



2025 Winter Cohort

# Bridging Leaders Program

Brought to you by the McMaster Faculty of Health Sciences, Continuing Professional Development Office

**Section 01**

# **Overview**

## Overview

Leaders in Canadian academic health sciences centres (AHSCs) are often invested in one of two sides: the university or hospital/health systems side. Rarely are the two worlds well bridged, and as a result there is a growing divide between the academics and the hospital administrators of our AHSCs. The solutions for most problems, however, often require both parties within the leadership of the AHSCs to have a deep empathy and understanding of each other's priorities and interests.

We cannot afford for leaders across both the academic and hospital sides to continue to remain siloed in their perspectives. At McMaster, we have created a leadership development experience that incubates leaders with a fresh multidimensional perspective.

We hope that this program can allow them to collaboratively seek solutions that understand all vantage points of common dilemmas facing AHSCs and that sets the foundation for individuals to effectively lead in their academic, research and clinical leadership roles. This program aims to build capabilities along the LEADS in a Caring Environment framework:

**L**eads Self  
**E**ngages Others  
**A**chieves Results  
**D**evelops Coalitions  
**S**ystem Change

Unique to this course, however, we will explore the pluralistic view of the LEADS, acknowledging that you and your colleagues within AHSCs often have multiple identities (i.e., "selves") that you must acknowledge to effectively lead in these complex environments.

### **Overall Objectives for the Bridging Leaders Program (BLP)**

By the end of the program, participants will be able to:

- Detail key issues facing new and current leaders in academia, healthcare, and society.
- Apply the five components of the LEADS Framework to own leadership development.
- Expand connections between leaders within the Faculty of Health Sciences.

## Program Content

The following describes the program content that participants will engage in over the duration of the *Bridging Leaders Program*.

Each module comprises of two parts:

- Synchronous kick-off sessions (4-5 hours on Zoom or In-Person), small group discussion and interaction
- Asynchronous reading, online group discussion, Mastermind group meeting(s)

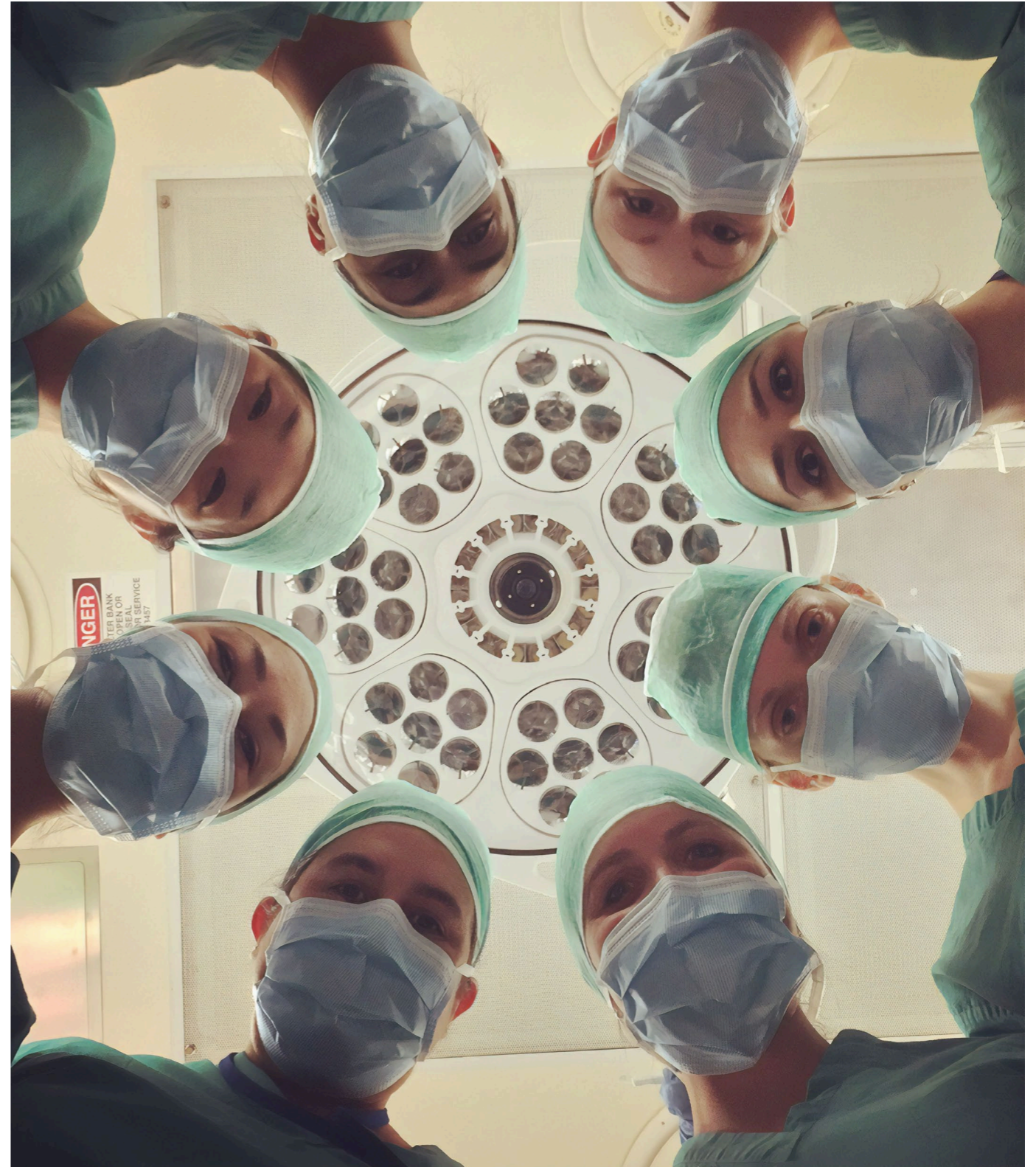
1. Leads Self (In Person)

2. Engages Others (Virtual)

3. Achieves Results (Virtual)

4. Develops Coalitions (Virtual)

5. System change and Program Wrap-up (In Person)



**Section 02**

# **Facilitators**

## 02 Core Facilitators



John Donnellan, MD  
Assistant Professor  
Department of Radiology  
Division Director, Pediatric Radiology,  
McMaster Children's Hospital

**Leadership Philosophy:**

*"Ultimately, leadership is not about glorious crowning acts. It's about keeping your team focused on a goal and motivated to do their best to achieve it, especially when the stakes are high, and the consequences really matter. It is about laying the groundwork for others' success, and then standing back and letting them shine." - Col. Chris Hadfield*



Ruth Chen, RN, PhD  
Associate Dean, Continuing Professional  
Development  
Associate Professor, School of Nursing

**Leadership Philosophy:**

*A leader is anyone*

*who can get things done;*

*who develops others and is one whom others want to follow and work with;*

*who consistently demonstrates wisdom in making good decisions.*



Sandra Ramelli, BEd, MBA  
Assistant Professor (Part Time),  
Department of Medicine  
Organizational Development  
Expert / Consultant

**Leadership Philosophy:**

*"I believe we can all lead from where we are. Leadership is not a title. It is a being. We are the instruments of our leadership - when we grow ourselves as human beings, we grow our leadership. Our leadership capability grows over time with a learner mindset, lived experiences and lifelong learning. It is my belief that it is imperative that we use our leadership to create value, to serve others and to contribute to a purpose bigger than ourselves. We do this through a dynamic process of helping people together understand our current reality, imagine what could be, and together, co-create a future that is better than what we have today"*



Jonathan Sherbino, MD, MEd  
Professor,  
Department of Medicine  
Assistant Dean, Education  
Research (MERIT)

**Leadership Philosophy:**

*An effective leader casts a shared vision that ignites a team to pursue a goal. An effective leader serves the team. An effective leader distributes power but maintains responsibility. An effective leader seeks out feedback and humbly processes criticism. An effective leader is transparent, consistent and ethical. Achieving a goal is rarely straightforward or easy. Recalibration, and an openness to new opportunities, is essential.*

**Section 03**

# **Dates & Specifics**

# 03 The Timeline

Online  
Orientation

*Introductions to colleagues*

Kickoff 1: Jan. 14, 2025; 2-7pm  
Leads Self  
(In Person, includes dinner)

Kickoff 2: Feb. 4, 2025: 1-5pm  
Engages Others (Virtual)

*Ongoing discussion of topic*

*Ongoing discussion of topic*

Kickoff 4: Mar. 18, 2025; 1-5pm  
Develops Coalitions (Virtual)

*Ongoing discussion of topic*

Kickoff 3: Feb. 25, 2025; 1-5pm  
Achieves Results (Virtual)

*Ongoing discussion of topic*

Finale: Apr. 1, 2025; 2-7pm  
System Change & Wrap-up (In  
Person, includes Dinner)

Personalized Coaching x 2



**Section 04**

# **Executive Coaching**

## Why a leader may want to partner with a leadership coach...

Coaching is all about you. A coach is a partner in your effectiveness, success, development, and fulfilment.

The Bridging Leaders Program includes 2 private confidential leadership coaching sessions for each participant. Coaching appointments will be scheduled between you and your assigned coach. **You may find coaching helpful for...**

### Achieving Personal Mastery

- When you are feeling the strain between your ideals and performance standards – and what you can actually deliver in the real world;
- When you have important priorities or goals you want to move forward but can't seem to get any traction because your energy is consumed in fighting fires, complex systems and structures;

### Engaging with Others

- When you feel uncomfortable engaging in difficult conversations – and want a chance to talk things through, maybe do a bit of rehearsal with feedback;
- When there is conflict between team members and you need to consider how best to resolve disputes, surface underlying issues, repair and rebuild relationships;

### Learning and Development

- When you have a specific learning or development goal and you would like some help to create and implement a personal development plan
- When you have specific learning or development goals for your staff and would like to help them create and implement personal or team development plans.



**Sandra Ramelli, BEd, MBA**

*Sandra Ramelli will be serving both as a facilitator and the head coach of our executive coaching program. You can read more about her on the [core facilitators page \(click here to go to the page\)](#).*



**Amanda Calzolaio, BSc, MMI, ACC**

*Amanda Calzolaio is a leadership coach and a team coach, specializing in helping people find fulfillment in their professional and personal lives. Amanda's career has spanned a variety of higher education, healthcare, start-ups, administrative and management positions. Amanda has decades of caregiving experience within the Ontario healthcare system, she has managed an anxiety disorder centre and applies design-thinking and system thinking methodologies to her coaching practice. Learn more at [www.amandacalzolaio.com](http://www.amandacalzolaio.com) and follow her on LinkedIn, Instagram and Facebook.*

**Dr Smita L S Halder MBChB, MRCP, MRes, PhD**

*Dr Smita Halder is an Associate Professor and Gastroenterologist at McMaster University. Smita obtained her medical degrees from Cambridge and Edinburgh Universities. She completed GIM training and GI residency in the UK, and pursued a 4 year PhD in Epidemiology, incorporating a year at the Mayo Clinic. In 2008 she moved to Toronto for a fellowship at Mount Sinai Hospital; in 2010 was appointed to the Division of Gastroenterology at McMaster. Smita is the Chair of the Medical Advisory Committee at HHS. Recently qualified as a Certified Physician Development Coach, her goal is to establish a coaching faculty across HHS and McMaster.*



**Kathleen Paterson BaSc, MA, ACC**

*Kathleen is a compassionate leader with a talent for coaching and mentoring individuals and teams and has experience supporting organizations and their leaders to courageously explore, plan, deliver and engage in organizational-wide Change & Transformation initiatives. She works closely and effectively with leaders to uncover potential opportunities, proactively address risks and support them to achieve necessary results. Kathleen provides compassionate support with courage and integrity – she believes that growth and change is best achieved in an environment of curiosity, reflection and clear vision. Kathleen supports leaders to embrace self-accountability and practices that build trusting relationships, as important factors in achieving desired outcomes - for themselves, their teams, the organization and the community at large.*

**Mary Anne Sersen, M.Ed., B.A.Sc.**

*Mary Anne Sersen is an accomplished leadership and organizational development practitioner with extensive experience primarily focussed in the healthcare sector. She is an expert in leadership development and has coached many physicians and senior leaders. Her breadth of experience in health care includes being a frontline allied healthcare provider and an educator and learning facilitator in both clinical and service areas. This positioned her well in understanding complexities inherent in leadership and organizational development within programs and corporately. She is a lifelong learner and deeply committed to supporting leaders achieve their full*



**Dr. Jonel Miklea MD, MEd, CCFP, FCFP**

*Dr. Jonel Miklea is an Associate Professor in the Department of Family Medicine at McMaster University. Jonel graduated from the Faculty of Medicine Carol Davila in Bucharest, Romania and completed his Family Medicine residency at McMaster University. He joined McMaster Family Practice as a practicing family physician, and the Department of Family Medicine at McMaster University in 2001. He completed his Masters in Medical Education at Flinders University in Australia.*

*During his time with the department, Jonel has been a committed mentor to medical students, family medicine residents, and International Medical Graduates. From 2004 until 2011, he was the Program Director of the Family Medicine Undergraduate Program and he has been a leader in the development of an integrated clerkship program at McMaster University. He also has facilitated national workshops on coaching peers and learners.*

**Ruth Chen, RN, PhD**

*Ruth Chen will be serving both as facilitator and as a professional coach for BLP participants. Having extensive experience with leadership development and programming, as well as experience with faculty professional development, her aim is to build leadership capacity within our health professions education and practice communities. Having undertaken professional coaching certification, her goal is to support individualized growth and professional development for all health sciences leaders and aspiring leaders.*



**Tim Karachi, MD, FRCPC, DRCPSC, FCCM**

*Tim is an Associate Professor and Critical Care Physician at McMaster University. Following medical training and internal medicine residency at Western University, he found his way to Hamilton for subspecialty training in Respiratory & Critical Care Medicine. He is a Royal College Clinician Educator and an experienced administrative leader at McMaster and Hamilton Health Sciences. He recently qualified as a Master Certified Physician Development Coach, interested in supporting early career colleagues seeking out opportunities for professional growth. His coaching philosophy centers on empowering individuals to lead teams with resilience and positivity.*

**Section 05**

# **Your Accountabilities**

1. **Attend and Contribute to all Live In-person & Virtual Synchronous Events.**
2. **Complete your individual work:**
  - a) **Readings/Reflection** - These activities will be tied to the themes of each of the sessions.
  - b) **Preparation** - you will be asked to engage in some readings for the NEXT session.
3. **Meet with your Mastermind peer mentorship group:**

You will be assigned to a small group of peer mentors with whom you will engage in between sessions. We hope that these individuals will end up being a support network for you going forward after the course.
4. **Engage in Executive Coaching:**

As part of this program you will be given three 1-hour executive coaching sessions. These sessions are meant to help you develop yourself as a leader. We are delighted that we have a group of very experienced coaches who will be able to help you on your leadership journey. You will be assigned your coach after the 2<sup>nd</sup> session, and we would like you to do at least 1 session prior to the end of the program.

## 05 | Your Mastermind Groups

The concept of the Mastermind group comes from the business world where members of similar interests or backgrounds in different parts of very large companies are brought together to engage in peer mentorship. We will be placing you in Mastermind groups for the duration of the program.

To take full advantage of this, we are asking that you meet IN BETWEEN each of the sessions to engage in discussions with your colleagues about the homework, the topic content, and your individual leadership situations.

### **Upon Admission to the Program**

We will place you in a mastermind group and you will meet your group members at the first session. You can arrange with your group when you will meet between the sessions.

## **MASTERMIND GROUP**

**TWO OR MORE MINDS  
IN HARMONY  
ACHIEVING GOALS**

