

HEALTH ADMINISTRATION (MHA)

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.

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)

Financial structure of the health care system. Introduction to managerial accounting with special emphasis on the management of health care agencies. Principles of costing. Multi-product and case mix measures. Resource use decisions, budgeting and control, and pricing analysis for health care organizations. Fundamentals of capital financing, financial planning and financial policy formulation within the health care context in Canada. Relevant healthcare financial guidelines or coding standards may be introduced.

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 Application of Information Technology in Health Care (1.5 unit)

Provides an overview of contemporary topics related to the application of information technologies (IT) in health care settings, and prepares students to better understand and work with IT in the current health care environment. It discusses research and projects focusing on the implementation of health IT, their role in improving, transforming and supporting health care delivery, as well as the decisions and alternatives that managers face when considering the selection and implementation of these technologies. Specifically, students will gain an understanding of IT strategic planning, major IT applications related to patient care (e.g., electronic medical records, clinical services applications, clinical decision support systems), telehealth applications, risks associated with IT projects challenges related to IT assessment and evaluation, the impacts of health IT implementation, and the main directions for health IT investments in Canada today.

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: MBA 5300

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 6360 Health Care in Canada - Overview (3 units)

The Canadian system specificity. History, jurisdictions, legislative framework. The thirteen provincial/territorial systems. Expenditures, financing, public/private roles. Human resources, health professions. Delivery of insured/non-insured services: medical care, community care, integrated care issues, other stakeholders and services, current issues. Health policy development: actors, processes, history of ideas, successes and failures. Government relations. Governance. Current domestic health care issues.

Course Component: Lecture

MHA 6361 Leading Strategy and Change in Health Care Organizations (3 units)

Strategic leadership in health care. Mission, vision and goals, building stakeholder relations. Environmental forces and new health care trend analysis, building internal resources and capabilities. Impact of public policy and regionalization on organizational strategy. Inter-organizational collaboration, public-private partnerships. Managing politics and strategic issues. Evaluating, choosing and implementing strategies in dynamic health care environments, measuring performance. Strategic change simulation in a health care context. Managing change in health care settings. Understanding individual, organizational and institutional level changes. Diffusion of change and innovation in health care.

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