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

Professor
Shannon L. Sibbald, PhD

Lecture times & location
Monday 9:30-11:30
Thursday 10:30-11:30
Both lecture days are in NatSci-7

Office Hours
By appointment only, please use OWL to book.

Teaching Assistant
TBA

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 health care settings

Topics include healthcare leadership, organizational design in healthcare, 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. This course will also make use of the ‘case-based’ format – which includes small and large group discussions.

The class is broken into 11 sessions, each containing two lectures each. Most often, material started on Monday will be completed on Thursday. Attendance and participation in class is expected.

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

OWL 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; take time to familiarize yourself with your student code of conduct:
http://www.uwo.ca/univsec/pdf/board/code.pdf

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 should be posted on OWL 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) course content; (2) mid-term exam; (3) project/assignments; (4) final exam. You have the ability to edit your own posts. The instructor can delete posts that are deemed to be inappropriate.

Teaching assistants and course faculty will respond to posted questions. Students are strongly encouraged to respond to questions to facilitate learning and share their own insights on course content.
Any other issues/queries (non-content related/personal) should be done through messages/email via OWL; 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 website, please be mindful of ‘e-etiquette’. Please be professional. 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.

4.3 Lecture Slides: All attempts will be made to post a modified version of lecture presentations on OWL before class. There will not necessarily be slides for every class. The lecture slides will be made available in PDF format, one slide per page. Posted lecture notes may not be comprehensive (i.e. there may be ‘blank spaces’ or information left out either for privacy/copyright or to ensure class participation). It is the student’s responsibility to ensure lecture slides are complete. Lecture slides are intellectual property of SL Sibbald; copying without permission is copyright infringement and can constitute plagiarism.

4.4 What’s in the News: Each Monday (except for those with guest speakers) will begin with a discussion of ‘what’s in the news?’ Students are encouraged to bring forward news stories related to health management issues. Each week students will be asked to volunteer (for the following week) to present news stories. This is an excellent opportunity to practice public speaking and to provide your own analysis and criticism of news stories.

5.0 Evaluation

<table>
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<tr>
<th>Assessment</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Team Based Assignment</td>
<td>45%</td>
</tr>
<tr>
<td>Midterm Exam</td>
<td>20%</td>
</tr>
<tr>
<td>Final Exam</td>
<td>35%</td>
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</tbody>
</table>
5.1 Assignments

**Team Based Assignment (45%)**: The major assignment for this class will be done in teams of 5-6 students (this number may 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.

*Teams and management challenges will be assigned by the professor.* There will be approximately 6 teams (making up one network) working on the same management challenge. Your goal as a team is to come up with the ‘best’ solution to the challenge. Networks will be created based on healthcare sectors; for example, there will be a long-term care network, a Primary Care Network and a hospital network.

Group work is challenging, but hopefully you will be able to learn from your group and make the most of your learning experience. Research has shown that group work in higher education has numerous benefits including: higher grades (overall), learning at a deeper level, better retention of knowledge, better communication skills and better understanding of the real-world environment. Each team member has something unique to bring to the group, whether it be a specific skill set or a diverse opinion. In order to reap the rewards, you have to put in some effort. We will spend time in class discussing effective teams – but the responsibility largely remains with each individual student to ensure fair and productive (i.e.: effective!) teamwork.

As a team, you will come up with an agreed upon set of rules to guide team processes. An example contract will be provided to you to use as a template. Team contract is due in hard-copy on Monday Sept 18 (start of class).

You will be given in-class time to work on your team assignment. These are designated as ‘working class’ in the class schedule. The class room will be available for you – but there will not be a scheduled lecture.

There are several parts and related due dates for this team assignment:

<table>
<thead>
<tr>
<th>Pre-Assignment: Team Contract</th>
<th>Sept 18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Part 1: Define Challenge, Design Team</td>
<td>October 12 Optional for feedback</td>
</tr>
<tr>
<td>Part 1 + 2: Final Report</td>
<td>Nov 30, Dec 4 or Dec 7 (the class after your presentation)</td>
</tr>
<tr>
<td>Part 3: Presentation Dates</td>
<td>Nov 27, 30 or Dec 4</td>
</tr>
<tr>
<td>Part 4: Individual and Peer Assessment</td>
<td>Multiple due dates</td>
</tr>
</tbody>
</table>
Part 1 + Part 2 = 30%

PART 1:
Optional Due date Oct 12 for feedback
1) Design a team

Your team design should be 1 page and can include a diagram of the org structure. Team composition and design should be submitted (using OWL) for feedback by Oct 12. Only one student needs to submit the team design. Feedback will be provided to the submitting student and then should be shared with the team.

A short paragraph describing your proposed team and how it is related to the problem or solution is highly recommended.

PART 2: Due either Nov 30, Dec 4 or Dec 7 (the class after your presentation)
1) Define the challenge and describe your team
2) Provide options, and possible solutions to the issue/challenge
3) Create a plan to implement. Your plan should include at least 3 of the following:
   a. a reporting tool and
   b. a draft/mock budget
   c. a communication plan
   d. an evaluation plan
   e. stakeholder analysis
   f. a timeline for all of the above

Your final submitted report should include parts 1 and 2. Students will be given a cover sheet and check list to submit as the first page of the final report package.

The team will submit a report in Word format which addresses all the identified requirements. This paper must be submitted both in hard copy (x1) in class on your designated due date and electronically to the provided assignment section in OWL by midnight on your designated due date. Only one student should be responsible for uploading a copy of the group report via Owl. 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
- References done using APA style

More information, including a marking scheme, on this assignment will be provided in class. Please include the marking scheme in your submitted work.
PART 3 = 5%: Presentation in Class (Nov 27, 30 or Dec 4)

1. Create a brief slide deck to present in class (3-5 slides); choose 2-3 group members to present the work of the entire group. Each group will have 8 minutes.

On the day of your presentation – submit the presentation, hard copy with the marking scheme attached to the front of the presentation. 3-6 slides per page, double sided, black and white is acceptable.

* On the day of your presentation students must arrive to class early to ensure their presentation is loaded and ready to go. Presentation order will be determined in class. Failure to have slides ‘pre-loaded’ on class desktop or having appropriate set up on own computer will result in a deduction of marks.

Presentations will be done in Network groups. One member from the network will present the challenge to the class. This will be followed by each Team presenting their solution. Afterwards, the class will be able to ask questions and then make a final vote on which solution is the ‘best’. There are no bonus marks for the ‘best’ presentation.

Teams have ‘creative freedom’ for the presentation. Students are encouraged to not simply present their report, but instead to be engaging. Presentation classes will be formal and organized – attendance is required by all students, even if not presenting.

Evaluation forms will be submitted online using OWL. Evaluation forms must be submitted to OWL within 30min of the end of class.

PART 4: Individual and Peer Assessment = 10% (5% each)

Individual and Peer assessment is a key part of team-based learning and working.

PEER EVALUATION: Part of the presentation classes will be to evaluate peer’s presentations. Students will submit evaluations using the OWL platform. Students will be assigned (by the professor) which group(s) they will be providing feedback for. Feedback should be professional and constructive. Time will be spent in class on how to give (and receive) feedback. As part of your role as peer evaluator, you should also be prepared to ask questions in class during presentations.

INDIVIDUAL ASSESSMENT: Each student is required to submit a brief self-assessment of his/her own work and contribution to the project overall. In this assessment, the student should indicate what exactly his/her role was and how he/she contributed to the project overall. Students may also choose to include information on group dynamics and overall working relationships. Individual assessments will be submitted separately as an individual assignment using the OWL platform.

GRADING
Students will receive a detailed grading rubric in class.
The written assignment will be subject to submission for textual similarity review to the commercial plagiarism detection software under license to the UWO for the detection of plagiarism (Turnitin). All written work 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 UWO and Turnitin.com (http://www.turnitin.com).

**FILE NAMING:**
An important part of any project is ensuring proper and consistent file naming. All documents submitted should include your team # as the first part of the file name.

Failure to follow any of the above instructions will result in a deduction of marks.

### 5.2 Exams

All material covered in class is examinable. This includes class readings, lectures, guest lectures, forums, as well as assignment material.

A midterm exam will be held approximately half-way through the term worth 20% of the final grade. The exam will be 90 minutes and cover material from the readings, and lectures to date. The midterm exam will be entirely multiple choice. The midterm will be done using the OWL platform. Students need to have access to a computer on the day of the exam. Class will not run as normally scheduled on exam day. Therefore, *students do not have to be in class to take the exam.* The midterm exam will start at the beginning of the scheduled class time (9:30am); students will have exactly 90 minutes to write the exam. Once 90min has passed, the exam will close. Each student will be given 60 questions randomized to each student from a question bank; both questions and answers will be randomized.

There will be **no make-up for a missed mid-term exam.** If you miss the midterm 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 2.5 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 (Scatron) and will include case-based evaluation questions. There will be no accommodations made for early holiday scheduling.
Students are not permitted to retain a copy of the mid-term or final exam 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.

The consequences of cheating or plagiarism will be in alignment with the Preamble on Scholastic Discipline for Undergraduate Students at the University of Western Ontario as found at http://www.uwo.ca/univsec/handbook/appeals/scholastic_discipline_undergrad.pdf.

6.0 Course Material
A course reading pack will be available at the Bookstore
There is no required text book.

Recommended text
The following text book has been used for the past few years in this course; this text will help you with this course, but is not required. There are three chapters from this book that will be in the course pack.

*This book was used in previous years, and copies may be available through used books.
*Copies of the text are available in Taylor Library (the book will not be on special reserve)
### 7.0 Course Schedule and Assigned Reading

This is a draft schedule and is subject to change; students should refer to OWL ‘weekly sessions’ for the most up-to-date information on session information.

<table>
<thead>
<tr>
<th>Date</th>
<th>Session</th>
<th>Class</th>
<th>Topic/Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>T 07-Sep</td>
<td>1</td>
<td>1</td>
<td>Introduction to Health Management</td>
</tr>
<tr>
<td>M 11-Sep</td>
<td>2</td>
<td>2</td>
<td>Teams</td>
</tr>
<tr>
<td>T 14-Sep</td>
<td>3</td>
<td>3</td>
<td>working class #1</td>
</tr>
<tr>
<td>M 18-Sep</td>
<td>3</td>
<td>4</td>
<td>Leadership and Management</td>
</tr>
<tr>
<td>M 18-Sep</td>
<td>5</td>
<td></td>
<td><em>Team Contract Due</em></td>
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<tr>
<td>M 25-Sep</td>
<td>4</td>
<td>6</td>
<td>Planning: Project Management</td>
</tr>
<tr>
<td>T 28-Sep</td>
<td>7</td>
<td></td>
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<tr>
<td>M 02-Oct</td>
<td>8</td>
<td></td>
<td><em>Guest Speaker</em></td>
</tr>
<tr>
<td>T 05-Oct</td>
<td>9</td>
<td></td>
<td>Change Management</td>
</tr>
<tr>
<td>M 09-Oct</td>
<td>9</td>
<td></td>
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<tr>
<td>T 12-Oct</td>
<td>10</td>
<td></td>
<td><em>Optional Due Date: Team Design</em></td>
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<tr>
<td>M 16-Oct</td>
<td></td>
<td></td>
<td><em>No class – FALL READING BREAK</em></td>
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<tr>
<td>T 19-Oct</td>
<td>11</td>
<td></td>
<td>Stakeholder Management</td>
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<tr>
<td>M 23-Oct</td>
<td></td>
<td>12</td>
<td>REVIEW</td>
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<tr>
<td>M 30-Oct</td>
<td>13</td>
<td></td>
<td>MIDTERM</td>
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<tr>
<td>T 03-Nov</td>
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<td>14</td>
<td>Quality Management</td>
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<tr>
<td>M 06-Nov</td>
<td>15</td>
<td></td>
<td>working class #2</td>
</tr>
<tr>
<td>T 09-Nov</td>
<td>16</td>
<td></td>
<td>Communication Management</td>
</tr>
<tr>
<td>M 13-Nov</td>
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<tr>
<td>T 16-Nov</td>
<td>18</td>
<td></td>
<td>Ethical Leadership (Guest Speaker)</td>
</tr>
<tr>
<td>M 20-Nov</td>
<td>19</td>
<td></td>
<td>working class #3</td>
</tr>
<tr>
<td>T 23-Nov</td>
<td>20</td>
<td></td>
<td>PRESENTATIONS</td>
</tr>
<tr>
<td>M 27-Nov</td>
<td>21</td>
<td></td>
<td>PRESENTATIONS</td>
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<tr>
<td>T 30-Nov</td>
<td>22</td>
<td></td>
<td>PRESENTATIONS</td>
</tr>
<tr>
<td>M 04-Dec</td>
<td>23</td>
<td></td>
<td>PRESENTATIONS</td>
</tr>
<tr>
<td>T 07-Dec</td>
<td>24</td>
<td></td>
<td>Final Class: Summary and Review</td>
</tr>
<tr>
<td>M 11-Dec</td>
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<td>25</td>
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</tbody>
</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 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.

8.3 Three before me
If you have a question about a course-related issue, chances are someone else in
the class has the same, or a similar one. In order to foster a collaborative
environment, and to make each student responsible for his/her own learning, this
class will employ a simple approach of seeking out three resources before turning
to the instructor for assistance. There are a number of resources available to you
to find the answer to common issues: (1) google/Wikipedia, (2) the OWL
discussion boards, (3) your peers, (4) the library…. Etc. If you find yourself in
need of an answer, be resourceful and see if you can figure it out! If you can, be
sure to post your Q&A on OWL. If you cannot solve the issue, contact the
instructor, and be prepared to explain your ‘three’ steps before seeking instructor
support. This rule also applies for group work issues.
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
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.

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:
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/
2. Student Health -- http://www.shs.uwo.ca/student/studenthealthservices.html
3. Registrar’s Office -- http://www.registrar.uwo.ca/
4. Ombuds Office -- http://www.uwo.ca/ombuds/