1.0 Calendar Description
In this course, students will learn how Canada’s health care system is structured and implemented across and within different health service organizations. The primary focus is on the ways in which these organizations, and the people with them, manage health and the levels of administration required to deliver health services across the country.

The course will offer an introduction to management theories as applied to health care organizations. Topics include healthcare leadership, organizational design in healthcare, healthcare communication, principles of management, business ethics, risk and operations management, management of information and healthcare quality measures.

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
ssibald@uwo.ca

Lecture times & location
Wednesday 2:30-4:30 – TBA
Thursday 1:30-2:30 – TBA

Office Hours
Thursday 12:00pm-1:00pm, TBA (please use OWL to book a specific time)

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, governance, funding and delivery of healthcare
- an introduction to the types and styles of leadership in healthcare including communication strategies, competencies, and professionalism
- an appreciation for the unique professional and sectoral roles and the associated challenges of interdisciplinarity and health human resources
- theoretical and practical aspects of management in health care settings
- critical thinking and problem solving around complex integrated health system challenges
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 14 sessions, each containing one-two lectures each. Most often, material started on Wednesday will be completed on Thursday. Attendance and participation in class is expected.

NOTE: At the time of this draft, we are planning for courses to be available on-line base on the COVID-19 response. There remains uncertainty on delivery of course material. For instance, some classes may be done asynchronously, and group work may require extra work outside of normal ‘class time’. More information on course delivery format will be available closer to the time of the course running.

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

4.2 Contact/Questions:
All questions should be posted on OWL forums.

Forums, or discussion boards, will be used 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 a separate space for questions and discussion about: (1) course content; (2) mid-term exam; (3) project/assignments; and (4) final exam. You have the ability to edit your own posts. The instructor and TA can delete posts that are deemed to be inappropriate.

Students are strongly encouraged to respond to questions to facilitate learning and share their own insights on course content.

All other contact-related questions should be done through OWL messages/email
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 to allow all students can benefit from the Q&A and 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, 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: Slides will be posted regularly, but they will not be used in every class. The slides will be made available in PDF format, one slide per page. Lecture slides are intellectual property of SL Sibbald; copying without permission is copyright infringement and can constitute plagiarism. 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.

4.4 What’s in the News: You will be challenged to participate in class discussions on a regular basis. Each Wednesday (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 individual 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>
<thead>
<tr>
<th>Evaluation Category</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Team Based Assignment</td>
<td>45%</td>
</tr>
<tr>
<td>Part 1 &gt; Report: 25%</td>
<td></td>
</tr>
<tr>
<td>Part 2 &gt; Presentation: 5%</td>
<td></td>
</tr>
<tr>
<td>Part 3 &gt; Individual Work: 15%</td>
<td></td>
</tr>
<tr>
<td>Midterm Exam</td>
<td>20%</td>
</tr>
<tr>
<td>Final Exam</td>
<td>35%</td>
</tr>
</tbody>
</table>

5.1 Team Based Assignment (45%) > multiple due dates

The purpose of the assignment is to complete a case study analysis of a management issue in a healthcare organization of your choice. The assignment takes the form of a formal report. The group assignment includes three parts.

Teams and management challenges will be assigned by the professor. There are 4 Network groups (Primary Care, Long-term Care, Community Care, and Acute Care) and each network group will have 3-5 teams working on the same management case. Your goal as a team is to come up with the ‘best’ solution to your proposed network challenge (note: teams may come up with different ideas around the problem to be addressed within the network challenge, this is acceptable).

Three parts:
1) Teamwork: Formal Report 8-10pgs (double-spaced) (25%) April 1, 2021
   Consider the Following Headings for your Report: (these specific headings are not mandatory, but are suggestions for you to consider; use of headings in general is strongly recommended)
   1. Executive Summary (not part of page count) (mandatory)
   2. The Challenge/Problem/Issue
   3. The Team
4. The Options/The Solution
5. Implementation Plan
6. Conclusion/Summary
7. Reference List - APA (not part of page count) (mandatory)
8. Appendix (part of individual work/#3 below) (mandatory)

2) **Teamwork: Presentation (5%): March 24 and 25**
   Create a brief slide deck (3 slides) for your team to present to the class during an 8 minute. Choose 2-3 group members to present the work of the entire group, and each group will have 8 minutes.

3) **Individual work: Appendix (15%) April 1, 2021**
   Each student should choose one of the following to include as part of the report. There should only be one of each included (i.e., do not submit 2 communication plans in the report).
   a. a reporting tool  f. an evaluation plan
   b. project charter   g. an implementation plan
   c. work breakdown structure  h. stakeholder analysis
   d. a draft/mock budget  i. a timeline for all of the above
   e. a communication plan  j. other (please consult with the professor)

5.2 **Exams**
   All material covered in class is examinable. This includes class readings, lectures, and guest lectures.

   A midterm exam will be held **Feb 10th**, worth 20% of the final grade. The exam will cover material from the readings, lectures and guest lectures to date. The midterm exam will be composed of 75 multiple choice questions and will be held during class time. **Students have to be in class to take the exam.** The exam will start at the beginning of the scheduled class time and students will have exactly 90 minutes. 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 is worth 35% of your final grade and will be held during the exam period. The final exam will be composed of 100 multiple-choice questions; the final examination will be 2.5 hours. While the final exam will focus more on content from the second half of the term, the exam will be cumulative, and will cover material from readings and lectures from the start of the term. Guest speakers’ content is also examinable. 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 textbook. A draft reading list is included below.
### Course Schedule and Assigned Reading

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

<table>
<thead>
<tr>
<th>Day</th>
<th>Date</th>
<th>Class</th>
<th>Session</th>
<th>Session Title</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>W</strong></td>
<td>6-Jan</td>
<td>1</td>
<td>1</td>
<td>Introduction to Healthcare Management and The Health Care System</td>
</tr>
<tr>
<td><strong>T</strong></td>
<td>7-Jan</td>
<td>2</td>
<td>1</td>
<td>Teams and Team-based care</td>
</tr>
<tr>
<td><strong>W</strong></td>
<td>13-Jan</td>
<td>3</td>
<td>2</td>
<td>Leadership and Management</td>
</tr>
<tr>
<td><strong>T</strong></td>
<td>21-Jan</td>
<td>6</td>
<td>3</td>
<td>Leadership and Management</td>
</tr>
</tbody>
</table>

**Required Readings:**


   Available at: [https://www.ryerson.ca/content/dam/crncc/knowledge/relatedreports/integratedcare/UnderstandingLHINs-FinalJuly9th.pdf](https://www.ryerson.ca/content/dam/crncc/knowledge/relatedreports/integratedcare/UnderstandingLHINs-FinalJuly9th.pdf)

**Recommended Readings:**


   Available at: [http://healthydebate.ca/wp-content/uploads/2014/01/Primer-for-Primary-Care-Boards.pdf](http://healthydebate.ca/wp-content/uploads/2014/01/Primer-for-Primary-Care-Boards.pdf)
<table>
<thead>
<tr>
<th>Day</th>
<th>Date</th>
<th>Time</th>
<th>Topic</th>
<th>Reading</th>
<th>Available at</th>
</tr>
</thead>
<tbody>
<tr>
<td>T</td>
<td>28-Jan</td>
<td>8</td>
<td>Working Class #1</td>
<td></td>
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</tr>
<tr>
<td>W</td>
<td>10-Feb</td>
<td>11</td>
<td>Midterm Exam</td>
<td></td>
<td></td>
</tr>
<tr>
<td>T</td>
<td>11-Feb</td>
<td>12</td>
<td>Working Class #2</td>
<td></td>
<td></td>
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<tr>
<td>W</td>
<td>17-Feb</td>
<td>9</td>
<td>Reading Week - no class</td>
<td></td>
<td></td>
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<tr>
<td>T</td>
<td>4-Mar</td>
<td>16</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>T 20- Mar</td>
<td>13</td>
<td>Class Presentations</td>
<td>1. LEADS Leadership Capabilities Framework; Available at: <a href="https://leadscanada.net/uploaded/web/Resources/LEADS_Corporate_Brochure_2016_final.pdf">https://leadscanada.net/uploaded/web/Resources/LEADS_Corporate_Brochure_2016_final.pdf</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>T 24- Mar</td>
<td>14</td>
<td>Review</td>
<td></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 evaluation, 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 using the OWL messaging platform and a hard copy submitted to the instructor 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. 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.
9.0 ADDITIONAL STATEMENTS

Final Grades
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 Year 3: 72-76 (core) and 74-78 (elective). 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.

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 their academic responsibilities may, on occasion, be impaired by extenuating circumstances, including short-term illness or injury. Reasonable academic consideration is a cooperative process between the University, the student, and academic staff. All participants in the process must act in good faith, and fulfill their respective obligations, if it is to succeed.

Students who experience an extenuating circumstance (illness, injury, or other extenuating circumstance) sufficiently significant as to temporarily render them unable to meet academic requirements, may submit a request for academic consideration through the following routes:

(i) Submitting a Self-Reported Absence form, provided that the conditions for submission are met;
(ii) For medical absences, submitting a Student Medical Certificate (SMC) signed by a licensed medical or mental health practitioner, in order to be eligible for Academic Consideration; or
(iii) For non-medical absences, submitting appropriate documentation (e.g., obituary, police report, accident report, court order, etc.) to Academic Counselling in their Faculty of registration, in order to be eligible for academic consideration.

Students seeking academic consideration:

☑ Are advised to consider carefully the implications of postponing tests or midterm exams or delaying handing in work;
Are encouraged to make appropriate decisions, based on their specific circumstances, recognizing that minor ailments (e.g., upset stomach) or upsets (e.g., argument with a friend) are not normally an appropriate basis for a self-reported absence;

Must communicate with their instructors no later than 24 hours after the end of the period covered by either the self-reported absence or SMC, or immediately upon their return following a documented absence;

Are advised that all necessary documentation, forms, etc. are to be submitted to academic counselling within two business days after the date specified for resuming responsibilities

Students who experience an unexpected illness or injury or an extenuating circumstance (48 hours or less) that is sufficiently severe as to temporarily render them unable to meet academic requirements (e.g., attending lectures or labs, writing tests or midterm exams, completing and submitting assignments, participating in presentations) should self-declare using the online Self-Reported Absence portal. This option should be used in situations where the student expects to resume academic responsibilities within 48 hours or less. The following conditions are in place for self-reporting of medical or extenuating circumstances:

a. Students will be allowed a maximum of two self-reported absences between September and April, and one self-reported absence between May and August;

b. The duration of the excused absence will be for a maximum of 48 hours from the time the Self-Reported Absence form is completed through the online portal, or from 8:30am the following morning if the form is submitted after 4:30pm;

c. The duration of the excused absence will terminate prior to the end of the 48 hour period, should the student undertake significant academic responsibilities (e.g., write a test, submit a paper) during that time;

d. The duration of an excused absence will terminate at 8:30am on the day following the last day of classes each semester, regardless of how many days of absence have elapsed;

e. Self-reported absences will not be allowed for scheduled final examinations; for midterm examinations scheduled during the December examination period; or for final lab examinations (i.e., “bellringers”);

f. Self-reporting may not be used for assessments (e.g., midterm exams, tests, reports, presentations, or essays) worth more than 30% of any given course;

Students must be in touch with their instructors no later than 24 hours after the end of the period covered by the Self-Reported Absence form, to clarify how they will be expected to fulfil the academic expectations they may have missed.

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.

**SHS Policy on Attendance and Participation**

Each course instructor sets specific expectations for attendance and participation that are specific to the course, teaching objectives, and learning outcomes.

Regular attendance is expected and essential for courses that include participation grades in their evaluation schemes. Participation means not only attendance, but active engagement in the class, including (for example) contribution to small and large group discussions, a demonstrated effort to prepare for class by completing assigned readings before class, and following the instructor's guidelines for use of electronic devices during class time. Students who miss classes, or parts of classes, are responsible for the material they have missed. Instructors are not obliged to review the contents of missed lectures.

**Persistent absenteeism may have serious repercussions, and may result in you failing this course.** The School of Health Studies considers the equivalent of 2 weeks of unexcused absences (per term) as significant absenteeism. Significant absenteeism will be reported to the Undergraduate Chair of the School of Health Studies and the student will provided with a warning that further absenteeism may result in debarment from writing the final examination, and/or submitting the final course paper. **In general, students may expect that the equivalent of 4 weeks of unexcused absences will be deemed to be persistent absenteeism, and will result in academic sanctions.**

**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.
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/)