

## COURSE OUTLINE

### **BUSADMIN C650** **Introduction to Health Management** **Spring/Summer 2022**

Health Policy & Management Area  
DeGroot School of Business  
McMaster University

#### **COURSE OBJECTIVE**

This course aims to introduce students to the Canadian health care sector. This will be done through an overview of the terminology, structures, funding, design, and delivery of services, and some key controversies within the Canadian health care system (with some comparison across other developed countries). Students will be exposed to theories, concepts, and issues that provide a foundation for subsequent courses, including Health Policy Analysis, Health Economics and Evaluation, the Management of Population Health, Pharma/Biotech Business Issues, Health Care Marketing, Quality Issues in Health Services, and Health Care Analytics. Current issues in health care, case studies, and guest speakers will be used to demonstrate practical relevance and/or to expose students to instructors who will be teaching future courses.

#### **INSTRUCTORS/TA'S AND CONTACT INFORMATION**

**Instructor:**

**Dr. Manaf Zargoush**  
Health Policy & Management Area

**Email:** [zargoush@mcmaster.ca](mailto:zargoush@mcmaster.ca)

**Office Hours:** by appointment

**TA:**

**Saina Sehatkar**  
[sehatkas@mcmaster.ca](mailto:sehatkas@mcmaster.ca)

**Class Schedule: Tuesday 8:30 – 10:30 AM and Thursday 5 – 7 PM**

*The class will be a combination of in-class weeks at **RJC 214** and online weeks (asynchronous via A2L for online discussions and synchronous via Zoom for guest lectures).*

*For the detailed course schedule/class modality, please refer to the Course Schedule document on A2L.*

COURSE ELEMENTS							
<b>Avenue:</b>	Yes	<b>Leadership:</b>	Yes	<b>IT skills:</b>	Yes	<b>Global view:</b>	Yes
<b>Participation:</b>	Yes	<b>Ethics:</b>	Yes	<b>Numeracy:</b>	Yes	<b>Written skills:</b>	Yes
<b>Evidence-based:</b>	Yes	<b>Innovation:</b>	Yes	<b>Group work:</b>	Yes	<b>Oral skills:</b>	Yes
<b>Experiential:</b>	Yes	<b>Guest speaker(s):</b>	Yes	<b>Final Exam:</b>	No		

### COURSE DESCRIPTION

This course provides students with an introduction to fundamental concepts and issues related to healthcare funding, service design and delivery, and the structure of healthcare systems. The focus will be on the Canadian health care system but will reference other health systems as points of comparison. Students will gain familiarity with health care terminology, as well as some of the major controversies within the sector. Although the course will be valuable for any student that might consider the Health Services Management specialization (as subsequent Health Services Management courses build on this material), it has been designed to meet the needs of students who are interested in other specializations since it provides a valuable overview and insight into one of the world's most significant industries. This is a demanding course with a large number of readings, and there are case-study assignments or discussion questions each week.

### LEARNING OUTCOMES

Upon completion of this course, students will be able to:

- understand the terminology used in the health care sector;
- demonstrate an understanding of current issues and trends in health care.
- explain how health care is organized, funded, and delivered within Canada;
- describe the Canadian health care system in comparison to other countries;
- understand key concepts in population health, health policy analysis, health economic evaluation, health care marketing, and health care analytics.
- describe key issues related to managing quality in health care; and
- understand problem-solving and decision-making procedures in health care;
- explain how data analytics can improve the health care system;

### REQUIRED COURSE MATERIAL AND READINGS

The material or the links to them will be provided online through the C650 Course site on McMaster's Avenue to Learn system (<http://avenue.mcmaster.ca>)

FREE

#### **Required Textbook**

***Ontario's Health System: Key Insights for Engaged Citizens, Professionals and Policymakers;*** by John N. Lavis

FREE

***Instructions for downloading (FREE) or buying (\$29.91) the textbook:***

1. Students can download (for free) the chapters through:

<https://www.mcmasterforum.org/learn-how/ontarios-health-system>

2. Students can also buy the text (\$29.91) through amazon.ca:

[https://www.amazon.ca/dp/1927565111/ref=sr\\_1\\_8?s=books&ie=UTF8&qid=1482536720&sr=1-8&keywords=John+lavis](https://www.amazon.ca/dp/1927565111/ref=sr_1_8?s=books&ie=UTF8&qid=1482536720&sr=1-8&keywords=John+lavis)

## CLASS FORMAT AND SCHEDULE

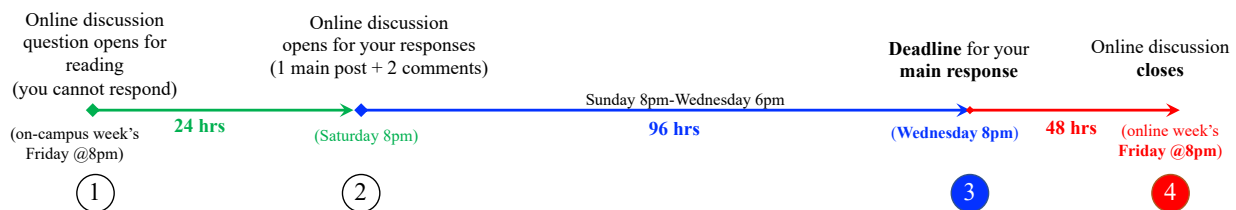
### In-Person (On-Campus) and Synchronous (Zoom)

- The in-person/synchronous sessions may include any combination of lectures, guest speakers, group discussions, or other content.
- Additional content (readings, videos, etc.) may be posted on the A2L site throughout the term.
- Students are expected to complete all required readings prior to attending class each week.
- Guest lectures are mainly conducted via Zoom. As a courtesy, students are expected to mute themselves and participate by asking thoughtful questions when there are guest speakers.
- Students may not make audio and/or video recordings of any portion of a class without the written permission of one of the instructors.
- All students are expected to attend and participate in student presentations.

### Asynchronous (A2L)

The online classes will follow the following timeline:

1. The online discussions **open** (i.e., **become visible**) on A2L on the **Friday of the on-campus week at 8:00 pm**.
2. The online discussion is **unlocked**, and the students will be **able to make posts** on A2L beginning **Saturday at 8:00 pm**.
3. Students must complete at least their **main post by Wednesday at 08:00 pm**.
4. The online discussion **closes** (i.e., no access to make posts on A2L) on the **Friday of the online week at 8:00 pm**.



**Note 1:** Extensions will be provided should there be any technical difficulties with the A2L system or the virtual class.

**Note 2:** For details on how to participate in the online discussion weeks, please refer to the document “*Tutorial on Using A2L for Online Discussion.pdf*” available on A2L.

## EVALUATION

Learning in this course comes from readings, lectures, case studies, virtual class, and online discussion, in addition to participation, completion of assignments, and out-of-class reflection. All works will be evaluated on an individual basis except where group work is expected. Peer-evaluation might also be used to assess the member’s contributions to their own group. Moreover, cross-evaluation (by the students not in the same group) will be used to assess the presentations.

**This course is delivered in a non-traditional combination of in-person and online (asynchronous through A2L and synchronous through Zoom) formats.** Students are expected to be adult learners who will independently read course content posted on the A2L course website, analyze information, and share their new knowledge and understanding with their classmates (virtual and online) so that they learn from each other as well as from the instructor/guest lecturers. Students will use course content posted on A2L and the textbook, along with additional readings, videos, or websites as identified throughout the course. For online discussions, students will complete and post assignments and interact with other students through A2L.

### ***Communication and Feedback***

Students that are uncomfortable with directly approaching the instructor regarding a course concern may choose to send a confidential and anonymous email to the respective Area Chair at:

<http://www.degrootemcmaster.ca/curr/emailchairs.aspx>

Students who wish to correspond with the instructor directly via email must send messages that originate from their official McMaster University email account. This protects the confidentiality and sensitivity of information as well as confirms the identity of the student.

Instructors should conduct an informal course review with students by Week #4 to allow time for modifications in curriculum delivery. Instructors should provide evaluation feedback for at least 10% of the final grade to students prior to Week #8 in the term.

### ***Conversion***

At the end of the course, your overall percentage grade will be converted to your letter grade in accordance with the following conversion scheme.

<b>LETTER GRADE</b>	<b>PERCENT</b>	<b>LETTER GRADE</b>	<b>PERCENT</b>
A+	90 - 100	B+	75 - 79
A	85 - 89	B	70 - 74
A-	80 - 84	B-	60 - 69
		F	00 - 59

### Components and Weights

<p><b>Participation</b></p>	<ul style="list-style-type: none"> <li>• Students are expected to have <b>active</b> participation and presence through their involvement in the class discussions, sharing ideas, and posing relevant questions.</li> <li>• When other groups are presenting a case, and during the end-of-term presentations, the students from other groups are also expected to share ideas and experiences related to the topics presented.</li> </ul> <p><i>Note: A key component of your class participation is submitting your peer- and cross-evaluations.</i> <b>Submit these forms <u>through A2L</u> no later than <u>24 hrs after the class ends.</u></b></p>	<p>15%</p>
<p><b>Case Study Presentation (75%) AND Summary Report (25%)</b> <i>(during on-campus weeks)</i></p>	<ul style="list-style-type: none"> <li>• Each group will take the lead in presenting a case-study.</li> <li>• They also need to submit one summary report.</li> <li>• Details on this assessment are posted in a separate document.</li> <li>• All case-study assignments are worth the same.</li> </ul>	<p>20%</p>
<p><b>Online discussion questions</b> <i>(during the online asynchronous weeks)</i></p>	<ul style="list-style-type: none"> <li>• The online discussion will be monitored/facilitated by the TA.</li> <li>• All discussion questions are worth the same.</li> </ul>	<p>35%</p>
<p><b>Final Project:</b></p> <ul style="list-style-type: none"> <li>• <b>Presentation (65%)</b> <i>(during the last two weeks)</i></li> <li>• <b>Report (35%)</b> <i>(due date: July 15<sup>th</sup>, 11:59 PM)</i></li> </ul>	<ul style="list-style-type: none"> <li>• group presentation and facilitation of discussion</li> <li>• individual reports</li> </ul>	<p>30%</p>

### Assignments & Participation

Your official names are used to help give credit for your participation. You must use your official **full first and last name** when joining the virtual classes. **Students are expected to post their photographs on the A2L system during the first week of class.** The instructor will feel free to cold call on anyone at any time. Hence, it is imperative that you prepare for each and every case and reading. Participation will **NOT** be graded by counting each contribution a student makes. Participation will be graded by examining the **quality** of contributions each week.

All assignments are to be submitted as Word documents. Please note that should there be any problems with the A2L site that limits students' ability to participate in discussions or submit assignments, all deadline times/dates will be extended.

**All submissions (presentation slides, summary report, and evaluations) must be made through A2L designated for the assignment of the interest.** Unless approved by the instructor, late submissions will be assigned a score of 0.

### ***Online Discussion Questions***

Students are expected to post at least one main response to each online discussion question. In addition, you are expected to participate in the overall online discussion by commenting on other students' posts (at least two times per online week).

Postings should be concise, reflective, and respectful. Students are expected to share ideas and experiences related to the topics presented during online discussions. Make sure you are adding value and not simply repeating what others have already said. **Please note that the evaluation of your online participation will be based on the quality of your overall contribution.**

At the discretion of the instructor, students may also be assigned one week during which they will be responsible for facilitating discussion (getting things started early in the discussion period and intervening when necessary) and/or for summarizing the main discussion points at the end of the week (keeping the summary brief and posting it prior to the closing of the discussion time window). The course instructor and/or TA will limit their participation so as not to overly influence the direction of the discussion. During the online weeks, you will only have access to your discussion group.

There is also a General Discussion area where students may interact with each other. The instructor will not be monitoring this area routinely, so if you have an important question, please email the instructor directly using McMaster's email.

### ***End of Term Assignment***

Working in groups, students will select one topic, **on a first-come basis (please confirm with the instructor)**, from the CFHI (Canadian Foundation for Healthcare Improvement) *Mythbusters* series:

<http://www.cfhi-fcass.ca/PublicationsAndResources/Mythbusters.aspx>

**The full-text articles can be found on A2L.**

1. Myth: When it comes to drugs and devices, newer is always better
2. Myth: User fees ensure better use of health services
3. Myth: C-sections are on the rise because more mothers are asking for them
4. Myth: The aging population is to blame for uncontrollable healthcare costs
5. Myth: Seeing a Nurse practitioner instead of a doctor is second-class care
6. Myth: Whole-body screening is an effective way to detect hidden cancers
7. Myth: Emergency room overcrowding is caused by non-urgent cases
8. Myth: We can improve quality one doctor at a time
9. Myth: The risks of immunizing children often outweigh the benefits
10. Myth: Early detection is good for everyone
11. Myth: A parallel private system would reduce waiting times in the public system
12. Myth: Generic drugs are lower-quality and less safe than brand-name drugs

**Note:** For the summer terms, a maximum of two groups can choose the same topic.

Groups will prepare a presentation and facilitate a class discussion, which includes the following:

- Title of the Myth and identification of the group members;
- A summary of the myth (i.e., what is the myth, how has it been defined, and what are the issues);
- A brief critique (was the CFHI piece fair and accurate in its presentation?);
- An update (is there any new evidence or change in context since the Mythbuster was written?); and
- Identification of the implications (e.g., funding, marketing, access, quality, etc.) of the issue(s) for each of the following:
  - policymakers;
  - health care managers; and
  - consumers.

Each group will present their topic during the virtual class and lead a discussion that highlights the policy analysis issues covered in the course. Groups will be given approximately 30 minutes for both the presentation and the class discussion (**depending on class size**). The precise approach used to present the topic to maximize its relevance and interest to the class is up to each group. The purpose of this assignment is to expose students to a broad range of controversies within health care.

**The end of term presentations will be evaluated for:**

1. completeness (inclusion of the material noted above);
2. innovation in making the presentation (keeping audience interest);
3. ability to facilitate discussion;
4. quality of the report

Groups will be assigned a date for their presentation. The presentation slides are to be submitted no later than midnight on the day of the presentation.

**ACADEMIC DISHONESTY**

It is the student's responsibility to understand what constitutes academic dishonesty. Please refer to the University Senate Academic Integrity Policy at the following URL:

<http://www.mcmaster.ca/univsec/policy/AcademicIntegrity.pdf>

This policy describes the responsibilities, procedures, and guidelines for students and faculty should a case of academic dishonesty arise. Academic dishonesty is defined as knowingly acting or failing to act in a way that results or could result in unearned academic credit or advantage. Please refer to the policy for a list of examples. The policy also provides faculty with procedures to follow in cases of academic dishonesty, as well as general guidelines for penalties. For further information related to the policy, please refer to the Office of Academic Integrity at:

<http://www.mcmaster.ca/academicintegrity>

In this course, we will be using a web-based service (Turnitin.com) to reveal plagiarism. Students will be expected to submit their work electronically. Students who do not wish to have their work assessed through Turnitin.com must advise their instructor(s) in writing. No penalty will be assigned to a student who does not wish to have their work assessed through Turnitin.com. However, all submitted work is subject to normal verification that standards of academic integrity have been upheld (e.g., online search, etc.). To see the Turnitin.com Policy, please go to:

<https://www.mcmaster.ca/academicintegrity/>

**USE OF AVENUE TO LEARN SYSTEM**

In this course, we will be using A2L. Students should be aware that, when they access the electronic components of this course, private information such as first and last names, usernames for the McMaster e-mail accounts, and program affiliation may become apparent to all other students in the same course. The available information is dependent on the technology used. Continuation in this course will be deemed consent to this disclosure. If you have any questions or concerns about such disclosure, please discuss this with the course instructor.

Students should avoid using the Avenue email system and instead use your McMaster email accounts for communicating with the instructor or TA.

## STUDENT ACCESSIBILITY SERVICES

Student Accessibility Services (SAS) offers various support services for students with disabilities. Students are required to inform SAS of accommodation needs for coursework at the outset of the term. Students must forward a copy of such SAS accommodation to the instructor normally, within the first three (3) weeks of classes, by setting up an appointment with the instructor. If a student with a disability chooses NOT to take advantage of SAS accommodation and chooses to sit for a regular exam, a petition for relief may not be filed after the examination is complete. The SAS website is:

<http://sas.mcmaster.ca>

## POTENTIAL MODIFICATIONS TO THE COURSE

The instructor and university reserve the right to modify elements of the course during the term. The university may change the dates and deadlines for any or all courses in extreme circumstances. If either type of modification becomes necessary, reasonable notice and communication with the students will be given with an explanation and the opportunity to comment on changes. **It is the responsibility of the student to check their McMaster email and course websites weekly during the term and to note any changes.**