

**BUSADMIN C650/C700**  
**Introduction to Health Management**  
**Winter 2024 Course Outline**

**Health Policy and Management**  
**DeGroote School of Business**  
**McMaster University**

---

***COURSE OBJECTIVES***

---

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 high-income 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.

---

***CLASS DAY/TIME, INSTRUCTOR, AND COURSE SITE***

---

**Thursdays**

7:00pm-9:50pm

**Coordinator/Instructor**

Neil Barr, PhD

Assistant Professor

[barrn@mcmaster.ca](mailto:barrn@mcmaster.ca)

Meetings: after class or by appointment

**Course Website**

<http://avenue.mcmaster.ca>

---

### ***COURSE DESCRIPTION***

---

This course introduces fundamental concepts and issues related to healthcare funding, service design and delivery, and the structure of healthcare systems. The focus is on the Canadian healthcare system with reference to other health systems as points of comparison. Students become familiar with healthcare terminology and some of the major controversies within the sector, nationally and internationally. Although the course is required for students considering the Health Services Management specialization (as subsequent Health Services Management courses build on this material), it is designed to meet the needs of students who are interested in other specializations by providing a valuable overview and insight into one of the world's most significant industries. Students build their health-sector understanding through readings, case-study assignments, and weekly discussions. All activities are practice-oriented to prepare students for health-related job interviews and work environments. Skills obtained are relevant to the field of management (e.g., marketing, operations, etc.) in the healthcare sector and beyond.

---

### ***LEARNING OUTCOMES***

---

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

- understand 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
- understand problem-solving and decision-making procedures in health care
- explain how data analytics can improve the health care system

---

### ***COURSE MATERIALS AND READINGS***

---

**Required:**

1. Course materials are available on Avenue to Learn  
(<http://avenue.mcmaster.ca>)

**Free**

2. Case study: students will need to purchase a case study (approximately \$5-10 each).

**Recommended:**

“Ontario’s Health System: Key Insights for Engaged Citizens, Professionals and Policymakers” by John N. Lavis

Instructions for downloading (free) or buying (~\$30) the textbook:

<https://www.mcmasterforum.org/rise/access-resources/ontarios-health-system>

**EVALUATION**

Learning in this course comes from readings, lectures, case studies, and online discussions, in addition to participation, completion of assignments, and out-of-class reflection. All work 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 group. Moreover, cross-evaluation (by the students not in the same group) may be used to assess presentations.

This course is delivered in a non-traditional combination of in-person and online (asynchronous through A2L) 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.

**Components and Weights**

Class Participation	Participation in class/group discussions and group presentations.	15%
Online Discussion Forums	Completion and participation in 5 forums (Each forum is worth 7%)	35%

<p>Assignment 1 (in groups)</p>	<p style="text-align: center;"><b>Case Study Presentation</b> Presentation regarding the analysis of a case study (15%) and submission of a corresponding report (5%)</p>	<p style="text-align: center;">20%</p>
<p>Assignment 2 (in groups)</p>	<p style="text-align: center;"><b>Mythbusters Presentation</b> Presentation and facilitation of discussion (20%) Individual reports (10%)</p>	<p style="text-align: center;">30%</p>

**Class Participation**

Participation will not be graded by simply counting each contribution a student makes (i.e., the quality of contribution is most important). Students are expected to come to class prepared (having reviewed the assigned readings) and to be involved in group discussions. Students are also expected to attend all classes.

**Assignments**

Details/Guidance on the assignments will be posted on A2L. Note: If a student has conducted a project or assignment for another course on a similar topic to one proposed for this course, they are required to obtain permission from the instructor in advance of proceeding with the topic. This is to ensure that projects or assignments are sufficiently different from one another. If in doubt, please contact the instructor.

**Grade Conversion**

At the end of the course, overall percentage grades will be converted to letter grades in accordance with the following conversion scheme:

LETTER GRADE	PER CENT	POINTS
A+	90-100	12
A	85-89	11
A-	80-84	10
B+	75-79	9
B	70-74	8
B-	60-69	7
F	00-59	0

## Communication and Feedback

Students that are uncomfortable in directly approaching an instructor regarding a course concern may send a confidential and anonymous email to the respective Area Chair or Associate Dean:

<http://mbastudent.degroote.mcmaster.ca/contact/anonymous/>

Students who wish to correspond with the instructor or TA 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. Emails regarding course issues should NOT be sent to the Administrative Assistant.

Instructors are encouraged to 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.

---

### ***ACADEMIC INTEGRITY***

---

You are expected to exhibit honesty and use ethical behaviour in all aspects of the learning process. Academic credentials you earn are rooted in principles of honesty and academic integrity.

Academic dishonesty is to knowingly act or fail to act in a way that results or could result in unearned academic credit or advantage. This behaviour can result in serious consequences (e.g., the grade of zero on an assignment, loss of credit with a notation on the transcript - notation reads: "Grade of F assigned for academic dishonesty"), and/or suspension or expulsion from the university.

It is your responsibility to understand what constitutes academic dishonesty. For information on the various types of academic dishonesty please refer to the Academic Integrity Policy, located at:

[www.mcmaster.ca/academicintegrity](http://www.mcmaster.ca/academicintegrity)

The following illustrates only three forms of academic dishonesty:

1. Plagiarism (the submission of work that is not one's own or for which other credit has been obtained)
2. Improper collaboration in group work
3. Copying or using unauthorized aids in tests and examinations

In this course we will be using a web-based service (“Turnitin”) to reveal plagiarism. Students will be expected to submit their work electronically so that it can be checked for academic dishonesty. Students who do not wish to have their work reviewed through Turnitin must still submit a copy to the instructor. No penalty will be assigned to a student who does not have their work reviewed through Turnitin. All submitted work is subject to normal verification that standards of academic integrity have been upheld (e.g., an online search). To see the Turnitin Policy, please go to:

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

---

### ***ONLINE COURSE COMPONENTS***

---

In this course we will be using Avenue to Learn. 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.

---

### ***CONDUCT EXPECTATIONS***

---

As a McMaster student, you have the right to experience, and the responsibility to demonstrate, respectful and dignified interactions within all our living, learning, and working communities. These expectations are described in the Code of Student Rights & Responsibilities (the “Code”; <https://secretariat.mcmaster.ca/app/uploads/Code-of-Student-Rights-and-Responsibilities.pdf>). All students share the responsibility of maintaining a positive environment for the academic and personal growth of all McMaster community members, whether in person or online.

It is essential that students be mindful of their interactions online, as the Code remains in effect in virtual learning environments. The Code applies to any interactions that adversely affect, disrupt, or interfere with reasonable participation in university activities. Student disruptions or behaviours that interfere with university functions on online platforms (e.g., use of A2L, or Zoom for delivery), will be taken very seriously and will be investigated. Outcomes may include restriction or removal of the involved students’ access to these platforms.

---

***MISSED ACADEMIC WORK AND PENALTY FOR LATE SUBMISSIONS***

---

When students miss regularly scheduled term work which contributes 10% or more to the final grade, for legitimate reasons as determined by the Student Experience – Academic Office (SEAO), the activity necessary to compensate for the missed work will be determined by the course instructor. The compensatory activities assigned will vary with the nature of the course and the missed requirement. They include, but are not restricted to, an alternative assignment, a rescheduled midterm exam, or reweighting the marks for the missed component to other mark components. Documentation explaining such missed work must be provided to the SEAO within five (5) working days of the scheduled date for completion of the work.

Acceptable reasons for missed work, along with the Petition for Missed Term Work and the MBA Student McMaster University Student Health Certificate, can be found on the DeGroote MBA Student website (<https://mbastudent.degroote.mcmaster.ca/resources/forms-and-applications/>). Please direct any questions about acceptable documentation to the MBA Academic Advisors ([askmba@mcmaster.ca](mailto:askmba@mcmaster.ca)).

University policy states that a student may submit a maximum of three (3) Petition for Missed Term Work per academic year, after which the student must meet with the Director of the program. If term work is missed without an approved reason, students will receive a grade of zero (0) for that component.

**Late Submissions**

Deadlines for assignments are set. All work must be submitted to the corresponding A2L Assignments folder on the due date and time as stated in the Course Schedule. Do not submit work by email. Late assignments will be penalized 10% for every 24 hours, or part thereof, they are submitted past their due date and time. If you anticipate being unable to complete an assignment on the due date, please contact the instructor prior to the due date. Requests for extensions will not be considered within 48 hours of the deadline except under exceptional circumstances.

---

***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 course work at the outset of 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 an 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>

---

### ***RELIGIOUS, INDIGENOUS, OR SPIRITUAL OBSERVANCES***

---

Students requiring academic accommodation based on religious, indigenous or spiritual observances should follow the procedures set out in the RISO policy (<https://secretariat.mcmaster.ca/app/uploads/2019/02/Academic-Accommodation-for-Religious-Indigenous-and-Spiritual-Observances-Policy-on.pdf>). Students should submit their request to their Faculty Office normally within 10 working days of the beginning of term in which they anticipate a need for accommodation. Students should also contact the instructor as soon as possible to make alternative arrangements for classes and assignments.

---

### ***COPYRIGHT AND RECORDING***

---

Students are advised that lectures, demonstrations, performances, and any other course material provided by an instructor include copyright protected works. The Copyright Act and copyright law protect every original literary, dramatic, musical, and artistic work, including lectures by university instructors. The recording of lectures, tutorials, or other methods of instruction may occur during a course. Recording may be done by either the instructor for the purpose of authorized distribution, or by a student for the purpose of personal study. Students should be aware that their voice and/or image may be recorded by others during the class. Please speak with the instructor if this is a concern for you.

---

### ***POTENTIAL MODIFICATION 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 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.



---

***ACKNOWLEDGEMENT OF COURSE POLICIES***

---

Your registration and continuous participation to the various learning activities of C650/C700 will be considered to be an implicit acknowledgement of the course policies outlined above, or of any other that may be announced during lecture and/or on A2L. It is your responsibility to read this course outline, to familiarize yourself with the course policies, and to act accordingly.

Lack of awareness of the course policies cannot be invoked at any point during this course for failure to meet them. It is your responsibility to ask for clarification on any policies that you do not understand.