

# MASTER OF HEALTH ADMINISTRATION (MHA)

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.uottawa.ca/Default.aspx?tabid=1807>) in effect at the University of Ottawa.

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 aims to prepare students for the managerial and leadership responsibilities faced in rapidly changing health care environments.

The MHA program was designed with working professionals in mind. Spread over a period of 24 months, students can expect to complete 9 units per semester. All courses are taught in English. The MHA requires that students complete either an administrative residency of at least 16 weeks or a consulting project of approximately 200h. The goal of these experiential learning activities is to expand the students' experience in health care or health policy and awareness of the applicability of the material covered in the academic portion of the program to the practical world of management of health care. Students can do their administrative residency or their business consulting project, in English or in French, at any recognized and approved health agency.

- For immigration purposes, the summer term (May to August) for this program is considered a regularly scheduled break approved by the University. Students should resume full-time studies in September.

## Mission

Through strong links with the community, the MHA prepares ethical and socially responsible managers to assume leadership positions in the changing health system by achieving excellence in professional education and research.

Our vision for the program is to be Canada's leader in health system management education.

## Goals and Objectives

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

- Develop an understanding of management foundations and principles and their application to health systems management
- Develop an understanding of the governance of Canadian and provincial/territorial health systems, as well as a contextually based comparison of the Canadian system to other health systems internationally
- Formulating, implementing and evaluating health policy and strategy at micro, meso and macro levels
- Develop a strategic population health perspective
- Providing value to the health community
- Develop leadership, communication and teamwork skills in a patient-centered inter-professional environment
- Improving critical thinking for ethical decision making

## 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. From 1997 to 2019, the core management disciplines of the MHA program were covered through MBA courses offered to both MBA and MHA students.

In 2019, the program underwent a major modification that focused on the academic needs of an established professional clientele in the health sector.

## Accreditation

The Telfer School of Management is one of only three business schools in Canada to be accredited by the Association to Advance Collegiate Schools of Business (AACSB), the European Quality Improvement System (EQUIS) and the Association of MBAs (AMBA).

## 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 (<https://www.uottawa.ca/graduate-studies/programs-admission/apply/specific-requirements/>) webpage.

Admission to the Master 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 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 of each year. Classes start in September. In order to be considered for admission, completed applications must be received no later than May 15 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 (or require) that they complete additional coursework to improve or 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 5 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.toefl.org](http://www.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](http://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

The MHA program courses are offered in English only. 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 21. 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.

## 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 45 units as follows:

- Health management (MHA) courses: 39 units
- Administrative residency and field project: 6 units.

## Courses

Courses for this program consist in both 3 unit courses and 1.5 unit courses. 1 unit is equal to 12 contact hours.

### Compulsory courses

MHA 5140	Financial Accounting	1.5 Units
MHA 5141	Managerial Accounting	1.5 Units
MHA 5300	Fundamentals of Data Analytics: Making Data Useful for Health Care Managers	3 Units
MHA 5330	Human Resource Management in Health Care	3 Units
MHA 6203	Program Evaluation for Health Care Managers	1.5 Units
MHA 6250	Health Care Finance	1.5 Units
MHA 6260	Project Planning and Management	1.5 Units
MHA 6271	Application of Information Technology in Health Care	1.5 Units
MHA 6301	Epidemiology and Population Health	3 Units
MHA 6312	Strategy, Governance, and Ethical Management in Health	3 Units
MHA 6315	Quality and Performance Management in Health Care	3 Units
MHA 6351	Health Economics	3 Units
MHA 6360	Health Care in Canada in a Comparative Context	3 Units
MHA 6361	Organizational Behavior and Change in Health Care	3 Units
MHA 6370	Health Informatics	3 Units
MHA 6380	Quantitative Methods and Their Applications to Health Care Decision Making	3 Units

### Residency/Project

MHA 6990	Residency and / or Field Project	6 Units
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## 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

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).

## Duration of the Program

The program is designed to be completed in 24 months. All students must complete all degree requirements within five years from the date of initial enrollment.

## 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 21. The regular rules of evaluation and promotion apply to all courses taken by transfer of units.

## Research

### Research at the University of Ottawa

Located in the heart of Canada's capital, a few steps away from Parliament Hill, the University of Ottawa ranks among Canada's top 10 research universities. Our research is founded on excellence, relevance and impact and is conducted in a spirit of equity, diversity and inclusion.

Our research community thrives in four strategic areas:

- Creating a sustainable environment
- Advancing just societies
- Shaping the digital world
- Enabling lifelong health and wellness

From advancing healthcare solutions to tackling global challenges like climate change, the University of Ottawa's researchers are at the forefront of innovation, making significant contributions to society and beyond.

### 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 5140 Financial Accounting (1.5 unit)**

Introduction to the foundations of financial accounting including theoretical aspects, the principles of financial reporting and preparation of financial statements and accounting for inventory and capital assets. Creation and interpretation of financial performance measurements.

**Course Component:** Lecture

MHA 5140 and MHA 5141 cannot be combined for credit with MBA 5340 or with MBA 5140 and MBA 5141.

**MHA 5141 Managerial Accounting (1.5 unit)**

Introduction to the preparation and use of accounting information to support managerial decision making. Topics include product and process costing and activity based costing and management.

**Course Component:** Lecture

MHA 5140 and MHA 5141 cannot be combined for credit with MBA 5340 or with MBA 5140 and MBA 5141.

**MHA 5300 Fundamentals of Data Analytics: Making Data Useful for Health Care Managers (3 units)**

Analysis and data modelling skills, develop the ability to interpret large amounts of data and draw sound implications for the health care problem at hand, and to exhibit the usefulness of data analytics in health care problem solving and decision-making.

**Course Component:** Lecture

MBA 5300 and MHA 5300 cannot be combined for credit.

**MHA 5330 Human Resource Management in Health Care (3 units)**

Focus on the major issues unique to effective health human resources management. 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 professions are regulated by provincial laws and professional colleges. Labor relation issues and approaches in 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 6203 Program Evaluation for Health Care Managers (1.5 unit)**

Provides students with an overview of planning, designing and conducting applied program evaluations, which are applicable in health care organizations and community settings. Topics include: types of evaluations; formulation of evaluation questions; evaluation designs, methodologies, and tools; evaluation results to different stakeholders, and critical appraisal of evaluation research and reports.

**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:** Research

Prerequisites: must have completed the common core and at least 10.5 MHA units.

**MHA 6250 Health Care Finance (1.5 unit)**

Overview of financial concepts, including time-value of money analysis, risk and rate of return, bond and equity pricing, and financial planning. Financial decision-making and risk assessment tools in administrative decisions within the unique context of health care organizations.

**Course Component:** Lecture

**MHA 6260 Project Planning and Management (1.5 unit)**

Introduction to program planning and management of health management projects. Program planning and management methods including management of a project throughout its life cycle (identification, design, planning, realization and close-out).

**Course Component:** Lecture

MHA 6260 cannot be combined for credit with ADM 6260.

**MHA 6271 Application of Information Technology in Health Care (1.5 unit)**

Presents an overview of timely topics related to the application of information technologies (IT) in health care, and prepares students to better understand and work with IT in the current healthcare environment. The course discusses research and evidence on contemporary health IT solutions and their role in improving, transforming and supporting the delivery of health care, as well as the decisions and challenges that managers face when considering the implementation of these new technologies.

**Course Component:** Lecture

Prerequisite: MHA 6370

**MHA 6301 Epidemiology and Population Health (3 units)**

Understanding of the principles of epidemiology and research designs in the health related fields, and the ability to critically evaluate clinical, epidemiological, and health care management evidence in support of decision-making. Topics include: determining research designs most appropriate to specific research conditions; overview of epidemiologic approaches; important measures; issues related to validity, confounding effect, selection bias, misclassification bias, and effect modification; and general concepts related to population health.

**Course Component:** Lecture

Prerequisite: MBA 5300 or MHA 5300

**MHA 6312 Strategy, Governance, and Ethical Management in Health (3 units)**

Key concepts and theories on each of strategy, governance, and ethical management. Interdependencies among strategy, governance, and ethical management and how these topics span beyond organizational boundaries to a system level.

**Course Component:** Lecture

**MHA 6315 Quality and Performance Management in Health Care (3 units)**

Overview of approaches and tools used for managing, evaluating, and promoting quality in health care. Emphasizes the importance of context and stakeholder engagement in quality improvement and performance management initiatives. Topics include: important key theories and concepts related to quality; patient safety measures and practices; performance management; evidence-based management; and quality improvement strategies.

**Course Component:** Lecture

**MHA 6351 Health Economics (3 units)**

An economists' perspective illuminating the systems behavior of Health-Care. Such insights inform strategies for managing/improving Health-care. The survey course introduces key concepts from economics (e.g., micro-economics, trade-offs, opportunity costs, efficiency, equity) that are pivotal to this illumination. The unique attributes of health-care (e.g., uncertainty of demand and information asymmetry) and the incentives (some perverse) that ensue are discussed. Indices of population health impact and their links to health economic valuation are covered, including cost-effectiveness and benefit-cost analysis.

**Course Component:** Lecture

**MHA 6360 Health Care in Canada in a Comparative Context (3 units)**

Overview of the Canadian health care system including its history and evolution with an emphasis on the relationship between federal government and the provincial/territorial systems. Current forces (e.g. societal, political, economic) that influence health care policy. Canadian system compared to international health care systems.

**Course Component:** Lecture

**MHA 6361 Organizational Behavior and Change in Health Care (3 units)**

Overview of organizational behavior and change in the health care context. Motivation, stress and stress management, group dynamics, power and negotiation. Leadership of change and different types of change that can be pursued in various contexts are considered.

**Course Component:** Lecture

**MHA 6370 Health Informatics (3 units)**

Overview of current developments, issues and challenges in the emerging field of health informatics, with an emphasis on the role it plays in health care transformation initiatives. Historical development and basic foundations of health informatics including theoretical, methodological and ethical/legal underpinnings will be studied. Management implications of health informatics.

**Course Component:** Lecture

**MHA 6380 Quantitative Methods and Their Applications to Health Care Decision Making (3 units)**

Provide health care decision makers with an overview of several useful quantitative methods that can provide insight and support for complex decisions. Mathematical model formulation, linear programming and optimization, queuing theory and simulation modeling. Mathematical tools available to help optimally utilize the resources.

**Course Component:** Lecture

**MHA 6990 Residency and / or Field Project (6 crédits / 6 units)**

Capstone course where students apply what they have learned in the classroom to a health care management project.

**Volet / Course Component:** Recherche / Research