1.0 Calendar Description
Health care organizations, their management practices, and an introduction to management theories as applied to health care organizations.

Prerequisite: Enrollment in third or fourth year of a Bachelor of Health Sciences Program.

Note: Unless you have either the requisites for this course or written permission from your Dean to enroll in it, you will be removed from this course and it will be deleted from your record. This decision may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course for failing to have the necessary prerequisites.

2.0 Course information
Instructor
Shannon L. Sibbald, PhD

Teaching Assistant
Melissa Nash, MSc Candidate

Lecture times & location
Mondays; 6:00-9:00pm
3M-3250

Office Hours
By appointment only
HSB 403

3.0 Course objectives
You can expect to learn the following in this course:

- an overview of concepts and issues related to the organization, governing, funding and delivery of healthcare
- an introduction into the types and styles of leadership in healthcare
- an appreciation for the roles and challenges of health human resources
- theoretical and practical aspects of management in healthcare settings
- the planning process of healthcare organizations: from design to evaluation

Topics include healthcare leadership, organizational design of healthcare organizations, business communication, principles of management, business ethics, operations management, management of information and healthcare quality measures.

You will also be challenged to participate in class discussions on a regular basis.
4.0 Course Format
Classes will be a mixture of lecture, discussion, guest speaker and group work. Students are responsible for assigned readings, and to be prepared to discuss them in class. Students will receive a 15 min break halfway through class. Attendance and participation in class is expected.

4.1 OWL Sakai: All students in this course need to use OWL Sakai to access resources used in this course such as PowerPoint (lecture) handouts and additional handouts and/or readings. Students are responsible to check the OWL Sakai site regularly for this course for updates and announcements.

OWL Sakai is a fantastic tool to allow us to interact and learn beyond the classroom. This electronic shared space will be used frequently throughout the course for a variety of purposes. Please interact respectfully on this shared e-space. The privilege of contributing to the site can be revoked if deemed necessary.

Please note that this is the first year OWL Sakai is being used at Western – there may be ‘growing pains’ and as a result your cooperation is appreciated as we both learn how to navigate the new system.

Please contact Instructional Technology Services (ITS) for difficulties in accessing OWL at (519) 661-3800, or https://servlet.uwo.ca:8081/helpdesk/index.jsp.

4.2 Contact/Questions:
All questions regarding course content should be posted on OWL Sakai forums.

Forums, or discussion boards, will be used regularly as a ‘first line’ for asking questions on course content. Students can expect questions to be answered within 48 hours, with the exception of weekends. The forums will be set up to include at separate space for questions and discussion on: (1) lecture/content; (2) mid-term exam; (3) project/assignments; (4) final exam. You have the ability to edit and delete your own posts. The instructor and TA can also delete posts that are deemed to be inappropriate.

There will also be a ‘general discussion’ forum where students can discuss any number of topics. This forum is strictly student-student; the TA and the instructor will not respond to questions on this forum.

We will also have a ‘special discussion’ forums based on topics from the lectures and/or current events. Participation in these forums will go toward the participation portion of your final grade (see more below).

Any other issues/queries (non-content related/personal) should be done through messages/email via OWL Sakai; please do not send email to personal (@uwo) email account – these will not be answered. If you send a message to the instructor or TA that is better suited for the forum discussion, you will be asked to post your
question there so that all students can benefit from the Q&A and also allow for more peer-to-peer discussion.

In all of the above communication tools and any time you are interacting on our shared OWL Sakai website, please be mindful of ‘e-etiquette’. It is expected that you will use proper grammar and punctuation when posting and emailing. You are also expected to respect your peers, TA and instructor in any discussion/forum. Students who do not act accordingly have the potential of losing website privileges and thus participation marks.

4.3 Lecture Slides: All attempts will be made to post lecture presentations on OWL Sakai before class.

5.0 Evaluations

<table>
<thead>
<tr>
<th>Participation</th>
<th>10%</th>
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<tbody>
<tr>
<td>Assignments</td>
<td>35%</td>
</tr>
<tr>
<td>Midterm Exam</td>
<td>20%</td>
</tr>
<tr>
<td>Final Exam</td>
<td>35%</td>
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5.1 Participation = Special Topics Forums
Throughout the semester, students are required to contribute to a special topic forum. Contributions should include some form of self-reflection and critical thinking on the special topics, with consideration of course readings and/or the lectures (for e.g., comments or reflective questions demonstrating critical thinking of class readings, observations or milestones with assignment progress, or discussion points from lectures). Forum discussions are not summaries of the readings or lecture material. For some classes, forums will act as discussion guides during the lecture. Entries should be between approx. 200-300 words (past 500 words will not be read; this will be a challenge in making your arguments is succinct).

Students are required to participate in 4 forums over the semester (awarded 5% for completing all four, no part marks), 2 randomly selected forum posts will be marked for participation (2.5% of your total grade each; 5% total).

Major content from the ‘special topics forum’ is examinable.

5.2 Assignments

1) Individual Assignment (10%): THE COMPETING VALUES COMPETENCY QUESTIONNAIRE. To be completed over reading week.
Assignment #1 will be submitted **February 25**\textsuperscript{th} at the beginning of the class. More information, including a marking scheme, on this assignment will be provided in class. Please include the marking scheme in your submitted work.

2) **Group Assignment (25%)**: The major assignment for this class will be done in groups (typically of 4-6, but this number will vary depending on class enrollment). The purpose of the assignment is to complete a case study analysis on a management issue in a healthcare organization of your choice. The assignment takes the form of a formal evaluation report. The group assignment covers steps 1-5 below. The report is to be written 8-10 pages, double-spaces; 8 ½ x 11 inch pages, 12-point Times New Roman font, 2.54cm margins all around (extra pages allowed for title page, executive summary, tables/appendix and references).

The assignment involves:
1) Decide on an issue and choose an organization (the case site).
2) Describe your organization and its organizational structure
3) Gather information on options, and possible solutions to the issue
4) Organization and Analyze your information > (a “SWOT” analysis)
5) Create a plan for the organization to succeed.

Assignment #2 will be submitted **April 1**\textsuperscript{st} at the beginning of the class. More information, including a marking scheme, on this assignment will be provided in class. Please include the marking scheme in your submitted work.

5.3 **Exams**
All material covered in class is examinable. This includes class readings, lectures, guest lectures, ‘special topics forums’, as well as assignment material.

A midterm exam will be held in class worth 20% of the final grade. The exam will cover material from the readings, and lectures to date. The midterm exam will be entirely multiple choice (scantron).

There will be **no make-up for a missed mid-term** exam. If you miss the mid-term exam, you need to email the instructor no later than 24hours after the exam. In the case of missed mid-terms, the final exam will be re-weighted to 55%. Missing the mid-term and failing to notify the instructor will result in a grade of zero for the mid-term exam.

The final exam, worth 35% of your final exam, will be held during the exam period. The exam will cover all material from readings and lectures. The exam will consist of multiple choice, true/false, and short answer questions.

Computer-marked multiple choice test and/or exams will be subject to submission for similarity review by software that will check for unusual coincidences in answer patterns that may indicate cheating.
6.0 Course Material

Required text books:
*there is a possibility of accessing this material on-line. More information will be provided on Sakai as it becomes available.*

Other course readings: Information on weekly readings for this course will be available on Sakai and updated regularly. Students are responsible for required readings each week. Readings will be available electronically through the Internet or library internet holdings, in some cases course material will be put on reserve in the library. Students are responsible for acquiring and reading material before class.

A draft reading list will be available at the start of the course, and will be updated regularly on Sakai. In general you can expect text book readings + journal articles each week, and/or additional website/links to explore.

7.0 Lecture schedule
This is a draft schedule of the material we will cover in class; it is subject to change throughout the semester.

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
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<tbody>
<tr>
<td>January 7</td>
<td>Introduction to Course and to Basic Management</td>
</tr>
<tr>
<td>January 14</td>
<td>Organizational Design</td>
</tr>
<tr>
<td>January 21</td>
<td>Teams and Human Resources</td>
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<tr>
<td>January 28</td>
<td>Approaches to Management</td>
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<tr>
<td>February 4</td>
<td>Leadership: Styles and Types</td>
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<td>February 11</td>
<td>MIDTERM: In class (Room TBA)</td>
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<tr>
<td>February 18</td>
<td>READING WEEK: Self-Assessment</td>
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<tr>
<td>February 25</td>
<td>1: Evaluation and 2: Ethics Assignment #1 Due</td>
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<tr>
<td>March 4</td>
<td>Guest Speaker + Public Health Management</td>
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<tr>
<td>March 11</td>
<td>Guest Speaker + QI and Evaluation</td>
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<tr>
<td>March 18</td>
<td>Global Health Management</td>
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<tr>
<td>March 25</td>
<td>Evidence Based Management</td>
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<tr>
<td>April 1</td>
<td>Consumerism Assignment #2 Due</td>
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<tr>
<td>April 8</td>
<td>Careers in Health Management (Panel discussion)</td>
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</table>
8.0 Course policy and procedures
Students are expected to attend lectures. While participation and attendance is not part of the marking, there will be material covered in class that will be tested on the exam.

8.1 Late Assignments
Late penalty of 25% per day applies (including weekends). There will be no make up for missed assignments. Late assignments should be submitted via email and a hard copy submitted in class the following week. If there is a medical reason for a late assignment, you are required to obtain proper medical documentation.

8.2 Use of Electronic Devices
Students may use laptop computers to take notes during class. The use of the internet for any non-class purpose is prohibited and students may be asked to leave class. Use of cell phones, pagers, PDAs is prohibited in class. Please turn all electronic devices off when entering class.

8.3 Academic Offences
Scholastic offences are taken seriously and students are directed to read the appropriate policy, specifically, the definition of what constitutes a Scholastic Offence, at the following web site: http://www.uwo.ca/univsec/handbook/appeals/scholoff.pdf

Plagiarism: Students must write their essays and assignments in their own words. Whenever students take and idea, or a passage, from another author, they must acknowledge their debt both by using quotation marks where appropriate and by proper referencing such as footnotes or citations. Plagiarism is a major academic offence.

Accommodation for Medical Illness or Non-Medical Absences
http://www.uwo.ca/univsec/handbook/appeals/accommodation_medical.pdf
The University recognizes that a student’s ability to meet his/her academic responsibilities may, on occasion, be impaired by medical illness. Illness may be acute (short term), or it may be chronic (long term), or chronic with acute episodes. The University further recognizes that medical situations are deeply personal and respects the need for privacy and confidentiality in these matters. However, in order to ensure fairness and consistency for all students, academic accommodation for work representing 10% or more of the student’s overall grade in the course shall be granted only in those cases where there is documentation indicating that the student was seriously affected by illness and could not reasonably be expected to meet his/her academic responsibilities.
A UWO Student Medical Certificate (SMC) is required where a student is seeking academic accommodation. This documentation should be obtained at the time of the initial consultation with the physician or walk-in clinic. An SMC can be downloaded under the Medical Documentation heading of the following website:
Documentation is required for non-medical absences where the course work missed is more than 10% of the overall grade. Students may contact their Faculty Academic Counselling Office for what documentation is needed. Whenever possible, students who require academic accommodation should provide notification and documentation in advance of due dates, examinations, etc. Students must follow up with their professors and their Academic Counselling office in a timely manner. Documentation for any request for accommodation shall be submitted, as soon as possible, to the appropriate Academic Counselling Office of the student’s Faculty of registration. For BHSc students, you may go to the School of Health Studies Office in HSB room 222.

Students who are in emotional/mental distress should refer to Mental Health@Western http://www.uwo.ca/uwocom/mentalhealth/ for a complete list of options about how to obtain help