



HS3040B: Health Management

Fall | 2024

Prerequisite(s):

Enrollment in third or fourth year of a Bachelor of Health Sciences Program

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.

NOTE: If you wish to enroll in this course without the stated pre-requisite(s), you must obtain written approval from the course instructor. The approval should then be forwarded to your academic counsellor.

Course Information

Instructor Name: Shannon Sibbald

Email: ssibbald@uwo.ca

Office Hours Day / Time: TBA

Location: TBA

Lectures Day / Time: TBA

Tutorials Day / Time: TBA

Land Acknowledgement

We acknowledge that Western University is located on the traditional territories of the Anishinaabek, Haudenosaunee, Lūnaapéwak and Chonnonton Nations, on lands connected with the London Township and Sombra Treaties of 1796 and the Dish with One Spoon Covenant Wampum. This land continues to be home to diverse Indigenous Peoples whom we recognize as contemporary stewards of the land and vital contributors of our society.

Accessibility Acknowledgement

Meaningful ways to incorporate equity into the student experience are important to the School of Health studies. To that end, we honour all manner of differences inherent within the student population and incorporate accessible options for inclusion to the best of our abilities in each course offering.

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.

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. Attendance and participation in class is expected.

Course Format and Timetable

Week	Dates	Topic
1	Sept 5	Introduction to the course & to Healthcare Management
2	Sept 10 Sept 12	Health, Healthcare & Healthcare Systems Leadership and Management
3	Sept 17 Sept 19	Models of Care Teams and Team-based Care
4	Sept 24 Sept 26	Population Health Management Working in a Team (project discussion)
5	Oct 1 Oct 3	Communication Management Project Management
6	Oct 8 Oct 10	Midterm exam (in class) Learning Health Systems
7	Oct 15 Oct 17	Reading week- No class
8	Oct 22 Oct 24	Equity, diversity, and inclusion in health care management Stakeholder Management
9	Oct 29 Oct 31	Quality Management for Transformation in Healthcare <i>Guest Speaker:</i> Jacklyn Pearce Change Management
10	Nov 5 Nov 7	Risk Management <i>Guest Speaker:</i> Krista Muncaster Working Class
11	Nov 12 Nov 14	Managing Health System Transformation <i>Guest Speaker:</i> Alex Smith Quality Management
12	Nov 19 Nov 21	Project and Program Management <i>Guest Speaker:</i> Connor Clearly Healthcare Management Research & Managing YOU

13	Nov 26 Nov 28	Digital Health Solutions In-class Presentations: Networks A and B
14	Dec 3 Dec 5	In-class Presentations: Networks C and D Wrap Up, Review, & Assignments due

Learning Outcomes

Upon successful completion of this course, you will 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

Required Materials:

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: <https://www.uwo.ca/univsec/pdf/board/code.pdf>

Please contact Instructional Technology Services (ITS) for difficulties in accessing OWL at (519) 661-3800.

There is no required textbook for this course. There will be mandatory and optional/supplemental readings/articles posted on OWL. While most readings are accessible on-line, a few require copyright and as such, will only be available through purchase of a course package.

A reading list will be available at the start of the course and may be updated as the term progresses; students should check OWL at least once a week (before classes). 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 at the start of the course.

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. Like 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.

Assessments and Evaluation

Below is the evaluation breakdown for the course. Any deviations will be communicated.

Assessment	Format	Weight	Due Date	Learning Outcome
Midterm Exam	Mixed	20	October 10	All
Team Health Management Project	Final Report	25		1 and 3
	Individualised Student Work	15		1,2,4
	Presentation	5		3,4,5
Final Exam	Mixed	35	During exam period	All

Notes:

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 October 8, 2024, 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 12:45 pm, (15min after the regular start time); students will have 75 minutes to write the exam. Class will end at 2pm.

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 not notifying the instructor within will result in a grade of zero of on the midterm.

2. **Team Based Health Care Management Project Assignment (45%)**

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 September. Assignment information will be available on OWL in early September as well.

- i. Team Formal Report (25%)
- ii. Presentation (5%)
- iii. Individual Component (15%)

3. **Final Exam (35%)**

The final exam will be held in person and is worth 35% of the final grade. The final exam will focus on material covered in the second half of the course, however, material you learned in the first half of the course may be relevant and thus is considered examinable; this will be discussed in class during review sessions. The final exam will be composed of multiple-choice questions including several case-based questions (one case, followed by several questions about the case). The exam will cover material from the readings, lectures, and guest lectures to date. Students will have 2 hours to write the final exam. The final exam will be held during the university final exam schedule.

General information about assessments

- All assignments are due at 23:59 EST unless otherwise specified
- Students are responsible for ensuring that the correct file version is uploaded; incorrect submissions including corrupt files could be subject to late penalties (see below) or a 0
- Written assignments will be submitted to Turnitin (statement in policies below)
- Students will have access to Turnitin reports before their submission is graded. Students may have 2 submissions to Turnitin.
- A student might not receive the same grade as their group members if it is determined that the distribution of work was not equal
- After an assessment is returned, students should wait 24 hours to digest feedback before contacting their evaluator; to ensure a timely response, reach out within 7 days
- Any grade appeals on term work must be initiated with the instructor within 3 weeks of the grade being posted. See the University Policy on Undergraduate Student Appeals for more information

Information about late or missed assessments:

Late penalty of **10% 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.

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, except for 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 can 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.

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. 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 several 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.***

Academic Policies and Statements

INC (Incomplete Standing): If a student has been approved by the Academic Advising Office (in consultation with the instructor/department) to complete term work at a later date, an INC will be assigned. Students with INC will have their course load in subsequent terms reduced to allow them to complete outstanding course work. Students may request permission from Academic Advising to carry a full course load for the term the incomplete course work is scheduled.

SPC (Special examination): If a student has been approved by the Academic Advising Office to write a Special Examination and the final exam is the only outstanding course component, an SPC will be assigned. If the class has a makeup exam, the student is expected to write the makeup exam. If the class doesn't have a makeup exam or the student misses the makeup exam for reasons approved by the Academic Advising Office, the student will write the exam the next time the course is offered. Outstanding SPCs will reduce the course load for the term the exam is deferred as outlined in [Types of Examinations](#) policy

Campus Supports

Western University is committed to a **thriving campus**. For help with:

- Both physical and mental health, go to [Wellness & Wellbeing](#)
- Studying with disabilities, go to [Accessible Education](#)
- Writing skills, go to the [Writing Support Centre](#)
- Learning skills and strategies, go to [Learning Development & Success](#)
- Contacting the ombudsperson, go to the [Office of the Ombudsperson](#)

Your course coordinator can also **guide you** to available campus resources and/or services.

Support Services

There are various support services around campus and these include, but are not limited to:

1. Academic Support and Engagement - <http://academicsupport.uwo.ca>
2. Wellness and Well-being - <https://www.uwo.ca/health/>
3. Registrar's Office -- <http://www.registrar.uwo.ca/>
4. Ombuds Office -- <http://www.uwo.ca/ombuds/>

The websites for Registrarial Services (<http://www.registrar.uwo.ca>), and the same for affiliated university colleges when appropriate, and any appropriate Student Support Services (including the services provided by the USC listed here: <http://westernusc.ca/services/>) and the Student Development Services, should be provided for easy access.

Students who are in emotional/mental distress should refer to Mental Health@Western (<https://www.uwo.ca/health/>) for a complete list of options about how to obtain help.

Statement on Gender-Based and Sexual Violence

Western is committed to reducing incidents of gender-based and sexual violence and providing compassionate support to anyone who has gone through these traumatic events. If you have experienced sexual or gender-based violence (either recently or in the past), you will find information about support services for survivors, including emergency contacts at:

https://www.uwo.ca/health/student_support/survivor_support/get-help.html

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 Western University, 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 <https://www.uwo.ca/univsec/pdf/board/code.pdf>

Absence from Course Commitments

Students must familiarize themselves with the Policy on [Academic Consideration – Undergraduate Students in First Entry Programs](#)

Students missing course work for medical, compassionate, or extenuating circumstances can request academic consideration by completing a request at the central academic consideration portal. Students are permitted one academic consideration request per course per term **without** supporting documentation. Note that supporting documentation is **always** required for academic consideration requests for examinations scheduled by the office of the registrar (e.g., December and April exams) and for practical laboratory and performance tests (typically scheduled during the last week of the term).

Students should also note that the instructor may **designate** one assessment per course per term that requires supporting documentation. This designated assessment is described elsewhere in this document. Academic consideration requests may be denied when flexibility in assessment has already been included. Examples of flexibility in assessment include when there are assessments not required for calculation of the final grade (e.g. 8 out of 10 quizzes), when there is flexibility in the submission timeframe (e.g. 72 hour no late penalty period), or when timed assessments (e.g., quizzes) are available over an extended period of time (e.g., when you are given a 72 hour time period to start – and finish – the assessment).

Please note that any academic considerations granted in this course will be determined by the instructor of this course, in consultation with the academic advisors in your Faculty of Registration, in accordance with information presented in this course syllabus. Supporting documentation for academic considerations for absences due to illness should use the [Student Medical Certificate](#) or, where that is not possible, equivalent documentation by a health care practitioner.

Accommodation for Religious Holidays

Students should review the policy for [Accommodation for Religious Holidays](#) . Where a student will be unable to write examinations and term tests due to a conflicting religious holiday, they should inform their instructors as soon as possible but not later than two weeks prior to writing the examination/term test. In the case of conflict with a midterm test, students should inform their instructor as soon as possible but not later than one week prior to the midterm.

Special Examinations

A Special Examination is any examination other than the regular examination, and it may be offered only with the permission of the Dean of the Faculty in which the student is registered, in consultation with the instructor and Department Chair. Permission to write a Special Examination may be given on the basis of compassionate or medical grounds with appropriate supporting documents. To provide an opportunity for students to recover from the circumstances resulting in a Special Examination, the University has implemented Special Examination dates. The Faculty of Health Sciences has set School-specific dates for these Special Examinations. Please speak with your instructor about the date on which the Special Examination for this course will be held.

Academic 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/pdf/academic_policies/appeals/scholastic_discipline_undergrad.pdf.

Plagiarism

Student work is expected to be original. Plagiarism is a serious academic offence and could lead to a zero on the assignment in question, a zero in this course, or your expulsion from the university. You are plagiarizing if you insert a phrase, sentence or paragraph taken directly from another author without acknowledging that the work belongs to him/her. Similarly, you are plagiarizing if you paraphrase or summarize another author's ideas without acknowledging that the ideas belong to someone else. All 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 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 Western University and Turnitin.com (www.turnitin.com).

Use of Artificial Intelligence for the Completion of Course Work

Within this course, you may only use artificial intelligence tools (e.g., "ChatGPT") in ways that are specifically authorized by the course instructor. All submitted work must reflect your own thoughts and independent written work.

Re-submission of Previously Graded Material

Without the explicit written permission of the instructor, you may not submit any academic work for which credit has been obtained previously, or for which credit is being sought, in another course or program of study in the University or elsewhere.

Use of Statistical Pattern Recognition on Multiple Choice Exams

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.

Accessibility Statement

Please contact the course instructor if you require material in an alternate format or if you require any other arrangements to make this course more accessible to you. You may also wish to contact Accessible Education (AE) at 661-2111 x 82147 for any specific question regarding an accommodation or review [The policy on Accommodation for Students with Disabilities](#)

Correspondence Statement

The centrally administered e-mail account provided to students will be considered the individual's official university e-mail address. It is the responsibility of the account holder to ensure that e-mail received from the University at their official university address is attended to in a timely manner. Students are further expected to attend to announcements presented through Brightspace, and to read emails generated in this way.

Use of Electronic Devices

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 electronic devices (e.g., cell phones, tablets, cameras, smart glass, smart watches, or iPods) during ANY tests, quizzes, midterms, examinations, or other in-class evaluations. **These devices MUST either be left at home or with your belongings at the front of the room. They MUST NOT be at your test/exam desk or in your pocket. Any student found with a prohibited device will receive an automatic grade of zero on the test or exam.**

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.

Copyright and Audio/Video Recording Statement

Course material produced by faculty is copyrighted and to reproduce this material for any purposes other than your own educational use contravenes Canadian Copyright Laws. 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.

Contingency Plan for an In-Person Class Pivoting to 100% Online Learning

In the event of a situation that requires this course to pivot to online content delivery, all remaining course content will be delivered entirely online, either synchronously (i.e., at the times indicated in the timetable) or asynchronously (e.g., posted on Brightspace for students to view at their convenience). The grading scheme will **not** change. Any remaining assessments will also be conducted online as determined by the course instructor

Note that disruptive behaviour of any type during online classes, including inappropriate use of the chat function, is unacceptable. Students found guilty of Zoom-bombing a class or of other serious online offenses may be subject to disciplinary measures under the Code of Student Conduct.

Online Proctoring

Tests and examinations in this course may be conducted using a remote proctoring service. By taking this course, you are consenting to the use of this software and acknowledge that you will be required to provide **personal information** (including some biometric data) and the session will be **recorded**. Completion of this course will require you to have a reliable internet connection and a device that meets the technical requirements for this service. More information about this remote proctoring service, including technical requirements, is available on Western's Remote Proctoring website at: <https://remoteproctoring.uwo.ca>.

Grading

The university-wide descriptor of the meaning of letter grades, as approved by Senate:

Letter grade	Number grade	Description
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

Rounding of Grades (for example, bumping a 79 to 80%)

This is a practice some students request. The final grade documented is the grade that you have achieved. There is no rounding to the next grade level, or 'giving away' of marks. Please don't ask me to do this for you; the response will be "please review the course outline where this is presented".

Appealing a Grade Within this Course

You have the right to appeal any grade within this course. The grounds for a grade appeal may be one or more of: medical or compassionate circumstances, extenuating circumstances beyond the student's control, bias, inaccuracy, or unfairness. All grounds advanced in a request for relief must be supported by a clear and detailed explanation of the reasons for the request together with all supporting documentation.

Appeals generally proceed in this order:

1. Course instructor (informal consultation)
2. Department Chair (submission of written request)
3. The Dean of the Faculty (submission of written request)

In the case of perceived procedural unfairness, steps 2 and 3 are carried out within the Department and Faculty offering the course. In the case of extenuating medical or compassionate circumstances that impact on a grade, steps 2 and 3 are carried out within a student's Home Department and Faculty.

A request for relief against a mark or grade must be initiated with the instructor as soon as possible after the mark is issued. In the event that the instructor is not available to the student, or fails to act, or if the matter is not resolved satisfactorily with the instructor, a written request for relief must be submitted to the Chair of the Department within three weeks of the date that the mark was issued. In the case of a final grade in a course, the written request for relief must be submitted to the Chair of the department by January 31st (for first-term half courses) or June 30th (for second-term half courses or full-year courses).