

# National Health Fellows Program

April 2023 Launch - Factsheet

## Radical Collaboration for Advancing Human Health and Well-Being

Canada's health leaders are looking for ways to revitalize, re-imagine and retool for a changing world. Business as usual is no longer an option. It is now particularly clear that building new or honing existing capabilities is critical.

The National Health Fellows Program will connect our most talented healthcare leaders with skilled, "new power" leaders, educators, complex change facilitators, and mentors to strengthen the networks, behaviors, and evidence-based tools needed to advance health and wellbeing across the broader healthcare system.

# National Health Fellows Program

Radical Collaboration for Advancing Human Health and Well-Being

## The Ideal Candidate

Are you ready to change our Health System?

If you have a desire to lead a high performing organization that is also a high performing systems player, then this program is for you.

**You are:**

- Senior-level health leaders from across the country
- With a demonstrated commitment to health equity and leading change
- Ready to connect with other accomplished leaders from diverse backgrounds, experiences and organizations

- Open to our non-traditional approach to leadership development, and have a desire to make a difference
- Nominated and supported by a member of your senior leadership team (i.e. CEO, Board Chair, Chief of Staff). Please note that self-nominations are welcome
- Recognizing that our health leaders tend not to reflect the diversity of the populations they serve, we also invite applications from across the broader health system who represent and/or serve traditionally underrepresented or marginalized populations.

## The Focus

The National Health Fellowship is the start of a challenging and transformational learning journey

From the moment you start the program, you will become part of a growing movement charged with reimagining our national health ecosystem, capable of delivering more for you, your organization, your patients, employees, communities, for your world.

Over the course of 6 months, you will develop a deep understanding of how to nurture a leadership culture that embraces a systems thinking mindset, gain the practical skills and tools to progress your own leadership capabilities, and put these into practice tackling real life opportunities and challenges within your organization and across the broader health system.

By the end of the program you will:

- Improve your ability to self-manage and build meaningful engagement with others.

- Enhance your skills to understand and tackle complex problems overcoming barriers to execution.
- Improve your ability to partner across multiple internal and external boundaries.
- Contribute to the future of health leadership in Canada through co-creation and the design of future iterations of the program and Health Leadership Academy activities.

“I think you hit the nail on the head in terms of medical leadership. The old style is going by the wayside. Creating partnerships is so important today in health care. People need to have ownership and participation in decisions and be part of the whole process. A lot of the work of medical leadership is behind the scenes, connecting people, connecting the dots...bringing everybody together, facilitating the relationships in order to achieve particular goals. In this day and age, medicine is a team sport.”

Dr. Richard Lewanczuk,

Sr. Medical Director, Health System Integration, Alberta Health Services

## The Format

3 x 4-day modules delivered over 6 months in a highly interactive format.

Learning is collaborative and creative, and includes co-consulting sessions, mentoring, individual and group challenges. Each module builds on what you've learned and prepares you for your role as a National Fellow.

The 3-module, 6-month journey will culminate with a national **Health Forum Policy Dialogue**, where you and your colleagues will share your learnings with health policy leaders from across the country.

### 01 / Hamilton, Ontario

#### Navigating New Paths - April 2-6, 2023

You will be challenged to raise your leadership thinking in order to assess current and envisioned future states of your organization and the broader health system.

### 03 / Hamilton, Ontario

#### Getting the Right Things Done Together - September 24-28, 2023

Engage in highly interactive sessions focused on influence, networking and political acumen as you prepare for a policy dialogue with fellow health leaders from across Canada.

### 02 / Palo Alto, California

#### Expanding Perspectives - June 4-8, 2023

Expand your views on the art of the possible and the forces that are disrupting health care: from AI, VR/AR, to emerging public/private partnerships and innovative new models of healthcare.

### 04 / The Fellowship

#### Pre-Post-During - Knowledge Exchanges

Work with personal coaches and mentors on your leadership development plans and participate in an ongoing series of knowledge exchange events, with participants from across Canada and around the globe.

## The Experience

A truly transformative experience - a nominated cohort of national health leaders working together to address complex health challenges, such as:

- Support organizational renewal and greater agility to confront ongoing change
- Engage and empower all stakeholders to deliver high-quality coordinated care outcomes
- Reduce health inequalities and address the social determinants of health
- Ensure high quality health services that are efficient and accessible, while working under constraints

## The Fellowship

Once delegates have graduated from the program, they will begin a lifelong relationship with McMaster's Health Leadership Academy.

Fellows will be asked to mentor, facilitate and speak to future cohorts.

Fellows will play an active role in co-creating future offerings of NHFP and alumni and public events of the HLA.

## The Program Fee

- CAD 29,500 + HST excludes airfare, includes 3 x 4-day residency meals and accommodation
- Can be paid in installments over 2 fiscal periods
- A CAD 2,500 non-refundable deposit is required upon acceptance

"Approaching systems change with a very Mac-centred problem-based learning perspective that talks about the issues that come up, that excite you. Other programs don't use this approach at all. Developing regional solutions that could be translated nationally would be very, very compelling."

Dr. Homer Tien,  
President and CEO, Ornge

## The Content

### Module 1 - Navigating New Paths

- Why Do We Always Do it This Way: A Conversation with Health System Provocateurs
- Organization's Biggest Challenges: A Health Forum Dialogue
- Systems Leadership: Moving From Knowing to Doing
- How Do We Build Organizational Resilience Now: Scenario Planning and Strategic Foresight
- Design Thinking for Health Innovation
- My Leadership Action Plan

### Module 2 - Expanding Perspectives

- The Art of the Possible & the Future Forces Disrupting Health Care
- Cases Studies in Transformational Systems Leadership
- Innovative New Models of HealthCare
- Emerging Public/Private Partnerships
- Leveraging New Models, Mindsets and Partnerships for Good: A Health Equity Discussion
- Navigating through a Future Ready, Physical and Virtual, Health Care Environment
- Designing for the Future State of Health Care

### Module 3 - Getting The Right Things Done Together

- Developing Your System Leadership Capabilities: From Coaching-Self to Mentoring Others
- The Art and Science of Influence, Persuasion and Political Acumen
- Activating Your Community of Influencers
- A Policy Dialogue with Health Leaders in partnership with The McMaster Health Forum -- <https://www.mcmasterforum.org/>

The platform for change will not be driven politically, and not by the people who run the system. It is going to be driven by the people who use the system. This program has the opportunity to do something different. In the existing programs out there, you will get the credentials behind your name, but not the system thinking that is going to facilitate change. McMaster has the clout to pull in some of the most influential alumni and leaders at the most senior levels. As a leader, these are the people you want to know.

Rebecca Repa, EVP Clinical Support and Performance at UHN

## The Differences

What makes the National Health Fellows Program design and delivery approach unique is its emphasis on:

- A pan-Canadian health perspective
- A focus on systems thinking leadership and change
- A focus on exposing health leaders to best practice approaches from both within and outside the Canadian health system
- Its engagement with Canadian policy leaders to inform substantive systems change
- Its commitment to supporting leadership communities that are open, participatory and peer-driven
- Moving the dialogue from Think-Tank to Action-Tank

## The Academy

The Health Leadership Academy's guiding mission is to make a transformative impact on the national healthcare system by developing leaders with the capacity to identify, support and operationalize new ways of "thinking" and "doing."

## Illustrative Faculty

### Program Directors/Developers

- Dr. David Price, Co-Director HLA, McMaster University
- Prof. Michael Hartmann, Co-Director HLA, McMaster University
- Jodeme Goldhar, Principal, Co-Director, NHFP
- Michele Milan, Membership Relations, NHFP

### Module 1

- Brenna Atnikov, Sr. Consultant, Reos Partners
  - Helen Bevan, Strategic Advisor, NHS Horizons
  - Dr. Greg McQueen, NHFP Coach
  - Karel Vredenburg, Global VP, Clients Insights and Research, IBM
  - Dr. Joyce Zazulak, Professor Emeritus, McMaster University
- \* Additional Faculty and Facilitators TBC

### Module 2

- Dr. Mike Evans, Special Projects, Apple Health
  - David Grandy, VP, Garfield Innovation Group, Kaiser Permanente
  - Exec. in Residence: Dr. Alike Lafontaine, President, CMO
  - Dr. Nirav Shah, Sr. Scholar, Stanford's Clinical Excellence Research Ctr., Stanford University
  - Rob Siegel, Lecturer, Stanford School of Business
- \* Planned visits to IDEO (San Francisco), Google Health, Garfield Innovation Centre

### Module 3

- Dr. Bernice Downey, Associate Dean, Indigenous Health, McMaster University
  - Dr. John Lavis, Director, The McMaster Health Forum
  - Prof. Rick Hackett, Cdn. Research Chair, McMaster University
  - Exec. in Residence: Dr. Kevin Smith, President, UHN
  - Adam Kahane, Director, Reos Partners
- \* Additional Faculty and Facilitators TBC

We are committed to building a global community of outstanding educators, facilitators, innovators, provocateurs and mentors that bring with them a wide diversity of lived-experiences, professional backgrounds and learning approaches.

[The Health Leadership Academy](#)

## The Timing

### Application Period:

**November 1, 2022 - March 1, 2023**

*\* Program filling rapidly*

### Program Virtual Orientation:

March 8, 2023

Module 1: April 2-6, 2023

Module 2: June 4-8, 2023

Module 3 - Sept. 24-28, 2023

*\* Please note that the initial offering is delivered in English.*

## Support

- Substantial bursaries are available
- Bursaries to be granted by HLA Governance Committee (see application requirements and selection criteria on pg. 7)

# Contact

Interested in building  
growing and having  
impact together?

## Program Inquiries

Jennifer Lennox, HLA, Manager,  
LENNOXJ1@mcmaster.ca

## HLA General Information

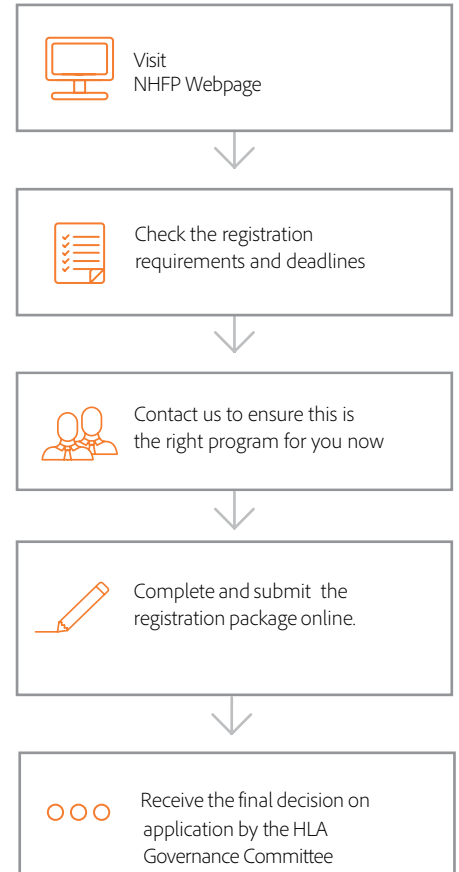
Sandra Rodwell, Health Leadership Academy  
Administrator, hlainfo@mcmaster.ca

## Website

<https://healthleadershipacademy.ca/programs/national-health-fellows/>

## Collaboratorium Events

Register your interest via our website and we will  
let you know of any events happening.



## National Health Fellows Program 2023 Application Process

The National Health Fellows program will advance a pan-Canadian focus on systems change and health equity.

Applicants will be notified no later than 5-days after the receipt of their completed application package of acceptance into the program.

The application package must include:

1. A copy of your resume and bio
2. An acknowledgment of support from your CEO and/or Chair (or their designate) within your organization
3. A written Candidate's Statement (no more than two pages in length), which includes:
  - How your leadership experience aligns with the objectives of the National Health Fellows program regarding systems change and health equity;
  - What you expect to take away from the program and bring back to your respective organization and the broader system;
  - Any other factors making you a strong candidate for the program;
  - Elements that make you eligible for a bursary (if applying for one).

### Program Bursary:

The program has made available substantial bursaries for qualified individuals enrolling in the 2023 cohort. Bursaries will be distributed through a competitive application process.

To be considered for a bursary, you must be a Canadian citizen or resident, occupying a leadership role within a publicly funded healthcare or social services sector organization.

All completed application packages must be submitted electronically to <https://healthleadershipacademy.ca/programs/national-health-fellows/>

McMaster University strives to embody the values of respect, collaboration, and diversity, and has a strong commitment to equity. The University seeks qualified candidates who share our commitment to equity, diversity, and inclusion. While all qualified candidates are invited to apply, we particularly welcome applications from women, persons with disabilities, First Nations, Metis and Inuit peoples, members of racialized communities, and 2SLGBTQ+ persons.