



Rotman School of Management  
UNIVERSITY OF TORONTO

2023

# Global Executive MBA for Healthcare and the Life Sciences

# Here's where it changes

**Gain the leadership edge you need for an industry where the frontiers are always advancing. The Rotman School of Management's Global Executive MBA for Healthcare and the Life Sciences (GEMBA-HLS) will transform the way you think, lead and drive change.**

The pace of change in healthcare is accelerating, creating a demand for leaders who can master the innovations that are changing the face of this \$8-trillion global industry. To answer the challenge, the Rotman School offers the world's first Global Executive MBA for Healthcare and the Life Sciences. The program will help you develop the expertise you need to drive your career in a world without boundaries.

The program draws on the core strengths of the Rotman School, with its deep ties to the nearby medical Discovery District, and its strengths in groundbreaking research. Part of the University of Toronto, and located in the most diverse city in the world, the Rotman School has a mission to be a catalyst of positive change, taking on the biggest challenges in business and society.

Designed for working professionals in the sector, the GEMBA-HLS provides participants with the expertise to lead change and drive innovation in this rapidly advancing landscape. With onsite modules in Toronto, Tel Aviv, the San Francisco Bay area, Singapore and London, UK along with online learning, the program is designed for you to examine what's possible 'at home' – wherever your home is.

We welcome you to join us and unlock your full leadership potential on the international stage.



**"Healthcare is the world's biggest industry, and with advances in science and technology, and a global appetite for better, more accessible and sustainable healthcare, the opportunities for health system leaders are limitless."**

**Brian Golden**

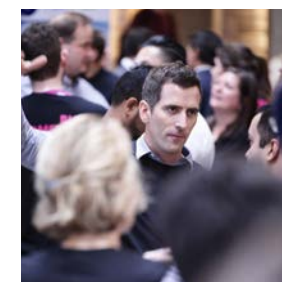
Professor of Strategic Management

Sandra Rotman Chair in Health Sector Strategy, University of Toronto and the University Health Network

Academic Director, Global Executive MBA for Healthcare and the Life Sciences

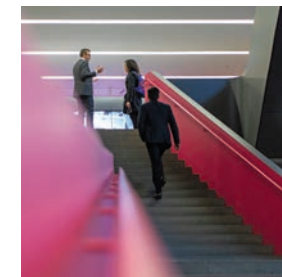
PHD, NORTHWESTERN UNIVERSITY

**Add a global perspective to your healthcare or life sciences management career. Build the expertise you need to reshape your organization and the health system by exploring innovations and opportunities around the world.**



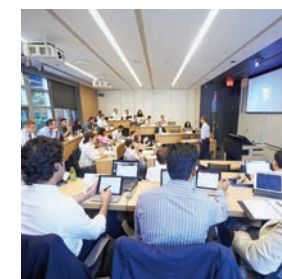
## The Rotman GEMBA-HLS advantage

- ROI of a GEMBA-HLS degree
- Key program features
- About the Rotman School
- University of Toronto



## Connect to global innovation

- Global residencies and site visits
  - Toronto
  - Tel Aviv
  - San Francisco
  - Singapore
  - London
- HLS Leadership Network
- Creative Destruction Lab (CDL)



## Transformative education

- Faculty
- Speaker series
- Teaching methods
- Capstone projects



## Program highlights

- Modules and course schedule
- Leadership development
- Career services



## Admission and next steps

- Application criteria
- Application deadlines
- Tuition fees and financing
- How to apply

# Expand your global network

Develop deep relationships with a sector-spanning executive network. Members of each cohort come from a variety of professional backgrounds within the sector, which generates fruitful classroom discussions and valuable connections. Your peers will be a resource and a sounding board and will help you succeed long after graduation.

## CLASS OF 2023 PROFILE

**39**

Participants

**42** **59%**  
Female

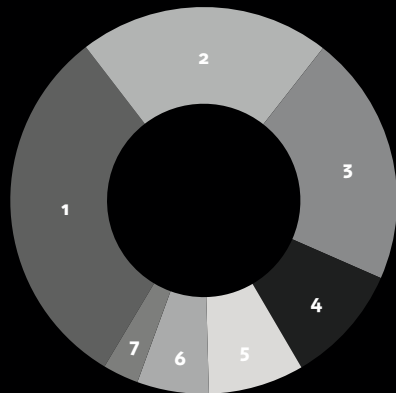
Average age

**8**

Average years of management experience

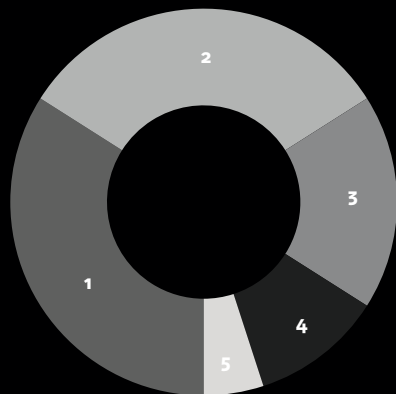
**15**

Average years of work experience



### JOB LEVEL

1. **32%** Manager
2. **21%** Director
3. **21%** Physician
4. **10%** C-Suite Executive
5. **8%** President / VP / GM
6. **5%** Other
7. **3%** Researcher / Assistant



### FUNCTION

1. **34%** Healthcare providers
2. **32%** Administrative leaders
3. **18%** Industry leaders
4. **11%** Scientists / Researchers
5. **5%** Government / Policy leaders

## Notable Employers

- Abbott Laboratories
- Alberta Health Services
- AstraZeneca
- Boehringer Ingelheim
- BC Children's Hospital
- Bruyère Continuing Care
- Canadian Armed Forces
- Centre for Addiction and Mental Health (CAMH)
- Children's Hospital of Eastern Ontario (CHEO)
- Hamilton Health Sciences
- Hikma Pharmaceuticals
- The Hospital for Sick Children (SickKids)
- King Saud University Medical City
- Louis Brier Home and Hospital
- Medtronic
- Sinai Health System
- Southlake Regional Health Centre
- University Health Network
- Winnipeg Regional Health Authority
- Zimmer Biomet

**Mohini Bhavsar**  
GEMBA-HLS '22

Chief of Staff,  
Grand Challenges Canada

**Previous role:**  
Global Head of Digital Health  
Partnerships, Living Goods

**Previous education:**  
BSc, Biochemistry and Biomedical  
Sciences, McMaster University

"The program has provided me with the executive, stakeholder and team management skills to navigate new frontiers in healthcare."

# The Rotman GEMBA-HLS advantage



**The return on investment for the GEMBA-HLS is both personal and professional. You'll take on real-life projects, developing new techniques and strategies. Participants have been able to deliver major cost savings to their organizations and uncover lucrative opportunities.**

#### Why Rotman

The Rotman School has strong connections to Canada's healthcare and life sciences sector and the global health sector community.

Steps away from the University, the medical Discovery District hosts and supports entrepreneurial development, and Rotman frequently collaborates on life sciences startups. Additional innovation takes place in the nearby hospitals, some of Canada's most prominent.

With the goal of driving excellence in healthcare management, the Sandra Rotman Centre for Health Sector Strategy is a research, education and policy centre. GEMBA-HLS participants can access thought leadership by participating in centre events, and many opportunities are available for professional connections.

The School also has close connections to the U of T's Faculty of Medicine, one of the largest in North America with relationships with over ten hospitals. The faculty is at the forefront of life-changing health research.

[Virtual Tour of the Rotman School →](#)

**"Strategy, negotiation, how to successfully build a team and implement a plan...You start seeing the system very differently. The GEMBA-HLS gave me a stamp that says, 'This person is not only a scientist, but he's also a medical leader who will thrive in leadership.'"**

Dr. Nigil Haroon



**The 18-month program weaves together thought leadership, practical education and in-person experience in five countries. The interplay of work and learning allows you to make an immediate impact in the workplace.**

#### Customized for the sector

Earn an MBA degree designed by industry experts for senior level working professionals in healthcare and the life sciences: from industry, care providers, service delivery organizations, consulting firms, public agencies, the sciences, and players in the healthcare and life sciences sectors around the world.

#### Flexibility first

Continue to work while you study: make an immediate impact at work and earn your degree in just 18 months. Blended in-person and self-paced learning between modules accommodates your demanding schedule.

#### Connect to innovation

Learn onsite in four key cities in the sector, including from organizations redefining healthcare and biotechnology development. Meet industry leaders from around the world.

#### A global perspective

Classes take place onsite in Toronto, Tel Aviv, Singapore, the San Francisco Bay Area London UK, and online. Examine what's possible by learning from other systems and organizations across the globe.

#### Ready to lead

Let us help you become a more creative, more insightful, and more impactful leader.

#### University of Toronto: Reputation matters

The University of Toronto (U of T) is Canada's leading university and a global centre of academic excellence. The university invests over \$1 billion per year in healthcare-related innovation, including a \$100-million commitment to a new complex dedicated to AI and biomedicine. The U of T's classic academic environment has inspired students since 1827, while its worldwide reputation adds tremendous value to your Rotman MBA.

University of Toronto ranks:

#1 University in Canada #18 of the Top Universities in the World

# Connect to global innovation

**By joining the program, you gain immediate access to the knowledge and experience of a network of seasoned international business managers. You will be exposed not only to best practices around the world but also to people, organizations and ideas that are radically changing the way healthcare is delivered.**



## Toronto

Toronto is ranked as one of the world's best startup ecosystems. Steps away from the university, the medical Discovery District hosts and supports entrepreneurial development.

Past site visits have included:

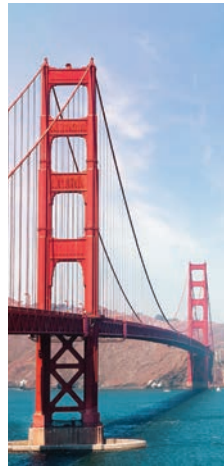
- Centre for Commercialization of Regenerative Medicine
- SickKids International
- Healthcare Human Factors



## Tel Aviv

Israel has been called the world's "start up nation", founding more tech companies per capita than any other nation - especially true in healthcare and life sciences.

Newly added in 2023, the Tel Aviv module includes planned visits to leading med-tech and digital firms, and visits with government, health system leaders, and payors to understand how Israel integrates care so effectively.



## San Francisco

The San Francisco Bay Area is a hub of entrepreneurial activity and the base for many established healthcare and life sciences firms.

Past site visits have included:

- Kaiser Permanente
- General Electric
- IDEO
- IBM
- Google

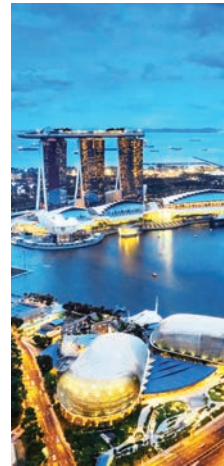


## London

London offers the opportunity to explore the UK's dynamic universal healthcare system – the world's first – as well as the advanced life sciences industries in the region.

Past site visits have included:

- The King's Fund
- London North West Healthcare NHS Trust
- Eastern Academic Health Science Network
- Mercer
- Caversham Group Practice



## Singapore

Singapore offers important insights as an innovative regional and global hub for healthcare services and life sciences commerce.

Past site visits have included:

- Tan Tock Seng Hospital,
- Sanofi-Pasteur
- Raffles Medical Group
- KenSci

## HLS Leadership Network

Participants may access an exclusive network of over 75 senior healthcare and life sciences executives. These advisors have been carefully selected to reflect a variety of industry, career, and life experiences. They meet with participants (one-on-one or in small groups) and share their first-hand knowledge about specific industries, functions, business problems and most importantly, provide input that can support participants with career choices.

Current advisors include the President and CEO of Toronto's University Health Network, the Global Marketing Director of AstraZeneca (based in the US), the VP of Strategy at Dr. Sulaiman Al Habib Medical Group in Saudi Arabia, the President & CEO of Bayer in Canada, and the Managing Director of Ansea Consultants in Singapore.

## Global residences and site visits

Past participants have met with the Country Medical Chair at Sanofi for a view of the hiring landscape, and with a Harvard Medical School visiting scholar at the Department of Global Health and Social Medicine to learn about designing and delivering programs to improve maternal and child health in the Global South with a focus on digital health solutions.

**"Rotman has done a tremendous and deliberate job in developing a network with all stakeholders in the healthcare ecosystem."**

**Heather Chalmers** MBA '04  
President and CEO, GE Canada  
Country Leader, GE Healthcare Canada



## Creative Destruction Lab

The Creative Destruction Lab (CDL) is one of the world's fastest-growing venture labs, creating over \$20 billion of equity value since its inception in 2012.

Selected MBA participants, alongside successful entrepreneurs, provide strategic insights and business development support.

The CDL's health stream focuses on science and technology solutions aimed at improving human health and wellness. Alumni companies include 16 Bit, Atomwise, BenchSci, bridge7 Oncology, COSM Medical and Deep Genomics. [Learn more →](#)



**"The faculty are world-renowned experts in health care management and strategy, and your classmates are impressive and inspiring on so many levels."**

**Alana Flexman**, GEMBA-HLS '22

Anesthesiologist and Director of Research, Department of Anesthesia, St. Paul's Hospital/Providence Health Care

## Previous education:

Specialty fellowship training in Neuroanesthesia, University of California San Francisco MD, University of Toronto BScH, Queens University

# Transformative education



Rotman faculty are world renowned for their thought leadership, and the School brings together expertise from across the healthcare and life sciences value chain. You'll get access to the latest research before it filters into consulting firms and major corporations.

## 27

Rotman faculty members engaged in health-related research

## 20+

Annual events focused on topics in healthcare/life sciences

## 3,000+

Attendees at healthcare/life sciences events last year

### Teaching methods

Rotman employs diverse teaching methods, including case studies, lectures, teamwork, online study, simulations and experiential learning. This ensures that the curriculum can respond to rapidly changing developments. Participants also bring their own workplace challenges into the classroom, and these become part of the discussion.

### A SELECTION OF ROTMAN FACULTY:

#### Avi Goldfarb

Professor of Marketing  
Rotman Chair in Artificial Intelligence in Healthcare  
Chief Data Scientist, Creative Destruction Lab  
PHD, NORTHWESTERN UNIVERSITY

Research interests include: opportunities and challenges of the digital economy.

Along with Ajay Agrawal and Joshua Gans, Avi is the author of the *Globe & Mail* bestselling book *Prediction Machines: The Simple Economics of Artificial Intelligence*.

#### Alberto Galasso

Professor of Strategic Management  
Rotman Chair in Life Sciences Commercialization;  
PHD, LONDON SCHOOL OF ECONOMICS

Research Associate at the National Bureau of Economic Research (NBER) and Research Fellow at the Centre for Economic Policy Research (CEPR). He serves as co-editor for the *Journal of Economics and Management Strategy*.

Research interests include: the determinants of innovative activity, the management of innovation and the functioning of markets for technology

#### Zayna Khayat

Adjunct Professor and Executive-in-Residence  
VP of Business Development & Strategy, Teladoc Health  
PHD, UNIVERSITY OF TORONTO

Previously led health system innovation with MaRS Discovery District, a major innovation hub based in Toronto.



Mark Carney speaking to Rotman event attendees

### Rotman Speaker Series

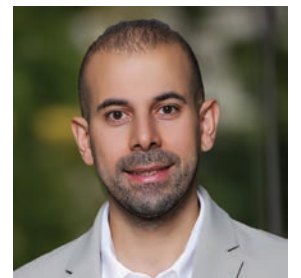
The Rotman School is deeply engaged with the nearby business community, creating innovative partnerships in key sectors from life sciences to high tech to financial services. We share insights and ideas with a wider audience through special events, publications and speaker series.

Each year, we have welcomed speakers from the World Health Organization, Accreditation Canada, Morphocell Technologies, Neuland Laboratories, Stryker, Iora Health and UT Austin's Value Institute for Health and Care.

### Real-world impact

Undertake a capstone project on a real-world challenge – one on which you wish to make an impact. Projects may be opportunities at work or engagements with innovative organizations.

Examples of capstone projects include: the optimization of a provincial kidney transplant system, health system primary care reform in remote regions, optimization of a joint replacement program, oncology care reform in Palestine, go-to-market strategy for battlefield EHR data capture platform, opportunity assessment and business plan for novel non-invasive cardiac modeling technology.



**"This program has truly changed my life, and fueled my drive to achieve a true triple bottom line for my planet, my society and my career."**

**Ali Farshchi**, GEMBA-HLS '22

Senior Project Manager, SickKids Toronto

**Previous role:** Researcher, University of Alberta Respiratory Centre, Faculty of Medicine and Dentistry

**Previous education:** MEng, Project Management, University of New South Wales, Sydney, Australia

# Program schedule & curriculum

## Discover. Apply. Reflect. Repeat.

Leadership development and career services have been designed as a complementary suite of best-in-class offerings. Our personalized approach encourages you to tailor the components to your specific needs, allowing you to enhance your strengths and achieve your full potential.



### Program structure

23 courses are structured in six modules. These include 14 core MBA curriculum courses (contextualized to the healthcare and life sciences sector) and nine sector-specific courses, plus optional extra courses with the Creative Destruction Lab.

The program is delivered in a blended model, primarily face-to-face, supplemented with online learning. The latter includes pre- and post-module work for the residency courses in addition to full courses between modules. Learners also work on assignments, group deliverables and exams.

### Leadership development

Achieve a new level of performance. Team co-development sessions, individual coaching, 360 assessments and a leadership retreat help you understand motivations, express yourself effectively, and expand your toolkit to achieve organizational goals in complex, high-stakes environments.

### Career Services

Whether your aim is to make a career pivot within the sector or to make the most of your leadership role, we'll equip you with the self-knowledge, skills and strategies you need to succeed. We offer:

- One-on-one executive leadership coaching
- Career growth guidance, including strategy development, networking skills, advanced resume writing, online presence, personal branding and positioning
- Strategic career discussions, including interview preparation and negotiations
- Workshops, events and speakers
- Strategies to help you leverage the powerful Rotman network
- Online resources
- Career support after graduation.

**"The GEMBA-HLS offers a superb business school education through a healthcare lens. There is no other program that offers the best of both worlds."**

**Sumit Verma**, GEMBA-HLS '22

Director of Clinical Practice, Global Medical Response, Trinidad and Tobago

**Previous role:** Emergency Medicine Physician and Head of Medical Residents, West Shore Medical Private Hospital, Trinidad and Tobago

**Previous education:** BMed, Bachelor of Surgery, University of the West Indies BSc, Medical Sciences, University of the West Indies

\* Curriculum, modules, courses, schedule and locations are subject to change.

Please visit [www.rotman.utoronto.ca/GEMBA-HLS](http://www.rotman.utoronto.ca/GEMBA-HLS) for most up-to-date information.



### MODULE 1: TORONTO

OCTOBER 2023

Health Sector Strategy & Organization  
Personal Leadership  
Leadership Development Practicum  
Decision-Making with Models & Data  
Rotman Study Tour  
Business Design Practicum

### MODULE 2: SAN FRANCISCO BAY AREA

JANUARY 2024

Strategy 1  
Digital Health  
Business Design Practicum  
Rotman Study Tour  
Capstone Project

### ONLINE LEARNING

Accounting

### MODULE 3: SINGAPORE

APRIL 2024

Data Analytics  
Finance 1  
Leadership Development Practicum (Retreat)  
Rotman Study Tour  
Capstone Project

### ONLINE LEARNING

Finance 1  
Marketing 1

### MODULE 4: LONDON, UK

JULY 2024

Global Health Systems  
Strategic Change & Implementation  
Rotman Study Tour  
Capstone Project

### ONLINE LEARNING

Quantitative Reasoning for Management

### MODULE 5: TEL AVIV

NOVEMBER 2024

Corporate Finance & Corporate Governance  
Business Operations  
Rotman Study Tour  
Capstone Project

### ONLINE LEARNING

Quantitative Reasoning for Management

### MODULE 6: TORONTO

FEBRUARY 2025

Healthcare Innovation  
Marketing & Behavioural Economics  
Negotiations  
Ethics  
Leadership Development Practicum  
Rotman Study Tour  
Capstone Project

**The program has been designed to provide personal and professional flexibility, so you can continue to advance your career while you learn. It includes six residencies: two in Toronto, and one each in Tel Aviv, the San Francisco Bay Area, Singapore and London UK.**

# Ready to lead?

# Admission & next steps

We look for mid-to-senior level experienced professionals from the healthcare and life sciences sector around the world who seek to advance their leadership careers and drive change.



#### Professional achievement

History of successful organizational impact and upward career progress



#### Leadership experience

Proven track record of managing people, projects, and/or budgets within your organization and evidence of effective leadership to achieve organizational goals



#### Academic achievement

History of high academic achievement



#### High aspirations for:

Personal growth, organizational growth, creating and enabling change in healthcare and life sciences



#### Communication and team skills

Full professional command of English language with excellent oral, written and reading comprehension skills, and experience working in diverse teams

Learn more: [uoft.me/RotmanGEMBAHLS](http://uoft.me/RotmanGEMBAHLS)

## Application criteria

- 8+ years of full-time work experience
- 3+ years in a leadership, management or administrative role (or equivalent)
- Base of knowledge of healthcare or life sciences organizations
- Evidence of academic achievement
- Demonstrated teamwork and leadership skills
- Current employment in the healthcare or life sciences sectors preferred
- Successful completion of the GMAT/GRE or the Rotman Executive Diagnostic Test (EDT)
- English language proficiency: TOEFL or IELTS score may be required for non-English-language degrees

For more details and non-standard entry requirements, please visit our website.

## Application deadlines

Please refer to the program website for deadlines:

[www.rotman.utoronto.ca/GEMBA-HLS](http://www.rotman.utoronto.ca/GEMBA-HLS)

#### Tip:

Apply early to maximize your chances of admission and an entrance award.

## Tuition fees and financing

Please visit our website for fee information: [www.rotman.utoronto.ca/GEMBA-HLS](http://www.rotman.utoronto.ca/GEMBA-HLS)

GEMBA-HLS offers numerous benefits not only to students, but also to their organizations. Connect with us to request a **Case for Employer Support**.

- Generous entrance awards are available. Awards are based on exceptional merit above the minimum admission criteria.
- Professional Student Loan Programs (PSLP) are available.

## How to apply

We take a personalized approach to ensure that the program is the right fit for your personal and professional goals.

If you have questions, would like to schedule a meeting with our admissions team or would like a pre-assessment of your potential candidacy for the program, we invite you to email us your resume. We will review your qualifications and credentials and contact you within two business days to discuss next steps.

To learn more about the admission process, please visit our website:

[www.rotman.utoronto.ca/GEMBA-HLS](http://www.rotman.utoronto.ca/GEMBA-HLS)

#### Rotman School of Management

University of Toronto  
105 St. George Street  
Toronto, Ontario, Canada M5S 3E6

Email: [gemba-hls@rotman.utoronto.ca](mailto:gemba-hls@rotman.utoronto.ca)

Phone: 416.946.3638

     | [rotmanschool](http://rotmanschool)



**Rotman** Here's where it changes.

Rotman School of Management  
University of Toronto  
105 St. George Street  
Toronto, Ontario, Canada M5S 3E6  
[www.rotman.utoronto.ca](http://www.rotman.utoronto.ca)

