

## **SHOLOM GLOUBERMAN, Ph.D.**

**EDUCATION:** Ph.D. Cornell University (Philosophy)  
BA McGill University (First Class Hon. Phil.)

**LANGUAGES** English Spoken and written  
French Spoken

### **RECENT POSITIONS**

2007-2005 Advisor Oxford Radcliffe NHS Trust, Oxford England  
2007-2003 Director, International Masters Program for Health Leadership, McGill University  
2007-2002 Adjunct Professor McGill University Faculty of Management  
2007-1993 Philosopher in Residence, Kunin Lunenfeld Applied Research Unit, Baycrest, Toronto.  
2007-1992 Adjunct Assistant Professor, Department of Health Policy Management and Evaluation, Faculty of Medicine, University of Toronto,  
2007-1987 Fellow and Visiting Fellow, King's Fund, London, England  
2004-2001 Fellow Change Foundation  
2003-2000 Review Panel Member CIHR  
2003-2000 Member, Ministerial Council on HIV/AIDS. Health Canada.  
2003-1991 Advisor to Community Services Organization in Gloucestershire.  
2003-1988 Advisor to CEO and Senior Management of Community Health Service in London.  
2001-1998 Director, Health Network at Canadian Policy Research Networks.  
2001-1992 Advisor to VP Human Resources, McGill University Health Centre, Montreal.

### **A SELECTION OF PROJECTS**

2007-2003 Develop, Direct and Manage a Masters Degree program in health leadership for the faculties of Management and Medicine at McGill University.(\$2 Million Annual Budget)  
2007-2002 Designed and Facilitated Futures Scenario Workshops, OECD Government of Ontario Study on Futures of Teachers (\$200,000 Budget)  
2006 Designed and facilitated Futures Studies and Open Space for Toronto Dominion Bank Scholars Program  
2006 Designed with Misha Glouberman, Open Space Conference for York Central Hospital  
2005 Designed and facilitated Development sessions at the Association of Community Care Access Centres, Ontario.  
2004 Designed and facilitated Open Space conference for North York General Hospital  
2004 Designed and facilitated Open Space Conference for Champlain District Health Council  
2002-2001 Conceptual Study of Urban Health for the Wellesley Central Health Corporation. (\$100,000 Budget)  
2002 Research Paper for Commission on the Future of Health Services in Canada. Stress on an analysis of current problems with Canadian health care systems and suggestions about new perspectives for reviewing them.  
2002 Research Paper for the Canadian Nursing Advisory Council. A futures study of six scenarios for nursing. (\$20,000)  
2001 Conceptual study of unintentional, preventable injuries for SMARTRISK a voluntary organization dedicated to reducing such injuries.(\$50,000)  
2001-1998 Designed and organized major research project to develop a new framework for health policy. The project traced the history and trajectory of health concepts, health policy development and implementation from the 1970s to 2000. It identified and articulated a framework for thinking about health and the future direction of health policy and tested it at venues across Canada and Europe to representatives of the entire health field. The project had multiple funding sources for over \$700,000.  
1995-94 Westcare was a consortium of six community hospitals in West Toronto which planned a major restructuring of its hospitals. Facilitated an Open Space conference for 550 stakeholders

- including representatives of all six hospitals as well as community, government and the DHC to consider how to move the ideas forward.
- 1994 Contract, International Labour Office, Geneva. To consider the future career paths of nurses in patient focused care hospitals and in primary and community care settings.
- 1993-1992 Member of senior management team and head of Finance Group. World Bank study to recommend reform of Romanian health care system. Led and managed a group of health care economists, management consultants and other finance experts to consider changes to Romanian system which is administered entirely by doctors
- 1993-91 Planned and led King's Fund think tanks with Henry Mintzberg to consider new ways of thinking about health care organizations. These meetings included doctors, managers, nurses and King's Fund Fellows. London, England
- 1987-81 Coordinator of planning, Royal Victoria Hospital, Montreal.
- 1979-81 Consultant to Ottawa-Carleton multi-scenario strategic planning exercise.

## PAPERS AND PUBLICATIONS

- 2006 With Clinamen Group. "Beyond Evidence: The Complexity of Maternity Care." *Birth* 33(4): 265-269.
- 2006 With Clinamen Group. "Entrenched Health Care Practices and Complex Systems." *Australian Healthcare Review* 30(1): 7-11.
- 2006 With Clinamen Group. "Are Virtual Communities Good for Our Health?" *British Medical Journal (BMJ)* 332: 925-926.
- 2006 With Michael Gemar, et al. "A Toolbox for Improving Health in Cities." *Toronto, Journal of Urban Health* 83(2).
- 2004 With Brenda Zimmerman. "Complicated and Complex Systems: What Would Successful Reform of Medicare Look Like?" In *Changing Health Care in Canada: Romanow Papers, Vol. 2*. Pierre-Gerlier Forest. Toronto, University of Toronto Press.
- 2004 With Brenda Zimmerman. "Systemes Complices et Complexes: Les Conditions de Reussite d'une Reforme des Soins de Sante. In *Les Forces de Changement dans le Systeme de Sante Canadien: Les Etudes de la Commission Romanow, Volume II*. Pierre-Gerlier Forest, Gregory P. Marchildon et Tom McIntosh, Ottawa : Les Presses de L'Universite d'Ottawa : 21-57.
- 2004 "Review of: With Rachlis Abandon: Book Review of Prescription for Excellence: How Innovation is Saving Canada's Health Care System." *Canadian Medical Association Journal* 170(9).
- 2003 "Response to "Inertie et Changement" by A.P. Contandriopoulos." *Ruptures: Revue Transdisciplinaire en Sante* 9(2).
- 2003 "The Psychoanalytic Implications of Open Space Events." *The Journal of the Australian Institute of Socio-Analysis* 5: 36-45.
- 2003 With John Millar "Evolution of the Determinants of Health, Health Policy, and Health information Systems in Canada." *American Journal of Public Health* 93(3): 388-392.
- 2002 The Mcleary Lecture. Multiple Disciplines and Complexity
- 2002 Structures, Power, and Respect: The Nurse's Dilemma. Written for the Canadian Nursing Advisory Committee. Toronto, Health and Everything Consulting.
- 2002 How Networks Improve Health in Cities. *Healthy Connections 2002*, Toronto, ON, Toronto East General Hospital.
- 2002 With Keith Oatley. Emotions and Human Health. *Encyclopedia Of Life Support Systems (EOLSS)*. Oxford, U.K., Eolss Publishers.
- 2002 "A Legend in His Own Mind: A Philosopher Looks in the Mirror." *Literary Review of Canada* 10(4): 21-22.
- 2001 Scene Setting: Multisectoral Strategies to Tackle Determinants of Health. What Determines Health and Quality of Life? *Health As Good Economics*. E. R. Rubin. USA, The Nuffield Trust.

- 2001 With Philip Groff. An Analysis of Safety, Injury Prevention, and Risk Management Approaches to the Prevention of Avoidable Injuries. Toronto, SMARTRISK Foundation.
- 2001 "Walkerton Water and Complex Adaptive Systems." *Hospital Quarterly* 4(4): 28-31.
- 2001 With Caryl Arundel Substudy 15: An Analysis of Blockage to the Effective Transfer of Clients from Acute Care to Home Care, National Evaluation of the Cost-Effectiveness of Home Care, Canadian Policy Research Networks.
- 2001 *Towards a New Perspective on Health Policy*. Ottawa, Canadian Policy Research Networks.
- 2001 Ethics and Public Health. Public Health Administration: Principles for Population-Based Management. L. F. Novick and G. P. Mays. Maryland, Aspen Publishers.
- 2001 A New Perspective on Health Policy for Social Democrats. What's Left? The New Democratic Party in Renewal. Z. D. Berlin and H. Aster. Oakville, Canada, Mosaic Press: 155-166.
- 2001 "Who Cares? Do Managers Care? Do Doctors Care? Do Nurses Care? Do Canadians Care?" *Healthcare Management Forum* 14(1): 37-38.
- 2001 "The King's Garden." *Canadian Medical Association Journal* 164(8): 1189-1190.
- 2001 With H. Mintzberg, "Managing the Care of Health and the Cure of Disease - Part I: Differentiation." *Health Care Management Review* 26(1): 56-69.
- 2001 With H. Mintzberg "Managing the Care of Health and the Cure of Disease - Part II: Integration." *Health Care Management Review* 26(1): 70-84.
- 2000 Social Inequality-Aristotle's Insight. Towards a New Concept of Health: Three Discussion Papers. S. Glouberman. Ottawa, Canadian Policy Research Networks. H:03.
- 2000 Policies and Programs: The Development of Health for All in Canada. Health for All: Setting Targets for the 21st Century, Calgary, Merck Frosst Canada.
- 2000 How are Inequalities in Socioeconomic Status Reflected in Health Status. The Shift. 2: 4.
- 2000 A Dynamic Concept of Health. Towards a New Concept of Health: Three Discussion Papers. S. Glouberman. Ottawa, Canadian Policy Research Networks.
- 2000 With A. Obholzer, Bewusstes und Unbewusstes in Grossgruppen. Einige theoretische Überlegungen. Das Feuer Grosser Gruppen. R. Königswieser and M. Keil. Stuttgart, Klett-Cotta.
- 1999 Policies and Programs: the Evolution of Health for All in Canada. Health for All: Setting Targets for the 21st Century, Calgary, Alberta, Merck Frosst.
- 1999 Four Scenarios for Health Information in 2025. E-Health and Telemedicine: The Future of Health Care in Canada, Insight Press: 141-147.
- 1999 Aristotle and Health. Sherbrooke, Quebec, Canadian Philosophical Association.
- 1999 With M. Hayes, Population Health, Sustainable Development and Policy Future. Ottawa, Canadian Policy Research Networks.
- 1998 A Review of the Impact of Clinical Change on the Canada Health Act. Ottawa, The Privy Council Office of Canada.
- 1996 Editor. Beyond Restructuring: A Collection of Papers From a King's Fund International Seminar. London, Kings Fund.
- 1995 The Psychoanalytic Implications of an Open Space Event. ISPSO Annual Conference, London, England, International Society for the Psychoanalytic Study of Organisations.
- 1995 The future of the nursing professions: rethinking health care work in North America. Trends and Perspectives in the Nursing Profession. H. Serfati. Geneva, Sectoral Activities Programme, Salaried and Professional Workers' Branch, International Labour Office.
- 1995 Client Centred Care: C3 Mark II, Baycrest.
- 1995 A Framework for Community Services. Muskoka, Parkside Health.
- 1995 With M. Mactavish, "New Management Structures at Sunnybrook Health Science Centre: Identifying Patient Groupings." *Healthcare Management Forum* 8(2): 29-31.
- 1994 Work, Value, Organization in 2010. Managing the Unknown: by Creating New Futures. R. Boot, J. Lawrence and J. Morris. London, McGraw Hill.
- 1994 Finance Report. A Healthy Romania. R. Brazil. London, World Bank.
- 1994 "En Garde!" *Objectifs Soins*: 45-46.

- 1992 Why Hospitals Get Most of the Money. J. Wilk. Karlstad, Sweden, European Healthcare Management Association.
- 1992 Review of Acute Services in Leeds. Leeds, The Yorkshire Regional Health Authority.
- 1992 Open Space Conferences: An Introduction.
- 1992 A Review of the Tavistock Institute of Marital Studies, TIMS.
- 1991 The Pit and the Pendulum: an inside story. Guardian Society London: 1.
- 1991 London Acute Hospital Initiative: Bore Place Report. London, King Edward's Hospital Fund for London.
- 1991 Four scenarios for Health Care. London, King's Fund.
- 1991 "Guy's Hospital Institutes 30 Directorates." Oxford Analytica.
- 1991 With B.R.M. Manning, "A Unified Approach to Management Issues in Healthcare."
- 1990 Total Institutionalization. Hospital Management International '90. London, IHF.
- 1990 Keepers: Tales From Total Institutions. London, King Edwards Hospital Fund For London.
- 1990 "Computers and objectives in the NHS." Health Briefing.
- 1989 "Progress and Values." King's Fund News 121).
- 1988 With M. Bardsley "Plans for Needs." British Journal of Healthcare Computing: 38.
- 1988 With Wickings, I., M. Bardsley, et al. CASPE Research Report to Information Management Group, Department of Health and Social Security Information Management Group.
- 1983 Planning for the Future - The R.V.H. in the Eighties, R. V. H.
- 1983 Functional Program for New Annex. Montreal, Royal Victoria Hospital.
- 1980 Pressures for Change: Perceived Problems of the Health Care System in Ottawa-Carleton. Ottawa.
- 1980 With Parston, G., G. Best, et al. A Planning Methodology: The Delivery of Health and Social Services to the Population of Ottawa-Carleton. Ottawa.
- 1980 With Parston, G., S. et al. The Future of Health Care Services in Ontario: A Delphi Survey. Ottawa.
- 1979 With Parston, G., O. Adams, et al. Proceedings of the Assessment Conference of the Ottawa-Carleton Regional District Health Council Planning Program. Assessment Conference of the Ottawa-Carleton Regional District Health Council Planning Program, Ottawa-Carleton, Ottawa-Carleton Regional District Health Council Planning Program.
- 1978 Discussion Paper: Perceived Weakness in Health Services for the Elderly in Ottawa-Carleton - A Record of Community Views. Ottawa-Carleton, Ottawa-Carleton Regional District Health Council Planning Program.
- 1977 "Human Settlement in the Canadian North: A Delphi Survey." Urbanorth.
- 1976 With Philip Bobrow. Functional Program Maximum Security Penitentiary, Canadian Penitentiary Service.
- 1976 Sociological Profile of a Typical Inmate, Solicitor General Canada: Canadian Penitentiary Service.
- 1976 Programs for Inmates, Solicitor General Canada: Canadian Penitentiary Service.
- 1976 Policy and Operational Implementation, Solicitor General Canada: Canadian Penitentiary Service.
- 1976 Community Views, Solicitor General Canada: Canadian Penitentiary Service.
- 1976 Analysis of Human Resources: Maximum Security Institution, Mirabel, Quebec, Solicitor General Canada: Canadian Penitentiary Service.
- 1972 Examples and Necessity. Philosophy, Cornell University.

#### **SOME LECTURES AND PRESENTATIONS**

- 2007 Birth and Death, The Enkin Lecture, Mc Master University, Hamilton
- 2006 Complexity in Health Care, International Masters for Health Leadership, Mont Gabriel
- 2006 Performance Management in the NHS, Insight Conference
- 2005 Case Management, Ontario Association of Community Care Access Centres

2005 Purchaser Provider In ther English NHS, Insight Conference, Toronto  
 2005 Three Big Ideas and Health, Glasgow, Scotland  
 2004 Chaos and Stability, Central East Health Information Partnership  
 2004 Concepts of Health Care, OHA Region 4 Annual Meeting  
 2004 Client Centred Care, Baycrest Centre for Geriatric Care  
 2004 Complexity and Health, Association of Discharge Planners  
 2004 Complexity in History, Keith Oatley Retirement Conference  
 2004 Mintzberg Conference, Chatham House  
 2004 Futures Workshop, Ministry of Education Ontario  
 2004 Nursing Futures, University of Montreal  
 2004 Health Governance, Carolyn Bennett Group  
 2004 Open Space Conference, Champlain Regional DHC  
 2003 Client Centred Care, Baycrest Centre for Geriatric Care  
 2003 Complex Systems, Rockefeller Foundation International Health  
 2003 NHS Leadership, SHA Chief Executives  
 2003 NHS Leadership, NHS Master Class with Henry Mintzberg  
 2003 Education Futures, Ministry of Education Ontario  
 2003 Networks Development, Area Health Network  
 2003 Networks Evaluation, Child Health Networks - OHA  
 2003 Complex Systems, Heart and Stroke Foundation  
 2003 Complex Systems, Ontario Assoc CCACs  
 2003 Education Futures, Canadian Education Association  
 2003 Health in Cities, OHA Region 3  
 2003 Client Centred Care, Baycrest  
 2003 Framework, Canada UK Exchange  
 2003 Fixing Complex Systems, Northwestern Ontario DHC AGM  
 2003 Rural & Remote Health, Northwestern Ontario DHC  
 2003 Framework, Canada UK Exchange  
 2003 Keepers, University of Toronto Sociology  
 2003 Health Framework, Sebastien Dupont Lecture MCH  
 2003 Education Futures, Ministry of Education Ontario  
 2003 Dept of Human Services, How Policy is Made  
 2003 Clinical Change Conference, Melbourne, Closing Address  
 2003 Clinical Change Conference, Melbourne, Keynote Address  
 2003 La Trobe University, Melbourne Framework Paper  
 2003 Australian Institute of Social Analysis Open Space Paper  
 2003 Obesity and Diabetes, McGill Challenge Workshop Facilitator  
 2003 Education Futures, Ministry of Education Ontario  
 2003 Framework, Champlain Regional DHC  
 2003 Complexity and Health, U of Ottawa Seminar in Population Health  
 2003 Social Justice, Ministerial Council on HIV/AIDS  
 2003 Romanow Report, Women's Health Council  
 2003 Romanow Report, U of T Lecture Series  
 2003 Romanow Report, Baycrest Management  
 2003 Keepers, U of T Sociology Department  
 2002 Health in Cities, TDHC Strategic Planning Group  
 2002 Meeting, Ministerial Council on HIV/AIDS  
 2002 Health Care System, DHC Action Centre  
 2002 Social Justice, KLARU Research Group  
 2002 Client Centred Care, Interdivisional Meeting Baycrest  
 2002 Summarize Alzheimer's, KLARU Annual Conference  
 2002 3 Futures for Nursing, Nurse Leaders Group

2002	Social Science and Cities, Science and Society Lecture, Vancouver
2002	Social Science and Cities, Vancouver, Complexity and Health
2002	Framework and Reform, Durham Haliburton Kawartha & Pine Ridge DHC
2002	Urban Health, Wellesley Central Workshop on Health in Cities
2002	Framework and Reform, UK Chief Executive Study Tour
2002	Urban Health, Healthy Connections Conference
2002	Framework and Reform, Simcoe York District Health Council
2002	Framework and Reform, West Midlands Leadership
2002	Framework and Reform, Ont Health Providers Alliance
2002	Framework & Complexity, Canada UK Study Tour
2002	McReary Lecturer, Faculty of Medicine, University of British Columbia.
2002	Complicated and Complex Systems: What Would Successful Reform of Medicare Look Like? (Testing report to Romanow Commission presented to more than 500 people in multiple venues in Canada, Germany and the UK)
2002	Managing Demand in Health Care; to an OHA Change Foundation Think Tank.
2001	A Framework for Understanding Health Care Organizations and Systems, Centennial Faculty Celebration, Lyon France.
2001	Why Emergency Room are Overcrowded. UK Learning Set
2001	"Risk Management, Safety and Injury Prevention" SMARTRISK
2001	Policy Development in a complex environment. Delivered to Conference on Measurement for Policy Development and a series of other conferences.
2000-1999	"Towards a New Perspective on Health Policy". A series of presentations presented to more than 3500 people over a 3 year period.
1999	The Future of Information Technology and Health. Presented to an Insight Conference and A CPRN program on health futures, with Trevor Hancock.
1998	Aristotle and Health. Delivered to Policy Conferences and in a variety of venues in Canada, UK as a test for Policy framework
1998	Population Health and Sustainable Development. Presented in many venues. An attempt to clarify the concepts and identify some policy direction.
1998	Scenarios for the Future of Health Care. OHA Conference.
1998-1990	A series of lectures and meetings with specialists throughout the health field, including medicine, dentistry, nursing, physiotherapy, occupational therapy, laboratory science, management, policy development etc. The most recent meetings were with health promotion researchers, geriatricians, and pharmacists.
1998	"Population Health and Health Promotion: CPRN's Projects; Consortium of Health Promotion Researchers
1997	"La Systeme Sanitaire Britannique" Laval University, Quebec.
1997	"The Future of Long Term Care" Bob Levine Annual Lecturer, Jewish Hospital of Hope, Montreal
1997	"Complexity and the Future of Health Care", Health Futures Conference, London.
1997	"A Framework for Understanding Health Care" CCHSE Conference Calgary Alberta
1996	"The Hospital as a Complex Organization" Hospital of the Future Conference; Montreal, Quebec.
1996	"Opportunities in Home Care": Kelowna B.C. Associations of Health Administrators.
1996	Amsterdam, Holland. Program with Henry Mintzberg
1996	Canadian Hospital Association, Ottawa, with Henry Mintzberg
1996	How Hospitals Work". PMI 2 programme for CMA.
1995	"Whither Health Care?" Keynote Speech ALOHA conference.
1995	"A Framework for Home Care". Keynote Speech, INSIGHT Home Care Conference.
1995	Association of District Health Councils: Introduction to the Glouberman/Mintzberg Framework and a discussion of the future implications for DHCs in Ontario.
1995	International Society for the Psychoanalytic Study of Organizations; "The Psychoanalytic

- Implications of an Open Space Event". London England.
- 1995 Human Resources in Three Types of Hospitals"; Westcare Consortium.
- 1995 "Organizations in Transition: Hierarchies, Silos and Networks." Westcare, HR group, Open Forum.
- 1995 "Major Trends in Healthcare Systems: Privatization Vs Public Payment". Presentation to Health Administration Program, University of Toronto.
- 1994 "Why Westcare is planning for an Integrated Hospital Network" Westcare Consortium. Queensway Hospital, Westpark Hospital, Northwestern Hospital.
- 1994 "The Futures of Medical Technologists" Ontario Hospital Association Convention, November 1994.
- 1994-93 "The Future of Nursing and the Four Faces of Health Care." European Health Management Forum. Geneva Switzerland. September 1993. Royal College of Nursing, London, May 1994.
- 1994-93 "The Four Faces of Health Care Organizations." Various venues in Canada and Europe including, for example, Westcare Medical Leadership, Dec 1994; Psychiatry retreat Baycrest, October 1994; the European Health Management Association. Warsaw, Poland; June 1993.
- 1993 "The Hospital of the Future". Ontario Hospital Association. November 1993.
- 1991 "Work, Value and Organization". Conference on Future Work. Templeton College, Oxford.
- 1991 "La système sanitaire britannique en transition". Talk given at Université de Montréal and Université Laval. October.
- 1991 "Using DRGs to Manage"; Conference of Working Group IV, European Federation for Medical Informatics; Institute of Electrical Engineering; London.
- 1991 "Managing Magistrates' Courts and Other Businesses"; Ashridge Management Centre.
- 1991-88 "The Nazi Manager: Managing and Caring." Various venues.
- 1991-88 "Chassidic Leadership: Leading in a Non-Rational World". Various venues.
- 1988 "Are Organizational Structures Castles in the Sky?" IHSM Conference; Chelmsford.

**Jan 7, 2007**