Western University
Faculty of Health Sciences
School of Health Studies

Health Sciences 3040b
HEALTH MANAGEMENT
Winter 2014

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: Patricia Versteegh

Lecture times & location: Mondays; 6:00-9:00pm
HSB 240

Office Hours: Mondays 12:30-2pm or By appointment
HSB 339

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 Sakai: All students in this course need to use 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 Sakai site regularly for this course for updates and announcements.

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 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 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 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 Sakai before class.

5.0 Evaluations

<table>
<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Participation</td>
<td>15%</td>
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<tr>
<td>Assignment</td>
<td>30%</td>
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<tr>
<td>Midterm Exam</td>
<td>20%</td>
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<tr>
<td>Final Exam</td>
<td>35%</td>
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5.1 Participation = Special Topics Forums + Reflections

Throughout the semester, students are required to contribute to special topic forums. 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 5 forums over the semester (awarded 3% each for 15% total).

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

5.2 Assignment

Group Assignment (30%): The major assignment for this class will be done in groups (typically of 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.

The group will submit a report in Word format which addresses all of the identified requirements. This paper must be submitted both in hard copy (x1) in class on March 31st and electronically to the provided dropbox in Sakai. All students will be responsible for uploading a copy of the group report via Sakai. Group report papers may be subject to ‘turnitin’. The final report must meet the following requirements:

- Title page with title of assignment, student name, student number, instructor’s name, course number, date of submission, number of pages.
- Printed on 8.5” by 11” paper
- Use 12 Times New Roman font
- Lines must be double spaced
- 1” margins
- Spell checked
- Marking scheme attached to front of hard copy
- Including a list of referenced using APA style

Assignment #2 will be submitted March 24th 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 February 10 in class worth 20% of the final grade. The exam will be 50 minutes and 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. Students can choose to write, or not write, the mid-term. If you choose not to write the mid-term, you must notify the instructor 72 hours prior to the exam (ie by noon Friday February 7th). If you miss the mid-term exam due to personal or medical reasons, you must contact the academic counsellors to seek accommodation. 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 final examination (scheduled by the Registrar) will be a maximum of three hours. The exam will cover all material from readings and lectures; cumulative from the start of the term. The final exam will be entirely multiple choice (scantron).
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.*
*this book was used last year, and copied may be available through used books.*

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 Course 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 6</td>
<td>Introduction to Course and to Basic Management</td>
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<td>January 13</td>
<td>Organizational Design</td>
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<td>January 20</td>
<td>Teams and Human Resources</td>
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<td>January 27</td>
<td>Approaches to Management</td>
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<td>February 3</td>
<td>Leadership: Styles and Types</td>
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<td><strong>February 10</strong></td>
<td><strong>MIDTERM: In class (Room TBA)</strong></td>
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<td>February 17</td>
<td><strong>READING WEEK</strong></td>
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<td>February 24</td>
<td>Public Health Management</td>
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<td>March 3</td>
<td>Evaluation</td>
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<td>March 10</td>
<td>Quality Improvement</td>
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<td>March 17</td>
<td>Global Health Management</td>
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<td><strong>March 24</strong></td>
<td><strong>Evidence Based Management</strong></td>
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<td><strong>Assignment Due</strong></td>
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<td>March 31</td>
<td>Consumerism</td>
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<td>April 7</td>
<td>Careers in Health Management</td>
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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 Statement on Use of Electronic Devices

Personal electronic devices, such as cellular phones and pagers, must be turned off during class. Laptops may be used for ‘course specific tasks’ during lectures (i.e., research and note taking), but using them to access email or the internet during class is not permitted. No electronic devices shall be permitted during any tests or examinations. Webcam, video, photographic or voice recordings of the instructor, teaching assistants or guest speakers without permission is prohibited. Discovery of such occurrences may lead to dismissal from the class or course and confiscation of the cellular phone, pager, video, webcam, laptop, photographic or voice recording equipment.

Unruly behaviour directed at the course instructor, teaching assistants, guest speakers or other students will not be tolerated.

ADDITIONAL STATEMENTS

Student Code of Conduct

The purpose of the Code of Student Conduct is to define the general standard of conduct expected of students registered at The University of Western Ontario, provide examples of behaviour that constitutes a breach of this standard of conduct, provide examples of sanctions that may be imposed, and set out the disciplinary procedures that the University will follow. For more information, visit http://www.uwo.ca/univsec/board/code.pdf.

English Proficiency for the Assignment of Grades


Accommodation for Medical Illness or Non-Medical Absences
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: https://studentservices.uwo.ca/secure/index.cfm.

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.

**Scholastic 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 website: http://www.uwo.ca/univsec/handbook/appeals/scholastic_discipline_undergrad.pdf.

Additionally,

1. All required papers may be subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All papers submitted for such checking will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system. Use of the service is subject to the licensing agreement, currently between The University of Western Ontario and Turnitin.com (http://www.turnitin.com).
2. Computer-marked multiple-choice tests and/or exams may be subject to submission for similarity review by software that will check for unusual coincidences in answer patterns that may indicate cheating.

**Support Services**

There are various support services around campus and these include, but are not limited to:

1. Student Development Centre -- [http://www.sdc.uwo.ca/ssd/](http://www.sdc.uwo.ca/ssd/)