



# The Business of Healthcare

**The healthcare sector in Canada and around the globe is undergoing rapid change.** Rising costs and increasing demand due to demographic shifts are placing significant strain on traditional healthcare business models.

The Monieson Centre at Queen's School of Business is addressing this critical issue through a new focus on the business of healthcare. Guided by a collaborative, interdisciplinary approach, the Centre supports researchers from business and across the University in pursuing their research goals. The result is breakthrough knowledge, providing innovative solutions to real-world problems faced by both publicly-funded institutions and private-sector firms in the healthcare world.

By connecting academics with industry partners, researchers gain access to valuable organization and sector data, while industry partners receive cutting-edge findings driving innovation and productivity.



## Business of Healthcare Research Streams

The Monieson Centre draws together researchers from business, health sciences, engineering, policy, law, and other disciplines to address healthcare research questions including, but not limited to:

- Financing healthcare
- Effective healthcare governance and policy
- Healthcare issues in business (e.g., workplace wellness)
- The business of private-sector healthcare (e.g., entrepreneurship, insurance, pharmaceuticals, venture capital)
- Ethical issues in healthcare
- Technology and innovation in healthcare



# World-Class Research

The Monieson Centre produces “double-hurdle” research, providing both top-tier publications and valuable insights for industry. By connecting academics with industry partners, researchers gain access to valuable organization and sector data, allowing for the creation of original, world-class research findings. As research is drawn from real-world challenges, it creates value for industry partners, driving innovation and creating subsequent opportunities for continued research.

In generating research, the Monieson Centre:

1. Poses new research questions at the crossroads of Queen’s School of Business and Queen’s University research expertise and healthcare business and policy needs; and,
2. Acts as a facilitator in driving the business of healthcare research agenda forward through increased academic-practitioner interactions.



## Benefits

By connecting leading researchers to real-world challenges, the Monieson Centre’s business of healthcare focus offers many benefits to partnering researchers and organizations.

Benefits to researchers:

- Opportunities to develop top-tier research
- Access to interdisciplinary and cross-institutional collaborations
- Increased access to data from large organizations
- Support in developing research-related events
- Innovative approaches to knowledge mobilization

Benefits to healthcare organizations:

- Forward-thinking, interdisciplinary approaches to complex institutional challenges
- Access to leading researchers
- Engaging events designed to connect policymakers, industry leaders and academics
- High-impact research tools and resources, including social media products for on-the-go executives and policymakers

## The Power of Collabor



In particular, the Centre’s business of healthcare focuses on the following faculties at Queen’s University:

- Queen’s School of Business
- Queen’s Faculty of Applied Science
- Queen’s Faculty of Health Sciences
- Queen’s School of Policy Studies

Each group brings unique knowledge, partnerships, and resources. Through research and events, we are developing innovative solutions for the healthcare sector.



**“I have been struck by the lack of transparency in management, accountability and cost control. It is a waste. But I honestly believe we can do better.”**

-Dr. Jeffrey Turnbull, Past President of the CMAA  
Valedictory Address, 144th CMAA

# High-Impact Events

The Centre hosts world-class summits, conferences, and speaker series for both academics and practitioners. These forums act as a catalyst for new research targeted at real-world needs.

Monieson Centre events showcase emerging findings from cutting-edge research, and align them with business and policy applications. This provides public institutions and private corporations with windows to innovation, and offers researchers valuable connections to large organizations offering research challenges and viable data sets.

Events are designed to generate engaging interaction between academics, policymakers and industry leaders. The result is dynamic, energized networks which spark innovation and next-generation thinking.



## Student Connections

In addition to collaborative, faculty-driven research and conferences for academics and practitioners, The Monieson Centre also facilitates connections between student initiatives and healthcare sector needs. This includes:

- Research projects for graduate students
- Integration of business of healthcare initiatives into BComm and MBA curriculum (e.g., student conferences)
- Future development of case competitions
- Support for student-focused business of healthcare initiatives across disciplines



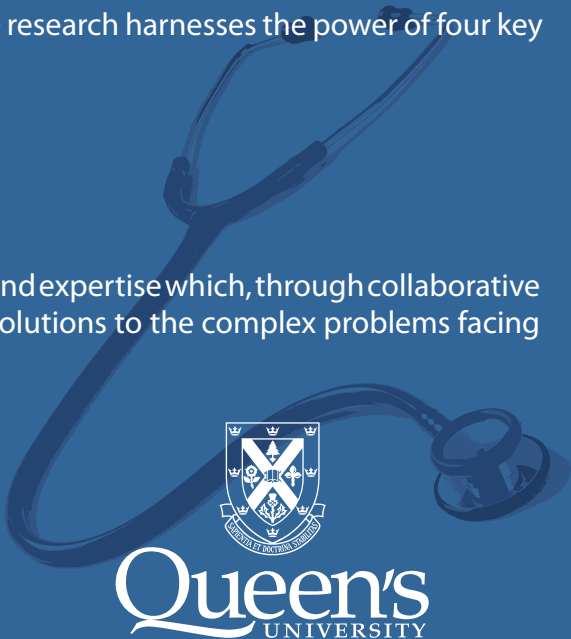
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The Monieson Centre's business of healthcare research thrives on collaboration. Interdisciplinary projects engage Queen's School of Business researchers with noted academics across disciplines and institutions to create breakthrough knowledge related to this high-profile arena.

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ve solutions to the complex problems facing



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eve that change is afoot."

nt, Canadian Medical Association  
A Annual Meeting, Aug. 23, 2011

# The Monieson Centre Team



## Dr. A. Scott Carson, Director

Dr. A. Scott Carson is a Professor of Strategy and Director of The Monieson Centre at the Queen's School of Business, Queen's University, Kingston, Ontario. Formerly at the Queen's School of Business he was Director of the Queen's MBA. Dr. Carson's career has combined business and government service with academe. His past positions include Dean of the School of Business and Economics at Wilfrid Laurier University; Chief Executive Officer of the Ontario Government's Privatization Secretariat; and Vice-President and Head of Corporate Finance for CIBC in Toronto, responsible for project and structured finance and financial advisory.

Dr. Carson is a graduate of Mount Allison (B.Comm.) and Dalhousie (B.Ed., MA) Universities, and received his PhD from the University of London in 1980. He publishes and is a frequent speaker on strategy, corporate governance, corporate social responsibility and business ethics. He is on the board of directors of The Economical Insurance Group and the Kingston General Hospital.



### Jeff Dixon - Associate Director

As Associate Director, Jeff Dixon supports the strategic oversight and day-to-day management of the Centre. An honours graduate of Queen's University's Bachelor of Commerce program, Jeff has previously worked in communications for Bombardier and in marketing and strategy development for non-profit organizations.



### Kerri Regan - Communications Manager

Kerri Regan has worked at Queen's University since 1999, most recently as the Manager of Recruiting & Admissions for the Queen's MBA program. With training in business administration and marketing, she is responsible for helping shape the Centre's branding and communications strategy and supporting the execution of the Centre's conferences and events.



### Anne Beaubien - Research Administrator

Anne Beaubien brings years of experience in research administration, and has previously served in the QSB Research Office. She administers the Centre's research projects, coordinating budgets and deliverables.



### Giovanna Crocco - Program & Events Coordinator

Giovanna (Jo) Crocco possesses experience in Queen's Executive Development Centre and Office of Research Services. She draws on her legal training and professional experiences as she plans and coordinates the Centre's events and programs.

Contact us at [monieson@business.queensu.ca](mailto:monieson@business.queensu.ca)



## The Monieson Centre Approach

The Monieson Centre facilitates the generation of breakthrough knowledge at the intersection of business and public policy, creating opportunities for academics, business leaders, and policymakers to develop research-based solutions to real-world questions.