**DeGroote
School of Business**

**McMaster
University**

**BUSADMIN C721
Dynamics of Health Policymaking and Influence on Organizations
Winter 2025 Course Outline**

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

COURSE OBJECTIVES

The goal of this course is to introduce students to the field of health policymaking and analysis. The scope includes administrative/managerial, clinical, and public policies. Students will be exposed to concepts and methods that will provide a foundation for conducting policy analysis, including gaining an understanding of how to approach descriptive, explanatory, and exploratory examinations. Current policy topics in health care will be used to demonstrate the practical relevance of policy analysis for health care managers. Small group activities will be used to help develop communication and analysis skills for use in health policy work settings.

CLASS DAY/TIME, INSTRUCTOR, AND COURSE SITE

Thursdays
2:30pm-5:20pm

Coordinator/Instructor
Neil Barr, PhD
Assistant Professor
barrn@mcmaster.ca
Meetings: after class or by appointment

Course Website
http://avenue.mcmaster.ca

COURSE DESCRIPTION

Prerequisite: C650 or registration in the Blended Learning Part-time MBA Program, eHealth MSc program, or permission of the instructor.

Antirequisite: C720

This course provides a set of policy tools that form overarching frameworks for analysis of health policymaking which can be used by healthcare managers to perform effectively within a dynamic and politically influenced health policy context. In this immersive course, students are provided tools each week. Each semester, topics and programs that are top of mind for health care managers illustrate the interactions of factors such as ideas (e.g., evidence), interests (e.g., stakeholders) and institutions (e.g., rules). Students will be required to think critically about major themes in health policymaking and the implications for their respective organizations. In-class small group activities strengthen communication and analysis skills for use in the workplace.

LEARNING OUTCOMES

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

- Demonstrate an understanding of the role of policy and policy analysis in health care
- Describe the stages and nature of the policy development process
- Demonstrate an understanding of the significant factors which impact policy development and outcomes
- Identify key ideas, interests, institutions that affect health policy development
- Demonstrate an understanding of how issues make it onto the policy agenda
- Explain why some policy solutions succeed while others fail
- Communicate effectively in the policy environment
- Anticipate stakeholder interests and design an appropriate consultation strategy
- Conduct a mini policy analysis

COURSE MATERIALS AND READINGS

Required:

Course materials are available on Avenue to Learn **Free** (http://avenue.mcmaster.ca)

EVALUATION

Learning in this course comes from readings, lectures, in-class discussion, small group work, as well as participation, preparation of individual and group assignments, and out-of-class analysis.

For group assignments, members will share the same grade unless all members agree to an adjustment.

Components and Weights

Class Participation	Participation in class/group discussions, including any online forums. Participation is also expected for group presentations.	20%
Assignment 1 (in groups)	**Policy Report** Presentation regarding the analysis of a health policy issue.	20%
Assignment 2 (in groups)	**Stakeholder Dialogue** Protocol for a proposed stakeholder dialogue	30%
Assignment 3	**Mini Policy Analysis** Outline/proposal (5%); paper (25%)	30%

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

Further guidance on the three assignments outlined below 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.

Assignment 1 – Policy Report

The purpose of this assignment is to assist students in understanding various course concepts through the examination of current issues in health policymaking.

Working in assigned groups, this assignment will involve analyzing/assessing a recent issue related to health policy by identifying and applying concepts from the course. Each group will be assigned a different topic (group assignments will occur during the first week of class).

Students will present to the class (and facilitate relevant discussion) the class/week after the associated concepts/material have been covered.

Assignment 2 – Policy/Stakeholder Dialogue

The purpose of this assignment is to encourage students to become actively involved in health policymaking by identifying relevant concepts and issues using a practical example of stakeholder engagement, while exposing students to a range of policy topics.

Working in assigned teams, students will select an important issue in health policy and develop a protocol for a stakeholder dialogue to inform policymaking in a selected jurisdiction. Each team will design their own approach to conduct an effective dialogue to inform policy development on their chosen topic.

Assignment 3 – Mini Policy Analysis

The purpose of the final assignment is to pull together the concepts and techniques covered during the course and apply them to an interesting policy issue. Students will conduct a mini policy analysis on a topic of their choice (subject to final approval from the instructor). Specific policy analysis tools/concepts must be used in the analysis. Examples of possible topics and published policy analyses will be posted on the A2L site.

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

Students are responsible for being aware of and demonstrating behaviour that is honest and ethical in their academic work. Such behaviour includes:

- following the expectations articulated by instructors for referencing sources of information and for group work;
- asking for clarification of expectations as necessary;
- identifying testing situations that may allow copying;
- preventing their work from being used by others (e.g., protecting access to computer files); and
- adhering to the principles of academic integrity when conducting and reporting research.

AUTHENTICITY/PLAGIARISM DETECTION

Some courses may use a web-based service (Turnitin.com) to reveal authenticity and ownership of student submitted work. For courses using such software, students will be expected to submit their work electronically either directly to Turnitin.com or via an online learning platform (e.g., A2L) using plagiarism detection (a service supported by Turnitin.com) so it can be checked for academic dishonesty.

Students who do not wish their work to be submitted through the plagiarism detection software must inform the instructor before the assignment is due. No penalty will be assigned to a student who does not submit work to the plagiarism detection software.

All submitted work is subject to normal verification that standards of academic integrity have been upheld (e.g., online search, other software). For more details about McMaster's use of Turnitin.com please go to:

www.mcmaster.ca/academicintegrity

COURSES WITH AN ONLINE ELEMENT

All courses use some online elements (e.g., email, Avenue to Learn). Students should be aware that when they access the electronic components of a course using these elements, private information such as first and last names, user names for the McMaster email accounts, and program affiliation may become apparent to all other students in the same course.

Students may be required to use the Respondus LockDown Browser and Respondus Monitor. The Respondus LockDown Browser is a downloadable program that allows a student to take an Avenue to Learn quiz in a secure environment.

For more details about McMaster's use of Respondus Lockdown Browser please go to:

https://avenuehelp.mcmaster.ca/exec/respondus-lockdown-browser-and-respondus-monitor/

The available information is dependent on the technology used. Continuation in a course that uses online elements 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.

ATTENDANCE

Arriving late or missing class disrupts the learning experience for both you and your peers. Punctuality and attendance are crucial to maintaining a respectful, professional, and productive environment for everyone, including our faculty.

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).

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/university-policies-procedures-guidelines/acad-accom-for-religious-indigenous-and-spiritual-observances-riso/). 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 C721 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.