COURSE OUTLINE: HCL201 - LDR COM, COLLAB, REL

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Course Code: Title	HCL201: LDR COMM, COLLABORATION, & RELATIONSHIPS
Program Number: Name	2187: HEALTH CARE LEADER 5985: HEALTH CARE LEADER.
Department:	BUSINESS/ACCOUNTING PROGRAMS
Academic Year:	2023-2024
Course Description:	Collaborative communication is at the foundation of effective engagement, top performance and innovative outcomes. Creating the context for collaboration, and engaging in open and skillful dialogue, creative problem-solving and effective coordination are essential leadership skills in today`s workplace. Participants will learn the benefits and impact of collaboration and apply new concepts as they practice engaging in collaborative communication. This course is grounded in the framework of emotional intelligence (EI) and is designed to help participants enhance their EI in terms of both personal and social competence.
Total Credits:	3
Hours/Week:	3
Total Hours:	42
Prerequisites:	There are no pre-requisites for this course.
Corequisites:	There are no co-requisites for this course.
This course is a pre-requisite for:	HCL401
Vocational Learning Outcomes (VLO's) addressed in this course: **Please refer to program web page for a complete listing of program outcomes where applicable.**	**2187 - HEALTH CARE LEADER** VLO 1 Communicate effectively and appropriately with patients, families, and members of both the health care and administrative teams to maintain a wholly interactive environment. VLO 5 Utilize progressive, professional leadership concepts with a culturally competent approach to achieve organizational and health system goals within an interprofessional health care team. VLO 9 Develop and maintain ongoing personal and professional development to improve work performance in health care leadership. **5985 - HEALTH CARE LEADER.** VLO 1 Communicate effectively and appropriately with patients, families, and members of both the health care and administrative teams to maintain a wholly interactive environment. VLO 2 Practice and support evidence informed decision making, using critical thinking skills and best leadership practices to lead sustainable health care operations. VLO 5 Utilize progressive, professional leadership concepts with a culturally competent

		approach to achieve organizational and health system goals within an interprofessional health care team.
	VLO 9	Develop and maintain ongoing personal and professional development to improve work performance in health care leadership.

Essential Employability Skills (EES) addressed in this course:	EES 1	Communicate clearly, concisely and correctly in the written, spoken, and visual form that fulfills the purpose and meets the needs of the audience.
	EES 2	Respond to written, spoken, or visual messages in a manner that ensures effective communication.
	EES 7	Analyze, evaluate, and apply relevant information from a variety of sources.
	EES 8	Show respect for the diverse opinions, values, belief systems, and contributions of others.
	EES 9	Interact with others in groups or teams that contribute to effective working relationships and the achievement of goals.
	EES 10	Manage the use of time and other resources to complete projects.
	EES 11	Take responsibility for ones own actions, decisions, and consequences.

Course Evaluation:	Passing Grade: 50%, D A minimum program GPA of 2.0 or higher where program specific standards exist is required for graduation.

Course Outcomes and Learning Objectives:	**Course Outcome 1**	**Learning Objectives for Course Outcome 1**
	Define key terms and explain core concepts related to collaborative leadership.	1.1. Discuss the meaning of `collaboration`, `collaborative communication`, and `emotional intelligence` as these concepts pertain to leadership in a Canadian health care environment. 1.2. Identify core competencies of effective leaders and explain the importance of emotional intelligence to professional success as well as personal well-being. 1.3. Recognize and explain hallmarks of emotionally intelligent organizations. 1.4. Distinguish emotional intelligence from other forms of intelligence. 1.5. Understand the historical leadership approaches and frameworks that shaped collaborative leadership and explain the foundations and evidence behind emotional intelligence. 1.6. Critically evaluate models of collaboration, emotional intelligence, and self-assessment tools and consider how well each predicts leadership outcomes in a health care setting.
	Course Outcome 2	**Learning Objectives for Course Outcome 2**
	Assess and critically reflect on one`s own level of emotional intelligence.	2.1. Understand the impact of certain behaviours on leadership relationships within health care organizations and their influence on performance. 2.2. Identify the most appropriate tool to assess emotional intelligence and complete a self-assessment of one`s own emotional intelligence. 2.3. Evaluate self-assessment results, identify growth

		opportunities, and create a development plan for improving emotional intelligence. 2.4. Using case studies highlighting leadership journeys, identify key strengths or gaps in emotional intelligence and the impacts on leadership success and organizational outcomes.
	Course Outcome 3	**Learning Objectives for Course Outcome 3**
	Leverage self-management best practice approaches to improve leadership effectiveness and organizational outcomes	3.1. Explain essential components of self-management as they pertain to emotional intelligence and leadership success 3.2. Evaluate the impact of unregulated emotions on work environment, communications, and overall leadership effectiveness in a health care environment 3.3. Appreciate the value, to oneself and others, of expressing emotion and explore how to do so in a regulated impactful manner 3.4. Identify, learn and apply tools and strategies to enhance emotional and behavioural self-management in high-stress situations and health care-related circumstances
	Course Outcome 4	**Learning Objectives for Course Outcome 4**
	Evaluate the intersection of social awareness, leadership effectiveness, and organizational outcomes.	4.1. Assess factors that influence social awareness including empathy, service ethic, and organizational awareness, and consider the value to leaders and organizations of connecting to others through empathy and building positive relations. 4.2. Define the concept of empathy and distinguish from sympathy, and identify examples in a health care context. 4.3. Understand how effective leaders use empathy to facilitate effective teamwork across diverse cross-cultural environments, develop talent in the workplace, communicate with front-line staff and patients, and for safe, quality patient care. 4.4. Identify and implement practical tactics for improving empathy as a health care leader including honing listening skills, validating emotions, and withholding judgment.
	Course Outcome 5	**Learning Objectives for Course Outcome 5**
	Recognize the importance of effective relationship management to high-quality patient outcomes.	5.1. Explain the essential components of relationship management as they pertain to emotional intelligence, recognize the complexity of relationships, and identify key relationships in a health care environment. 5.2. Understand how to unify key stakeholders by developing a clear and compelling vision and shared values, and align teams to strategic direction and objectives. 5.3. Explore the notion of trust and its psychological and biological roots, and understand how building trust contributes to effective relationship management. 5.4. Understand the value of trust in a health care environment including its contribution to a culture of safety and effective and collaborative team work. 5.5. Analyze case studies that are illustrative of common challenges faced by health leaders to identify key lessons in relationship management. 5.6. Explore and apply practical tactics to foster trust, create

	environments for collaborative communication, strengthen team work amongst colleagues, staff, patients and their families, and resolve conflicts constructively.
Evaluation Process and Grading System:	

Evaluation Type	Evaluation Weight
Assignments (includes written assignments and presentations)	60%
Professional Skills Development	20%
Tests	20%

Date:	June 23, 2023
Addendum:	Please refer to the course outline addendum on the Learning Management System for further information.