



Master of Health Administration

School of Population and Public Health

24-month Executive Style Professional Program
www.mha.spph.ubc.ca



THE UNIVERSITY OF BRITISH COLUMBIA



Message from the Director

Welcome to the Master of Health Administration in the School of Population and Public Health (SPPH) at UBC.

Our health care system is becoming increasingly complex and facing more opportunities and challenges than ever before. Our program seeks to develop individuals who will excel in these environments.

With our modular weekend course format, you don't need to put your career on hold. You can keep up a full-time work schedule while also gaining new insights to bring back to your organization, benefitting students and employers alike. The program is designed to prepare graduates with the core competencies that are required for leaders in health care administration. In the classroom, we bring together students with diverse perspectives to engage in debates while working towards the common goal of delivering effective health care.

"Students often ask me about the difference between an MHA and an MBA. While health care can learn a lot from the business world, it's important to remember there are critical differences."

Patients are not products and health care facilities are often more complicated than factories. The health system has added layers of complexity compared to other sectors, given that its core mission is delivering care to all while building consensus amid competing individual, social and political interests. Our instructors teach the business practices of top-performing companies and translate them for the unique needs of health care.

MHA students envision a career and future in health care and are committed to invest academically and professionally to realize this goal. If you are considering the MHA for your further education and training, we invite you to learn more about our program and contact us to discuss your next steps.

Nick Bansback, PhD
Director, Master of Health Administration
Associate Professor, School of Population and Public Health

Discover the UBC Master of Health Administration

The MHA is a two-year professional program for clinicians, administrators, researchers and managers who are seeking solutions to today's complex health delivery issues.

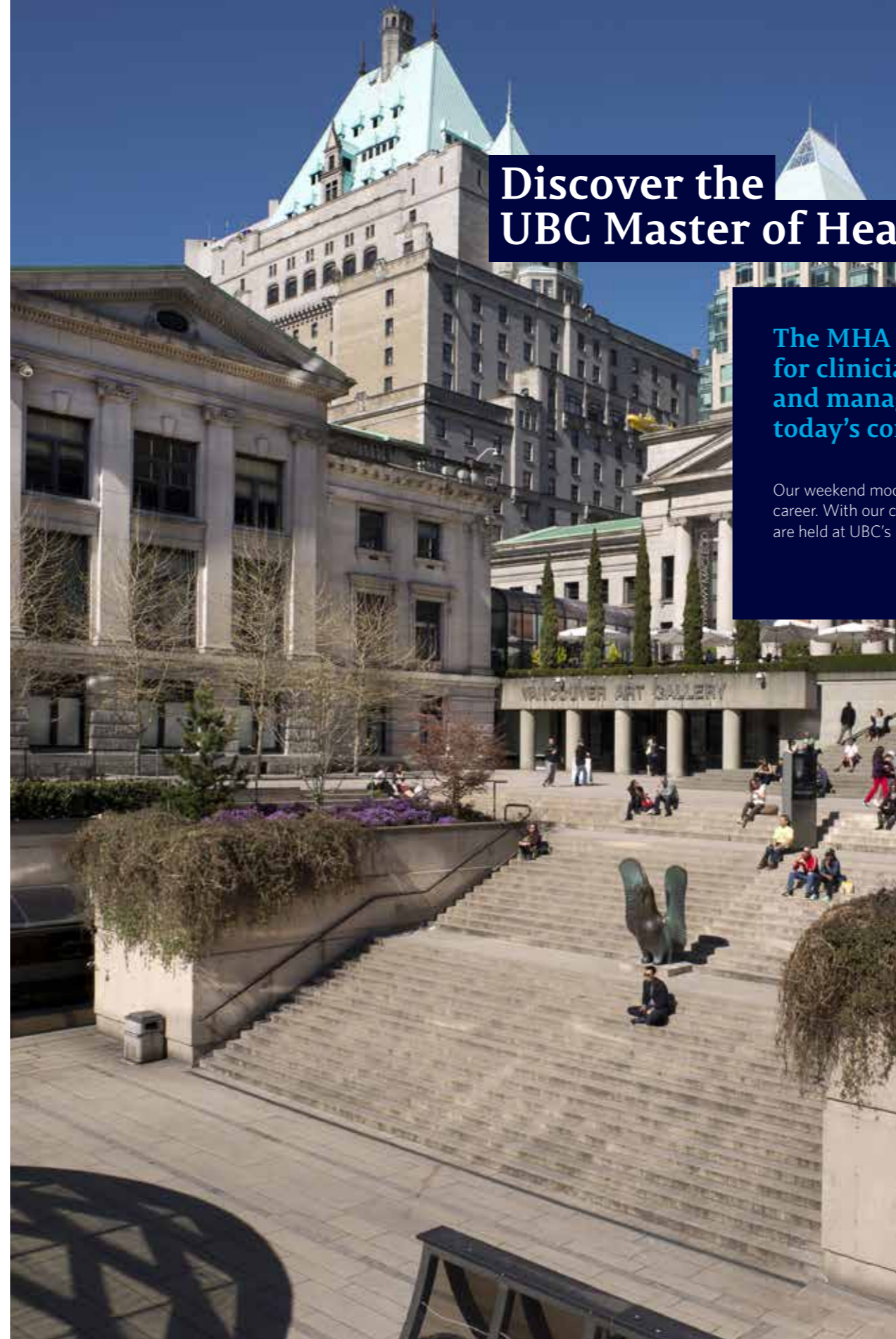
Our weekend modular format allows you to study while continuing to build your career. With our compressed format, you attend class every 3-4 weeks. Classes are held at UBC's Robson Square campus located in downtown Vancouver.

Learn with fellow healthcare professionals

Co-delivered by the School of Population and Public Health and the Sauder School of Business, you will benefit from the professional experience and expertise of instructors who are leaders in healthcare and business. The MHA is a cohort-based program where you'll connect with other like-minded students.

Create the future of healthcare

Our students are motivated by their desire to combine business skills with their passion for health care delivery. And you'll find that the experience of the program deepens your understanding of health systems as each course unfolds. Not only is it directly applicable in your current role, you will accelerate your career as your colleagues, managers and senior leaders recognize the skill sets and knowledge that you bring forward.



The MHA Program

Applied Learning for Healthcare Professionals

The MHA curriculum offers the educational and professional foundations required for leadership in health care. Graduates leave the program with competencies uniquely designed for leadership across the health professions by the National Centre for Health Care Leadership. The NCHL model captures the complexity and dynamic quality unique to roles for today's healthcare leaders.

Delivered by instructors from the School of Population and Public Health, Sauder School of Business and industry experts, our interactive courses involve small group discussions, case studies and simulations to encourage peer-to-peer learning.

You will complete courses that provide the big picture of health care such as health policy, social determinants of health and quality of care. You will also gain essential skills for management through courses in accounting, finance, IT, human resources and leadership.

Some of the Courses You'll Take:

Economics

Being a leader requires knowing how to set priorities and make decisions about needs, problems and goals. Across our health economics, you'll learn:

- theories and concepts that can be applied to health policy and health care decision-making
- cost-effectiveness analysis to approach resource allocation problems

Policy

Understanding the way the Canadian health care system has evolved and how its currently structured broadens your understanding of policy dilemmas we face. You'll look at policy from a number of perspectives including:

- historical, political, and legal factors that influence health policies in Canada
- social determinants of health and examples of policy initiatives and programs to address issues in population health
- ways the government and health authorities can implement behavioural change

Leadership

It is people, not organizations, which care for patients, find opportunities for improvements, and make critical decisions. Courses across the program prepare you to:

- look at roles of organizational culture, influence and power, conflict management, and motivation in managing people
- examine your values, intentions and aspirations to develop your own approach to leadership



MHA at a Glance



About the Program

Designed for Working Professionals

- 24-month program
- 24 courses and independent research project
- Taught in a dedicated classroom at UBC Robson Square (UBC's downtown campus), located in the heart of downtown Vancouver
- Cohort model
- Compressed weekend format
- Classes every 3-4 weeks
- Unique flexible format for students to work and study

About the Students*

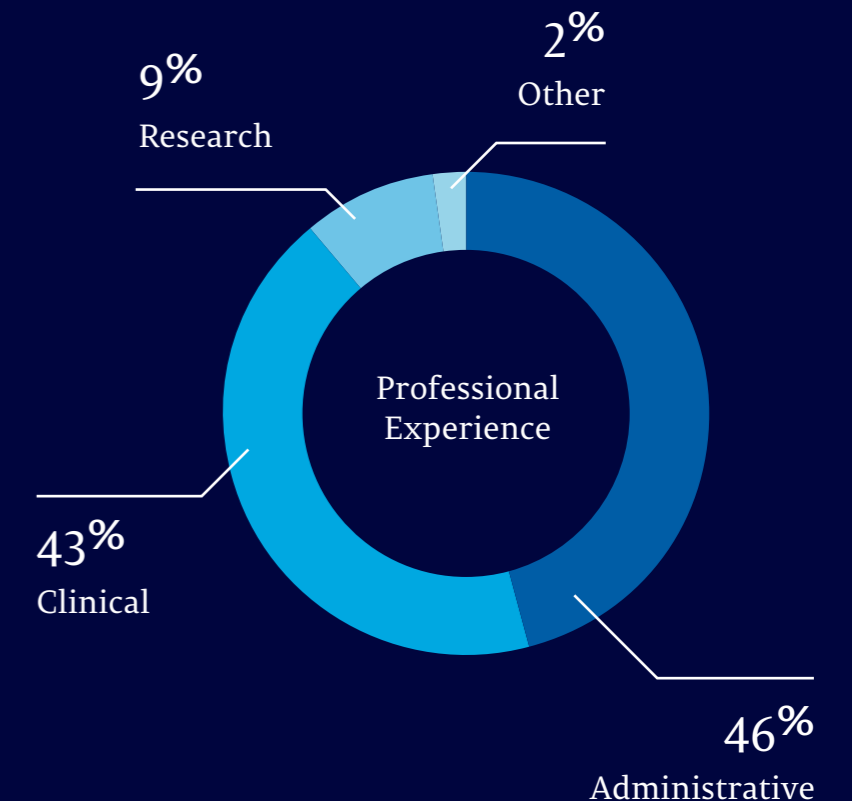
* Based on 2016-2018 class of 93 students

35-40
Students admitted each year

32 years old
average age

73% Female | **27%** Male

Alumni:
Over 400 graduates working in leadership roles globally



Featured Faculty

Instructors in our program come from the School of Population and Public Health and the Sauder School of Business along with lecturers who bring industry expertise from their professional practice.



CRAIG MITTON, PhD | Instructor
SPHA 533 – Health Care Priority Setting

Professor | School of Population and Public Health

Co-Director | Centre for Clinical Epidemiology and Evaluation

Craig Mitton's research is focused on the application of health economics to impact health policy and to inform clinical practice. He has worked extensively with health authorities in numerous countries on the development and implementation of priority setting and resource allocation processes. He is the lead author on a book titled "The Priority Setting Toolkit: a guide to the use of economics in health care priority setting" and is the lead or co-author on more than 130 peer reviewed journal articles. He is also a recipient of the 2015 Killam Teaching Prize.



CHRISTINA KRAUSE, MSc | Instructor
SPHA 557 Quality of Care

Chief Executive Officer | BC Patient Safety and Quality Council

Adjunct Professor | School of Population and Public Health

Christina Krause brings a variety of health care experience to her role as CEO with the BC Patient Safety & Quality Council. Her passion and interests include the use of social change models and network theory in efforts to engage and mobilize stakeholders to improve quality of care. More recently, this has expanded to include the impact of culture, teamwork and communication as well as social media to create enhanced connections and shared learning. Christina was an author on the Canadian Disclosure Guidelines and serves as Master Faculty with the Institute for Healthcare Communication's Disclosing Unanticipated Medical Outcomes.



DANIEL SKARLICKI, MBA, PhD | Instructor
SPHA 521 Organizational Behaviour

Professor | Edgar F. Kaiser Professor of Organizational Behaviour

Professor | Sauder School of Business

Daniel Skarllicki is the Edgar Kaiser Professor of Organizational Behaviour at the Sauder School of Business, where he teaches courses in Leadership Development and Negotiation. He is an Academic Co-Director and teaches in the Physician Leadership Program at the Sauder School of Business, and is a visiting professor at HEC in Paris. He has taught executive programs in organizations across North and South America, Europe and Asia. His clients include Cathay Pacific, the Government of Canada, VanCity and Glaxo. An active educator, he has won numerous teaching and research awards.



Independent Research Project

At the end of your second year, you will have the opportunity to work one-on-one with a faculty supervisor and present a detailed written report.

Topics can be drawn from the program or your own professional experience, and tend to be oriented to problems and issues of professional practice in health care administration.

Past projects include:

- Organizational Culture and Quality Improvement in Heart Health
- Fee-for service and Alternate Payment Plan Models in Fraser Health Authority Urban Emergency Departments: An Environmental Scan
- Giving the community a voice in research: an evaluation of international public engagement methods for biobanks
- Improving the BC Quality Academy Professional Development Program



SYLVIA XIA | Class of 2017

Clinical Analyst, Clinical Systems Transformation Project

TOPIC: Patient shadowing as a simple but effective tool to improve the patient experience

Acknowledging patient wait times, using visual aids to explain a test result, and other small gestures can have a big impact for patients visiting an emergency department.

Using 'patient shadowing' Sylvia Xia's capstone project explored the patient experience at an emergency department, and how healthcare providers can be engaged while empowering patients. As a tool, patient shadowing is as patient-centered as it gets - you're literally following the patient and experiencing the care provided alongside them. The project was a pilot involving seven front-line health care providers 'shadowing' 13 patients for four-hour sessions in the emergency department of Burnaby Hospital, recording their observations and later providing ideas for improvement of care. Although small in scope, the initiative was effective and produced important information.

The project found that some clinicians were excellent in using visual aids to help better explain ideas to patients. These 'little things' can go a long way when it comes to improving a potentially frustrating ER visit, and patients remember these acts with gratitude. As for the pilot itself, Fraser Health is committed to patient experience and there is ongoing discussion about how it can be transitioned to a sustainable program - so far, it seems promising.



CLIFFORD LO | Class of 2013

Provincial Pharmacy Lead, Special Projects & Initiatives, British Columbia Provincial Renal Agency

TOPIC: The Impact of Automated Dispensing Devices

For his project, Clifford focused on a new technology that automates the stages of drug distribution in hospitals, including ordering, dispensing, delivery, and administration of medications. Decentralized Automated Dispensing Devices or ADDs have been implemented in Canadian hospitals as a way to reduce medication errors and save costs but the system itself is very expensive.

Clifford wanted to know if they were actually having their intended effect, in a way that's cost-effective. Clifford first reviewed the literature and found little evidence supporting claims that these devices improved patient safety or reduced costs in Canadian hospitals. He then went into the field to investigate the use of ADDs in three hospitals in British Columbia, applying a method called timing analysis. With significant resources already invested into these devices, Clifford's goal was to determine their optimal use by comparing medication error rates, nurse's preferences, nurse's practice patterns and, finally, efficiency.



Industry-Relevant Career Management

Your MHA is about more than advanced training and management strategies in health care, it's also about your career.

Students come to the MHA to progress within their organization or to transition to a different role or company.

You're encouraged to build your career plan through our dedicated career sessions and connect with people and resources across the School and the University.



Leads 360 Assessment

Used most commonly for leadership development in health care organizations, the LEADS 360 Assessment is a feedback process based on the LEADS in a Caring Environment capabilities framework. LEADS is broadly adopted and integrated in health organizations across Canada and was developed in response to the need for a Canadian approach to leadership in health.

The LEADS 360 Assessment includes a debriefing by a LEADS Certified Executive Coach.

Professional development workshops and one-on-one services

Throughout the program, you'll have access to workshops, one-on-one coaching sessions and online events such as resume development, career positioning and branding, interview prep and using LinkedIn.

Many Paths Waiting For You

Most of our students complete the program as mid-career professionals working in health care. The MHA degree is widely recognized by employers and sets up our graduates to explore new areas of work in a leadership capacity within their current organization or with another employer.

Career Outcomes

| PREVIOUS JOB TITLE/POSITION | | NEW JOB TITLE/POSITION AFTER GRADUATION |
|------------------------------------|---|--|
| Quality and Safety Leader | → | Director of Risk Management |
| Projects Coordinator, Operations | → | Project Lead, Patient Transitions |
| Perioperative RN | → | Director, Surgical Services |
| Physical Therapist | → | Clinic Manager, Physiotherapist and Telerehabilitation Project Manager |
| Collaborative Practice Coordinator | → | Regional Director of Operations, Western Canada |



"The MHA propelled my career in a way that my investment into the program has already paid for itself."

Luc Holland, MHSc, MHA
Project Lead, Patient Transitions at Providence Health Care

MHA graduates are innovative thinkers and natural leaders, with an eye toward the future of health care.

Our students come to the program with a variety of professional and personal experiences, and their careers after graduation are just as diverse and unique as they are. The MHA is proud to have over 400 graduates in our network, in addition to the many graduates from our former MSc Health Services Planning and Administration. Together, our alumni stand out as health care leaders working across the province, Canada and the world.



CHE Advanced Standing

UBC's MHA program, in partnership with the Canadian College of Health Leaders (CCHL), provides MHA graduates with advanced standing towards earning their Certified Health Executive (CHE) designation, Canada's only professional credential available to health leaders.



SHANTI GIDWANI | Class of 2006

National Senior Director | Healthcare Cisco Canada

Healthcare has always been part of Shanti's life. After being raised in a household of physicians, Shanti began her career as a nurse, working across a number of clinical areas. While she loved being at the bedside, she saw the broader spectrum of population health.

With a passion for leadership and policy initiatives, I discovered UBC's MHA and immediately felt I found the right program that gave me formal training in healthcare and business. She immediately felt that she had found the right fit, which offered formal training in healthcare and business.

At Cisco, Shanti uses her background and education to advise chief medical officers and hospital administrators on how technology can advance the goals of their organization.

"I often tell people that the MHA is the right marriage for someone who wants to be in healthcare and is interested in leadership roles and the business of healthcare. If it's healthcare that you love, the MHA is the right path to take."



DR. MARCUS BLOUW | Class of 2015

Physician, Pulmonary and Critical Care Medicine and Assistant Professor | University of Manitoba

Marcus is a physician at the University of Manitoba in Winnipeg with clinical appointments in Adult Respiratory and Critical Care Medicine. Marcus also conducts clinical research. He is active in numerous quality improvement and patient safety initiatives, with an interest in improving patient care through more efficient workflow and improved workplace communication.

Marcus continued to work full-time while completing the MHA program, commuting between Winnipeg and Vancouver for classes.

Since completing the MHA program, Marcus has taken on considerably larger administrative roles in the workplace. The MHA cultivated both the broad knowledge base and the mindset required to serve as a leader in a variety of health care settings. Working with clinical teams, leading administrative groups, collaborating for research projects and serving as a board member for one of Winnipeg's two tertiary care centres all became part of Marcus' post-MHA weekly routine.

"The most rewarding aspect of the MHA was my relationship with my classmates. Nowhere else can you have such intelligent, lively discussion in the classroom followed by hilarity outside of the classroom."

UBC Master of Health Administration

24-month Program Timeline

| YEAR 1 Gain exposure to a breadth of health policy and management courses that span the health care sector | | | | | | | | | | | | YEAR 2 Apply knowledge from foundational courses and advance understanding with specialized courses to investigate issues confronting our health care system | | | | | | | | | | | | | | |
|---|-----|-----|--------|---|-----|-----|-----|--|-----|-------|-----|---|-----|-----|--------|--|-----|-----|-----|--|-----|--|-----|------------|-----|-----|
| FALL COURSES | | | BREAK* | WINTER COURSES | | | | SPRING COURSES | | BREAK | | FALL COURSES | | | BREAK* | WINTER COURSES | | | | SPRING COURSES | | 590 PROJECT** | | GRADUATION | | |
| SEP | OCT | NOV | DEC | JAN | FEB | MAR | APR | MAY | JUN | JUL | AUG | SEP | OCT | NOV | DEC | JAN | FEB | MAR | APR | MAY | JUN | JUL | AUG | SEP | OCT | NOV |
| <ul style="list-style-type: none"> Canadian Health Policy Social Determinants of Health Health Economics Organizational Behaviour | | | | <ul style="list-style-type: none"> Statistics Financial and Managerial Accounting Design and Measurement Quality of Care HR Management | | | | <ul style="list-style-type: none"> Health Care Priority Setting Health Informatics | | | | <ul style="list-style-type: none"> Economic Evaluation Finance Operations and Logistics Government and Policy | | | | <ul style="list-style-type: none"> Biostatistic IT for Management Ethics and Ethical Decision Making Program Planning and Evaluation Health Care Law Indigenous Health | | | | <ul style="list-style-type: none"> Strategic Management Leadership | | Complete a capstone project that brings together course work and connects to a real-world health care leadership challenge | | | | |
| CAREER MANAGEMENT ACTIVITIES | | | | | | | | | | | | CAREER MANAGEMENT ACTIVITIES | | | | | | | | | | | | | | |

* Winter breaks are based on 2018-2019 schedule.

** 590 Project typically takes two months (July & August). If more time is required, students may spill into September and October.

Schedule

The MHA is a 42-credit program consisting of 24 courses and an independent capstone project.

Classes are taught on Friday afternoons and weekends with two 1.5 credit courses over two weekends. See sample schedule. You will also complete individual and group course work between classes.

| | FRIDAY 3 pm - 9pm | SATURDAY 9 am - 5 pm | SUNDAY 9 am - 5 pm |
|-----------|----------------------|---------------------------------|-----------------------|
| WEEKEND 1 | • Start Course A | • Course A • Start Course B | • Course B |
| WEEKEND 2 | • Course B | • Finish Course B • Course A | • Finish Course A |



Admission Requirements

Applicants are asked to provide the following information for review by our admissions committee.

Academic Requirements*

- Bachelor's degree (equivalent to 4-year degree at UBC)
- GPA B+ (76% or higher) in 3rd & 4th year level coursework
- B+ (76%) in an approved university-level math or stats course or minimum scores from a Graduate Record Exam (GRE)

* Academic requirements vary for International applicants, please visit website for details.

Professional Experience

- Letter of Intent - Tell us why you are interested in the MHA and how it fits with your goals
- CV or Resume
- Three references - References will be contacted by the program to complete a form online.

Tuition for a Two-Year Program*

- Canadian Citizens and Permanent Residents - \$29,029 CAD (\$14,514 per annum)
- International Students - \$47,740 CAD (\$23,870 per annum)
- Student Fees (Upass and Health Insurance) - approx \$950 CAD

Fees are paid in three instalments per year, at the beginning of September, January and June .

Program fees include tuition, textbooks and course materials.

* Fees are based on 2018 - 2019 tuition.

Application Deadlines:

- Canadian Citizens and Permanent Residents - **March 1st**
- International Students - **February 1st**



Contact Us Today To Help You Get Started:

Our Application Advisors will work with you one-on-one.

Tel: 1.604.822.6423

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