

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

**Health Sciences 3040
HEALTH MANAGEMENT
Winter 2021
FINAL VERSION**

1.0 Calendar Description

In this course, students will learn

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

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

5.1 Team Based Assignment (55%) > 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 will be up to four 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).

A team contract (template provided) is due January 28, 2021 (11:55pm).

Three parts:

1) Teamwork: Formal Report 8-10pgs (double-spaced) (35%) April 7, 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. Appendices Summary and Appendix (not part of page count) (part of individual work/#3 below) *(mandatory)*

time.

7.0 Course Schedule and Assigned Readings

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

Day	Date	Class	Session Title	Readings
W	13-Jan	1	LIVE: Introduction to Healthcare Management and The Health Care System	<p>Martin, D., Miller, A. P., Quesnel-Vallée, A., Caron, N. R., Vissandjée, B., & Marchildon, G. P. (2018). Canada's universal health-care system: Achieving its potential. <i>The Lancet</i>, 391(10131), 1718-1735. doi:10.1016/s0140-6736(18)30181-8</p> <p>https://www.thelancet.com/journals/lancet/article/PIIS0140-6736(18)30181-8/fulltext#:~:text=Canada's%20universal%2C%20publicly%20funded%20health,tax%2Dfunded%20public%20insurance%20plans.</p>
Th	14-Jan	2	LIVE: Current State of Healthcare Management in Ontario – Ontario Health Teams	<p>REQUIRED:</p> <p>1. Ontario Health Teams: Guidance for Health Care Providers and Organizations, Ontario Health Teams: Guidance for Health Care Providers and Organizations (n.d.).</p> <p>RECOMMENDED:</p> <p>2. Understanding LHINS: Komal Bhasin, M. S. W., & Williams, C. A. P. (2007). Understanding LHINS: A Review of the Health System Integration Act and the Integrated Health Services.</p> <p>Available at: http://health.gov.on.ca/en/pro/programs/connectedcare/oht/docs/guidance_doc_en.pdf</p> <p>Available at:</p>

<p>W 27-Jan</p>	<p>5</p>	<p>LIVE: Leadership and Management</p>	<p>1. Chapter 2: Burns, L., Bradley, E., & Weiner, B. (n.d.). Leadership and management: A framework for action. In S. M. Shortell & A. D. Kaluzny (Eds.), Shortell and Kaluzny's healthcare management: organization design and behavior 6th Edition (6th ed., pp. 33-64). Clifton Park, NY: Delmar Cengage Learning.</p> <p>2. Kotter, J. P. (2001). What leaders really do. Harvard Business Review, 79(11), 85-96.</p> <p>3. Ayodele, O., Petch, J., & Laupacis, A. (2014, Jan. 23). Health care in Ontario: A primer for The Board of Directors of community governed primary health care organizations.</p> <p>Available at: http://healthydebate.ca/wp-content/uploads/2014/01/Primer-for-Primary-Care-Boards.pdf</p>
<p>Th 28-Jan</p>	<p>6</p>	<p>ASYN: Team Work: Leadership Challenge</p>	<p>No required pre-readings; check out OWL for instructions on what to do for today's course!</p> <p>**Team Contract Due Today</p>
<p>W 3-Feb</p>	<p>7</p>	<p>LIVE: Project Management</p>	<p>1. Schwalbe, K. & Furlong, D. (2013). An introduction to project, program,</p>

W	24- Mar	19	LIVE: Innovation Management: Guest Speaker Keri Selkirk and Connor Cleary	REQUIRED 1. Rouse, W. B. (2008). Health care as a complex adaptive system: implications for design and management. Bridge-Washington-National Academy of Engineering-, 38(1), 17. RECOMMENDED. 2. Unleashing Innovation: Excellent Healthcare for Canada – Executive Summary
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Available at:
<https://www.nae.edu/Publications/Bridge/EngineeringandtheHealthCareDeliverySystem.aspx>

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.

