

▶▶ JSGS 827: Health Care Organization and Administration

	University of Regina Campus	
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Office Hours:	8-9 AM and 5-6 PM each day during block	
Office Location:	110-2 Research Drive	
Term:	Block Course, Spring Term 2011	
Room:	Classroom Building, CL 312, University of Regina main campus	
Date and Time:	June 4, 1:00 to 4:45 PM June 20-24: 9:00 to 4:45 PM	

CALENDAR DESCRIPTION

This course will provide students with an understanding of issues involved in the management and organization of health services. Students will examine issues related to managing health in terms of regional health authorities, health ministries and private (community-based, not-for-profit and for-profit) health organizations. Focusing on management within the Canadian context, the course puts more emphasis on organization and administration at the provincial and health region levels rather than the federal level or the individual health unit or provider.

COURSE CONTENT AND APPROACH

- To understand the organization of the health system in Canada and the provinces in terms of its current configuration as well as its historical development
- To understand the administration of health care in terms of allocating fiscal resources, managing health human resources, and improving quality, safety and patient-centred care
- To obtain the skills required for strategic management including developing a strategic implementation and performance plan

REQUIRED READINGS

Marchildon, G.P. 2006. *Health systems in Transition: Canada*. Toronto: University of Toronto Press (hereafter referred to as *Canada*). Available at U of R Bookstore and in PDF format at:

<http://www.uregina.ca/gspp/marchildon/publications/Canada%20HiT.pdf>

Marchildon, G.P., and K. O'Fee. 2007. *Health Care in Saskatchewan: An Analytical Profile*. Regina: CPRC Press (hereafter referred to as *Saskatchewan*). Available at U of R Bookstore and in PDF format at:

<http://www.health.gov.sk.ca/saskatchewan-health-care> and electronically through U of R library.

Chait, R.P., W.P. Ryan, and B.E. Taylor. 2005. *Governance as Leadership: Reframing the Work of Nonprofit Boards*. Hoboken, NJ: Wiley. Available at U of R Bookstore.

Please go to the library site to have a look at a list of articles related to health organization and administration. The link is available at: http://www.uregina.ca/library/research/uread/course_support/GSPP827.shtml

EVALUATION

Assignment	Evaluation based upon:	Percent of Mark
Exam based on readings	Understanding and integration of required readings and videos on Day 1 of block course (June 20)	20%
3 Group Exercises	Quality of presentation based on powerpoint slides	30 % (3 x 10%)
Individual Contribution to seminar	Quality of discussion based on course material	10%
Strategic management plan	Quality of final written product	40%

LATE ASSIGNMENTS

Late assignments will not be accepted unless arrangements, based upon substantive reasons, are made with the instructors in advance.

STUDENTS WITH SPECIAL NEEDS

Students in the course who, because of a disability, may have a need for accommodations are encouraged to come and discuss accommodations with the instructor, and to contact the Coordinator of Special Needs Services at 585-4631

ACADEMIC INTEGRITY AND CONDUCT

Ensuring that you understand and follow the principles of academic integrity and conduct as laid out in the University of Regina's Graduate Calendar and the University of Saskatchewan's Guidelines for Academic Conduct is vital to your success in graduate school. Ensuring that your work is your own and reflects both your own ideas and those of others incorporated in your work is important: ensuring that you acknowledge the ideas, words, and phrases of others that you use is a vital part of the scholarly endeavour. If you have any questions at all about academic integrity in general or about specific issues, contact your course instructor and to discuss your questions.

ATTENDANCE AND PARTICIPATION

Students are expected to attend all seminars.

SEMINAR SCHEDULE

Pre-Course Meeting and Preparation (June 4)

Due to the intensity of block courses, it is essential for all students in this course to complete all the required readings and reviews of video material in advance of the block (June 20-24). For this reason, it is important to begin reading even in advance of the pre-course meeting on June 4 when we will review how the course has been organized and our expectations of all the students in the course. All links for video's and supplementary course materials can be found on UR courses. We will also determine the background experiences of the members of the class in order to divide you up into groups for the three scenario assignments

Day 1: Organization of Health Systems in Canada (June 20)

This seminar analyzes the organization of the Canadian health system including: the current organization of health system at the national and provincial level; an international comparison with health system organization in the United States, the United Kingdom, France, Sweden and Australia; an overview of regionalization in Canada; the historical development of regionalization in Saskatchewan; and a case study of the Regina-Qu'Appelle Health Region in terms of mandate, governance and operations, managerial structure and approach, strategic direction, and allocation of resources.

Required Reading

- *Canada*, chapters 1-2 (pp. 1-38) and chapter 7 (pp. 105-117)
- *Saskatchewan*, chapters 1-3 (pp. 1-32), chapter 5 (pp. 53-62), and chapter 9 (pp.117-126)
- Donaldson, C. 2010. Fire, aim... ready? Alberta's big bank approach to healthcare disintegration. *Healthcare Policy* 6(1): 22-31.
- Stephen Duckett. 2010. Second wave reform in Alberta. *Healthcare Management Forum* 25(4): 156-158.

Supplementary Resources

CIHI. 2005. *Exploring the 70/30 Split: How Canada's Health Care System is Financed*. Ottawa: Canadian Institute of Health Information.

Regina-Qu'Appelle Health Region annual reports:

http://www.rqhealth.ca/inside/publications/history/history_district.shtml

CBC television and radio clips on birth of Canadian Medicare:

http://archives.cbc.ca/health/health_care_system/topics/90/

Seminar Discussion: Key Question

- In your opinion, what major change to the organization of health services could improve, in a significant way, the resourcing or the delivery of health services in Canada today?
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Day 2: Budgets and Resource Allocation (June 21)

We will focus on managing resource allocation and the budget process at different levels of governance in public health care administration. We begin with a national and provincial overview of health resource allocation after which we will go through the provincial budget process using the example of the Saskatchewan government. We will then examine the budgeting and resource allocation decision-making of regional health authorities using the Regina-Qu'Appelle Health Region as a case example. Finally, we will review some of the issues surrounding purchasing and outsourcing.

Required Reading

- *Canada*, chapter 3, pp. 39-59
- *Saskatchewan*, chapter 4, pp. 33-52
- Gwyn Bevan, "Cost control, equity and efficiency: can we have it all?" *Healthcare Papers* 8, special issue (2007): 27-34.
- Joe Murphy, "Strategic outsourcing by a RHA: the experience of the Vancouver Island Health Authority," *Healthcare Papers* 8, special issue (2007): 104-111.

Supplementary Resources

<http://www.finance.gov.sk.ca/budget/> (estimates for Saskatchewan Ministry of Health in annual budgets of the Government of Saskatchewan)

http://www.rqhealth.ca/inside/publications/history/history_district.shtml (web-link to annual reports which contain budget for the RQHR)

Michel Grignon *et al.*, "The influence of physician-payment methods on the efficiency of the health care system," in Pierre-Gerlier Forest *et al.* (eds.), *Changing Health Care in Canada* (Toronto: University of Toronto Press, 2004): 207-239.

Video, John Wright on the Saskatchewan budget process and health care funding, video runtime: 37 Minutes (see UR courses for link to the video)

Group presentations on "The Budget Shock" scenario

Day 3: Managing the Health Workforce (June 22)

This seminar provides an overview of the health professions including the factors that impact health human resource (HHR) policy and planning from a manager's perspective including: supply and demand; retention and recruitment; regulation and self-regulation; the nature of provider organizations; professional scope of practice; and the structure and pattern of collective bargaining. With this background, you are encouraged to think about managing changes (e.g. inter-professional health teams or electronic health records) that have direct and indirect impacts on health providers and workers.

Required Reading

- *Canada*, chapter 5, pp. 73-87
- *Saskatchewan*, chapter 7, pp. 71-92
- Decter, M. 2008. Healthcare systems and organizations: implications for health human resources. *Healthcare Quarterly* 11(2): 80-84.
- Baranek, P.M. 2005. *A Review of Scope of Practice of Health Professions in Canada: A Balancing Act*. Toronto: Health Council of Canada, 1-16.
- Anavari, M. 2007. Impact of information technology on human resources in healthcare. *Healthcare Quarterly* 10(4): 84-88. *Supplementary Reading and Viewing*

Laschinger, H., and C. Wong. 2007. *A Profile of the Structure and Impact of Nursing Management in Canadian Hospitals – Executive Summary*. Ottawa: Canadian Health Services Research Foundation, i-iv.

Tomblin-Murphy, G., and L. O'Brien-Pallas. 2004. How do human resources policies and practices inhibit change in health care? A plan for the future, in P.-G. Forest *et al.*, ed. *Changing Health Care in Canada*, ed. P.-G Forest *et al.* Toronto: University of Toronto Press, 150-182.

CHSRF. 2007. *CHSRF Synthesis: Interprofessional Collaboration and Quality Primary Healthcare*. Ottawa: Canadian Health Services Research Foundation, 1-17.

Dave Clement *et al.*, "Effective teamwork in healthcare: research and reality," *Healthcare Papers* 7, special issue (2007): 26-34.

Health Council of Canada, 2008, *Team Work, Patients Win (Peterborough, ON)*, video runtime: 6 minutes.

Health Council of Canada, 2009, *Managing Chronic Disease in Canada (Twillingate, NL)*, video runtime: 5 minutes.

Health Council of Canada. 2005. *Modernizing the Management of Health Human Resources in Canada: Identifying Areas for Accelerated Change*. Toronto: Health Council of Canada.

Group presentations on the “The Emergency Wars” scenario

Day 4: Improving Quality and Safety (June 23)

The purpose of this module is to gain an understanding of the quality movement in Canada, including how it has been influenced by the quality movement in the United Kingdom and the United States. You will then examine Saskatchewan’s quality efforts through the Health Quality Council, the first provincial quality organization established in Canada. Since patient safety is an integral part of quality, you will examine initiatives aimed at improving patient safety and reducing adverse events in clinical settings.

Required Reading

- *Canada*, chapter 4, pp. 61-71
- *Saskatchewan*, chapter 4, pp. 63-70
- Borycki, E., and E. Keay. 2010. Methods to assess the safety of health information systems. *Healthcare Quarterly* 13(3): 47-52.
- Coutts, J. 2011. Small steps... improving quality one team at a time in Saskatchewan. *Healthcare Quarterly* 14(1): 25-27.
- Health Council of Canada. 2009. *Safer Health Care for “Sicker” Canadians: International Comparisons of Health Care Quality and Safety*. Toronto: Health Council of Canada, 1-9.

Supplementary Reading, Viewing and Web-Links

McMaster Health Forum. 2010. *Evidence Brief: Strengthening Primary Health Care in Canada*. Hamilton: McMaster University, 1-17.

Link to Canadian Patient Safety Institute: <http://www.patientsafetyinstitute.ca>

Link to Health Quality Council (Saskatchewan): <http://www.hqc.sk.ca>

Link to article on “The quality of healthcare” by Robert Wachter:

<http://knol.google.com/k/robert-wachter/the-quality-of-healthcare/BL7br6-s/nIN3GA#>

Group presentations on “My Almost Dead Grandmother” scenario

Day 5, Implementing Patient-Centred Care (June 24 – Morning)

The purpose of this seminar is to understand the recent movement to patient-centred care (PCC) in Canada. First, we will examine various perspectives on, and definitions of, PCC; then we will learn about PCC initiatives and the ways in which PCC can be implemented into every-day practice.

Required Reading

- *Canada*, chapter 7, pp. 89-104
- *Saskatchewan*, chapter 8, pp. 93-116
- Health Council of Canada. 2010. *Beyond the Basics: The Importance of Patient-Provider Interactions in Chronic Illness Care*. Toronto: Health Council of Canada, 1-14.

Supplementary Reading and Viewing

<http://www.health.gov.sk.ca/patient-first-review> (web-link to final report, 2009, and other documents generated by the Patient First Review in Saskatchewan)

Presentation by André Picard, *What Do Patients Want? A Critical Look at Healthcare Delivery in Canada*, Sept. 15, 2009, video runtime: 56 minutes.

M. Stewart, "Towards a global definition of patient-centred care," *BMJ* 322, 24 Feb. 2001, 444-445.

Link to article on "patient-centred care" by Dr. Muir Gray: <http://knol.google.com/k/muir-gray/patient-centred-care/2moty2lc3e1gs/2#>

R.L. Mador et al. 2008. Whose record is it anyway? Putting patients' interests at the heart of the implementation and use of electronic medical records. *Healthcare Quarterly* 11, no. 4 (2008): 90-92.

Day 5, Afternoon: Performance Management and Strategic Planning

The purpose of this module is to use your knowledge of the organization and administration of health care in Canada in order to improve outcomes and manage change.

In this seminar, we will review the concepts and tools required for you to be able to construct a strategic management plan for a health system of your choice.

Required Reading

- *Canada*, chapter 8, pp. 119-129
- *Saskatchewan*, chapter 10, pp. 127-134
- Brian Golden, "Transforming healthcare organizations," *Healthcare Quarterly* 10, special issue (2006): 10-19.

Supplementary Reading and Viewing

Health Council of Canada. 2011. *A Citizen's Guide to Health Indicators*. Toronto: Health Council of Canada, 1-37:

Presentation by Glenda Yeates, Graham Scott and Brian Postl, *Health Data, Indicators and Rankings: What do they matter, what do they measure?* Feb. 19, 2009, video runtime: 56 minutes.

Henry Mintzberg, "The design school: reconsidering the basic premises of strategic management," *Strategic Management Journal* 11, no. 3 (1990): 171-195.

H. Igor Ansoff, "Critique of Henry Mintzberg's 'The design school: reconsidering the basic premises of strategic management,'" *Strategic Management Journal* 12, no. 6 (1991): 449-461.

Major Assignment: writing a strategic management plan

You are required to develop a strategic management plan. First, you will construct the vision, mission, values, goals and objectives of your chosen health system (regional health authority or province as a whole). You will then create an implementation plan along with a performance management plan capable of achieving your goals and objectives.

Due Date: Friday, July 8 at 4:30 pm. Bring hard copies of your paper to Colleen Walsh at the JSGS Office, 110-2 Research Drive University of Regina campus.