

TELFER SCHOOL OF MANAGEMENT UNIVERSITY OF OTTAWA

MSc HS

MASTER OF SCIENCE IN HEALTH SYSTEMS

you



TELFER

CONNECTS YOU TO WHAT MATTERS



WE CONNECT YOU TO WHAT MATTERS

AT THE TELFER SCHOOL OF MANAGEMENT AT THE UNIVERSITY OF OTTAWA, WE ASPIRE TO EXCELLENCE IN BOTH TEACHING AND RESEARCH. WE TAKE GREAT PRIDE IN OUR RESEARCH-BASED GRADUATE PROGRAMS, DESIGNED TO SHAPE INNOVATIVE RESEARCHERS WHO WILL HAVE A POSITIVE IMPACT ON THE LIVES OF PEOPLE, ORGANIZATIONS, AND COMMUNITIES. RESEARCH THAT WILL MAKE A DIFFERENCE.

THE RESEARCH ENDEAVOURS OF OUR faculty cover a wide range of interests among which we are confident you will find a connection to what matters to you. Students from many academic disciplines find their niche with us as they seek to combine the knowledge from their undergraduate degree (business, psychology, sociology, health sciences, engineering, computer science, information technology, etc.) with the complementary insights available in a business school. Our aim is to help you make the impact you aspire to as we share with you the expertise of our researchers, their extensive networks, and their partnerships with organizations in local, national, and international communities. What matters to us is to give you the best chance possible to succeed.

Here at Telfer, we seek to take on the most important issues faced by today's organizations, anticipating and devising solutions to tomorrow's challenges in all fields of management, including our three strategic areas of expertise: business analytics and performance; health systems management; and innovation and entrepreneurship.

LOCATED IN THE HEART OF OTTAWA, our school is the proud academic home of some 4,300 students, 88 full-time faculty members and over 25,000 alumni. Our accreditations from the three most demanding international organizations (AACSB, AMBA and EQUIS) underline our recognition as one of the world's top business schools.

WHY THE MASTER OF SCIENCE IN HEALTH SYSTEMS (MSc HS) IS FOR YOU

Health systems worldwide are undergoing a profound transformation. Multiple indicators of stress suggest that healthcare systems are under significant pressure to better utilize scarce resources in an effort to meet the needs of a changing patient base. While these are sobering thoughts as we contemplate the future care of our loved ones, there are also opportunities for us to improve the “business of healthcare” so as to better meet the challenges of tomorrow. As the only health systems program embedded in a business school in Canada, we offer a unique opportunity to gain a strong management perspective in order to make an impact on how health systems are managed and health services are delivered.

The Telfer Master of Science in Health Systems (MSc HS) cultivates researchers and industry leaders who will lead this transformation. We have developed a multi-talented, multi-disciplinary core group of faculty who specialize in applying both qualitative and quantitative methods to health systems. Students in our program have come from varied disciplines including sociology, psychology, engineering, business and a number of health-related fields. They have studied such diverse topics as wait time management, human resource planning, inter-professional team development, capacity planning, information technology adoption and impacts, quality of care and patient perceptions of illness. What they have in common is a strong desire to apply their knowledge to help improve the quality and timeliness of care in health systems in Canada and around the world. You can read more success stories of past research at telfer.uOttawa.ca/mschs/en/testimonials.



WHAT MAKES US DIFFERENT

A NUMBER OF ATTRIBUTES OF OUR MSc IN HEALTH SYSTEMS DIFFERENTIATE OUR PROGRAM FROM OTHERS. WE HIGHLIGHT THEM BELOW AND WOULD WELCOME AN OPPORTUNITY TO DISCUSS THEM FURTHER WITH YOU.

SEE HEALTHCARE AS A SYSTEM

Students in the Telfer MSc program learn to think of health systems more holistically, recognizing the increasing need for a continuum of care from community engagement to acute services. For instance, primary care, preventive medicine and disaster preparedness are all components of a health system that are often under-appreciated and under-researched.

ENRICH YOUR STUDIES BY WORKING ACROSS DISCIPLINES

Our MSc program draws on the expertise of faculty and researchers from many fields, including management, operations research, computer science, medicine, health sciences, health services, administration, sociology, psychology, nursing, and economics. Working with professors from across disciplines is seen as a significant asset to developing a systems approach to healthcare management.

PROFIT FROM HANDS-ON EXPERIENCE THROUGH OUR RESEARCH INTERNSHIPS

After successfully completing the coursework and your thesis proposal, you will complete the Health Systems Research Internship at a recognized healthcare organization. This will enable you to work closely with practitioners and decision-makers on issues faced by organizations or on other innovative projects that aim to the delivery of healthcare. This is an invaluable and unique component to our program that often provides pivotal learning and networking opportunities to our students.

CHRISTINE FAHIM, 2012 GRADUATE

“My master’s thesis was aimed at exploring the perceptions of health and social service providers who had responded to the 2010 earthquake in Haiti. I was therefore interested in an internship program that would allow me to explore the logistics involved in coordinating an emergency response for a disaster-stricken nation. I pursued a three month internship at the World Health Organization’s Regional Office for Europe situated in Copenhagen. While at the WHO, I was primarily involved in the International Health Regulations (IHR) Unit. The purpose of the IHR was to provide a legal framework to guard the public against health threats that can spread internationally. While there, I was able to apply firsthand practical principles to bolster country emergency preparedness. I travelled to Tbilisi, Georgia on an IHR assessment mission aimed at assisting in the implementation of IHR strategies. My experience at the WHO was unforgettable and allowed me to gain appreciation for the practical application of the theories that I had been studying over the course of my master’s degree. In addition, travelling to Copenhagen allowed me to gain appreciation for a new culture while also developing international research networks. Moreover, it provided me with opportunities upon returning to Canada, including presenting country emergency preparedness recommendations to the Public Health Agency of Canada.”

You can read of other internship experiences at telfer.uOttawa.ca/mschs/en/internship-testimonials.



WORK WITH THE RESEARCH EXPERT WHO IS RIGHT FOR YOU

Our faculty members carry out original research applying a variety of methodologies to health systems research. We are dedicated to student development and mentorship and see the student-supervisor relationship as central to the function of a university. We highlight five of our researchers on this page, and we invite you to browse a more complete list of research profiles at telfer.uOttawa.ca/mschs/en/excellence-in-research to see if there is a fit for you.

1. CRAIG KUZIEMSKY

Craig's research provides evidence for the transformation of healthcare delivery into a collaborative patient centered system. His research program centres on how to transform from individual to collaborative activities by developing a comprehensive and data-driven framework for supporting healthcare transformation that is driven by collaborative teams.

2. IVY BOURGEOULT

Ivy has garnered an international reputation for her research on health professions, health policy and women's health. Her recent research focuses on the migration of health professionals and their integration into the Canadian healthcare system. She holds the CIHR Chair in Gender, Work and Health Human Resources and a Fellow of the Canadian Academy of Health Sciences (CAHS).

3. PAVEL ANDREEV

Pavel's research is focused on modeling and exploring impacts of information and communication technologies on the performance of commercial and non-commercial organizations at the individual, team, and organizational levels. He was awarded an NSERC Discovery Grant (2013-2018) to develop methodologies that enhance healthcare practitioners' care delivery in interdisciplinary healthcare teams.

4. SAMIA CHREIM

Samia's research has two axes: healthcare management and business management. Her research interests have revolved around the topics of leadership, change, identity and professional roles and practices. She studies these topics at the micro and macro levels. Samia is the recipient of several awards for her research work.

5. JONATHAN PATRICK

Jonathan seeks to apply the tools of business analytics and industrial engineering to the development of robust capacity plans that take seriously the inter-connected nature of health delivery. He also uses similar tools to help determine how the combination of optimized scheduling and capacity planning can help us achieve timely access to health services.

DISCOVER A WIDE ARRAY OF CAREER OPPORTUNITIES

OUR STUDENTS HAVE GONE ON TO A WIDE VARIETY OF CAREERS BOTH IN ACADEMIA (THROUGH A PHD PROGRAM OR MEDICAL SCHOOL) AND IN THE INDUSTRY. THEY HAVE FOUND MEANINGFUL EMPLOYMENT IN HEALTH ORGANIZATIONS, RESEARCH INSTITUTES AND CONSULTING FIRMS WHERE THE SKILLS AND KNOWLEDGE THAT THEY GAINED IN OUR MSc PROGRAM HAVE GIVEN THEM THE COMPETITIVE ADVANTAGE THEY NEEDED TO SUCCEED.



EMILY ROWLAND, 2015 GRADUATE

“The MSc Health Systems program at the University of Ottawa prepares students for a future in a variety of health and research contexts. I have been able to apply the skills and knowledge from the program to professional opportunities such as an internship at the World Health Organization in Geneva and a research assistantship at Holland Bloorview Kids Rehabilitation Hospital. In addition to providing opportunities to build upon methodology skills, the background in systemic thinking and the Canadian healthcare system gave me the edge I needed to be successful in a PhD program. I frequently refer back to the resources and learnings from the program. Looking back, what was significantly impactful was how the faculty fostered my passion for understanding complex health issues that have a direct effect on experiences and behaviours. This support and encouragement propelled me into pursuing a doctoral degree. The research I conducted for my MSc thesis put me directly into a hospital setting where I could understand lived experiences and how various systemic factors influence our healthcare experiences, perceptions and behaviours. I have brought these practical research skills with me to my doctoral courses, assignments and research. Without the training in systemic-thinking, social theory and research methods, I would not have achieved my academic and professional goals.”

You can read about the subsequent careers of other graduates at [telfer.uottawa.ca/mschs/en/testimonials](https://www.telfer.uottawa.ca/mschs/en/testimonials).

THE TELFER MSc IN HEALTH SYSTEMS AT-A-GLANCE

Prospective students are encouraged to contact potential supervisors as early as possible, though it is not required to have a supervisor in place before arriving. The MSc takes approximately two years to complete.

TERM I	TERM II	TERM III	TERM IV	TERM V	TERM VI
FALL	WINTER	SPRING/SUMMER	FALL	WINTER	SPRING/SUMMER
Research Design Methodologies and the Conduct of Research		Completion of electives			
Systems Analysis, Modelling and Decision Support for Health		Health Systems Research Internship	Master's Thesis	Master's Thesis	Master's Thesis
One or two electives (at least one of which must be a MHA)		Master's Thesis			
Health Systems Research Seminar					
Matching with thesis supervisor and research institute in preparation for thesis proposal	Thesis research begins Submission and approval of thesis proposal	Completion of thesis research and defence Students completing the degree requirements within two years will receive a Dean's Scholarship			

ADMISSION STANDARDS

Our admission requirements are:

- A minimum B+ (75 percent) cumulative grade-point average over your undergraduate degree;
- At least 6 units of analysis courses at the bachelor's level in quantitative and/or qualitative research methods;
- A demonstrated proficiency in spoken and written English. Those who wish to study in English but whose first language is not English must present acceptable results in a test of English proficiency. The Test of English as a Foreign Language (TOEFL), www.ets.org/toefl, is one of the approved tests; a score of at

least 100 in the Internet-based version or 250 in the computer-based version, or 600 in the paper-based version, including 5 on the Test of Written English (TWE), is considered the minimum requirement;

- A competitive score in the Graduate Management Admission Test (GMAT) or Graduate Record Examinations (GRE);
- An interview with the admission committee may be required.

Deadline for applications is January 15th for international students and March 1st for students from Canada and the United States. Late applications will be assessed on a case by case basis.

EARN SCHOLARSHIPS AND APPLY FOR FINANCIAL SUPPORT

A range of financial support packages are available to incoming students. These packages include admission scholarships, teaching or research assistantships, scholarships and research travel grants. We also support you through the application process for external funding from provincial and federal granting agencies, whose deadlines may be up to one year prior to program entry.

LET'S TALK

We recognize that choosing a graduate research-based degree program can be a bewildering experience as you sort through the various options. We invite you to come and speak with us directly so we can help you discern if our MSc HS is indeed the right choice for you.

Visit us online at telfer.uOttawa.ca/msc.

Email us at msc@telfer.uOttawa.ca.

Call us at 613-562-5884.

Come see us in person at the Desmarais Building at 55 Laurier Avenue (room 4160) in Ottawa.

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