

JOHNSON-SHOYAMA GRADUATE SCHOOL OF PUBLIC POLICY
University of Regina

GSPP 827 Health Care Organization and Administration

Term: Winter 2009

Room: Education Building 558

Class: Jan 31 9:00–12:00 pm

Feb 17-21 9:00–11:30 am & 1:00–4:45 pm

Mar 7 9:00–12:00 pm

Instructors:

Dr. Greg Marchildon, Professor & Canada Research Chair

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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.

Course Objective or Description:

The course sets administration and management of the health care system within the political, socio-economic and cultural context of that system. Differing approaches or perspectives on the relationship between the polity, civil society and notions of the public and private will set the context for subsequent discussions of key issues in managing and administering health care in Canada and Saskatchewan. The ubiquitous of power relations within the context of managerial action and organizational change requires a consideration of the broader environment within which health administrators work and interact. This course will be enriched by health sector leaders and managers as well as experts in the various fields of practice covered.

Required Books/Course Materials:

Marchildon, Gregory P. 2006. *Health systems in Transition: Canada*. University of Toronto Press, 2006 (available at the U of Regina bookstore or in PDF format at):

<http://www.euro.who.int/Document/E87954.pdf>)

Marchildon, Gregory P. and Renee Torgerson. 2009. *Health Care in Saskatchewan: A Health Systems Profile*, the full manuscript version of which will be provided in hard copy to students at no charge. For students who prefer the 2007 edition of *Health Care in Saskatchewan: An Analytical Profile* (Gregory P. Marchildon and Kevin O'Fee) is available at the U of Regina bookstore or online at: <http://www.health.gov.sk.ca/saskatchewan-health-care>

Richard P. Chait, William P. Ryan, Barbara E. Taylor *Governance as Leadership: Reframing the Work of Nonprofit Boards* (available at the University of Regina bookstore)

Other Recommended Readings:

The readings and videos identified in the individual seminars are intended to assist you in the exercises as well as enrich your understanding of particular aspects of health care organization and administration. Using the following link, you can access various electronic resources on health care through the U of Regina Library:

http://www.uregina.ca/library/research/uread/course_support/GSPP827.shtml

Evaluation:

Student evaluation will be based on the following assignments:

4 group exercises and powerpoint presentations (15 x 4)	60%
Individual strategic management plan based upon course (maximum 8 pages)	40%

Special Needs Policy:

Student in this 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 laid out in the Graduate Calendar is vital to your success in graduate school (attached; and available at http://www.uregina.ca/gradstudies/calendar/policy_univ.shtml). 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 me and we can discuss your questions.

COURSE SCHEDULE

January 31: (Saturday morning): Introduction

- Introductions and Overview – The Big Picture Approach
- Student interests and expectations
- Review of syllabus for GSPP 827- Winter 2009 including evaluation
- Administration and management (A&M) and conceptions of ‘human nature’
- Social theories/conceptions of society, embedded philosophy & administration/management
- The polity and public policy - key theoretical perspectives
- Historical overview and context including role of provinces

Additional Resources

CBC television and radio clips on birth of Canadian Medicare:

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

Sholom Glouberman and Brenda Zimmerman, “Complicated and complex systems: what would successful reform of Medicare look like?” in Pierre Gerlier-Forest *et al.* (eds.), *Changing Health Care in Canada* (Toronto: University of Toronto Press, 2004), 21-53. Available on reserve or in electronic format through Library

February 17: Organization of Health Care

Tuesday Morning

Introduction to the Canadian healthcare system

- Current organization of health system: national and provincial levels
- International comparisons: USA, UK, France, Sweden, Australia
- Overview of regionalization in Canada
- Regionalization in Saskatchewan until 2001
- Regionalization in Saskatchewan after 2002

Additional Resources

Presentation by Michael Decter entitled: *Leadership in Canadian Health Care: The New National Organizations*, May 25, 2006, video running time: 39 mins.

<http://www.longwoods.com/events.php?mode=past&selected=37&series=2005/06>

Presentation by Hon. Phillipe Coullard, Quebec Minister of Health and Social Services entitled: *The Political Challenge of Reorganization: The Quebec Strategy*, Nov. 20, 2006, video running time: 48 mins.

<http://www.longwoods.com/events.php?mode=past&selected=17&series=2006/07>

Exploring the 70/30 Split: How Canada’s Health Care System is Financed. Canadian Institute of Health Information (2005) Available on reserve or online at:

http://secure.cihi.ca/cihiweb/dispPage.jsp?cw_page=PG_469_E&cw_topic=469&cw_rel=AR_1282_E#full

Tuesday Afternoon

Case study of the Regina-Qu' Appelle Health Region (RQH)

- Legislative mandate (2002 Regional Health Service Act)
- Boards and management – governance and operations
- Measuring strategic plans
- Public involvement – Community Advisory Networks
- Allocation of resources
- Regional processes

Additional Resources

Presentation by Dr. Penny Ballem entitled: *The Deputy, the Minister and the Government: Lessons for RHA/LHIN CEOs*, Dec. 15, 2006, video running time: 1 hour

<http://www.longwoods.com/events.php?mode=past&selected=24&series=2006/07>

Presentation by Matt Anderson entitled: *A View from a LHIN*, Oct. 22, 2008, video running time: 55 mins.

<http://www.longwoods.com/events.php?mode=past&series=2008/09>

February 18: Budgets and the Allocation of Resources

Wednesday Morning

Budgeting and purchasing: processes and dynamics

- National and provincial overview
- Provincial budget processes
- Physician and drug plan budgeting
- Provincial funding of regions
- Regional budget formulation and decision-making
- Providing, purchasing and “outsourcing”

Additional Resources

Gwyn Bevan, “Cost control, equity and efficiency: can we have it all?” *Healthcare Papers* 8, special issue (2007): 27-34

<http://www.longwoods.com/product.php?productid=19217&cat=508&page=1>

Joe Murphy, “Strategic outsourcing by a RHA: the experience of the Vancouver Island Health Authority,” *Healthcare Papers* 8, special issue (2007): 104-111

<http://www.longwoods.com/product.php?productid=19224&cat=508&page=1>

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. Available on reserve or in electronic format through Library

Wednesday Afternoon

Budget case study and group exercise

- RQH Case study of budget-formulation and allocation

* GROUP EXERCISE: The Budget Shock

Additional Resources

Budget for Saskatchewan Ministry of Health and RQH annual reports and financial statements (available online)

<http://www.finance.gov.sk.ca/budget/>

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

February 19: Human Resources in Health Care

Thursday Morning

Managing Health Human Resources (HHR)

- Overview of the health professions
- Self-regulation, professional ethics
- Scope of practice
- Supply and demand, retention and recruitment
- Advocacy and unions
- Collective bargaining
- SAHO – regions and unions

Additional Resources

Presentation by Linda O’Brien-Pallas and Tom Closson entitled *What is the Research telling us about the Quality of Work-life for Nurses and its implications for Retention and Recruitment*, Dec. 11, 2007, video running time: 50 min.

<http://www.longwoods.com/events.php?mode=past&selected=92&series=2007/08>

Presentation by Judith Shamian entitled *Healthy Workplaces for Healthy Workers*, Apr. 12, 2007, video running time: 1 hour.

<http://www.longwoods.com/events.php?mode=past&selected=31&series=2006/07>

Michael Decter, "Healthcare systems and organizations: implications for health human resources," *Healthcare Quarterly* 11, no. 2 (2008): 80-84

<http://www.longwoods.com/product.php?productid=19621&cat=540&page=1>

Charles Hongoro and Barbara McPake, "How to bridge the gap in human resources for health," *The Lancet* 364 (Oct. 16, 2004): 1451-1456

[http://www.lancet.com/journals/lancet/article/PIIS0140-6736\(04\)17229-2/fulltext](http://www.lancet.com/journals/lancet/article/PIIS0140-6736(04)17229-2/fulltext)

Thursday Afternoon:

HHR Planning – status and prospects

- Canadian Overview
- Saskatchewan Scene
- Regional issues

* GROUP EXERCISE: The Emergency Wars

Additional Resources

Lori Shekter-Wolfson, "Interprofessional education: a college perspective," *Healthcare Quarterly* 10, no. 4 (2007): 8-9

<http://www.longwoods.com/product.php?productid=19304&cat=513&page=1>

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

<http://www.longwoods.com/product.php?productid=18669&cat=467&page=1>

Mehran Anavari, "Impact of information technology on human resources in healthcare," *Healthcare Quarterly* 10, no. 4 (2007): 84-88.

<http://www.longwoods.com/product.php?productid=19320&cat=513&page=1>

Gail Tomblin-Murphy and Linda O'Brien-Pallas, "How do human resources policies and practices inhibit change in health care? A plan for the future," in Pierre Gerlier-Forest, ed., *Changing Health Care in Canada* (Toronto: University of Toronto Press, 2004): 150-182. Available on reserve or in electronic format through Library

February 20: Quality, Safety and Patient-Centred Care

Friday Morning

Improving quality and safety

- The quality movement: USA and Canada
- Saskatchewan and the Health Quality Council
- Accreditation
- Patient safety and adverse events

Additional Resources

Presentation by Dr. Ben Chan and Michael Decter entitled *Driving System-Wide Quality Improvement*, Feb. 21, 2008, video running time: 1 hour

<http://www.longwoods.com/events.php?mode=past&selected=96&series=2007/08>

Presentation by Dr. Ross Baker entitled *Leadership Challenges in Creating Safer Care*, Sept. 27, 2006, video running time: 52 minutes

<http://www.longwoods.com/events.php?mode=past&selected=1&series=2006/07>

Presentation by Terrance Sullivan and Jessica Hill on *High Performance in Cancer Care*, Oct. 30, 2007, video running time: 48 minutes

<http://www.longwoods.com/events.php?mode=past&selected=93&series=2007/08>

Presentation by Dr. Graham D. Sher entitled *Quality Excellence and Emergency Preparedness: How Canadian Blood Services is Meeting the Challenge*, Dec. 1, 2005, video running time: 44 minutes

<http://www.longwoods.com/events.php?mode=past&selected=43&series=2005/06>

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#>

Friday Afternoon

Applying the concept of patient-centred care

- What do we mean?
- How do we achieve it?
- What are the obstacles to implementing more patient-centred care?

* GROUP EXERCISE: Performing CPR

Additional Resources

Presentation by Pablo Rivero and Howard Waldner on *Citizen Engagement and Navigating the ISystem*, April 2, 2008, video running time: 59 minutes

<http://www.longwoods.com/events.php?mode=past&selected=99&series=2007/08>

Link to article on “patient-centred care” by Dr. Muir Gray

<http://knol.google.com/k/muir-gray/patient-centred-care/2moty2lc3e1gs/2#>

M. Stewart, “Towards a global definition of patient-centred care,” *BMJ* 322, 24 Feb. 2001, 444-445. <http://www.bmj.com/cgi/reprint/322/7284/444>

“Experts offer ‘CPR’ [Clinical Practice Redesign] for your practice,” *National Review of Medicine* 5 (April 2008).

http://www.nationalreviewofmedicine.com/issue/special_sections/2008/practice_management/5_your_practice02_4.html

February 21: Factors Shaping Reality and Perception of Performance

Saturday Morning

Underlying factors to be considered and managing the media

- Aboriginal healthcare: governance, funding, organization and delivery
- Gender in healthcare: service and determinates
- Rural v. urban RHAs: issues and challenges
- Health Care and the media
- Media relations and the news story

Additional Resources

Chapters 7 (rural and remote communities) and 10 (Aboriginal healthcare) of the Commission on the Future of Health Care (Romanow) Report

http://www.hc-sc.gc.ca/hcs-sss/alt_formats/hpb-dgps/pdf/hhr/romanow-eng.pdf

Lesley Doyal, “Sex, gender, and health: the need for a new approach, *BMJ* 323, 3 Nov. 2001, 1061-1063.

<http://www.bmj.com/cgi/reprint/323/7320/1061>

See crisis communications books available: e.g. *Crisis Communications in Healthcare: Managing Difficult Times Effectively* (Society for Healthcare Strategy, 2002).

Link to 2003 article by Craig DuHamel (director of public affairs for Sunnybrook and Women’s College teaching hospital) entitled: “Dealing with SARS: Toronto Hospital learned to survive beyond the crisis communication plan”

http://findarticles.com/p/articles/mi_m4422/is_ai_108550777

Saturday Afternoon

How to construct a strategic management plan

- Elements of a strategic plan
 - Vision, mission and values
 - Goals and objectives
 - Implementation plan
 - Performance management

* GROUP EXERCISE: My almost-dead grandmother

Additional Resources

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

<http://www.jstor.org/stable/2486485>

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.

<http://www.jstor.org/stable/2486480>

Brian Golden, "Transforming healthcare organizations," *Healthcare Quarterly* 10, special issue (2006): 10-19.

<http://www.longwoods.com/product.php?productid=18490&cat=457&page=1>

Northern Health Strategic Plan, 2004-2008

www.longwoods.com/view.php?aid=19890

March 7 (Saturday morning): Final Seminar

* PRESENTATION OF STRATEGIC MANAGEMENT PLANS

5 minutes for each presentation to be followed by time (TBD) for discussion