COURSE OUTLINE: HCA126 - HEALTHCARE OPERATION

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Approved: Sherri Smith, Chair, Natural Environment, Business, Design and Culinary

Course Code: Title	HCA126: HEALTHCARE OPERATIONS
Program Number: Name	2185: HEALTH CARE ADMIN
Department:	BUSINESS/ACCOUNTING PROGRAMS
Semesters/Terms:	19W
Course Description:	This course will provide students with an understanding of the context in which health care organizations function. Students will study management methods and receive resources to support operational activities. Areas of study will include strategic planning, performance improvement tools and techniques, supply chain management and procurement, balanced scorecards, project management, and the Lean Enterprise.
Total Credits:	3
Hours/Week:	3
Total Hours:	45
Prerequisites:	There are no pre-requisites for this course.
Corequisites:	There are no co-requisites for this course.
Vocational Learning Outcomes (VLO's) addressed in this course: **Please refer to program web page for a complete listing of program outcomes where applicable.**	**2185 - HEALTH CARE ADMIN** VLO 1 Address the needs of a diverse patient population using best practices to ensure progressive and positive processes within a health care facility. VLO 2 Achieve positive outcomes using core concepts of quality, patient safety, patient & Family centred care. VLO 3 utilize progressive, professional leadership concepts while working within an interprofessional health care team. VLO 4 Communicate effectively and appropriately with patients, families, and members both in the health care and administrative teams to maintain a wholly interactive environment. VLO 5 Practice within the legal, ethical and professional scope of practice of a manager in the province of Ontario. VLO 6 Utilize health care technology and informatics for the benefit of the patients and support of the institution. VLO 7 Support evidence informed decision making, using critical thinking skills and best practices in the administration of a healthcare facility. VLO 8 Outline strategies to manage risks in the business activities of a health care organization.
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 4 Apply a systematic approach to solve problems.

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	EES 5 Use a variety of thinking skills to anticipate and solve problems.
	EES 6 Locate, select, organize, and document information using appropriate technology and information systems.
	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
Other Course Evaluation & Assessment Requirements:	Please refer to the course outline Addendum on the Learning Management System for further information. Assignments All assignments are due on the appropriate day at the beginning of class. Keep a copy of your assignment until you have received your grade. Late Assignments: Late assignments will be penalized (10% per day late). There are no make-up assignments and submission deadlines are adhered to in this course. If you have extenuating circumstances, please advise the instructor. Missed Tests / Exams: There are no make-up (additional) opportunities for exams or missed tests/quizzes. If you have extenuating circumstances, please advise the instructor.
Books and Required Resources:	Healthcare Operations Management by Dan MacLaughlin and John Olson Publisher: Healthcare Administration Press Edition: 3rd 2017

Course Outcomes and Learning Objectives:

Course Outcome 1	Learning Objectives for Course Outcome 1
Define operations management and its functions in healthcare from a systems perspective while identifying the responsibility of operations management.	1.1 Identify challenges that healthcare systems currently face 1.2 Describe a systems view of healthcare. 1.3 Review a comprehensive framework for the use of operation tools and methods in healthcare. 1.4 Describe significant advances in the history of performance improvement in topic areas such as knowledge-based management, scientific management, project management, quality and performance improvement and big data. 1.5 Describe how operations management contributes to the overall improvement and advancement of a health care organization.
Course Outcome 2	**Learning Objectives for Course Outcome 2**
Explore the strategic planning and project management processes that health care organizations must employ in order to set	2.1 Explain how a balanced scorecard can be used to move strategy to action. 2.2 Identify key initiatives to achieve a strategic objective. 2.3 Understand the use of business intelligence tools to extract data for scorecards.

	their goals and execute strategy.	2.4 Discuss the best practices in project management and demonstrate effective project management skills. 2.5 Review and apply the concepts of developing a project charter, monitoring the progress of a project and lead a project team.
	Course Outcome 3	**Learning Objectives for Course Outcome 3**
	Explore the history, concepts, tools and techniques related to performance improvement approaches in healthcare.	3.1 Review basic tools associated with problem solving and decision making such as mapping and root-cause analysis. 3.2 Understand the importance of statistical analysis and problem solving in the development of high performing healthcare systems including key performance indicators. 3.3 Explore the concept of healthcare analytics and the role within healthcare operations.
	Course Outcome 4	**Learning Objectives for Course Outcome 4**
	Discuss concepts related to Quality Management with a focus on the Six Sigma Quality Program.	4.1 Review the concepts surrounding quality management tools and techniques that are currently being used by healthcare organizations. 4.2 Review the Six Sigma philosophy, methodology and programs.
	Course Outcome 5	**Learning Objectives for Course Outcome 5**
	Define principles of a Lean Enterprise and explore how Lean process improvement tools can reduce costs and increase patient satisfaction.	5.1 Introduction to the Lean philosophy as well as the various Lean tools and techniques used by healthcare organizations today. 5.2 Concepts reviewed will include, defining waste, Kaizen, value-stream mapping and other Lean tools and techniques
	Course Outcome 6	**Learning Objectives for Course Outcome 6**
	Review and apply various healthcare operational concepts as they relate to contemporary issues facing healthcare organizations today.	6.1 Review current challenges or issues faced by healthcare organizations, such as patient flow, and illustrate how tools can be applied to process improvement. 6.2 Review strategies to address challenges faced in scheduling and capacity management. 6.3 Explain the basics of supply chain management and understand why efficient, effective supply chain management is increasingly important in healthcare. 6.4 Student should be able to demonstrate the use of supply chain tools and approaches, including the following: • Supply chain management basics • Tools for tracking and managing inventory • Forecasting • Inventory models • Inventory systems • Procurement and vendor relationship management
	Course Outcome 7	**Learning Objectives for Course Outcome 7**
	Identify environmental factors affecting the operations of health care settings and discuss emergency planning and infection control strategies.	7.1 Understand current environmental factors and risks that could impact organizational success. 7.2 Review best practice infection control strategies to minimize risks to patients, staff and the organization.

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Evaluation Process and Grading System:	**Evaluation Type**	**Evaluation Weight**	**Course Outcome Assessed**
	Assignments	40%	1-4,6,7,9,10
	Skills Development	20%	1-7, 9, 10
	Tests	40%	1-7, 9, 10

Date:	December 13, 2018
	Please refer to the course outline addendum on the Learning Management System for further information.