Western University  
School of Health Studies  

**Health Sciences 3040B**  
**Health Management**

Winter 2022 - Instructor: Dr. Denise Grafton

Lectures: Wednesday, 2:30pm-4:30pm & one additional ASYNCHRONOUS hour (3 hours total)  
Location: FNB 1220 & online  
Email: dgrafton@uwo.ca  
Office Hours: TBA in OWL

**Prerequisite Checking**

Unless you have either the requisites for this course or written special permission from your Dean to enroll in it, you may 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. For further information regarding prerequisites or anti-requisites please visit [www.westerncalendar.uwo.ca](http://www.westerncalendar.uwo.ca).

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

**Course 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.

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**Course Objectives:**

You can expect to learn the following in this course:
1. an overview of concepts and issues related to the organization, governance, funding and delivery of healthcare
2. an introduction to the types and styles of leadership in healthcare including communication strategies, competencies, and professionalism
3. an appreciation for the unique professional and sectoral roles and the associated challenges of interdisciplinarity and health human resources
4. theoretical and practical aspects of management in health care settings
5. critical thinking and problem solving around complex integrated health system challenges

**Course Materials**

Materials for this course consist of weekly readings posted on OWL.

**Class Schedule and Format:**

Classes will be a mixture of lecture, on-line discussion and guest speakers where appropriate. Students are responsible for assigned readings and should be prepared to discuss them in class. Attendance and participation in class is expected. Students are encouraged to be actively engaged in class discussions and group participation as undergraduates because the “real world” makes these demands on them routinely. Most weeks will have some classes devoted to a lecture and another to individual and/or group discussion. Students are encouraged to bring a computer/tablet to class because there will be information retrieval exercises during the class time.

**Course Materials:**

There is no required textbook for this course. However, there will be some mandatory readings/articles posted on OWL. A draft reading list will be available at the start of the course and will be updated regularly on OWL. In general, you can expect 2-3 readings, and/or additional website/links to explore each week.

**PLEASE REFER TO “IMPORTANT DATES” on this page and the next for due dates!**

**Evaluation:**

Midterm Exam – 20%
Team Health Management Project (groups of 4-5 depending on enrolment):
   - 35% Final report
   - 15% Individual Student Work
   - 5% Presentation

Final Exam – 25%

*Further details & information about project requirements can be found in OWL*
**Important Dates:**
No lectures/classes will be held:

- Winter Reading week: February 19-27, 2022

At least 15% of the final grade will be returned to students by March 3, 2022

First day of class: January 9, 2022
Mid-term exam (in class): February 16, 2022

Final project due date for all students and all components is April 11, 2022 - presentations will take place during the last two weeks of the course, depending on the number of students enrolled (i.e. March 30th and April 6th, 2022).

a) **Mid-term exam (20%) – Wednesday, February 16, 2022**
There will be a mid-term examination in class on **Wednesday, February 14**, lasting 110 minutes & covering all material discussed in the course (including online material provided) up to and including the week of February 9th. The format of the examination will be a combination of multiple choice questions, short written answers and application questions. The exam will be held online and during the regularly scheduled class time. Details about the format of the exam including number and types of questions will be provided closer to the midterm date.

**There is no make-up for a missed mid-term.** If you miss a mid-term exam due to personal or medical reasons, you must contact the academic counsellors to seek accommodation. In the case of a missed mid-term, the final exam will be re-weighted. Missing a mid-term and failing to notify the instructor will result in a grade of zero for the mid-term exam.

b) **Health Care Management Project (55% - Groups of approximately 3-5 students; final #s based on course size)**
The purpose of this assignment is to provide students with the opportunity to work on a team to solve a health management issue of your group’s choice. The assignment will be comprised of a formal report, short presentation, and individual components that will contribute to the overall project. A more detailed description will be explained in class and will also be available in the Assignments folder on OWL in early January.

i) Team Formal Report (35%)
ii) Presentation (5%)
iii) Individual Component (15%)

**Communication:**
Because students will often have the same question, all course-related questions that are not of a personal nature should be addressed in the OWL forum first for resolution. This will provide students with a more timely response given that the instructor and TA’s will be able to access your questions. This approach is also beneficial since other students may have similar questions. Questions of a personal nature are welcome from students via email.
Grading scheme:
Below you will find the university-wide scale that has been approved by the Western University Senate. Marks will not be rounded.

<table>
<thead>
<tr>
<th>Grade</th>
<th>Range</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>A+</td>
<td>90-100</td>
<td>One could scarcely expect better from a student at this level</td>
</tr>
<tr>
<td>A</td>
<td>80-89</td>
<td>Superior work that is clearly above average</td>
</tr>
<tr>
<td>B</td>
<td>70-79</td>
<td>Good work, meeting all requirements and eminently satisfactory</td>
</tr>
<tr>
<td>C</td>
<td>60-69</td>
<td>Competent work, meeting requirements.</td>
</tr>
<tr>
<td>D</td>
<td>50-59</td>
<td>Fair work, minimally acceptable</td>
</tr>
<tr>
<td>F</td>
<td>Below 50</td>
<td>Fail</td>
</tr>
</tbody>
</table>

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.

Lecture presentations for this course may be recorded, depending on how courses are delivered in winter term. The data captured during these recordings may include your image, voice recordings, chat logs and personal identifiers (name displayed on the screen). The recordings will be used for educational purposes related to this course, including evaluations. The recordings may be disclosed to other individuals under special circumstances. Please contact the instructor if you have any concerns related to session recordings.

Participants in this course are not permitted to record the sessions, except where recording is an approved accommodation, or the participant has the prior written permission of the instructor.

**Policies:**

*Pre-requisite Checking*
Unless you have either the requisites for this course or written special permission from your Dean to enroll in it, you may 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.

*Late assignments*
This class is evaluated primarily through examinations, which must not be missed unless in the case of a medical condition, family emergency, or other unforeseen circumstances. A note from your Physician indicating the nature of your condition must be submitted to the School of Health Studies Main Office, and only upon receipt of such a letter will a new examination be scheduled. Visit Western’s Policy on Accommodation for Medical Illness at: [https://studentservices.uwo.ca/secure/index.cfm](https://studentservices.uwo.ca/secure/index.cfm) for further details. With respect to the written assignments, **late assignments will not be accepted** past the due dates without a Doctor’s note. If the student presents a Doctor’s note the extended deadline will be 1 week after original due date. Late assignments without documentation will be accepted, however a late penalty will be applied: 5% for the first day and 10% for every subsequent day; assignments will not be accepted one week after the due date.
Electronic devices

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.

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.

Use of Plagiarism Detection software: 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)

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/pdf/board/code.pdf.

English Proficiency for the Assignment of Grades

Visit the website: Academic Calendar - Western University (uwo.ca)

Accommodation for Medical Illness or Non-Medical Absences

Academic Calendar - Western University (uwo.ca)

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;
g) 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 fulfill the academic expectations they may have missed

**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:

**Academic Calendar - Western University (uwo.ca)**

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://academicsupport.uwo.ca/
2. Student Health -- https://www.uwo.ca/health/
3. Registrar’s Office -- http://www.registrar.uwo.ca/
4. Ombudsperson Office -- http://www.uwo.ca/ombuds/

The undergraduate experience is rewarding and challenging socially, emotionally, and intellectually. Finding ways to balance scholarly life with our personal lives can be tough, but it’s important to learn how to manage stress. Western provides several health and wellness-related services to students, which may be found at http://www.health.uwo.ca/. You can also check out the Campus Recreation Centre or the McIntosh Gallery (http://www.mcintoshgallery.ca/), for alternative spaces to reconnect with your bodies and restore your spirit. You may also want to access local resources that are closer to where you are living during the school year. Recalibrating ourselves emotionally begins with slowing down, reminding ourselves that we are ok, and taking a few deep, slow breaths. This remarkably effective strategy brings the body from stress mode into a more relaxed state.

If you are in emotional or mental distress should refer to Mental Health@Western Mental Health Support - Health & Wellness - Western University (uwo.ca) 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: Health & Wellness - Western University (uwo.ca). It’s also advisable to have a wellness safety plan if you don’t want to reach out to formal services. Having the numbers of a few trusted individuals is another strategy.
Rounding of Grades (for example, bumping a 79 to 80%) 
This is a practice some students request. This practice will not occur here. Assignments have been carefully designed to be clear and fair. Please do not ask the Course Instructor or Teaching Assistants to do this for you.

Attendance and Classroom Behaviour (online and/or in-person) 
In the School of Health Studies, 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 all courses, but particularly those 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.

Use of Recording Devices and Course Content 
Course instructors own and retain the intellectual property rights of their teaching materials. These rights extend to materials used in online settings and digital learning management systems like Owl, Zoom and TopHat. Students do not have our permission to make audio or video recordings of lectures, take pictures of lecture material, or distribute any course content for nefarious purposes (E.g. for sale or to cheat on exams). It is the decision of the instructor as to how and when teaching materials can be shared or used. Unless explicitly noted otherwise, you may not make audio or video recordings of pre-recorded lectures or other course materials. Nor may you edit, re-use, distribute, or re-broadcast any of the material posted to the course website.

Health and Wellness 
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Intellectual Property 
The educational materials developed for this course, including, but not limited to, lecture notes and slides, handout materials, examinations and assignments, and any materials posted to OWL, are the
intellectual property of the course instructor. These materials have been developed for student use only and they are not intended for wider dissemination and/or communication outside of a given course. Posting or providing unauthorized audio, video, or textual material of lecture content to third-party websites violates an instructor’s intellectual property rights and the Canadian Copyright Act. Recording lectures in any way is prohibited in this course unless specific permission has been granted by the instructor. Participation in this course constitutes an agreement by all parties to abide by the relevant University Policies, and to respect the intellectual property of others during and after their association with Western University.