

Western University
Faculty of Health Sciences
School of Health Studies

Health Sciences 3040b
HEALTH MANAGEMENT
Winter 2023 Course Syllabus
DRAFT January 6th, 2023 (subject
to change)

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. For further information regarding prerequisites or anti-requisites please visit www.westerncalendar.uwo.ca. Prerequisites: Minimum of 60% [mandatory] in each of Health Sciences 1001A/B and Health Sciences 1002A/B.

2.0 Course information

Professor	Patricia Versteegh, PhD Patricia.versteegh@uwo.ca
Lecture times SSC 3028	Monday 9:30 to 11:30 am In-person lecture Wednesday 9:30 to 10:30 am In-person lecture, asynchronous lecture, occasional small group discussion, and/or extended office hours
Office Hours Teaching Assistant	By appointment via Zoom Sahar Johari PhD student sjohari@uwo.ca

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, guest speaker and group work. Students are responsible for assigned readings and should be prepared to discuss them in class. Attendance and participation in class is expected. Some weeks will have classes devoted to a lecture and others devoted to individual and/or group discussion. The class is broken into 12 sessions, each containing a one to two hour lecture. Attendance and participation in class is expected.

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. 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.

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; and (3) project/assignments. 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*. 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 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.

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, two slides per page. Lecture slides are intellectual property of Patricia Versteegh and 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.

Note on GUEST LECTURES: All attempts will be made to record and provide copies of the guest lecture sessions. Recordings will be available on OWL for the duration of the course. Similar to all other electronic content provided to you in this course, students are not permitted under any circumstance to reproduce, post, or share guest lecture content.

What's in the news? You will be challenged to participate in class discussions on a regular basis. Each Monday 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:

Midterm Exam – 20%

Team Health Management Project (groups of 4-5 depending on enrolment) – 50%

30% Final Report

15% Individual Student Work

5% Presentation

Final Exam – 30%

5.1 Mid-term Exam (20%)

All material covered in class is examinable. This includes class readings, lectures, and guest lectures. The midterm exam will be held Feb 13th, 2023 and is worth 20% of the final grade. The exam will cover material from the readings, lectures and any guest lectures to date. The midterm exam will be composed of multiple choice questions and will be held during class. The midterm exam will start at the beginning of the scheduled class time (9:30am); students will have 75 minutes to write the exam.

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 other mid-term 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.

5.2 Team Based Health Care Management Project Assignment (50%)

The purpose of this assignment is to provide students with the opportunity to work within a team to solve a health management issue of your group's choice. The assignment will consist of a formal report, group presentation, and individual components that contribute to the overall project. A more detailed description of the assignment will be provided and explained in class in January. Assignment information will be available on OWL in early January as well.

- i) Team Formal Report(30%)
- ii) Presentation (5%)
- iii) Individual Component(15%)

5.3 Final Exam (30%)

The final exam will be held in person and is worth 30% of the final grade. The exam will cover material from the readings, lectures and guest lectures to date. The final exam will be held during the university final exam schedule.

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

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. More information on accessing readings and a final reading list will be available closer at the

start of the course. While most readings are accessible on-line, a few require copyright and as such, will only be available through purchase of a course package.

7.0 Course Schedule and Assigned Readings

This schedule is subject to change. Students should refer to OWL for the most up-to-date information on session content and readings.

Date	Week	Session Title
Jan 9 th	1	<ul style="list-style-type: none"> • Introduction to the course • Introduction to Healthcare Management
Jan 10 th		<ul style="list-style-type: none"> • Introduction to the Healthcare System
Jan 16 th	2	<ul style="list-style-type: none"> • Current State of Healthcare Management in Ontario – Ontario Health Teams
Jan 18 th		<ul style="list-style-type: none"> • Readings • Myers Briggs Personality Test – see OWL
Jan 23 rd	3	<ul style="list-style-type: none"> • Public Health in Canada • Discuss Assignment
Jan 25 th		<ul style="list-style-type: none"> • Meet with groups
Jan 30 th	4	<ul style="list-style-type: none"> • Introduction to Leadership in Healthcare
Feb 1 st		<ul style="list-style-type: none"> • Teams and Team-based Care
Feb 6 th	5	<ul style="list-style-type: none"> • Project Management
Feb 8 th		<ul style="list-style-type: none"> • Guest speaker – Pooja Patel Project Management
Feb 13 th	6	Midterm exam (in class)
Feb 15 th		TBD
Feb 21 st	7	Reading week No class
Feb 23 rd		Reading Week No class
Feb 29 th	8	<ul style="list-style-type: none"> • Stakeholder Management • Communication management
March 1 st		<ul style="list-style-type: none"> • Group Work – no additional lecture or readings
March 6 th	9	<ul style="list-style-type: none"> • Equity Diversity and Inclusion in research and health care management • Digital Strategy Management • Integrated Care
March 8 th		<ul style="list-style-type: none"> • Change Management • Ethical Leadership
March 13 th	10	<ul style="list-style-type: none"> • Learning Health Systems

March 15 th		<ul style="list-style-type: none"> The effect of COVID on Health Care and health care management
March 20 th	11	<ul style="list-style-type: none"> Health Care Management Careers
March 23 rd		<ul style="list-style-type: none"> Work on Group Presentation
March 27 th	12	<ul style="list-style-type: none"> In-class Presentations
March 29 th		<ul style="list-style-type: none"> Quality Management in health care Managing risk in health care
April 3 rd	13	<ul style="list-style-type: none"> In-class Presentations Course wrap up/office hours
April 5 th		No class/office hours if needed Assignments due

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. If there is a medical reason for a late assignment, you are required to obtain proper medical documentation and work with the SHS office to receive accommodation.

8.2 Use of Recording Devices and Course Content

Course instructors own and retain the intellectual property rights of their teaching materials. Students do not have my 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.***

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 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

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 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 fulfil 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) 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
- (ii) 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.

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 also 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 be provided with a warning that further absenteeism may result

in debarment from writing the final examination, and/or submitting the final course paper. **Persistent absenteeism will result in academic sanctions.**

Health and Wellness

As part of a successful undergraduate experience at Western, we encourage you to make health and wellness a priority. Western provides several on-campus and online health-related services to help you achieve optimum health and wellness while pursuing your degree. Further information regarding the services available to students may be found at <http://www.health.uwo.ca/>. For information regarding emotional or mental distress, please visit Western Psychological Services (<https://www.uwo.ca/health/psych/index.html>). To learn more about mental health, Western has developed an interactive mental health learning module, found here: <https://www.uwo.ca/health/wec/education/learning.html>. Students are also encouraged to access local health and wellness resources within their home communities.

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/>