

Western University  
Faculty of Health Sciences  
School of Health Studies

**Health Sciences 3040b**  
**HEALTH MANAGEMENT**  
**Course Syllabus**

**THIS IS A DRAFT VERSION OF THE SYLLABUS INTENDED TO HELP STUDENTS WITH  
COURSE SELECTION. A FINAL/UPDATED VERSION WILL BE AVAILABLE TO  
STUDENTS THE FIRST WEEK OF CLASS.**

**1.0 Calendar Description**

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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](http://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**

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Professor	Shannon L. Sibbald, PhD ssibbald@uwo.ca
Lecture times	In-person lecture, asynchronous lecture, occasional small group discussion, and/or extended office hours In-person lecture
Office Hours	By appointment via Zoom
Teaching Assistant	TBA

### 3.0 Course objectives

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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

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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 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 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 the professor or the TA's @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 may 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 Shannon Sibbald 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. You are encouraged to not cite lecture slides as references/citations in assignments, instead, try to find peer-reviewed literature, or 'go to the original source' when citing work.

Note on GUEST LECTURES: All attempts will be made to provide copies of the guest lecture sessions. If the guest lecturer is 'zooming' in, a recording may be made 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. Slides and/or other content from guest lecturers will also be shared when the guest lecturer provides them for distribution.

In all cases, students should not always expect the slides ahead of time for all classes. When possible, slides will be posted in advance. Students are encouraged to take notes to facilitate their own learning, and to discuss course content with peers.

**What's in the news?** You will be challenged to participate in class discussions on a regular basis. Each Wednesday 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 critical analysis of news stories.

## 5.0 Evaluation:

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### 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 14th, 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 (12:30pm); students will have 75 minutes to write the exam.

**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, you will be assigned a make-up assignment. **The make-up may not be the same format and may include, for example an essay, a short report, a literature search, journal review or other.** 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/challenge. Both the challenges and the team composition will be assigned in class. 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 final exam is not cumulative, however, material you learned in the first half of the course may be relevant to information learned in the second half of the course; this will be discussed in class during review sessions. 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](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
	1	<ul style="list-style-type: none"><li>• Introduction to the course</li><li>• Introduction to Healthcare Management</li></ul>
		<ul style="list-style-type: none"><li>• Introduction to the Healthcare System</li></ul>
	2	<ul style="list-style-type: none"><li>• Current State of Healthcare Management in Ontario – Ontario Health Teams</li></ul>
		<ul style="list-style-type: none"><li>• Readings</li><li>• Myers Briggs Personality Test – see OWL</li></ul>
	3	<ul style="list-style-type: none"><li>• Public Health in Canada</li><li>• Discuss Assignment</li></ul>
		<ul style="list-style-type: none"><li>• Meet with groups</li></ul>
	4	<ul style="list-style-type: none"><li>• Introduction to Leadership in Healthcare</li></ul>
		<ul style="list-style-type: none"><li>• Teams and Team-based Care</li></ul>
	5	<ul style="list-style-type: none"><li>• Project Management</li></ul>
		<ul style="list-style-type: none"><li>• Guest speaker – Pooja Patel Project Management</li></ul>
	6	review
		Midterm exam (in class)
		Reading week No class
		Reading Week No class
	7	<ul style="list-style-type: none"><li>• Stakeholder Management</li><li>• Communication management</li></ul>
		<ul style="list-style-type: none"><li>• Review case study for discussion</li><li>• Group work</li></ul>
	8	<ul style="list-style-type: none"><li>• Case Study – Ontario Osteoporosis Strategy – Fracture Clinic Screening Program</li><li>• EDI lecture</li></ul>
		<ul style="list-style-type: none"><li>• Equity Diversity and Inclusion in research and health care management:</li></ul>

		See OWL for assignment
	9	<ul style="list-style-type: none"> <li>• Learning Health Systems/HS Innovations/Organizational Design/Integrated Care</li> </ul>
		<ul style="list-style-type: none"> <li>• Change Management</li> </ul>
	10	<ul style="list-style-type: none"> <li>• Integrated Care</li> <li>• Quality Management in health care</li> <li>• Managing risk in health care</li> </ul>
		<ul style="list-style-type: none"> <li>• Digital Strategy Management</li> <li>• Digital Health Solutions</li> </ul>
	11	<ul style="list-style-type: none"> <li>• In-class Presentations: Networks A and B</li> </ul>
		<ul style="list-style-type: none"> <li>• Healthcare Management careers</li> <li>• The effect of COVID on Health Care and health care management</li> </ul>
	12	<ul style="list-style-type: none"> <li>• In-class Presentations: Networks C and D</li> <li>• Course wrap up/office hours</li> </ul>
		<ul style="list-style-type: none"> <li>• Group presentations if needed</li> <li>• No class if all presentations are completed</li> <li>• Assignments due</li> </ul>

## 8.0 Course policy and procedures

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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 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

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### **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](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

### **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](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/>