

The University of Western Ontario
Faculty of Health Sciences – School of Health Studies

Health Management
3040b Winter 2011

Calendar Description:

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

Course Instructor: Sherri Preszcator
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Office hours: Thursday 5-6pm
Location: HSB 213

Time: Thursday, 6:00 – 9:00 PM
Location: Arthur and Sonia Labatt Health Sciences Building RM 35

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.

1 - Course Description

The healthcare industry is growing fast – and healthcare organizations need managers with the skills, knowledge and practical experience necessary to keep pace with industry trends.

This course has been designed as an entry-level health management course to provide students with a general understanding of how organizations work. The objective is to introduce healthcare management theories and practices, and provide a realistic understanding of the healthcare organizations. It will explore the application of key concepts of general management to health care delivery

organizations, faced with the challenge of improving their processes in a rapidly changing environment.

The course will use case studies, readings, guest lecturers and class discussions.

2 - Class Format

First half: Lecture approximately 75 minutes

Break: 15 minutes

Second Half: Small group discussion/assignments/guest lecturers 75 minutes

During the first class students will be assigned to groups of 4 which they will work in for the duration of the course. These groups will be used for both your individual assignment and your group project.

NOTE: Guest speakers have been invited to join our class so the format may be adjusted as needed.

3 – Texts

There is no required textbook to purchase. Links to the course materials will be provided through Webct in advance of the lecture or placed on reserve at the library. A listing of useful websites will also be posted on Webct

4 - Student Inquiries

Please contact your teaching assistant (TA) or course instructor for routine questions and/or feedback regarding the course. Office hours are posted on WebCT. If you require any information regarding student support services or student development services please visit their website:
<http://www4.registrar.uwo.ca>

5 - Course Website

<http://webct.uwo.ca>

This course is supported by WebCT. All marks and course information will be made available there and no course information or assignments will be handed out in class. Please monitor the announcements menu on the course website for any changes or cancellations in lectures or readings. All grades will be posted on the WebCT course website. No grades will be provided by e-mail or telephone.

6 - Learning Perspective

Student learning is the shared responsibility of both students and the faculty. Every attempt will be made to make classes stimulating and motivating using active learning principles. Active student involvement is expected. Students are expected to come to class prepared and ready to participate, work collaboratively with, and contribute to the learning of their classmates, and to notify the instructor if the pace of the lectures is too fast or too slow. Comments, suggestions and constructive feedback are always welcome and appreciated.

7 - Student Responsibilities

Students are expected to attend all classes as material covered during lectures may not be in your readings and the majority of material for the final exam will come from classroom content, including group presentations. It is the students' responsibility to complete the required readings and come to class prepared to discuss the content outlined. Responsibility for note-taking is that of students. If you are having any problems or difficulties with any aspect of the course, please contact the course instructor.

8 - Learning Environment

Courtesy and respect for the learning environment is expected. Students are expected to arrive at lectures on time. It is expected that students will be considerate of their colleagues and the instructor. Students are reminded to keep any noise and disruption to an absolute minimum in class, and to use email judiciously and not frivolously. Cell phone, MSN, email or internet use in the classroom is strictly prohibited.

9 - Course Evaluation

Students' academic performance will be assessed in the following ways:

	Percentage of grade	Due date
A. Health Management Article critique	15%	March 4 th
B. Online Midterm	10%	Week of February 28 – March 4

C. Group Project		
1. Outline 2. Group Presentation 3. Group Paper	5% 10% 20%	January 28th Between March 17 th and April 7 th March 8th
D. Participation	5%	Peer assessments due March 4 th
E. Final examination	35%	TBD

A. Health Management Article Critique (15%)

In your assigned groups, you will be asked to discuss and critically appraise four articles related to management. On assigned days (see course schedule) during the second half of class, students will convene into their assigned groups and discuss the article

Each group member will be responsible for taking a turn being the team leader for one of the articles – this schedule will be determined during the first class. As the team leader you will be responsible for facilitating the discussion in and outside of the class using the team discussion board on Webct and assigning a secretary to take notes.

Each group member will be responsible for coming to class prepared to discuss the article and continue having meaningful discussion on Webct.

Each student will then choose one article and submit a written report, which should not exceed two pages. This is an individual assignment and is due on March 4th.

The following aspects should be addressed in your report:

- Interpretation of the article
- What are the issues and why?
- What are the positive aspects that can be built on?
- What are the ramifications from a management perspective?

B. Online Midterm Exam (10%)

Online midterm exam scheduled between Feb 28th and March 4th based on the four discussion articles.

C. Group Project and Presentation (35%)

In your groups you will be asked to pick a healthcare organization that you will research to identify the structure, function and future suggestions for innovation of the organization. Your group will form the management team of this particular organization and you will write a report outlining your organization. As a group you will need to include the following requirements:

- What is the primary mandate of the organization
- What is the history of the organization
- How are they governed
- What is the funding structure of the organization
- Who is the target population of the organization – Whom do they service
- Complete a SWOT analysis of the organization: Strengths, Weaknesses, Opportunities and Threats
- What are the barriers to providing service
- What are the current management practices of the organization
- Describe the employee relations within the organization
- Are there other organizations doing similar or complimentary work – if so how or are they collaborating with them
- Develop or identify ways which the organization will need to innovate or transform to continue delivering quality healthcare services in the future

There are **three** parts to this assignment:

• **Part 1, due on January 28th, is an outline (worth 5% of the final mark)** that summarizes the final paper that you will hand in.

- The outline (maximum 2 pages) must provide the table of contents for your paper, in which you organize the headings that you will use in your paper, with a one paragraph summary under each heading stating what you will discuss in that section of the paper
- The outline must also have a list of the reference materials you will be using for the final paper. The materials may be drawn from the reading list for this course, but you should include additional materials you have found independently.

• **Part 2, due on March 3rd, is a 15 - 20-page final report (worth 20%)** based on your outline.

This will be a professional report outlining the healthcare organization you have chosen to research and will outline all the above requirements (see group project).

• **Part 3, given between March 17th and April 7th is a group presentation of the Healthcare organization your group has chosen (worth 10%).** Each group will be asked to present their healthcare organization to the class. The class will make up the funding body for the organization and the presentation will be designed to showcase the organization and outline why they should continue to be funded.

The presentation will present your innovation strategies for the healthcare organization to provide quality, efficient services into the future.

All presentation material must be emailed to the instructor on the scheduled date (see course schedule) prior to the day of the presentation for posting on WebCT so all students will have the benefit of your work. The content of students' presentations will be subject to testing in the final examination.

Each group is asked to create and submit to the instructor with their presentation two multiple choice exam questions based on their presentation.

NOTE: Both the outline and the final paper must be submitted in hard copy *and* electronically to turnitin.com (see below, under **Academic Integrity**). They both must meet the following technical requirements:

- Title page with title of assignment, your name, student number, instructor's name, course number, date of submission, number of pages (including title page).
- Print your assignment 8.5" by 11" paper
- Use a 12 point font
- Lines must be double-spaced
- 1" margins
- Spell-checked
- Include a list of references using APA style (a couple of internet resources on APA style:

<http://www.apastyle.org/faqs.html#8> and
<http://owl.english.purdue.edu/owl/resource/560/01/>)

C. Participation (5%)

Each student will be given a participation mark based on their group discussions of the healthcare article critique. Each student will submit an evaluation of each team leader and each participant which will form half of the participation mark. The remainder will be based on team discussions on Webct. This portion will not only look at the quantity of posts but also the quality of the posts on the discussion board.

D. Final examination (35%)

There will be a final examination covering all the material in the course. It will consist of multiple choice questions.

10 - General rules and guidelines for assignments and marks

Academic integrity

Misrepresenting the work of others as your own constitutes academic dishonesty and is a punishable offence in the University. Suspected academic dishonesty will be investigated and, if found, disciplinary action will be taken. Make sure you know what plagiarism is and what your obligations are.

Turnitin. Turnitin.com provides information to instructors about textual similarity of a student's paper with other papers and internet sources. Turnitin.com uses 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>).

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.

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/scholastic_discipline_undergrad.pdf

Late Assignments & Make-Up Examinations:

Late assignments will not be accepted unless there is a legitimate medical or compassionate reason. The University of Western Ontario's Policy on Accommodation for Medical Illness can be found at the following website;

https://studentservices.uwo.ca/secure/medical_accommodations_link_for_OOR.pdf

Medical documentation is required in all circumstances. Please note, it is the student's responsibility to inform the course instructor of any problems ***prior*** to the examination. Exams may only be re-scheduled for legitimate medical or compassionate reasons. **Students who for medical or compassionate reasons cannot write a scheduled test or examination must submit medical documentation directly to the Academic Counselor in the BHSc Office and obtain permission for special examination arrangements. The Academic Counselor will determine if accommodation is warranted.**

Lateness and lateness penalties

You are expected to complete and turn your assignments in on time.

- **5% will be deducted each day** past the due date (including weekends) unless there is documentation indicating that the student was seriously affected by illness and could not reasonably be expected to meet his/her academic responsibilities. Please see the excerpt above from the University's policy on accommodating medical illness indicating the process and your responsibilities if you are seriously affected by illness.

11 - Grading Criteria

Grading criteria is based on university-wide descriptors approved by the Senate:

- A+ 90-100 Exceptional
- A 80-89 Superior work which is clearly above average
- B 70-79 Good work, meeting all requirements, and eminently satisfactory
- C 60-69 Competent work, meeting requirements
- D 50-59 Fair work, minimally acceptable
- F below 50 Fail

12 – Weekly schedule and required reading

Required readings will be posted or put on reserve at the library the Friday after class for the following week. There is no text book.

The following schedule and topics is subject to change at the discretion of the instructor.

Date	Topic	Group Discussions/Guest Lecturers	Deliverables
<p>Week 1 January 6, 2011</p>	<p>Introduction and overview of the course outline and procedures, the organization of the course, assignments, grading.</p> <p>What is your Color? Introduction to personality and how it relates to being a great manager or leader</p>		
<p>Week 2 January 13, 2011</p>	<p>Overview of the Canadian Health Care system</p> <p>System management at the federal, provincial and municipal level</p>	<p>Guest Lecturer John Bezaire, Municipal Politician and Candidate for the nomination of the Huron Bruce Conservative Party</p>	
<p>Week 3 January 20, 2011</p>	<p>Healthcare organizations and structure- today and into the future</p> <p>Organizational theory</p> <p>Management Role</p>	<p>Group article discussion</p>	

<p>Week 4 January 27, 2011</p>	<p>Leadership Team management Innovation in leadership qualities for the 21st century</p>	<p>Group article discussion</p>	<p>Group outline due Jan.28th by 4:30pm</p>
<p>Week 5 February 3, 2011</p>	<p>Human Resources Recruitment and retention Managing in an unionized environment Legal, ethical, legislative issues</p>	<p>Guest lecturer: Angela Ritchie, Public Health Promoter, Huron County Health Unit – Youth development and engagement program lead Importance of youth engagement and development as a recruitment and retention tool</p>	
<p>Week 6 February 10, 2011</p>	<p>Strategic Planning Operational planning Fiscal Planning Budget and resource allocation</p>	<p>Group article discussion</p>	
<p>Week 7 February 17, 2011</p>	<p>Managing multi-disciplinary teams Collaboration across organizations Careers in Healthcare</p>	<p>Group article discussion</p>	

Week 8 February 24, 2011	Spring Break	ENJOY!	
Week 9 March 3, 2011	Promotion of a culture of safety Management of quality and risk Program management	Guest lecturer: Cherie Dolmage, Director of Clinical Services, Listowel, Wingham Health Care Alliance	Management article critique due March 4 th , by 4:30pm Online Midterm Feb 28 – March 4
Week 10 March 10, 2011	Case study: Public Health management of H1N1	Guest lecturer Christina Taylor, Public Health Manager, Huron County Health Unit, Infectious Disease Team	
Week 11 March 17, 2011	Student Presentations		Final Paper is due Friday March 18 th by 4:30pm Group presentation material is due Monday March 14 th
Week 12 March 24, 2011	Student Presentations		Group presentation material is due Monday March 21 st

Week 13 March 31, 2011	Student Presentations		Group presentation material is due Monday March 28 th
Week 14 April 7, 2011	Finish presentations Wrap up Final review of course material for final exam		Group presentation material is due Monday April 4 th