia, Population Health and Value-Based Care Executive, Ontario Health.
- Mark Casselman, CEO, Digital Health Canada.
- Zayna Khayat, Vice President, Client Success and Growth, Teladoc Health; Adjunct Professor, Rotman School of Management.
- Sonya J Lockyer, Vice President, Care Centres, Pharmacy Services, and Wellness Lead, Telus Health.

#2: “Why is AI Adoption in Healthcare Lagging?”

November 2nd, 2022, 5 - 6:15 pm

A panel discussion on AI adoption in healthcare, focused on why the sector has been so slow to act. Professor Avi Goldfarb presented key ideas from his book, *Power and Prediction*, to shed some light on this issue and discuss ways to overcome the challenges with three experts with different perspectives:

- Helen Angus, CEO, AMS Healthcare, Distinguished Fellow Munk School of Global Affairs and Public Policy, University of Toronto
- Chris O'Connor, CEO, FirstHx Inc.

- Amol Verma, Clinician-Scientist, St. Michael's Hospital; Assistant Professor, University of Toronto, Provincial, Provincial Clinical Lead, Ontario Health
- Avi Goldfarb, Rotman Chair in Artificial Intelligence and Healthcare and Professor of Marketing, Rotman School of Management, University of Toronto

#3: “Digital Health Start-Ups: 2023 Edition”

February 8th, 2023, 5pm - 6:15pm

Will hosted a lively discussion with a variety of noteworthy start-ups in digital health.

- Patrice Gilbert, CEO, PedalMD
- Joshua Liu, Co-Founder/CEO, Seamless MD
- Christy Prada, CEO, Future Fertility
- Keith Thompson, CMO, Nuralogix

#4 - “Digital Health and Primary Care”

Tuesday, March 7, 2023, 5pm to 6:15pm

Will hosted a candid debate on digital health and primary care. How are digital health and virtual care changing primary care delivery in Canada? And around the world?

- Dr. Payal Agarwal, Family Physician, Women’s College Hospital; Innovation Fellow, WCH Institute for Health System Solutions and Virtual Care
- Dr. Jonathan Fitzsimon, Family Physician, Medical Lead, Renfrew County Virtual Triage and Assessment Centre, Medical Lead, Renfrew County Integrated Virtual Care.
- Beth Gerritsen, Nurse Practitioner, Primary Care Medical Office; Head of Partnerships, FirstHx
- Zayna Khayat, VP, Teladoc Health Canada; Health Futurist, Deloitte Canada
- Micheline Wiebe, Chief Virtual Health Officer, BC Provincial Health Services Authority



Digital Health Panel #1: Looking Ahead, what’s next for digital health in Canada?

The New Normal: How Adaptive Leaders are Supporting Mental Health at Work

On April 11th Brian moderated an expert panel to discuss the current trends and lessons in mental health supports, and how businesses can benefit from being proactive on this critical issue. Our first in-person public event!

Panelists:

- Maja Djikic, Associate Professor and Director of the Self Development Lab, Rotman School of Management
- Dr. Katy Kamkar, Clinical Psychologist at the Centre for Addiction and Mental Health
- Thushyan Kayilas, Global Head of Diversity, Equity & Inclusion, Lifeworks
- Lisa MacLeod, MPP Nepean



Student-only panel events

The Centre works closely with the Career Centre to design and offer student-only panel events designed to increase the students' knowledge of sector trends and career opportunities, including guidance on career management and strategies to get hired and succeed when in the role.

Clinicians in Leadership: Where can your MBA take you?

September 29, 2022, 5 - 6:15 pm

A Deep Dive into Healthcare Consulting

November 15, 2022, 5 - 6:15 pm

Exploring Career Options in the Ontario Public Healthcare Sector

Monday, January 23rd, 2023, 5 – 6:15pm

Involvement with Executive Education Offerings

The Academic Director for the Centre, Professor Brian Golden, has curated and delivered a range of well-regarded non-degree programming for senior leaders in the Ontario healthcare and life sciences sectors. The 17th offering of the Advanced Health Leadership Program, the flagship leadership development program launched in 2006, kicked off in January 2023. This cohort featured 11 black and indigenous leaders, with 6 participants hailing from Nunavut, making it our most diverse group to date.

The Centre has also designed a shorter, 5-day leadership program focused on director and manager level clinical and non-clinical leaders called Health Leadership: Achieving Your Potential. The fifth offering was held in March 2023. It is designed as a one week intensive and provides the tools, frameworks, and leadership training to succeed in an increasingly complex health care system. The content includes Integrative Thinking, Change Management, Measuring Performance, and Conflict Resolution.

Furthermore, we successfully launched a 10-day leadership program in collaboration with OMA for their physician members and partnered with Southlake Regional Health Centre to design and deliver a leadership program tailored to meet the needs of their clinical and non-clinical leaders. Another exciting collaboration is with the Ontario College of Family Physicians, where we will be initiating two concurrent 8-day leadership programs specifically for family physicians at the system and regional levels.

Building on the overwhelmingly positive response from the inaugural offering of The Sunnybrook Leadership Institute, we will launch the second edition of the program. Moreover, we are working closely with Women’s College Hospital to develop a specialized leadership program for their BIPOC leaders, reflecting our commitment to fostering diversity and inclusivity.

Student Engagement

The Centre provides a home for all MBA, GEMBA-HLS and MMA students who would like to specialize in health care management and works closely with the Healthcare Management Association (the student club) and the Career Centre to create experiences to enhance students’ sector knowledge and advance student career goals.

Courses sponsored

MBA students can earn a Major1 in Health Sector Management by taking three of our four core electives.

Elective
Health Sector Strategy and Organization – Professor Brian Golden
Fall 2022 - Health Systems Consulting – Mark Fam & six instructors
Spring 2023 - Health Care Innovation – Zayna Khayat

¹ The majors are being replaced by “emphases” and the Centre will transition our Major to an Emphases in the Fall of 2023.

Independent Study Projects

To complement our elective course offerings we arrange several independent study projects for full time and morning/evening students each term, both locally and globally, to provide an opportunity to gain sector experience and apply their classroom learning. This year there were three locally based:

- “Exploring the feasibility of a novel data-driven approach for home-based medical care delivery in the Greater Toronto Area”
- “Integrating an Appendicitis ML Model into Emergency Department Workflow”
- “Improving Mental Health Strategies Using Learnings from the Pandemic”

We also coordinated a global ISP with Professor Laura Derksen and the Royal Norwegian Embassy focused on “Analyzing program design & service delivery for family planning supplies in Malawi”. The report will be ready in August 2023.

Global Executive MBA for Healthcare and the Life Sciences

The Centre is also closely connected to the Global Executive MBA for Healthcare and the Life Sciences. Our GEMBA-HLS degree welcomed its fifth class of 23 students in October 2022. Collectively the class represents a wealth of experience and expertise – the average age is 42 and the average work experience is 15 years, with an average of 8 years in management roles. The students represent several nationalities outside of Canada and work in companies and organizations from all parts of the sector - healthcare providers, government, scientists, industry, and administration.

MD/MBA Combined Degree Program

Throughout 2019 and 2020 the Centre worked in partnership with the Temerty Faculty of Medicine to develop and approve a MD/MBA combined degree program in response to student demand. The program is designed for a select group of medical students with leadership potential and an appetite for driving change. The second cohort of students (two in total) began their Rotman MBA in September 2022. Meet Michael Lee, he is a MD/MBA Candidate '24 and Fellow at HaloHealth. Michael has a strong background in medicine, healthcare finance, and funding. Michael has a track record of healthcare research, leadership development in healthcare administration, and student leadership for organizational change at the University of Toronto. He holds a Bachelor of Health Sciences from McMaster University with a specialization in biomedical sciences. With a keen interest in advanced organ failure, transplantation, vascular surgery, healthcare resource stewardship, and strategic resource management, he has several academic publications in these areas. Currently, he is working at RBC Capital Markets as an Investment Banking Summer Associate.

And meet Hill Du, also an MD/MBA candidate '24, who came to the MBA with experience in health systems strategy for Ontario Health Teams, hospitals, and public health units. He has designed, implemented, and evaluated integrated healthcare programs for large populations.

The Faculty of Medicine featured the MD/MBA program and its students in a recent feature article: <https://md.utoronto.ca/news/medicine-and-management-dual-degree-program-expands-learners-opportunities>.

Student Club Collaborations – The Healthcare Management Association (HMA)

The Centre works closely with the HMA to provide the industry context and stakeholder connections to support their activities. In general, the Centre recruits the panelists, judges, and guests for events, and the HMA handles promotion and event delivery.

The HMA executive team for 2022-2023 ran a successful year of events, all designed to promote networking both with our key employers, and connect students focused on healthcare management across all programs. The highlights of the year were the case competitions and two successful industry nights, one in November and one in February.

Industry Nights

The industry nights are designed to provide rich networking opportunities for all our students interested in careers in healthcare/life sciences management. We ask all guests to talk about their industries and to share advice and lessons learned in their careers to provide a broader educational experience. While most of the students are from the full-time program, the event also attracts a significant number of GEMBA-HLS and Morning/Evening MBA students who are exploring opportunities and expanding their networks. The Centre invites guests from the healthcare/life sciences alumni network and works with the Career Centre to bring in companies that are actively recruiting to provide a variety of firms and information for the students. Each event presents approximately 15 organizations/companies.

Over the years we have fine-tuned the recruiting for the event to create a good synergy between alumni, hiring managers, and students. For example, for the November industry night we hosted 22 representatives from 15 companies, which led to 17 summer internship postings and ultimately 9 hires.

Fall Industry Night – November 23, 2022

A wide range of organizations and companies attended the event: AWS, Bayer, BEESY Strategy, Cyclica, Deloitte, J&J, Kensington Health, KPMG, Maple, North York General Hospital, Novartis, Oliver Wyman, Ontario Health, SE Health, Unity Health.

Winter Industry Night – February 1, 2023

A similar range and number of organizations and companies attended.



Case competitions

The Centre works closely with the HMA to support student participation in several case competitions, both local and international. The experiences provide an opportunity to apply their business school learning to current strategic challenges in the sector. The HMA also organizes two Rotman-based case competitions every year. The Centre provides funding for prizes and catering, case writing support, and sources judges relevant to the competition topic.

Rotman/HMA case competitions:

Service Design Case Competition

On Wednesday November 2, 2022, the Service Design Case Competition held its finals at the Rotman School of Management. In partnership with The Centre for Addiction and Mental Health (CAMH) and MAP Centre for Urban Health Solutions, the students were challenged to tackle homelessness, one of the largest long-term issues the City of Toronto battles. Team number 5, “Empower” won the competition with a proposal for a centralized network that aims to 1. advocate for patients experiencing homelessness; 2. harmonize information sharing and storage; and 3. foster trusted relationships with affected patients.



Winning Team



KPMG/Sick Kids Case Competition

In March the HMA partnered with SickKids and KPMG to host a case competition in which teams were asked to streamline the digital experience at SickKids: How can SickKids transform fragmented point solutions into a seamless patient experience? All involved had a fantastic experience and SickKids came away with many practical ideas.



BAHM International Case Competition

The BAHM Case Competition was both virtual and global, offering students from across the BAHM network the unique opportunity to work collaboratively across borders.

The 2023 Global BAHM Case Competition was held in March at Yale University. Our team of students represented Rotman at the Yale Healthcare Services Innovation Case Competition and won first place!

 University of Toronto - Rotman School of Management
84,192 followers
2mo • 🌐

We won! A team of students from the Rotman Morning & Evening MBA and Full-Time MBA programs placed first in the Yale Healthcare Services Innovation Case Competition held last week at the [Yale School of Management](#). Congratulations to [David Guo, MScOT, MBA \(c\)](#), [Shabdit Shah](#), [Priya Thakkar](#) and [Yu Wang](#) Special thanks to our Sandra Rotman Centre for Health Sector Strategy for their support of the team. <https://lnkd.in/g8G2jPPI>



Sandra Rotman Healthcare Scholarships

The Centre offers significant scholarships for incoming full time MBA, morning/evening MBA, GEMBA-HLS and Masters of Management Analytics (MMA) students. The scholarships are added to the initial entrance award offered by the school to encourage high potential students with career ambitions in healthcare management to come to Rotman. The recruiting and admissions teams are constantly on the lookout for prospective students who fit our target profile. Many prospects have several competing offers from other programs, and the scholarship funding is included in their offer proposals to encourage them to choose the Rotman School.

In the Fall of 2022, we welcomed six scholarship recipients representing a range of backgrounds:

Georgio Homsy – Full Time MBA

Georgio is a pharmacy graduate who started his career in the pharmaceutical industry with Eli Lilly as a sales rep; deep experience working within a cross-functional team and a multicultural environment through several roles across the MEA region; skilled in presenting clinical trials, sales analysis and interpersonal communication; responsible for promoting Lilly's oncology portfolio across Lebanon for the last 3 years. Georgio concurrently launched Verzenio and managed Cyramza and Alimta at different stages of their life cycle achieving sales targets and growing the business. Georgio quickly transitioned from junior to senior rep in less than 2 years and mentored other junior reps.

Pei-Jie (Iris) Liu – Master of Management Analytics

Iris aims to become someone who contributes to building a better world and her long-term goal is to launch a start-up to help those suffering from neurological disorders, such as Parkinson's Disease. As a student with extensive research experience in the biological sciences, Iris understands the importance of data analysis, presentation, and communication, especially to an audience with varying levels of expertise. In the business aspect, Iris realized the importance of data in a true business as a marketing intern at AstraZeneca. The marketing team relies on this data to answer key questions in sales and plan the next steps in their marketing strategies. These experiences helped Iris understand the importance of management analytics and solidified her interests and goals. Iris believes the MMA program at Rotman provides her with a unique opportunity to learn about the multifaceted nature of data analytics that can help her future career aspirations.

George Zahariadis – Global Executive MBA for Healthcare and the Life Sciences

George works and lives in St. John's, Newfoundland and Labrador where he is Director of the NL Provincial Public Health Laboratory, Eastern Health Division Chief of Medical Microbiology, Memorial University Lead for Clinical Microbiology and President & Chair of the Canadian National Molecular Users Group. He has specialist training in infectious diseases and microbiology and a clinical research focus on the impact of emerging and re-emerging communicable infections. Through the GEMBA-HLS program, he'll add on new skills to augment his medical and scientific experience. This will enable him to bring extra value to policy, executive and governance tables, particularly in the current context where Canadian health systems are facing unprecedented pressure to transform.

Martin Betts - Global Executive MBA for Healthcare and the Life Sciences

Martin is a physician and leader committed to helping patients and is driven to answer the question "How do you know you're providing quality care to your patients?" He extends his expertise in the treatment of critical illness to introduce innovations in health care delivery. Martin is Department Chief and Medical

Director of Critical Care at Scarborough Health Network and serves on the faculty at the UofT. He contributed to Ontario's COVID-19 Science Advisory Table drafting evidence-informed treatment guidelines, adopted in Ontario and translated around the world. In 2021, he was named one of Toronto's Most Influential by Toronto Life Magazine. He looks to the GEMBA-HLS program to further his skills to take on more senior roles within his organization and the health system.

Hilary Dwyer- Global Executive MBA for Healthcare and the Life Sciences

Hilary is a passionate leader interested in optimizing patient outcomes, the employee experience, risk management, and operations. She is a creative innovator working on implementing the new EPIC software and seeks to leverage AI to maximize health and business outcomes. Hilary is a Manager of Obstetrics and Women's Outpatient Clinics at William Osler Health System. She leads a multidisciplinary team of 87 healthcare professionals across 3 programs. She recently opened up a Rapid Access Gynecology Clinic and leads her team in achieving Accreditation with Exemplary Status. In Rotman's GEMBA-HLS program, she will broaden her perspective of how business, tech and other industries can help generate ideas to improve healthcare sustainability and contribute to developing solutions for issues facing our healthcare system.

Kelly Bunzeluk - Global Executive MBA for Healthcare and the Life Sciences

Kelly turns executive vision into strategy by building coalitions, using systems thinking, and developing plans to guide change. She is a health leader and public health champion and is motivated by a desire to improve equity in the health system. Kelly is the Director of Prevention and Screening at a provincial cancer agency. She oversees screening clinics at 90 permanent and mobile locations, researches and implements new technologies, trains healthcare providers, and reduces barriers through health education and community partnership. Kelly will continue to contribute to healthcare innovation and reform. She has joined the GEMBA-HLS program to learn about digital technologies, optimal leadership styles, and effective organizational structures.

Collaboration with Career Centre, Recruiting & Admissions

The Centre supports the outreach and relationship building activities of the career centre and recruiting and admissions teams. The Director regularly meets with the Career Centre Industry Advisor for Healthcare and the Recruiting & Admissions staff to provide industry-specific advice and the Centre leadership team is always available on an ad-hoc basis to speak with prospective students, potential employers, and to develop programming to address student interests.

Supporting Student Internships – Community Experience Internships (CEI)

The Centre provided funding support for internships through the Career Centre's Community Experience Internship (CEI) program in which not-for-profit organizations receive salary support up to \$4500 to hire a Rotman student. Five students were hired under this program:

- SE Health: Two bursaries, Summer 2022, Financial Analyst & Executive Intern
- North York General Hospital: Two bursaries, Summer 2022, Digital Health Innovation Interns
- Kensington Health: One bursary, Summer 2023, Corporate planning intern

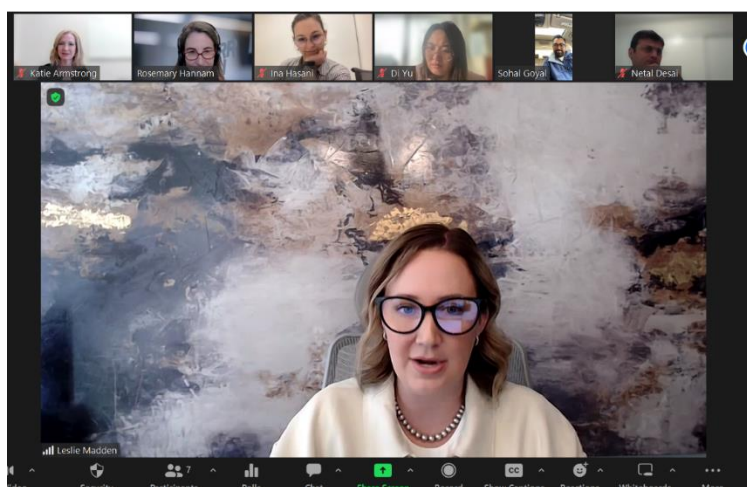
Collaboration with Alumni

The Centre also collaborates with the alumni team, supporting the development of stronger relationships with our alumni working in healthcare and the life sciences. Throughout the year the Director arranged frequent coffee chats with our alumni from across the sector, to provide informal networking opportunities

for students keen to explore their career options and learn from the experiences of former students. The alumni team also kindly arranges networking events while our GEMBA-HLS degree is in residence, both in Toronto and globally, taking advantage of our presence to provide terrific in-person networking opportunities.

Alumni Coffee Chats – 2022-2023

- Neil Aubuchon, Chief Commercial Officer for Abcellera (FT MBA, 1998)
- Heather Chalmers, President & CEO, GE Canada (MEMBA 2004) on leading a large organization and navigating challenges.
- David Rotenberg (HLS 2021) on Neuroinformatics - Integrative Brain Science and AI
- Anya Kravets (HLS 2020) on innovation, digital health, emerging technologies, and transformation



Coffee chat with Leslie Madden, Senior Director, Regulatory Science, Moderna

Mentorship, Networking, and Leadership Development

The Centre supports mentorship and leadership development activities curated for the health sector to complement and support those offered by the Career Centre. By leveraging the extensive web of relationships held by the leadership and Executive-in-Residence teams, the Centre has been able to set up customized mentorship, networking, and leadership development programs to give sector specific training opportunities for students.

HLS Leadership Network

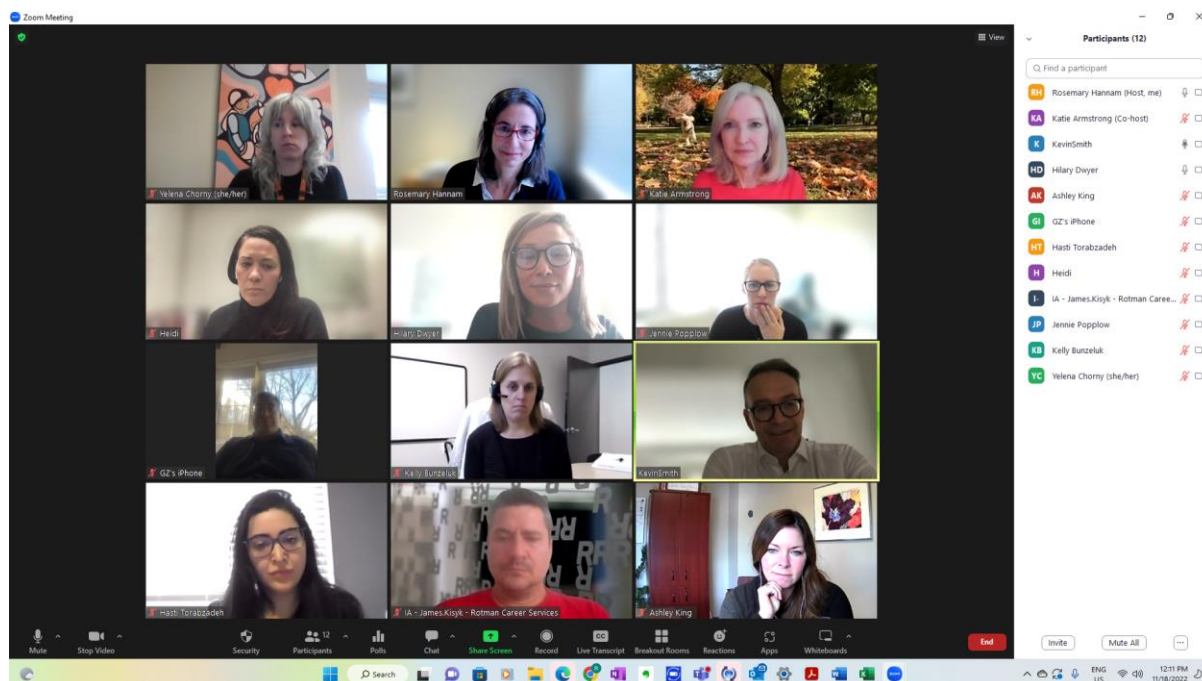
The HLS Leadership Network restarted this year, expanding the selection of coffee chats starting in January 2023. We moved to a lifelong membership model – all HLS students will have access indefinitely and will serve as an alumni community building tool in addition to individual career and leadership development. Over 50 students have connected with our advisors during these coffee chats. Key themes have been strategies to break-in to a new field or sector, venture capital and entrepreneurship, partnerships between the public and private sectors, and personal brands. A surge of interest now that the HLS4 class has graduated has generated a strong line-up of speakers.

New HLS Leadership Network advisors added this year:

- Christian Schuhmacher, Senior Vice President Middle East & Africa / Deputy Managing Director at VAMED Management Services and Rotman GEMBA alumni
- Leslie Madden, Sr. Director, Regulatory Science & QA at Moderna & Rotman EMBA alumni
- Neil Aubuchon, Chief Commercial Officer (CCO) at AbCellera & Rotman FT alumni

A sample of the speakers and themes for coffee chats over the last year:

- Jennifer Zelmer, President & CEO at Healthcare Excellence Canada on process improvement, innovation, and quality and safety initiatives
- Pierre Cote, Head of Strategic Partnerships & Innovation Management | mRNA Center of Excellence | Sanofi (HLS1) on his post-GEMBA-HLS experience at Sanofi and how he plans to become a Chief Disruption Officer via innovation in the pharmaceutical field
- Andy Williams, VP Sales & Marketing at Janssen on pharmaceutical product development, marketing, and leadership in pharma
- Louisa Greco, Partner at McKinsey & Company on leadership at J&J and management consulting and strategy in healthcare
- Jeff Mainland, Executive Vice-President, Hospital for Sick Children, on hospital leadership and organizational management
- Sang Mi Lee, Director, Innovative Access Solutions, MORSE Consulting on expert in market access and drug reimbursement negotiations



Coffee chat with Kevin Smith, President & CEO, University Health Network

LEADS

The Rotman LEADS (Leadership, Exploration, Advice, Development & Success) Program, started in 2014, places Rotman students into mentoring cohorts according to their industry of interest. Students apply to be

matched with a senior industry leader (“mentor”) who will facilitate individual guidance/insights and give mentees a clear perspective of what it takes to succeed in the industry. There are two cohorts for healthcare and the life sciences – one is lead by our Executive-in-Residence Debbie Fischer, which focuses on students interested in careers in the public healthcare sector in Ontario, and the other is lead by Diana Flaminzeanu, who works with students interested in the private sector.

Vernissage Health

Vernissage Health™ is a leadership development program that brings together students and senior leaders in healthcare in dialogue sessions to reflect, share experiences, and tell stories about leadership. Five Rotman students and five students from the Institute for Health Policy, Management and Evaluation (IHPME) at U of T are joined by six late career senior executives for five dialogue sessions. Dialogue sessions provide a unique opportunity for these leaders to exchange concepts and ideas about leadership.

External Partnerships and Memberships

BAHM – Business School Alliance for Health Management

BAHM is an international consortium of 20 premier MBA programs dedicated to advancing thought leadership and education in the global healthcare sector. The Rotman School of Management joined in 2016 becoming the first Canadian school and second non-U.S. school member. Other members include Harvard Business School, Haas School of Business at the University of California Berkeley, and the Indian School of Business. In the Fall of 2018, BAHM initiated a Student Activities Club, of which our HMA president is a member, which allows our students access to BAHM club events, case competitions and conferences.

BAHM publishes an on-line journal, Health Policy, Management, and Innovation (HMPI) which draws from the research of health scholars and practicing leaders to advance healthcare and health system.

Canadian College of Health Leaders

The Centre entered a strategic alliance with the Canadian College of Health Leaders as we share the goal of increasing the leadership capabilities of health leaders in Canada. The agreement includes exemptions to offer Rotman MBA students a “fast tracked” route to receive the College’s Certified Health Executive (CHE) designation, and promotion of each other’s programs and events via website and newsletter.

IHPME – Institute for Health Policy, Management and Evaluation, University of Toronto

The Centre has partnered with the Institute for Health Policy, Management and Evaluation to offer additional academic opportunities for students focused on healthcare management. We share information about each other’s courses with students and facilitate cross-faculty collaboration.

Policy Decisions Influenced

The Centre has been an ongoing source of insight, experience, and advice for government leaders and has also contributed to public discourse on health system challenges since its inception in 2004.

Recent examples include the following:

Our academic director, Brian Golden, wrote about the capabilities required for effective healthcare leadership, something more necessary now than ever before as our system struggles under the weight of the post-pandemic challenges – including health human resource shortages, access to emergency room and primary care, and the surgical backlog. iedp.com/articles/developing-healthcare-leaders/.

He also contributed to the discussion on for-profit surgical centres, explaining that they are not a slippery slope to a two-tiered system, on the contrary they can increase capacity at a high quality – if the right monitoring is in place. Will the first cut be the deepest? The debate on for-profit surgeries - Healthy Debate

Our Director, Rosemary Hannam, has been engaged with former MP Dr. Jane Philpott, contributing to her upcoming book focused on the merit of universal primary care and how we can achieve it in our lifetime.

Our Executive-in-residence, Will Falk, draws large audiences (300+) for his virtual digital health panel series, and also completed extensive work on integrating virtual care in a more effective way for the federal government.

Professor Anita McGahan, our faculty lead at the Institute for Pandemics, makes every effort to ensure the business and management implications of our pandemic responses are well-known and considered in future responses in discussions and reporting.

Media mentions

Over the past year many insights from Rotman faculty have been featured in publications locally and globally. As leaders across all sectors look for guidance on decisions related to managing and responding to the pandemic, the knowledge and perspective of our faculty is in high demand. Reference Appendix C for the full list of media mentions.

Here is a selection of articles/interviews of note:

“Why AI is the productivity boost we’ve been waiting for”, Australian Financial Review. Ajay Agrawal; Joshua Gans; Avi Goldfarb. April 18, 2023.

“Will Short-Term Financial Pressures Complicate the Transition to Sustainable Business Models?”, MIT Sloan Management Review. Joshua Gans; Anita McGahan. April 26, 2023

“From Prediction to Transformation”, Harvard Business Review Russia. Ajay Agrawal; Joshua Gans; Avi Goldfarb. April 27, 2023.

Appendix A – Healthcare and Life Sciences Advisory Board Members

Chair

Dr. Michael Guerriere, President and Chief Executive Officer, Extendicare

Members of the Board

Matthew Anderson, President and CEO, Ontario Health

Phil Bacal, Partner, Searchlight Capital Partners

Mark Britnell, Vice-Chair & Global Healthcare Expert, KPMG UK, Senior Fellow and Executive-in-Residence, Sandra Rotman Centre for Health Sector Strategy, Rotman School of Management

Gordon Burrill, Partner & National Health & Life Sciences Industry Leader, KPMG Canada

Heather Chalmers, President and CEO, GE Canada

Marlys Christianson, Associate Professor, Organizational Behaviour & HR Management, Rotman School of Management

Donna Cripps, Former CEO, Home and Community Care Support

Stacey Daub, President & CEO, Quinte Health Care

Janet Davidson, Administrator, Nova Scotia Health Authority

Will Falk, Executive-in-Residence, Rotman School of Management

Rute Fernandes, General Manager of Canada, Takeda

Debbie Fischer, Executive-in-Residence, Sandra Rotman Centre for Health Sector Strategy, Rotman School of Management

Neil Fraser, Medical Technology Executive & Health Innovation Policy Advisor

Alberto Galasso, Professor of Strategic Management & Chair in Life Sciences Commercialization, Rotman School of Management

Brian Golden, Academic Director, Sandra Rotman Centre for Health Sector Strategy, Sandra Rotman Chair in Health Sector Strategy at The University of Toronto & The University Health Network; Professor of Strategic Management, Rotman School of Management

Avi Goldfarb, Professor of Marketing & Rotman Chair in Artificial Intelligence & Healthcare, Rotman School of Management

Rosemary Hannam, Director, Sandra Rotman Centre for Health Sector Strategy, Rotman School of Management

Anand Jha, Managing Director, ANSEA Consultants Pte Ltd, Singapore

Zayna Khayat, In-House Health Futurist, Deloitte; Growth Advisor, Teladoc Health

Dr. David Klein, Head of Medical Affairs & Business Strategy, Li Ka Shing Knowledge Institute, Unity Health

Dr. Darren Larsen, Clinical Lecturer, Family Medicine, Women's College Hospital Family Health Team

Leslie Madden, Senior Director of Regulatory Science and Quality Assurance, Moderna Canada
Jeff Mainland, Executive Vice President, Strategy, Quality, Performance and Communications, Sick Kids
Michèle MacKenzie, Director, Business Development, Rotman Executive Programs
Anita McGahan, Professor of Strategic Management, Rotman School of Management
Kristin Mendoza, Director, Deloitte Canada
Dr. Naveed Mohammad, Emergency Physician, Urgent Care Centres
Kimia Khoei, President, Healthcare Management Association
Christy Prada, CEO, Future Fertility
Anand Shah, Partner & National Healthcare Optimization Leader, EY
Alison Simpson, VP Human Resources, AstraZeneca
Kevin Smith, President & CEO, University Health Network
Jamison Steeve, Chief Strategy Officer, YMCA GTA
Mark Taylor, Director, Technology Development & Commercialization, University Health Network
Leslee Thompson, CEO, Health Standards Organization & Accreditation Canada
Andy Williams, Vice President, Immunology, Janssen, Pharmaceutical Companies of J and J
John Yip, President and CEO, SE Health

Rotman Observers

Katie Armstrong, Senior Consultant, Career and Leadership Coaching, Global Executive MBA Programs
Catherine De Fazio, Assistant Director, Recruitment and Admissions, Professional MBA Programs
Reema Chaudhry, Client Services Manager, Rotman Executive Programs

Appendix B - All Events May 2022-April 2023

Canada's Health System 101

September 19, 2022, 4 - 5 pm

This event provided an overview of the Canadian health system to incoming MBA students, including a brief history, how the system is funded, how it is delivered, and how Canada compares internationally.

Clinicians in Leadership: Where can your MBA take you?

September 29, 2022, 5 - 6:15 pm

This is an opportunity for students to interact with clinician leaders to discuss opportunities and strategies to leverage their MBA experience. Come to hear their reflections on their own personal journey, as well as what skills the health care sector needs as students move from clinical practice to other leadership roles.

Panelists:

- Dr. Sam Elfassy, Co-Founder, KeyOps & Halo Health, Gastroenterologist, St. Joseph's Health Centre, Toronto
- Dr. Rola Shaheen, Chief and Medical Director of Diagnostic Imaging, Peterborough Regional Health Centre (PRHC), Regional Breast & Cancer Imaging Lead (RBCIL) of Central East Region & Regional Breast Imaging Lead (RBIL) at Mississauga, Halton, Central West Region (MHCW)-Ontario Health; Founder of the Women's Imaging & Leadership Lab (WILL)
- Susan Walsh, RN, MSc, MBA (she/her), President and CEO, Northumberland Hills Hospital

A Deep Dive into Healthcare Consulting

November 15, 2022, 5 - 6:15 pm

Debbie Fischer facilitated a session that explored typical paths within healthcare consulting, the skills needed to successfully land a role, and what it takes to excel once hired.

Panelists:

- Sheila Banks-Switzer, Lead, Canadian Health Strategy and Consulting, Accenture
- Shripal Doshi, Partner, Healthcare Solutions, KPMG
- Shannon MacDonald, Partner, Health & Provincial Governments Lead; Health Technology and Innovation Lead, Ernst & Young LLP
- Michelle Theroux, Partner, Consulting, Life Sciences & Health Care, Deloitte Inc.

Canadian College of Health Leaders: Info Session

November 17, 2022, 8 - 9 am

A morning session to discuss the strategic alliance in place with CCHL that enables Rotman MBA students to achieve their CHE designation (Certified Health Executive), with credit from their MBA coursework.

Health IT #1: Looking Ahead: What's Next for Digital Health in Canada

Link & Learn - Health IT Series – 9th year

September 28th, 2022, 5 - 6:15 pm

Health IT #2: Why is AI Adoption in Healthcare Lagging?

Link & Learn - Health IT Series – 9th year

November 2nd, 2022, 5 - 6:15 pm

Exploring Career Options in the Ontario Public Healthcare Sector

Monday, January 23rd, 2023

Students joined Debbie Fischer online to learn more about the fantastic opportunities for MBAs in our healthcare system – roles in the government, in hospitals, in homecare services, and in long-term care and retirement living.

Panelists:

- Karen Fisher, Director of Community Partnerships, Bayshore HealthCare
- Wendy Gilmour, Senior Vice President, Revera Inc.
- Anna Greenberg, Chief Regional Officer, Toronto and East, Ontario Health
- Melanie Kohn, Assistant Deputy Minister, Ontario Ministry of Health
- Mark Walton, Senior Vice President, COVID 19 Pandemic Response, Ontario Health
- Catherine Wang, Vice President, Clinical, University Health Network

Moderator: Debbie Fischer, Executive in Residence, Rotman School of Management

Health IT #3: Digital Health Start-Ups: 2023 Edition

Link & Learn - Health IT Series – 9th year

February 8th, 2023, 5pm - 6:15pm

Health IT #4 - “Digital Health and Primary Care”

Link & Learn - Health IT Series – 9th year

Tuesday, March 7, 2023, 5pm to 6:15pm

The New Normal: How Adaptive Leaders are Supporting Mental Health at Work

April 11, 2023

An expert panel discussed the current trends and lessons in mental health supports, and how businesses can benefit from being proactive on this critical issue.

6th Annual Research Roundtable: Data Analytics in Healthcare

May 23, 2023, 8:00am to 4:30pm, Desautels Hall

Appendix C – Media

Date	Media	Instructor	Title	Link
02-May-22	The National Interest	Avi Goldfarb	Artificial Intelligence And the Human Context of War	Link
03-May-22	MarketWatch	Nico Lacetera	How American politics created a tribal culture on moral issues	Link
03-May-22	The Globe & Mail	Julie McCarthy	Looking for a way to reduce work stress?	Link
17-May-22	Forbes.com	Julie McCarthy	Virtual Firings Don't Need To Lack Compassion	Link
25-May-22	Fast Company	Tiziana Casciaro	Innovating positive change with Tiziana Casciaro	Link
26-May-22	Study Finds	Tiziana Casciaro	Team chemistry is the key to success — even in the operating room	Link
03-Jun-22	MIT Sloan Management Review	Richard Florida; Joshua Gans; Anita McGahan	Is Starbucks's Wage Increase a Shortsighted Strategy? What Experts Say	Link
16-Jun-22	Times Now	Avi Goldfarb	An artificial intelligence-based strategy or judgement cannot be trusted by the military, according to research	Link
20-Jun-22	Kurier	Tiziana Casciaro	Die besten Sachbücher für den Sommer: Karriere, Finanzen und Persönlichkeit	Link
23-Jun-22	I by IMD	Tiziana Casciaro	The power of understanding the needs of others	Link
07-Jul-22	CXOToday.com	Ajay Agrawal; Joshua Gans; Avi Goldfarb	Successful AI Requires the Right Data Architecture. Here's How to Approach it	Link
13-Jul-22	SAP Insights	Tiziana Casciaro	Why Cross-Functional Work Is So Hard and What to Do About It	Link
05-Aug-22	Ellevote Podcast	Tiziana Casciaro	Shifting the Power Paradigm	Link
05-Aug-22	The Economist	Ajay Agrawal; Joshua Gans; Avi Goldfarb	The five best books to understand AI	Link
17-Aug-22	Haufe	Tiziana Casciaro	Warum Führung den Interessenausgleich braucht	Link
06-Sep-22	The Globe & Mail	Tiziana Casciaro	Workplace clashes: How to deal when you can't stand a colleague	Link
09-Sep-22	NPR	Tiziana Casciaro	The P-Word	Link
14-Sep-22	Texas CEO Magazine	Tiziana Casciaro	CEO Reading List: 6 Upcoming Business Books You Don't Want to Miss	Link

19-Sep-22	Forbes.com	Ajay Agrawal; Joshua Gans; Avi Goldfarb	Economist's View Of Artificial Intelligence: Beyond Cheaper Prediction Power	Link
21-Sep-22	Forbes Brasil	Ajay Agrawal; Joshua Gans; Avi Goldfarb	Inteligência Artificial logo terá um papel mais central na economia	Link
28-Sep-22	The Globe & Mail	Julie McCarthy	EAPs offer confidential mental health supports, but stigma and fear prevent many from accessing them	Link
04-Oct-22	Harvard Business Review	Ajay Agrawal; Joshua Gans; Avi Goldfarb	To Improve AI Outcomes, Think About the Entire System	Link
06-Oct-22	Poets&Quants	Rotman PhD; Anita McGahan	All The New Faculty At The Top U.S. Business Schools In 2022	Link
07-Oct-22	Connected Intelligence	Tiziana Casciaro	Tiziana Casciaro on Power for All	Link
17-Oct-22	The Globe & Mail	Tiziana Casciaro	The most influential people may not be in the C-suite. Why a power map helps	Link
19-Oct-22	IEDP Developing Leaders	Ajay Agrawal; Joshua Gans; Avi Goldfarb	The Disruptive Economics of AI	Link
24-Oct-22	TIME	Tiziana Casciaro	How Good People Can Accumulate Power	Link
24-Oct-22	Forbes.com	Ajay Agrawal; Joshua Gans; Avi Goldfarb	Why Is Technology Not Producing Productivity Improvements?	Link
25-Oct-22	Forbes.com	Ajay Agrawal; Joshua Gans; Avi Goldfarb	The Value Of Artificial Intelligence Isn't Just Insights	Link
31-Oct-22	MIT Sloan Management Review	Joshua Gans; Anita McGahan	Should DEI Efforts Be Expected to Have a Financial Return?	Link
31-Oct-22	The Varsity	Ajay Agrawal; Joshua Gans; Avi Goldfarb	Rotman professors write a book on the economic disruptions that AI causes	Link
01-Nov-22	Harvard Business Review	Ajay Agrawal; Joshua Gans; Avi Goldfarb; Creative Destruction Lab	From Prediction to Transformation	Link
02-Nov-22	Route Fifty	Anita McGahan	The Future of Government Jobs: No Field Will Be the Same	Link
07-Nov-22	Financial Times	Ajay Agrawal; Joshua Gans; Avi Goldfarb	The growing influence of machines	Link
10-Nov-22	Connected Intelligence	Ajay Agrawal; Joshua Gans; Avi Goldfarb; Creative Destruction Lab	Ajay, Joshua, and Avi on Power & Prediction	Link
11-Nov-22	Technology Academics Policy	Ajay Agrawal; Joshua Gans; Avi Goldfarb; Rotman Magazine	AI's Prediction Power and the Anti-Discrimination Opportunity	Link
14-Nov-22	CBC Radio One	Ajay Agrawal; Joshua Gans; Avi Goldfarb; Creative Destruction Lab	What AI can and can't do	Link

16-Nov-22	E&T	Ajay Agrawal; Joshua Gans; Avi Goldfarb	Book review: 'Power and Prediction'	Link
17-Nov-22	Financial Times	Ajay Agrawal; Joshua Gans; Avi Goldfarb	FT business books: what to read this month	Link
22-Nov-22	HBR Taiwan	Ajay Agrawal; Joshua Gans; Avi Goldfarb	From Prediction to Transformation	Link
24-Nov-22	The Irish Times	Ajay Agrawal; Joshua Gans; Avi Goldfarb	Artificial Intelligence can do so much more. Why are we not letting it?	Link
24-Nov-22	The Toronto Star	Ajay Agrawal; Joshua Gans; Avi Goldfarb	The bestselling books in Canada for the week ending Nov. 23, 2022	Link
24-Nov-22	Thinkers & Ideas	Ajay Agrawal; Joshua Gans; Avi Goldfarb	Power and Prediction with Joshua Gans	Link
28-Nov-22	The Toronto Star	Ajay Agrawal; Joshua Gans; Avi Goldfarb; Creative Destruction Lab	Surprise emergence of a 'unicorn' startup in Newfoundland provides a clue about AI's near future in business.	Link
28-Nov-22	Forbes.com	Ajay Agrawal; Joshua Gans; Avi Goldfarb	Does Working with AI Help or Hinder Employees?	Link
29-Nov-22	VentureBeat	Ajay Agrawal; Joshua Gans; Avi Goldfarb; Creative Destruction Lab	How AI adoption has yet to reveal its real potential	Link
01-Dec-22	Poets&QUants For Executives	Tiziana Casciaro; Rotman Executive MBA	Favorite Professors Of The Executive MBA Class of 2022	Link
06-Dec-22	RBC Disruptors	Ajay Agrawal; Joshua Gans; Avi Goldfarb; Creative Destruction Lab	AI Helped Produce This Episode	Link
07-Dec-22	The Atlantic	Kevin Bryan	ChatGPT Is Dumber Than You Think	Link
07-Dec-22	Tech for Non-Techies	Ajay Agrawal; Joshua Gans; Avi Goldfarb	Business reality doesn't match AI hype (yet)	Link
08-Dec-22	Times of Malta	Ajay Agrawal; Joshua Gans; Avi Goldfarb	Digitalisation: a human affair	Link
13-Dec-22	MIT Initiative on the Digital Economy	Ajay Agrawal; Joshua Gans; Avi Goldfarb	The Disruptive Economics of AI	Link
14-Dec-22	Forbes.com	Ajay Agrawal; Joshua Gans; Avi Goldfarb	10 Best Business Books Of 2022	Link
16-Dec-22	The Globe & Mail	Ajay Agrawal; Joshua Gans; Avi Goldfarb	ChatGPT, AI can boost the economy by removing language barriers for immigrants seeking employment	Link
16-Dec-22	The New York Times	Ajay Agrawal; Joshua Gans; Avi Goldfarb	Weekend read: ChatGPT and the "disruptive economics" of A.I.	Link
16-Dec-22	The Economic Times	Ajay Agrawal; Joshua Gans; Avi Goldfarb	ChatGPT explained: The ABC of New AI rage	Link
20-Dec-22	The New Bazaar	Avi Goldfarb; Ajay Agrawal; Joshua Gans	Artificial intelligence and the economy of the future	Link

21-Dec-22	The Muse	Tiziana Casciaro	6 Signs of a Toxic Boss and How to Deal With Them	Link
21-Dec-22	For Accountants	Ajay Agrawal; Joshua Gans; Avi Goldfarb	Why accountants should pay attention to ChatGPT	Link
23-Dec-22	MIT Sloan Management Review	Richard Florida; Joshua Gans; Anita McGahan	Does AI Help Reduce Wasteful Holiday Gifting?	Link
23-Dec-22	Policy Options	Ajay Agrawal; Joshua Gans; Avi Goldfarb; Creative Destruction Lab	A broader approach to AI would cut bias in immigration decisions while adding speed	Link
02-Jan-23	The Star	Kevin Bryan	ChatGPT: Exciting AI possibilities for education in 2023	Link
02-Jan-23	HBR Taiwan	Ajay Agrawal; Joshua Gans; Avi Goldfarb	ChatGPT and How AI Disrupts Industries	Link
02-Jan-23	Investment and Pensions Europe	Ajay Agrawal; Joshua Gans; Avi Goldfarb	Why and how we need to change the conversation about pension reform	Link
02-Jan-23	Wealth Formula	Ajay Agrawal; Joshua Gans; Avi Goldfarb	The Next Big Technology	Link
02-Jan-23	Lifewire	Ajay Agrawal; Joshua Gans; Avi Goldfarb	Some Human Authors Worry AI Will Take Their Jobs—Here's Why	Link
02-Jan-23	TechTalks	Ajay Agrawal; Joshua Gans; Avi Goldfarb	Why applied artificial intelligence needs a major mind-shift	Link
02-Jan-23	Six Pixels of Separation	Ajay Agrawal; Joshua Gans; Avi Goldfarb	Joshua Gans On The Economics Of Artificial Intelligence	Link
02-Jan-23	The Wealthability Show	Ajay Agrawal; Joshua Gans; Avi Goldfarb	AI & Economic Disruption	Link
02-Jan-23	Silicon Republic	Ajay Agrawal; Joshua Gans; Avi Goldfarb	20 books recommended by tech and science leaders	Link
09-Jan-23	South China Morning Post	Kevin Bryan	ChatGPT: personal tutor or 'cheat-bot'? The app that could revolutionise Asia's learning	Link
09-Jan-23	JD Supra	Ajay Agrawal; Joshua Gans; Avi Goldfarb	The Top AI and Machine Learning Books for 2023 Edition	Link
09-Jan-23	Forbes Argentina	Ajay Agrawal; Joshua Gans; Avi Goldfarb	Los siete mejores libros de negocios del último año para leer en vacaciones	Link
13-Jan-23	Republika	Ajay Agrawal; Joshua Gans; Avi Goldfarb	Makin Ketatnya Persaingan Manusia dengan Kecerdasan Buatan	Link
13-Jan-23	Inc.	Nico Lacetera	Why Do So Many Prices End in 9? How Left-Digit Bias Increases Sales and Boosts Profits	Link
24-Jan-23	The Week	Kevin Bryan	ChatGPT passed a Wharton MBA exam, and academics are taking note	Link
24-Jan-23	IEDP Developing Leaders	Brian Golden; Executive Education; GEMBA-HLS	Developing Healthcare Leaders	Link

24-Jan-23	New Books Network	Avi Goldfarb; Ajay Agrawal; Joshua Gans	Power and Prediction	Link
25-Jan-23	Financial Times	Rotman PhD; Claire Tsai; Sonia Kang; Nico Lacetera	Academic research award: tipping point for action	Link
26-Jan-23	Health Debate	Brian Golden; Sandra Rotman Centre	Will the first cut be the deepest? The debate on for-profit surgeries	Link
26-Jan-23	Mint	Ajay Agrawal; Joshua Gans; Avi Goldfarb	A cause for optimism about the AI revolution	Link
31-Jan-23	MIT Sloan Management Review	Richard Florida; Joshua Gans; Anita McGahan	Will Salary Transparency Laws Change Employee Compensation?	Link
31-Jan-23	De Tijd	Ajay Agrawal; Joshua Gans; Avi Goldfarb	Wordt AI een stroomstoot voor de economie en de beurzen?	Link
02-Feb-23	Insider	Ajay Agrawal; Joshua Gans; Avi Goldfarb	ChatGPT may be coming for our jobs.	Link
03-Feb-23	Inside Business	Ajay Agrawal; Joshua Gans; Avi Goldfarb	Få afmystificeret AI med suveræn lærebog	Link
06-Feb-23	TVN 24	Ajay Agrawal; Joshua Gans; Avi Goldfarb	Komu sztuczna inteligencja zabierze prace? Tych 10 zawodów jest szczególnie zagrożonych	Link
07-Feb-23	Dataquest	Avi Goldfarb; Ajay Agrawal; Joshua Gans	AI – Seen through an economics lens	Link
08-Feb-23	Redefining AI	Avi Goldfarb; Ajay Agrawal; Joshua Gans	Power and Prediction	Link
09-Feb-23	CBC News	Ajay Agrawal; Joshua Gans; Avi Goldfarb	ChatGPT may reset the world of work as businesses rush to own artificial intelligence	Link
09-Feb-23	Økonomisk Ugebrev	Ajay Agrawal; Joshua Gans; Avi Goldfarb	Boganmeldelse: Kunstig intelligens ændrer nu erhvervslivet	Link
13-Feb-23	Grand Slam Journey	Tiziana Casciaro	Power, For All	Link
13-Feb-23	Pharma Live	Ajay Agrawal; Joshua Gans; Avi Goldfarb	A Matter of Trust	Link
14-Feb-23	Grand Slam Journey	Tiziana Casciaro	Power, For All Part 2	Link
14-Feb-23	The Philanthropist Journal	Nico Lacetera	Meet Generation Z and learn how to engage these digitally savvy change-makers	Link
16-Feb-23	KatieCouric.com	Ajay Agrawal; Joshua Gans; Avi Goldfarb	Is ChatGPT Coming for Your Job?	Link
16-Feb-23	Brink	Avi Goldfarb; Ajay Agrawal; Joshua Gans	AI Will Have a Revolutionary Effect on Executive Decision-Making	Link
27-Feb-23	Taz	Ajay Agrawal; Joshua Gans; Avi Goldfarb	Der berechnete Mensch	Link
28-Feb-23	MIT Sloan Management Review	Anita McGahan	Will Generative AI Create a New Era of Search Competition?	Link

28-Feb-23	MIT Sloan Management Review Mexico	Richard Florida; Joshua Gans; Anita McGahan	¿Las leyes de transparencia salarial cambiarán la remuneración de los colaboradores?	Link
28-Feb-23	Forbes.com	Ajay Agrawal; Joshua Gans; Avi Goldfarb	AI May Be Slow In Delivering But Will 'Bring Fundamental Change'	Link
01-Mar-23	Global News	Avi Goldfarb; Creative Destruction Lab	ChatGPT wouldn't exist without Canadian AI pioneers. Why one fears for the future	Link
01-Mar-23	International Banker	Ajay Agrawal; Joshua Gans; Avi Goldfarb; Creative Destruction Lab	Next-Gen Operation Models for Bankers and Advisors	Link
07-Mar-23	MIT Sloan Management Review	Francesco Bova; Avi Goldfarb	The Business Case for Quantum Computing	Link
09-Mar-23	The Economist	Avi Goldfarb	Can an AI be an inventor?	Link
15-Mar-23	Ledernytt	Ajay Agrawal; Joshua Gans; Avi Goldfarb	Gjør deg klar for en suksessfull digital transformasjon	Link
20-Mar-23	Rochester Business Journal	Ajay Agrawal; Joshua Gans; Avi Goldfarb	Just ask ChatGPT: Artificial intelligence can revolutionize how business is done	Link
20-Mar-23	La Repubblica	Avi Goldfarb	Il diritto d'autore ai tempi di ChatGpt	Link
22-Mar-23	Invest Like the Best	Avi Goldfarb	The Economic Impact of AI	Link
23-Mar-23	The Verge	Avi Goldfarb	Can AI generate a way to pay for itself?	Link
24-Mar-23	Timmerman Report	Avi Goldfarb	Welcome to the AI Irruption	Link
27-Mar-23	MIT Technology Review	Avi Goldfarb	ChatGPT is about to revolutionize the economy. We need to decide what that looks like.	Link
31-Mar-23	MIT Sloan Management Review	Richard Florida; Joshua Gans; Anita McGahan	Have Uber and Netflix Lost Their First-Mover Advantage?	Link
31-Mar-23	The Colgate Maroon-News	Avi Goldfarb	Lampert Institute Hosts Lecture on 'Disruptive Economics' of AI	Link
06-Apr-23	MIT Sloan Management Review Mexico	Richard Florida; Joshua Gans; Anita McGahan	¿La IA generativa creará una nueva era de competencia de búsqueda?	Link
06-Apr-23	Impacto TIC	Ajay Agrawal; Joshua Gans; Avi Goldfarb	5 libros de tecnología para 2023	Link
06-Apr-23	Harvard Business Review France	Ajay Agrawal; Joshua Gans; Avi Goldfarb	De la prédiction à la transformation	Link
06-Apr-23	Insider	Ajay Agrawal; Joshua Gans; Avi Goldfarb	There are the 9 best books to get up to speed on the hot new world of generative AI, according to experts	Link
11-Apr-23	MIT Sloan Management Review Mexico	Francesco Bova; Avi Goldfarb	Ayuda a tu empresa a prepararse para la computación cuántica	Link

11-Apr-23	Avropaperi	Ajay Agrawal; Joshua Gans; Avi Goldfarb	Uusi teknologia jakaa yritykset voittajiin ja häviäjiin – Tekoäly kehittyy nopeasti, organisaatiot hitaasti	Link
12-Apr-23	El Economista	Avi Goldfarb	¿Te da miedo ChatGPT? Tres beneficios de la Inteligencia Artificial en el trabajo	Link
18-Apr-23	Australian Financial Review	Ajay Agrawal; Joshua Gans; Avi Goldfarb	Why AI is the productivity boost we've been waiting for	Link
26-Apr-23	MIT Sloan Management Review	Joshua Gans; Anita McGahan	Will Short-Term Financial Pressures Complicate the Transition to Sustainable Business Models?	Link
27-Apr-23	Harvard Business Review Russia	Ajay Agrawal; Joshua Gans; Avi Goldfarb	From Prediction to Transformation	Link