

**Western University
Faculty of Health Sciences
School of Health Studies**

**Health Sciences 3040
HEALTH MANAGEMENT
Fall 2018**

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.

Minimum of 60% [mandatory] in each of Health Sciences 1001A/B and Health Sciences 1002A/B.

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>Instructor</i>	Keri Selkirk
<i>Lecture times & location</i>	Monday 9:30-11:30 Thursday 10:30-11:30 Both lecture days are in Talbot College 204
<i>Office Hours</i>	By appointment only, please use OWL to book

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, and management of a healthcare organization
- an appreciation of the role of innovation in health care organizations
- theoretical and practical aspects of management in health care settings

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 topic areas, each typically 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.

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 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.

4.2 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 they have complete notes from the lecture. Lecture slides are the intellectual property of the current and past instructors; copying without permission is copyright infringement and can constitute plagiarism.

4.3 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

Team Based Assignment	40%
Individual Assignment	10%
Midterm Exam	20%
Final Exam	30%

5.1 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 instructor. There will be multiple 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 may 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. Many health care professions require the ability to work in teams to achieve outcomes for individual patients or the system as a whole. 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 17 (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. These working classes are strategically placed to allow teams to ensure that work is ongoing on this project through the semester, and allow for time to consider the last few topics presented and how they might apply to their team challenge. The class room will be available for you to work in if you wish, but there will not be a scheduled lecture.

There are several parts and related due dates for this team assignment. The information below is a summary of the requirements of the assignment. More detail will be available on OWL:

Pre-Assignment: Team Contract: Sept 18
Part 1: Define Challenge, Design Team: Oct 4 *Optional for feedback*
Part 2: Final Report: Nov 29 or Dec 3
(the same class as your presentation)
Part 3: Presentation Dates: Nov 29 or Dec 3
Part 4: Individual and Peer Assessment: Dec 3 or Dec 6 (the class after your presentation and report is due)

Pre-Assignment: Team Contract

Your Team Contract should be one-page and signed by all team members. A sample will be provided. Failure to sign the team contract will result in a 10% reduction in the final grade for the team based assignment for the individuals that do not sign.

PART 1: *Optional Submission for Feedback – Define Challenge and Team Design*

Your challenge definition and team design should be 1-2 pages and can include a diagram of the org structure. This component should be submitted (using OWL) for feedback by Oct 4. One student will provide the submission and receive feedback and the submitting student will then be responsible for sharing the feedback with the team.

This optional submission for feedback will not be graded. A finalized version of it is expected to be part of the final report (see below), and will be part of the overall grade for PART 2.

PART 2 = 30% Final Report

Due either Nov 29 or Dec 3 (the same class as 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

PART 3 = 5%: Presentation in Class either Nov 29 or Dec 3 (date to be assigned by network)

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. Time allotted for presentations will be available once number of groups is finalized – expect approx. 8 minutes. Exceeding time limit will result in a deduction of marks.

Presentations will be done in Network groups. The challenge will be presented 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.

PART 4 = 5% Individual and Peer Assessment (2.5% 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 instructor) which group(s) they will be providing feedback for. Feedback should be professional and constructive. As part of your role as peer evaluator, you should also be prepared to ask questions in class during presentations. Evaluation forms must be submitted to OWL within 30min of the end of class.

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

5.2 Individual Assignment (10%): All students will be required to submit one individual assignment, and may do so at any time **up to Dec. 6th at end of class.**

The information below is a summary of the requirements of the assignment. More detail will be available on OWL:

This assignment will be a reflection exercise using one of the session topics (e.g. teams or project management or stakeholder engagement etc.). Learners may select either a news article or personal experience to explore the topic.

- If using a news article, you may use one that has been presented in “What’s in the news” but your reflection must be on a different topic than the classroom discussion. Article must be attached to submission.
- If using a personal experience the experience must be described in one page as an attachment to the reflection.
- The reflection must be 3-5 pages (marking scheme and submission requirements available on OWL) exploring.
- The reflection must explore why this article represents an example of the topic (either because the situation appropriately addressed the topic or didn’t), or can explore how you would apply the topic learnings to the situation.

5.3 Grading of Team and Individual Assignments

More information on assignments, including submission requirements and a grading rubric, will be provided in class and on OWL.

Written assignments 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>).

5.4 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 on October 29th 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 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 30% of your final mark, 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.

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 06-Sep	1	1	Introduction to Healthcare Management and the Health System
M 10-Sep	2	2	Teams
T 13-Sep		3	working class #1
M 17-Sep	3	4	Leadership and Management
M 17-Sep			<i>Team Contract Due</i>
T 20-Sep		5	
M 24-Sep	4	6	Planning: Project Management
T 27-Sep		7	working class #2
M 01-Oct	5	8	Change Management
T 04-Oct		9	<i>Optional Due Date: Team Design</i>
M 08-Oct			<i>No class – FALL READING BREAK</i>
T 11-Oct			<i>No class – FALL READING BREAK</i>
M 15-Oct	6	10	Stakeholder Management
T 18-Oct		11	working class #3
M 22-Oct	7	12	Innovation
T 25-Oct		13	REVIEW CLASS
M 29-Oct		14	MIDTERM
T 01-Nov	8	15	Quality Management
M 05-Nov		16	Quality Management cont'd
T 08-Nov		17	working class #4
M 12-Nov	9	16	Enterprise Risk Management
T 15-Nov		17	
M 19-Nov	10	18	Communication Management
T 22-Nov		19	
M 26-Nov	11	20	Ethical Leadership (Guest: Robert Sibbald)
T 29-Nov		21	<i>PRESENTATIONS & TEAM ASSIGNMENT</i>
M 03-Dec		22	<i>PRESENTATIONS & TEAM ASSIGNMENT</i>
T 06-Dec		23	<i>REVIEW CLASS & INDIVIDUAL ASSIGNMENT</i>
TBD			<i>*EXAM*</i>

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.

9.0 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.

10.0 School of Health Sciences Grading Policy

The university-wide descriptor of the meaning of letter grades, as approved by Senate:

A+	90-100	One could scarcely expect better from a student at this level
A	80-89	Superior work that 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

It is expected that the grades for this course will fall between 74 and 78. In the event that the course average falls outside this range, a constant may be added (or subtracted) from each student's grade, by the instructor, to bring the class average in line with school policy.

11.0 Statement on Use of Electronic Devices and Behaviour

During Exams: Unless you have medical accommodations that require you to do so, or explicit permission from the instructor of the course, you may not use any of the following electronic devices during ANY of the tests, quizzes, midterms, examinations, or other in-class evaluations: cellphones, smart phones, smart watches, smart glasses, audio players or recorders of any sort, video cameras, video games, DVD players, televisions, laptop/notebook/netbook computers, flashlights or laser pointers.

During Lectures and Tutorials: Although you are welcome to use a computer during lecture and tutorial periods, you are expected to use the computer for scholastic purposes only, and refrain from engaging in any activities that may distract other students from learning. From time to time, your professor may ask the class to turn off all computers, to facilitate learning or discussion of the material presented in a particular class. Unless explicitly noted otherwise, you may not make audio or video recordings of lectures – nor may you edit, re-use, distribute, or re-broadcast any of the material posted to the course website.

Respectful interaction and ensuring the classroom is a positive learning environment is everyone's responsibility. Disruptive or unruly behaviour directed at the course instructor, teaching assistants, guest speakers or other students will not be tolerated.

ADDITIONAL STATEMENTS

Health and Wellness

As part of a successful undergraduate experience at Western, we encourage you to make your health and wellness a priority. Western provides several on-campus health-related services to help you achieve optimum health and engage in healthy living while pursuing your degree. For example, to support physical activity, all students receive membership in Western's Campus Recreation Centre as part of their registration fees. Numerous cultural events are offered throughout the year. Please check out the Faculty of Music web page (<http://www.music.uwo.ca/>), or the McIntosh Gallery (<http://www.mcintoshgallery.ca/>).

Further information regarding health and wellness-related services available to students may be found at <http://www.health.uwo.ca/>.

If you are in emotional or 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. To help you learn more about mental health, Western has developed an interactive mental health learning module, found here: https://uwo.ca/health/mental_wellbeing/education/module.html.

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/>