

Dr. Mike Heenan



Tell us about your role at Humber.

I am the Executive Vice President of Strategy, Corporate Services and Chief of People with primary responsibilities for post-acute care, facilities management, and human resources.

Tell us about your academic journey.

I am a life-long learner who has completed both an MBA and PhD in health policy management. My areas of interest include performance measurement, quality, patient safety, and understanding what motivates front-line clinical staff to enter management.

How has your academic journey contributed to your professional growth?

Pursuing a PhD has taught me how to define a problem, understand the theory, current literature and issues related to the problem, apply different research methodologies to identify new options, analyze data, and communicate findings to key audiences to adopt the research into practice. As a qualitative researcher who focuses on understanding people's perspectives on an issue by deploying certain interview techniques and completing observational studies, I have been able to use a variety of methods in my day to day work to improve service in areas such as patient flow. Given the workload required of completing a degree while working, you learn how to prioritize and be more efficient with your time.

What advice do you have for those furthering their academics while maintaining a full-time career?

There is great value in pursuing a Master's or PhD graduate degree part-time while working, as it gives you an opportunity to immediately compare and apply the concepts you learn in the classroom to your day to day job. In many ways, you are receiving two lessons simultaneously - both the theoretical and practical application. Finally, make sure you allocate time for family and friends. You will need to renew yourself from both work and academia, so it is best to find a hobby to ensure your wellness remains intact.