The Telfer School of Management provides an outstanding environment for students pursuing graduate studies in health care management both from an academic and a professional point of view. In addition to the Master in Health Administration (MHA), the Telfer School of Management offers at the graduate level a master of business administration (MBA), a master of science in management and a master of science in health systems, as well as a number of joint programs with the faculties of Law and of Engineering.

The programs are governed by the general regulations (http://www.grad.ottawa.ca/Default.aspx?tabid=1807) in effect for graduate studies.

The MHA program has close links to other faculties including the Faculty of Health Sciences and the Faculty of Medicine to assure relevance to clinical practice for health service administration.

The MHA program also has close links with hospitals, long-term care institutions, community health agencies, psychiatric institutions, federal and provincial governments, and international, national, and provincial health organizations to assure curricular relevance and excellence.

Moreover, the program maintains close ties with the Canadian College of Health Service Executives, the American College of Health Service Executives, and other professional bodies across North America. The emphasis in this program is on proactive management with a vision of humanistic leadership and public service in a period of intense change in health care systems around the world.

The MHA program fosters the development of its students’ computer skills by providing them with continuous access to the most current suite of software, to financial databases, to specialized business software, as well as to the Internet and electronic mail. Computer and multimedia equipment are also available to prepare assignments and class presentations.

In addition to those tools and services provided by the Telfer School of Management, students can access computer, communication and multimedia services provided to all University students.

TheMorissetandHealthScienceslibrariesoftheUniversityhouseextensivecollectionsofbooks,periodicalsanddocumentsrelevanttotheartsandsciences,includinghealthadministration,generaladministrationandmedicine.StudentsalsohaveaccesstotheNationalLibraryandtheCanadianInstituteforScientificandTechnicalInformation(formerlythe

**Goals and Objectives**

Given its mission statement, the MHA program will pursue the following goals:

- Provide comprehensive education in health services and systems management.
- Conduct relevant health management research.
- Make continuous improvements to the program by proactively responding to market needs.
- Create opportunities to effectively link students with the health community to enhance the student’s learning experience.
- Assist students in the development of meaningful career plans.
- Foster strong, ongoing, lasting and mutually beneficial relationships with the MHA Alumni Association, the local Chapter of CCHSE and its members as well as all residency sites and preceptors.
- Provide patient-centered inter-professional learning opportunities.

**History of the Program**

The master’s in health administration (MHA) program began as the School of Hospital Administration in 1964. It changed its name in 1970 to include the notion of health in order to broaden its focus. In 1979, a reorganization of the Faculty of Administration program changed the school’s name to the MHA program. Since 1997, the core management disciplines of the MHA program are covered through MBA courses offered to both MBA and MHA students.

**Accreditation**

One of only three business schools in Canada accredited by the Association to Advance Collegiate Schools of Business (AACSB), the European Quality Improvement System (EQUIS) and the Association of MBAs (AMBA), the Telfer School of Management is recognized by The Princeton Review as one of the world’s best 290 business schools and has been ranked by the Financial Times as a top 150 business school for the last three years.

**Computer Facilities**

The Telfer School of Management offers students well-equipped computer facilities. Hardware and software common in business are available. Computers are also used as a main teaching tool in the many multimedia classrooms available on campus.

The MHA program fosters the development of its students’ computer skills by providing them with continuous access to the most current suite software, to financial databases, to specialized business software, as well as to the Internet and electronic mail. Computer and multimedia equipment are also available to prepare assignments and class presentations.

**Libraries**

The Morisset and Health Sciences libraries of the University house extensive collections of books, periodicals and documents relevant to the arts and sciences, including health administration, general administration and medicine. Students also have access to the National Library and the Canadian Institute for Scientific and Technical Information (formerly the
National Research Council Library), as well as dozens of other specialized collections in Ottawa.

Admission Requirements

For the most accurate and up-to-date information on application deadlines, language tests, and other admission requirements, please visit the specific requirements (http://www.uottawa.ca/graduate-studies/programs-admission/apply/specific-requirements) webpage.

Admission to the master’s of health administration program is open to candidates holding a Canadian bachelor degree or its equivalent. A minimum standing of B or 70% overall average is required. The equivalency of qualifications for applicants from non-Canadian institutions will be determined by the graduate studies. In addition, a limited number of candidates may be considered for admission on the basis of substantial managerial or professional training and experience (normally 10 years or more) even if they do not hold a university degree or do not meet the minimum academic requirements.

Entry into the Master in Health Administration (MHA) program takes place in the fall term (full-time and part-time students) of each year. Classes start mid-August. In order to be considered for admission, completed applications must be received no later than April 1 of the year of potential entry.

Due to immigration requirements, all applications other than those from Canada, the United States and Europe must be received no later than February 1. Later applications will only be considered at the discretion of the Telfer School of Management.

In its evaluation of applicants, the admissions committee will identify those who lack mathematical background and will strongly recommend that they complete four Quantitative Analysis for Business Modules (namely “Basic Mathematics”, “Spreadsheet for Statistics”, “Mathematics for Finance”, and “Calculus for Microeconomics”) offered in an hybrid delivery mode (on-line with some one-on-one tutorials with a professor; the modules can be done completely on-line for students who cannot attend live tutorials). Furthermore, all students admitted will be invited to complete these four modules to refresh their quantitative analysis skills.

Requirements and Documents

Admission to the program is competitive and the number of candidates that can be accommodated is limited. Admission will be granted only to those who clearly demonstrate high promise of success in the MHA program. In applying to the program, candidates should provide the following documentation:

- a duly completed application form
- a non-refundable application fee
- past academic performance: original transcripts from all post-secondary institutions attended, as well as any additional evidence of academic excellence such as grade point average, class rank, awards, publications, professional designations
- related work experience: a current curriculum vitae that details managerial or professional experience

A minimum of 3 years of full-time work experience is required. In general, preference is given to those applicants who have greater work experience, particularly when there is evidence of career progression. In exceptional circumstances, volunteer work, internships and other demonstrated leadership roles can be considered as part of this criterion.

- two confidential letters of recommendation that comment on the applicant’s suitability for graduate study
- a narrative statement that indicates the applicant’s personal motivation for entering the MHA program, and how they would contribute to the learning environment
- a standardized test: The Graduate Management Admission Test (GMAT) is compulsory for all candidates planning to take the MHA (both anglophones and francophones, since the MHA specialization courses are offered only in English). A score of at least 50 percentile is required for the GMAT, and each individual component being within the 45 percentile. A score of 4.5 is also required on the essay writing. Applications for the GMAT can be obtained from Educational Testing Service P.O. Box 6103 Princeton, New Jersey USA, 08541-6103

In some cases, applicants may be required to attend a personal interview with a representative of the MHA program.

Candidates whose mother tongue is neither English nor French are required to provide evidence of proficiency in one of Canada’s official languages. These candidates must submit one of the following to graduate studies to confirm their proficiency:

- A score of at least 250 on the Test of English as a Foreign Language (TOEFL), with a score of at least 5 on the Test of Written English (TWE) and a score of at least 50 on the Test of Spoken English (TSE). The TOEFL is administered by Educational Testing Service, Box 899, Princeton, New Jersey, USA, 08540; see also www.web1.toefl.org.
- A score of at least 7 in at least three of the four International English Language Testing System (IELTS) tests (Reading, Listening, Writing, Speaking) and at least 6 in the fourth. The IELTS is administered by the British Council: www.ielts.org.
- A score of at least 14 on the CANTEST, administered by the University of Ottawa, with no individual test score below 4.0, along with a score of 4.5 on the oral component of the test.
- Proof of completion within the last five years, of a previous degree program in an English language university.
- Proof of recent prolonged residence and exercise of a profession in an English speaking country (normally at least four years over the last six years).

All applications, supporting documents, and inquiries from candidates for the MHA program should be sent to the Telfer School of Management.

N.B. The selection committee will not consider applications unless all the required documents are submitted.

Language of Instruction

In the application to the MHA program, students must elect to take the common core components either in English or in French and are placed, once admitted, in a cohort/study group accordingly. The health administration modules are taught only in English; therefore, a good command of English is necessary. However, students may submit assignments, research papers, directed readings or examination papers either in English or in French. Administrative residencies can be arranged in French-language institutions.

Recognition of Courses

Advanced Standing
At the time of admission, a student may receive advanced standing for graduate courses in management completed previously as a regular student either in a Canadian MBA program or a similar program accredited by the AACSB International or an equivalent.

Units may also be granted for graduate courses completed previously in a University of Ottawa interdisciplinary program in which the Telfer School of Management is involved.

The maximum number of units allowed is 27. No units will be granted for courses completed more than five years ago or for which the grade was lower than B or 70%. Advanced standing is usually granted only for core courses.

Orientation
The program begins the last two weeks of August with a period dedicated to skills development and program orientation / information for all students (MBA 5235 or MBA 5260).

Computer Skills
Students must be familiar with the use of computers and basic applications related to administration such as word processing, spreadsheets and presentation software.

Program Requirements
The MHA curriculum is composed of 54 units as follows:

• Management core (MBA and ADM course codes): 16.5 units
• Health management (MHA) courses: 30 units
• Administrative residency and field project: 7.5 units.

Courses
Many of the program requirements consist of 3-unit courses, normally offered on the basis of three hours per week over twelve weeks during a university term. Each term has been divided into two blocks, allowing the program to also offer 1.5-unit courses, also known as modules. The 18-hour modules, normally offered over a six-week period, provide more variety in course offerings and allow flexibility in course delivery, as some modules may be offered in an intensive format such as over a 3-day weekend. Any given course is normally offered only once a year in a specific academic term or block. Multiple sections (day and evening) of each course may be scheduled in the same term or block, given the program structure and based on enrollment figures; some courses are offered only in the evenings. The Telfer School of Management may choose not to offer a course for which the demand is too low.

*Throughout this text, the term "courses" refers both the three-unit courses and to 1.5 unit modules.

Management Skills
The MHA program begins with a period dedicated to skills development (leadership, communications, negotiation, group work, and other related management tools necessary for a solid grounding in business, MBA 5235). This skills development course is offered during the last two weeks of August for full-time students and during the last weekend of August for working professionals.

Common Core in Management
The MHA program starts with a common core in management with the MBA program. The common core provides groundwork in basic management disciplines and skills.

Health Management Specialization
The MHA program offers a large number of health management specialization courses that prepare its students for the challenges that managers in the health system must face. All these courses are required.

Health Care Administrative Residency and Field Project
The residency (MHA 6990) is an integral part of the program and takes place in the last academic term (fourth term in the full-time program). During this period, the students are assigned to a specific preceptor but remain under the supervision of the program. The residency may be spent in a variety of health agencies and institutions. All students must enroll full-time for this activity.

The administrative residency has three major learning goals:

• to integrate course knowledge in health care management;
• to develop cognitive skills;
• to enhance leadership skills.

The field project is an integral part of the successful completion of the administrative residency requirement. It integrates curricular content with practical experience and is undertaken under joint supervision by the faculty member and the preceptor in whose organization the administrative residency takes place.

The project describes a particular area of the student's residency experience and contribution to the residency site and is structured according to a standard format accepted in medical research. Successful field project papers should combine the student's knowledge of theory with the practical experience gained during the administrative residency. In order to pass this course, the student must successfully complete the administrative residency component (evaluated as S/NS) and receive a passing grade in the field project component.

Students will be given a kick off orientation by the Residency Coordinator(s) followed by individual meetings to help guide the development of career goals and residency objectives leading to the selection of site options. Once residency sites have been finalized, a second orientation will target preparation for the actual residency experience. Prerequisite: at least 12 units of MBA courses and 18 units of MHA courses.

Evaluation and Promotion
The term "courses" refers both to 3-unit courses and to 1.5-unit modules.

Grades are awarded according to the following scale:

A+ 90 - 100% 10 points Exceptional
A 85 - 89% 9 points Excellent
A- 80 - 84% 8 points Excellent
B+ 75 - 79% 7 points Very Good
B 70 - 74% 6 points Very Good
C+ 65 - 69% 5 points Good
C 60 - 64% 4 points
D+ 55 - 59% 3 points
D 50 - 54% 2 points

All grades below C+ are failing grades for graduate students.

C 60 - 64% 4 points
D+ 55 - 59% 3 points
D 50 - 54% 2 points
E 40 - 49% 1 point
F 0 - 39% 0 point

ABS-EIN*

* ABS - (absent, no work submitted) Awarded to a student who has not attended the course and has not informed the academic unit in writing, within two weeks of the start of the course. This symbol is equivalent to a failing grade (F).
* EIN - (incomplete) Awarded when at least one of the compulsory elements of evaluation have not been provided. This symbol is equivalent to a failing grade (F).

Dropping Courses
Given the integrative nature of the program delivery, full-time and part-time students are not allowed to drop 5000-level courses; however, they may drop 6000-level courses, but only during the first two weeks of classes.

Minimum Standards and Failures
Students must meet the following requirements throughout their program.

- **Requested Cumulative Grade Point Average and Probation Period**

  General Standard: Students must maintain a cumulative grade point average (CGPA) of 6.0 throughout the program and their overall CGPA upon completion of all requirements must be 6.0 in order to qualify for graduation. Those who fail to maintain an average of 6.0 at the time of the periodic review are placed on probation. All courses are included in the calculation of the CGPA.

  The CGPA of full-time students initially will be reviewed at the end of Block 2, and subsequently at the end of each block, provided they have completed 12 units since the last CGPA review. The academic performance of working professionals will be reviewed at the end of Block 6 for the first two years of the program. Thereafter, their performance will be evaluated upon completion of each additional 12 units. Students who fail to qualify for removal from probation on the next review must withdraw from the program.

- **Failures**

  The general regulation in effect for graduate studies (Regulation E.7) applies.

Duration of the Program
All students, regardless of the option chosen (full-time or accelerated), must complete all degree requirements within five years from the date of initial enrollment.

Change of Grade on the Record
Revision
Students wishing to request a review of any marked assignments returned while the course is in progress must do so within one week of receipt of the marked assignment from the professor. Students wishing to request a review of final examinations and term work returned after the end of a course must do so within one week following the posting of grades by the graduate programs secretariat.

The request must be made in writing to the graduate programs secretariat using the special form available for this purpose. A copy of the student’s request will be forwarded to the professor, who will submit his decision to the director of the MHA program, using the Change of Grade Report. The graduate programs secretariat will inform the student of the decision.

Appeal Process
A student who is not satisfied with the professor’s decision, and who wishes to proceed with a formal review, must submit a written request to the graduate programs secretariat within one week of communication of the professor’s decision. The Director of the MHA program will proceed with a reevaluation according to the procedure approved by the Senate of the University, a copy of which can be found at the graduate programs secretariat. One or two professors qualified in the discipline and appointed by the director of the MHA program will re-assess the assignment, test or examination in question and will submit their decision to the Director of the MHA program, who will communicate the decision to the student.

A student who disagrees with this decision may, within a week of communication of the Telfer School of Management decision, submit a written appeal to the dean.

Full-Time MHA Program
A full-time student is expected to complete the program in 15 months.

The schedule of the full-time MHA follows. Note that the MHA modules are normally offered after 4 p.m., while the MBA common core is offered between 8:30 a.m. and 4 p.m., or (on an exceptional basis) after 4 p.m. if a student is assigned to a cohort intended primarily for part-time students.

Core modules taken in the full-time MBA program (MBA/ADM) and health administration modules (MHA):

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Units</th>
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</thead>
<tbody>
<tr>
<td>Year 1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MBA 5235</td>
<td>Management Skills I</td>
<td>1.5 Units</td>
</tr>
<tr>
<td>MBA 5260</td>
<td>The World of the General Manager and of Strategic Management</td>
<td>1.5 Units</td>
</tr>
<tr>
<td>MBA 5300</td>
<td>Data Analysis</td>
<td>3 Units</td>
</tr>
<tr>
<td>MBA 5340</td>
<td>Financial Accounting Information and Decisions</td>
<td>3 Units</td>
</tr>
<tr>
<td>MHA 6360</td>
<td>Health Care in Canada - Overview</td>
<td>3 Units</td>
</tr>
<tr>
<td>MHA 6370</td>
<td>Introduction to Health Informatics</td>
<td>3 Units</td>
</tr>
<tr>
<td>Winter Term</td>
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</tr>
<tr>
<td>ADM 6260</td>
<td>Project Management I</td>
<td>1.5 Units</td>
</tr>
<tr>
<td>MBA 5236</td>
<td>Leadership and Management</td>
<td>1.5 Units</td>
</tr>
<tr>
<td>MBA 5330</td>
<td>Organization Behaviour and Human Resources Management</td>
<td>3 Units</td>
</tr>
<tr>
<td>MHA 6212</td>
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<td>1.5 Units</td>
</tr>
<tr>
<td>MHA 6266</td>
<td>International Perspectives in Health Care</td>
<td>1.5 Units</td>
</tr>
<tr>
<td>MHA 6301</td>
<td>Population Health and Epidemiology</td>
<td>3 Units</td>
</tr>
<tr>
<td>MHA 6380</td>
<td>Quantitative Methods and Their Applications to Health Care Decision Making</td>
<td>3 Units</td>
</tr>
<tr>
<td>Spring/Summer Term</td>
<td></td>
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</tr>
<tr>
<td>MBA 5265</td>
<td>Performance Management</td>
<td>1.5 Units</td>
</tr>
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</table>
MHA 6215 Management and Evaluation of Quality of Patient Care 1.5 Units
MHA 6216 Risk Management in Health Care 1.5 Units
MHA 6230 Human Resource Management in Health Care 1.5 Units
MHA 6250 Health Care Accounting and Finance 1.5 Units
MHA 6271 Technology As An Instrument of Change in Health Care 1.5 Units
MHA 6351 Health Economics 3 Units
MHA 6361 Leading Strategy and Change in Health Care Organizations 3 Units

Year 2
Fall Term
MHA 6203 Program Evaluation for Health Care Managers 1.5 Units
MHA 6990 Health Care Administrative Residency and Field Project 7.5 Units

Total: 54 Units

Accelerated Program Option
Individuals in full-time employment may choose the accelerated option for working professionals and complete their degree in 28 months. Students must enroll full-time during the spring terms of Year 1 and Year 2. Some courses are offered on an irregular and sometimes intensive schedule to assist students in balancing their university workload with their employment. Students are informed in advance of these irregular schedules. Most management core and specialization courses are offered after 4 p.m. for working professionals.

All students must enroll full-time while completing their compulsory residency (MHA 6990).

The MHA 28-month program structure is as follows:

<table>
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<tr>
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<td>MHA 6360</td>
<td>Health Care in Canada - Overview</td>
<td>3 Units</td>
</tr>
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<td>Winter Term</td>
<td></td>
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<td>ADM 6260</td>
<td>Project Management I</td>
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<td>Health Economics</td>
<td>3 Units</td>
</tr>
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<td>Year 2</td>
<td></td>
<td></td>
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<tr>
<td>Fall Term</td>
<td></td>
<td></td>
</tr>
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<td>MBA 5236</td>
<td>Leadership and Management</td>
<td>1.5 Units</td>
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<tr>
<td>MBA 5260</td>
<td>The World of the General Manager and of Strategic Management</td>
<td>1.5 Units</td>
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</table>

MHA 6370 Introduction to Health Informatics 3 Units

Winter Term
MBA 5265 Performance Management 1.5 Units
MHA 6215 Management and Evaluation of Quality of Patient Care 1.5 Units
MHA 6266 International Perspectives in Health Care 1.5 Units
MHA 6361 Leading Strategy and Change in Health Care Organizations 3 Units

Spring/Summer Term
MHA 6216 Risk Management in Health Care 1.5 Units
MHA 6250 Health Care Accounting and Finance 1.5 Units
MHA 6271 Technology As An Instrument of Change in Health Care 1.5 Units
MHA 6380 Quantitative Methods and Their Applications to Health Care Decision Making 3 Units

Year 3
Fall Term
MHA 6203 Program Evaluation for Health Care Managers 1.5 Units
MHA 6990 Health Care Administrative Residency and Field Project 7.5 Units

Total: 54 Units

Transfer of Units
Under certain circumstances it is permissible for students enrolled in the program to take courses at another faculty or another university and to have the units for these courses transferred towards the requirements of the degree. Arrangements for enrollment in such courses must be approved in advance by the Telfer School of Management and completed by the closing date for enrollment of the MHA program in the term concerned.

Students who intend to take courses at Ontario universities must complete in advance the form entitled Ontario Visiting Graduate Student Application available at the secretariat of the School. Students who intend to take courses at a university outside of Ontario must obtain in advance a Letter of Permission from the school.

The maximum number of units that can be granted in advanced standing or in transferred units is 27. The regular rules of evaluation and promotion apply to all courses taken by transfer of units.

Graduate Diploma in Business Administration
The Graduate Diploma is awarded only to students already enrolled in the MBA or MHA programs who are not continuing in these programs.

In order to receive the Graduate Diploma, candidates must:

- be admitted and enrolled in either the MBA or the MHA program;
- have completed at least 27 units of MBA or MHA or ADM courses with satisfactory performance (normally with a 6.0 cumulative grade point average), including at least 15 units of MBA 5000-level courses from the following list:

<table>
<thead>
<tr>
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<tr>
<td>MBA 5211</td>
<td>Corporate Governance and Ethics</td>
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</tr>
</tbody>
</table>
MBA 5237 Change Management 1.5 Units
MBA 5241 Managerial Accounting Information and Decisions 1.5 Units
MBA 5260 The World of the General Manager and of Strategic Management 1.5 Units
MBA 5265 Performance Management 1.5 Units
MBA 5270 Knowledge and Information Management 1.5 Units
MBA 5300 Data Analysis 3 Units
MBA 5320 Strategic Marketing Management 3 Units
MBA 5330 Organization Behaviour and Human Resources Management 3 Units
MBA 5340 Financial Accounting Information and Decisions 3 Units
MBA 5350 Corporate Financial Management 3 Units
MBA 5355 Economics for the Global Manager 3 Units
MBA 5360 Strategy Formulation and Implementation 3 Units

Research

Research Fields & Facilities

Located in the heart of Canada’s capital, a few steps away from Parliament Hill, the University of Ottawa is among Canada’s top 10 research universities.

uOttawa focuses research strengths and efforts in four Strategic Areas of Development in Research (SADRs):

- Canada and the World
- Health
- e-Society
- Molecular and Environmental Sciences

With cutting-edge research, our graduate students, researchers and educators strongly influence national and international priorities.

Research at the Telfer School of Management

For more information, consult the Professors by area of expertise (http://www.telfer.uottawa.ca/en/directory/professors-by-area-of-expertise) page.

Courses

Explanation of Course Codes

1st digit:

5000 level: common core

6000 level: Health Administration specialization

2nd digit:

2, 4 courses offered in English
6, 8 courses offered in French
9 bilingual courses

3rd digit:

0 Data Analysis, Statistics
1 Public Policy, Public Sector Management, Health Care Systems
2 Marketing

3 Organizational Behaviour, Human Resources
4 Accounting
5 Finance, Economics
6 Health or Business Policy, International Management, High Technology
7 Information Systems
8 Management Decision Models, Operations Management
9 Seminars, Projects, Residency

MHA 6203 Program Evaluation for Health Care Managers (1.5 unit)

This course is intended for future health care managers who will contract out or procure program evaluations within their organizations. It covers the development of evaluation questions and standards of effectiveness, program evaluation designs, sampling, collecting information (primary and secondary), evaluation measures, managing evaluation data, analyzing evaluation data, evaluation reports, and development of Requests for Proposals (RFPs) that form the basis for these evaluations. Students prepare an evaluation proposal similar to the kind of proposal that is submitted by consulting firms and/or academic groups in response to RFPs from health care managers. At the conclusion of this course, students will be able to develop RFPs and to adequately assess evaluation proposals, i.e., be able ask to right questions, and to know which disciplines should be represented on the proposal review team.

Course Component: Lecture

MHA 6212 Governance and Ethical Management in Health Care Organizations (1.5 unit)

Governance models for health care organizations. Definition, resolution and handling of ethical problems of administrators, professionals and researchers in health organizations. Reconciliation of conflicting interests of the stakeholders according to ethical principles.

Course Component: Lecture

MHA 6213 Directed Readings in Health Care Management (3 units)

Personal definition, investigation and synthesis of broadly based literature on a topic from a list prepared in advance by the MHA faculty. Bi-weekly progress reports submitted by e-mail or in person. Presentation of the report at a seminar organized by a supervisor.

Course Component: Lecture

Prerequisites: must have completed the common core and at least 10.5 MHA units. Permission of the Department is required.

MHA 6215 Management and Evaluation of Quality of Patient Care (1.5 unit)

This course will apply concepts from the literature to analyze and understand quality management and patient safety issues, and discuss these concepts in relation to accountability. It will prepare students for the health care workplace by exposing them to practices and aspects related to patient safety and quality in health care, and by identifying contemporary approaches to address them. Various models and approaches for assessing and improving quality will be discussed, including evidence-based medicine and management, systematic reviews, clinical practice guidelines, and quality improvement approaches. Various quality initiatives and quality improvement tools will be discussed and evaluated.

Course Component: Lecture
MHA 6216 Risk Management in Health Care (1.5 unit)  
Applies the tools of decision analysis (e.g., decision trees, and uncertainty analysis) to risk management problems in health care. The general purpose of these tools will be highlighted. Early lectures will focus on medical decision-making applications (e.g., choosing a diagnostic cut-point, choosing between different health technologies, and aiding a patient with her choice of course of action). Later lectures will demonstrate how the decision analysis tools can enlighten broader risk management deliberations (such as whether to invoke a quarantine, whether to issue health-alerts, whether to support new vaccines, etc.). Case studies will be used to exemplify lessons learned from the risk assessment, the risk communication, the risk perception and the risk management literatures.  
Course Component: Lecture  
Prerequisite: MBA 5300, MHA 6380

MHA 6230 Human Resource Management in Health Care (1.5 unit)  
Focus on the major issues unique to effective health human resources management. Topics covered include measuring needs and planning for the current and future supply of human resources. Recruitment, retention and development strategies to meet changing workforce conditions. Understanding the unique regulatory environments where many professions are regulated by provincial laws and professional colleges while others are not. Labor relation issues and approaches in this highly unionized environment. Funding, team work and inter-professional practice, scope of practice issues and organizational design. Interactions of organizational and professional accreditation mechanisms (such as professional colleges and associations, and accreditation bodies).  
Course Component: Lecture

MHA 6250 Health Care Accounting and Finance (1.5 unit)  
Course Component: Lecture  
Prerequisite: MBA 5340

MHA 6266 International Perspectives in Health Care (1.5 unit)  
Geopolitics of world health: health inequities between countries and within countries. Health systems as a determinant of health: Canada and the USA. OECD/WHO countries: France, Germany (Bismarck model) and the UK (Beveridge model) major reforms. Sweden (Beveridge) - a very decentralized system. International actors: WHO (PAHO), private foundations, NGOs, pressure groups.  
Course Component: Lecture

MHA 6271 Technology As An Instrument of Change in Health Care (1.5 unit)  
Discusses research on the implementation of contemporary health information technologies (IT) and their role in improving, transforming and supporting the delivery of health services: computer-based patient records, computerized order entry and results reporting, clinical services applications (lab, pharmacy, radiology- PACS), clinical decision support systems, nursing information systems, telemedicine and telehealth applications, e-health applications, (including end-users involvement, implementation aspects, alignment with work practices), inherent risks associated with application of IT in healthcare, information security and privacy, IT impacts and challenges, issues related to IT assessment and evaluation in healthcare. Technology as an enabler of change supporting process standardization using Business Process Orchestration Technologies to create a foundation for optimization and active process management.  
Course Component: Lecture  
Prerequisite: MHA 6370

MHA 6301 Population Health and Epidemiology (3 units)  
Provides a survey of epidemiology; viewed through a “population health” lens. Course will provide a survey of: measures of health status (including measures of mortality and morbidity); and measures of association. The basic epidemiological designs (observational, case-control, cohort, time series, and randomized control studies) will be reviewed. The factors affecting the precision and validity of these studies (e.g. statistical power, confounding, effect modification, and causality criterion) will be reviewed. Emphasis will be placed on equipping students with an ability to critically evaluate clinical, epidemiological, and health administration evidence in support of decisions. Guidance will also be provided to help select appropriate outcome indicators and critically evaluate interventions/ programs. Students will get hands on experience computing effect measures (e.g. odds, ratios) from study results, as well as with assessing the precision and validity of results.  
Course Component: Lecture  
Prerequisite: MHA 6370

MHA 6351 Health Economics (3 units)  
The course provides a macro-economic perspective on the demand and supply of healthcare, highlighting the market failures that are archetypical within the health domain. It contrasts Welfarist and Extra-Welfarist perspectives on resource allocation (contrasting technical versus allocative efficiency). The course will also review cost-benefit, cost-effectiveness, and cost-utility approaches of evaluating health interventions; and in so doing the course will provide students an opportunity for hands-on computation (workshops). The course will also consider the issue of equity and methods for incorporating equity into health economic evaluations.  
Course Component: Lecture

MHA 6356 Health Care in Canada - Overview (3 units)  
Course Component: Lecture
MHA 6361 Leading Strategy and Change in Health Care Organizations (3 units)
Course Component: Lecture

MHA 6370 Introduction to Health Informatics (3 units)
Overview of current developments, issues and challenges in the emerging field of health informatics. Historical development as well as basic foundations of health informatics including theoretical, methodological and ethical/legal underpinnings will be studied. Critical examination of information management principles and methods in Canadian health care organizations both public and private. Emerging applications in health informatics as well as approaches to understanding and evaluating these applications. Identification of the issues that CIO’s face in their attempts to provide the right information to the right people, at the right time.
Course Component: Lecture

MHA 6380 Quantitative Methods and Their Applications to Health Care Decision Making (3 units)
The use of these methods has recently become an active and growing area of practice and research in contexts including wait list management, patient flow, population demand estimates, health human resource management and the coordination of resources for elective and emergency services. This course is designed to provide health care decision makers with an overview of several useful quantitative methods that can provide insight and support for complex decisions. The course will cover the following topics: decision analysis; mathematical model formulation; linear programming and optimization; forecasting; queuing theory and simulation modeling; dynamic programming. This class is not intended for students who have a background in operations research. Rather it is intended for future or current managers who need to have a grasp of the potential of the mathematical tools available to help optimally utilize the resources under their control.
Course Component: Lecture

MHA 6990 Health Care Administrative Residency and Field Project (7.5 crédits / 7.5 units)
Volet / Course Component: Recherche / Research