

FOR APPROVAL

PUBLIC

OPEN SESSION

TO: UTM Academic Affairs Committee

SPONSOR: Professor Amrita Daniere, Interim Vice-Principal Academic & Dean
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PRESENTER: Professor Len Brooks, Director, Professional Accounting Centre and
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DATE: October 7, 2022 for October 17, 2022

AGENDA ITEM: 5

ITEM IDENTIFICATION:

New Type 3 Certificate Program: Effective Health Care Management

JURISDICTIONAL INFORMATION:

Under section 5.6 of its terms of reference, the Academic Affairs Committee is responsible for new certificates, as defined by the *Policy on Certificates (For-Credit and Not-For-Credit)*, and the closure of such certificates. An annual report on certificates shall be provided for information to the Committee on Academic Policy and Programs.

GOVERNANCE PATH:

- UTM Academic Affairs Committee [for approval] (October 17, 2022)

PREVIOUS ACTION TAKEN:

None

HIGHLIGHTS:

The Certificate of Effective Healthcare Management is being proposed as a Type 3 (not-for-credit) certificate to enhance the management knowledge and capabilities of managers working in the healthcare sector and will be offered through the Institute for Management & Innovation's (IMI) Executive Programs unit, IMIx, at the University of Toronto Mississauga (UTM). It has been developed in response to a grant request by the Mastercard Foundation (MCF) to educate

students in Africa and has been funded by MCF for an initial six offerings over six years, with a possible extension to 10 years.

The goal of MCF is to enable 30 million young people in Africa to secure dignified and fulfilling work by 2030. MCF plans to achieve this by providing quality education and training to young people with the skills employers need, finding new ways to link job seekers with employers, and increasing access to capital and other supports.

IMix Executive Programs is proposing to offer learners in Africa an executive program micro-credential and certificate in management specifically designed for individuals working in the healthcare sector. The Certificate of Effective Healthcare Management will be offered in English from Toronto through online, interactive sessions, to cohorts of 50 aspiring and mid-level managers who will take the classes in the evening in Africa.

This Certificate may also be offered to students in Canada (i.e. not in Africa) with suitable revisions to cases and examples appropriate to the jurisdiction.

RECOMMENDATION:

Be It Resolved,

THAT the New Type 3 Certificate Program: Effective Health Care Management, be approved, as detailed in the proposal dated October 3, 2022, effective January 1, 2023.

DOCUMENTATION PROVIDED:

- Proposal to create a New Type 3 Certificate Program: Effective Health Care Management.

Proposal to Create a Not-for-Credit Certificate

Category 3 Not-for-Credit Certificates as outlined by the [Policy for Certificates \(For-Credit and Not-For-Credit\)](#) should align with the protocols set out in the [Guidelines for Continuing, Professional and Executive Education](#).

The creation of the certificate is reported to the VPAP office after approval.

Proposed certificate name:	Certificate of Effective Healthcare Management
Unit:	Institute for Management & Innovation (IMI)
Academic division:	University of Toronto Mississauga
Dean's Office contact:	Yen Du Manager, Academic Programs, Reviews & Quality Assurance Yen.du@utoronto.ca
Version date: (Please change as you edit this proposal)	October 3, 2022

1 Summary

- Please provide a brief summary of the certificate, including:
 - A statement of purpose that clearly summarizes what is being proposed
 - A brief discussion of the background situation to set context for external readers
 - Impetus for its development (including interest and demand)
 - Rationale for certificate (include expected goals and outcomes upon completion)
 - How the certificate fits with university/division's general objectives

The **Certificate of Effective Healthcare Management** is being created as a not-for-credit certificate to enhance the management knowledge and capabilities of managers working in the healthcare sector and will be offered through the Institute for Management & Innovation's (IMI) Executive Programs unit, IMIx, at the University of Toronto Mississauga (UTM). It has been developed in response to a grant request by the Mastercard Foundation¹ (MCF) to educate students in Africa and has been funded by MCF for an initial six offerings over six years, with a possible extension to 10 years.

The goal of MCF is to enable 30 million young people in Africa to secure dignified and fulfilling work by 2030. MCF plans to achieve this by providing quality education and training to young people with the skills employers need, finding new ways to link job seekers with employers, and increasing access to capital and other supports.

¹ <https://mastercardfdn.org/>

The Office of the Vice President International (OVPI) and the Division of University Advancement (DUA) at U of T worked together in 2020 to request a significant donation from the MCF to contribute towards this goal through various degree and non-degree learning and educational opportunities. Funding for the U of T proposal was approved in 2021.

IMlx Executive Programs is proposing to offer learners in Africa an executive program micro-credential and certificate in management specifically designed for individuals working in the healthcare sector. The **Certificate of Effective Healthcare Management**, will be offered from Toronto through online, interactive sessions, to cohorts of 50 aspiring and mid-level managers who will take the classes in the evening in Africa.

This Certificate may also be offered to students in Canada (i.e. not in Africa) with suitable revisions to cases and examples appropriate to the jurisdiction.

Learning Outcomes: By the end of this program, learners will be prepared to:

- Evaluate the African healthcare sector and possibilities that exist for themselves and society.
- Use relevant knowledge and skills to enhance their careers and organizational performance in healthcare.
- Develop a network of healthcare contributors to seek support from in the future.
- Explore the global healthcare landscape, and indigenous healthcare practices.
- Apply best practice and lessons learned from real-world healthcare transformation experiences.

2 Effective Date

This program will begin in January of 2023 and offer evening classes (African time) via Zoom, generally one night per week, to participants in Africa over a timeframe of 9 months.

The funding received from MCF will support the offering of this program to a cohort of 50 individuals per year for 6 years with the possibility of extending to 10 years.

3 Budget and Resources

- *Provide a detailed outline of costing and funding. Note that Category 3 certificates do not receive funding and all associated activities operate on an expense (cost) recovery basis. The budget should consider costs at program, unit, and divisional level. Cost should also consider supplies, space, labs, development costs, marketing, equipment etc..*

- As outlined in the [Guidelines for Continuing, Professional and Executive Education](#), teaching in this context is normally considered to be outside of faculty assigned workload.

The Certificate has been funded by MCF to educate cohorts of 50 students per year for six years, with the possibility of extension for years 7-10. The funding provides for development costs in the first year, with level funding augmented by inflation for the later years. The projection of costs and revenue has been submitted to the Dean's Office.

Teaching resources will be drawn from experienced IMI, UTM Management or U of T faculty with appropriate background in consultation with the IMI Academic Director, the Chair of the Department of Management (UTM), and the IMI Director. Faculty providing instruction in this certificate program will do so on an overload stipend basis.

Administrative resources needed for this program are incorporated into the work expectations for the IMIx Program Business Development Manager, the IMIx Director, the Program Lead, and 70% FTE of a new administrative staff position. Costs of additional resources have been included in the grant from Mastercard.

4 Admission Protocol

Provide the admission requirements for the certificate. Is admission open or targeted to a specific group/background.

This program is for individuals working in the healthcare industry and are affiliated with hospitals, government and health agencies, and other healthcare units. The MCF offering will be in African countries designated in the original proposal through university partners and others as designated by the U of T OVPI, as follows:

- Ashesi (Ghana)
- KNUST (Ghana)
- AIMS (S. Africa, Senegal, Rwanda, Cameroon, Tanzania)
- African Leadership University (Rwanda and Mauritius)
- Moi (Kenya)
- UCT (South Africa)
- Addis Ababa (Ethiopia)

This list is subject to change.

Applicants will require their supervisor's approval and will be screened by IMIx to ensure that they have the capacity to understand the program and to complete it successfully as evidenced by a comprehensive assignment project or examination at the conclusion of the program. The admission process will be managed online and include a virtual interview and/or video submission from each interested applicant. Applicants will submit a letter of recommendation from their supervisor or senior office as well as a *Letter of*

Intent highlighting their reasons for applying, professional ambitions, and an explanation for how this program will help them to achieve these goals. There are no formal academic requirements for admission, other than an undergraduate degree.

5 Program Requirements

This certificate will consist of a coherent sequence of not-for-credit courses related to an identified topic or theme.

Describe the requirements of the certificate and mechanism for the assessment and completion.

The program will include the following segments. All segments will be offered in English through online Zoom sessions and will be completed in the order presented below (with the exception of the Speaker Series). Sessions will be taught in real time, but will be recorded to facilitate later viewing by those unable to attend the live sessions.

Healthcare Thought Leaders Speaker Series

Thought leaders in healthcare will be invited to speak once per month for 8 months to the Certificate students and other invited guests and engage in a question-and-answer session after their remarks. Speakers will be selected from around the world with input from an **Advisory Committee**. These sessions are intended to be thought-provoking and share educational content, research, and topic briefs that are context relevant including emerging technologies that are shaping current and future healthcare ecosystems.

Introduction to Healthcare Opportunities and Challenges

This segment is intended to provide insights and context that will be useful to the students in understanding the scope of healthcare activities and the challenges and opportunities that are being and will be faced in the years to come.

Healthcare Governance, Ethics and Culture

The objective of this segment is to prepare executives and managers who are in functional positions to understand the importance of developing a strong governance framework supported by an ethical culture, and how to make the right decisions which are in line with their organization's values, as well as the latest expectations and developments which are now emerging.

This segment consists of the following modules:

- New Expectations & Developments
- Making Values-based Decisions
- Developing and Maintaining an Ethical Corporate Culture

Healthcare Strategy and Critical Thinking Processes

In the volatile, uncertain, complex and ambiguous world we live in today, healthcare activities have become increasingly unpredictable. The need to respond to these changing circumstances by thinking critically and leading strategically has never been more important. Being able to do our best thinking in any situation and to execute

strategically in a dynamic new environment is critical to personal and organizational success.

This segment will prepare executives and managers who are in functional positions to:

- Understand strategic thinking, which coordinates and focuses all functional activities,
- Understand strategic leadership and management, and
- Think critically about strategy, leading strategically, critical thinking, competitive advantage and other business problems.

Risk Management in Healthcare

The identification, assessment, and mitigation of risks has become vital to protect and safeguard the reputations, images, and potentials for organizations and their management – and healthcare is no exception. This program segment will introduce risk management concepts, frameworks, techniques and decision making through the delivery of three modules:

- Introduction to the world standard, Enterprise Risk Management (ERM) Framework
- Applications of the ERM Framework
- Risk Assessment, Reporting and Decision-Making Lessons Learned.

Effective Leadership in Healthcare

Effective leadership is the key to personal and vital to organizational success, particularly in stressful times. This segment will consist of four modules:

- Motivation: What makes people tick, including yourself?
- Leadership Styles and Approaches to maximize individual and team potential.
- Leadership in Difficult Circumstances, including:
 - Building effective teams, and
 - The management of change

Healthcare Finance, Reporting and Scorecards

Healthcare executives and managers need to understand organizational needs and opportunities for financial resources, financial reporting and accountability, performance monitoring and reporting, cost analysis and financial analysis for credit, purchase and lease decision making. Segment modules will include:

- Financial, Performance and Monitoring Reporting
- Costing Analysis for Pricing and Control
- Financial Analysis for Credit Assessment, and Purchase or Lease Decisions

Forensic Considerations for Healthcare

Healthcare organizations are readily susceptible to fraud, corruption, and cybercrime. Consequently, executives and managers would benefit from an understanding of the potential debilitating challenges their organization may face, how those may be investigated and mitigated, and how they may be prevented. Segment modules will include:

- Healthcare Frauds, Corruption, and Cybercrimes – An Overview
- Introduction to Forensic Investigation and Analysis

- Introduction to Forensic Accounting Tools – big data analysis, interviewing.

Big Data Analysis for Healthcare

The availability of data has exceeded the capacity of most managers and executives to analyze and interpret effectively. Since data collection continues to accelerate, the potential benefit for its effective use is becoming even more evident. This segment will educate managers and executives with the methods and useful techniques of data analytics, the problems inherent in big data analysis, and the potential of using helpful computer software. Segment modules will include:

- Data analysis and data visualization
- Data cleaning and manipulation
- Useful Software Applications for Healthcare

Comprehensive Assessment of a Project or by an Examination

Assessment will take place through an individual comprehensive project or examination at the conclusion of the program. Projects could focus on possible entrepreneurial innovations, challenges emerging from employers or other partners in the ecosystem, or self-identified challenges related to personal interests or circumstances, or other subjects as approved. Project choices will be vetted or examinations will be designed by the Program Lead under the direction of the IMIx Director. Marking of the projects or examinations will be supervised by the IMIx Director with the assistance of the Program Lead.

Classes taught will incorporate examples, cases and data that will be applicable to the healthcare sector, and specifically relevant to Africa for the MCF offering. Participants will be able to stop out, if necessary, and rejoin in a subsequent year. Individuals who drop out and rejoin will be required to complete a comprehensive project, not an examination at the conclusion of the certificate program. Students will be required to demonstrate competence with the material covered to receive a passing grade and earn the Certificate in Effective Health Care Management.

Students will be required to complete the certificate within two years of starting their studies in the program.

6 Consultation

Outline any consultation undertaken with the Dean and chair/director of the relevant academic units and relevant programs.

The Academic Director of IMIx has consulted with the Rotman School's Executive Programs unit and Dean of the School of Continuing Studies about the IMIx bid for MCF funding, and neither unit raised an objection. The Department of Management, from which some of the instructors will be recruited on an overload/ stipend basis, was also consulted and had no objection since all teaching is on an overload basis.

7 Oversight and Accountability: Review

Instructors will be University of Toronto faculty and/or accredited experts. **Two Advisory Committees** will be created: one for the Leaders Speaker Series, and one for the entire program. Both Advisory Committees will consist of experts drawn from Canada and abroad, including Africa.

The Advisory Committees will provide input to the **IMlx Academic Director** regarding the development and operation of the Certificate. A part-time, **Program Lead** will be appointed with stipend for a renewable term of 1-3 years by the IMI Director, with the concurrence of the IMlx Academic Director, from faculty appointed to IMI or the Department of Management (UTM), or a cognate unit. The Program Lead will provide advice to the Academic Director of IMlx on matters of staffing, instruction, curriculum, examinations, academic standing, and other matters as delegated by the IMlx Director.

As a Category 3 certificate, the Certificate of Effective Healthcare Management will be subject to periodic reviews by the Vice-Principal Academic and Dean, UTM. Similar to for-credit offerings, new IMlx certificate programs and significant changes to existing courses/ programs (i.e. new courses, course deletions, changes to program requirements) will be reviewed by the IMlx Academic Director, IMI Director, and IMI Curriculum Committee before receiving final approval by the UTM Dean.

8 Process Steps and Approvals

The pathway is summarized in the table below.

	Approving Body	Approval Date
Development & Consultation within Unit	Leonard J. Brooks Academic Director, IMlx	August 26, 2022
	Shashi Kant Interim Director, IMI	September 14, 2022
	IMI Curriculum Committee	September 19, 2022
Decanal Sign-Off	Marc Dryer Associate Dean, Academic Programs	September 23, 2022

	Amrita Daniere Interim Vice-Principal Academic & Dean	October 3, 2022
Divisional Governance Approval	UTM Academic Affairs Committee	October 17, 2022
Submission to Provost's Office - AP&P (report only)		

Appendix A – Certificate of Completion Template



Institute for Management & Innovation
UNIVERSITY OF TORONTO
MISSISSAUGA

THIS IS TO CERTIFY THAT

<< **INSERT NAME** >>

HAS COMPLETED THE

**CERTIFICATE OF EFFECTIVE
HEALTHCARE MANAGEMENT**

OFFERED BY

IMI_x EXECUTIVE PROGRAMS

<< **INSERT DATE(S)** >>

PROFESSOR SOO MIN TOH

Director

Institute for Management & Innovation



PROFESSOR LEN BROOKS

Director

IMI_x Executive Programs