

Western University
Faculty of Health Sciences
School of Health Studies

Health Sciences 3040
HEALTH MANAGEMENT
Fall 2016

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

<i>Professor</i>	Shannon L. Sibbald, PhD
<i>Lecture times & location</i>	Monday 1:30-3:30; B&GS-0153 Thursday 11:30-12:30; UCC 56
<i>Office Hours</i>	By appointment only, please use OWL to book.
<i>Teaching Assistant</i>	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 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. 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. Material started on Monday will be completed on Thursday. Attendance and participation in class and on-line 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 this course for 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 48hours, 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.

Students should post questions regarding course content to the appropriate week in OWL. Teaching assistants and course faculty will respond to posted questions. Students are also 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'. 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. The lecture slides will be made available in PDF format, one slide per page. Posted lecture notes may not be comprehensive (ie: 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 (with the exception of 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 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

Team Based Assignment	40%
Midterm Exam	20%
Final Exam	40%

5.1 Assignments

Team Based Assignment (40%): 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 at the start of class on September 29.

You will be given in-class time to work on your team assignment.

There are four parts to this team assignment:

Pre-Assignment: Team Contract

Part 1: Design a team

Part 2: Create a plan

Part 3: Present your work

Part 4: Evaluate the team

Assignment due dates:

Pre-Assignment: Team Contract – Sept 29

Part 1: Team development: October 6 Optional for feedback

Part 1 + 2: Final Report: Nov 24, 28 or Dec 1
(the class after your presentation)

Part 3: Presentation Dates: Nov 21, 24 or 28

Part 4: Individual Assessment: Dec 1 (hard-copy, start of class)

Part 1 + Part 2 = 30%

PART 1:

Optional Due date Oct 6 for feedback

- 1) Design a team

Your team design should be 1 page and should include a diagram of the org structure. Team composition and design can be submitted (hard copy, in class) for feedback by Oct 6. Please include all student names on a coversheet.

PART 2: Due either Nov 24, 28 or Dec 1 (the class after your presentation)

- 1) Describe your team and its structure
- 2) A. Gather information on options, and possible solutions to the issue/challenge
B. Organization and Analyze your information (eg: a “SWOT” analysis)
- 3) Create a plan for the team to succeed, 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 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 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:

The assignment will be submitted in hard copy (x1) on the due date 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.**

PART 3 = 10%: Presentation in Class (Nov 21, 24 or 28)

1. Create a brief slide deck to present in class (3-5 slides); choose 1-2 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’.

Teams have ‘creative freedom’ for the presentation. Students are encouraged to not simply present their report, but instead to be engaging and innovative. Presentation classes will be

formal and organized – attendance is required by all students, even if not presenting. Part of the presentation classes will be to evaluate peer’s presentations. Students will be given evaluation forms (forms will be available on OWL; it is the student responsibility to download and print prior to class and bring to class). **Failure to submit evaluation forms will result in a deduction of 10% from a student’s individual final project mark.**

Evaluation forms will be submitted at the end of the 3rd day of presentations (Nov 28). Only a hard copy will be accepted.

PART 4: Individual Assessment

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

Each student/group member is required to write a brief (1/2page) 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. While this portion of the overall project will not be graded individually, **failure to submit an individual assessment will result in a deduction of 10% from your overall project.**

Individual assessments will be submitted separately as an individual assignment.

GRADING

Student 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; students will have exactly 90minutes to write the exam. Questions will be randomized to each student; answers will also be randomized.

There will be **no make-up for a missed mid-term exam**. 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 60%. 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 40% 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 (Scantron) 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.

Lawton Burns, Elizabeth Bradley, Bryan Weiner. *Shortell and Kaluzny's Healthcare Management: Organization Design and Behavior*; 6th Edition.

**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)*

Other course readings: In addition to course pack readings, information on weekly readings for this course will be available on OWL and updated regularly. Students are responsible for required readings each week. Students are responsible for acquiring and

reading material before class. All readings are part of course content and as such are examinable.

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.

Date	Session	Class	Topic/Title
T 08-Sep	1	1	Introduction to Health Management
M 12-Sep	2	2	Teams
T 15-Sep		3	
M 19-Sep	3	4	Leadership and Management
T 22-Sep		5	
M 26-Sep	4	6	Guest Speaker
T 29-Sep		7	Planning: Project Management
T 29-Sep			Team Contract Due
M 03-Oct	5	8	Change Management
T 06-Oct		9	working class #1
T			<i>Optional Due Date: Team Design</i>
M 10-Oct			<i>No Class</i>
T 13-Oct	6	10	Stakeholder Management
M 17-Oct		11	
T 20-Oct		12	REVIEW
M 24-Oct		13	MIDTERM
T 27-Oct			<i>No Class</i>
M 31-Oct	7	14	Quality Management
T 03-Nov		15	working class #2
M 07-Nov	8	16	Communication Management
T 10-Nov		17	
M 14-Nov	9	18	Guest Speaker
T 17-Nov		19	working class #3
M 21-Nov	10	20	PRESENTATIONS
T 24-Nov		21	PRESENTATIONS
M 28-Nov		22	PRESENTATIONS
T 01-Dec	11	23	Guest Speaker
M 05-Dec		24	Final Class: Summary and Review

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

Visit the website <http://www.uwo.ca/univsec/handbook/exam/english.pdf>.

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:

<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/>
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/>