



## COURSE OUTLINE: HCA117 - MANAGING HEALTHCARE

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Approved: Bob Chapman - Dean

<b>Course Code: Title</b>	HCA117: MANAGING IN A HEALTHCARE SETTING
<b>Program Number: Name</b>	2186: HEALTH CARE ADMIN
<b>Department:</b>	BUSINESS/ACCOUNTING PROGRAMS
<b>Academic Year:</b>	2025-2026
<b>Course Description:</b>	This course explores contemporary trends in managing human resources within health care settings. Students will develop the knowledge and skills needed to effectively lead teams, support a positive organizational culture, and navigate the legal and regulatory frameworks governing employment in Ontario. Emphasis is placed on employment standards, occupational health and safety, and human resources leadership. Core topics include workforce planning, recruitment and retention, performance management, and labour relations in unionized environments. Through practical application and critical reflection, students will learn how human resource practices influence quality of care, staff engagement, and organizational performance.
<b>Total Credits:</b>	3
<b>Hours/Week:</b>	3
<b>Total Hours:</b>	42
<b>Prerequisites:</b>	There are no pre-requisites for this course.
<b>Corequisites:</b>	There are no co-requisites for this course.
<b>This course is a pre-requisite for:</b>	HCL401
<b>Vocational Learning Outcomes (VLO's) addressed in this course:</b>	<b>2186 - HEALTH CARE ADMIN</b>
Please refer to program web page for a complete listing of program outcomes where applicable.	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 7 Support evidence informed decision making, using critical thinking skills and best practices in the administration of a healthcare facility.
	VLO 9 Maintain ongoing personal and professional development to improve work performance in health care administration.
<b>Essential Employability Skills (EES) addressed in</b>	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.



**this course:**

- 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.
- EES 5 Use a variety of thinking skills to anticipate and solve problems.
- 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 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:**

<b>Course Outcome 1</b>	<b>Learning Objectives for Course Outcome 1</b>
Analyze the strategic role of human resource management in achieving organizational and system goals in health care.	1.1 Assess how human resource strategies contribute to quality of care, staff well-being, and system performance. 1.2 Examine the unique workforce challenges in health care, including staffing shortages, professional regulation, and interprofessional collaboration. 1.3 Evaluate how HR practices influence organizational culture, employee engagement, and change readiness. 1.4 Compare human resource management approaches in unionized and non-unionized environments and their impact on workforce relations.
<b>Course Outcome 2</b>	<b>Learning Objectives for Course Outcome 2</b>
Describe the legal and regulatory frameworks that guide human resource practices in Ontario's health care system.	2.1 Analyze provincial legislation related to employment standards, human rights, occupational health and safety, and workplace violence and harassment. 2.2 Examine the collective bargaining process and assess labour relations strategies that support collaborative workplace practices. 2.3 Explain the legal responsibilities of health care leaders as competent supervisors under Ontario's Occupational Health and Safety Act. 2.4 Plan a basic workplace investigation, including assessment of evidence, presentation of findings, and documentation.
<b>Course Outcome 3</b>	<b>Learning Objectives for Course Outcome 3</b>
Apply workforce planning and staffing principles to support operational and strategic health system priorities.	3.1 Conduct a job needs analysis and propose strategies for effective health human resource planning. 3.2 Develop legally compliant and operationally relevant job descriptions. 3.3 Analyze recruitment, selection, retention, and success strategies in relation to workforce availability and organizational goals.
<b>Course Outcome 4</b>	<b>Learning Objectives for Course Outcome 4</b>



	Evaluate leadership accountabilities related to performance management, employee wellness, and labour relations in health care settings.	4.1 Analyze common causes of absenteeism and turnover and recommend strategies to improve workforce stability and wellness. 4.2 Apply principles of coaching, performance appraisal, and progressive discipline to address performance challenges. 4.3 Examine the manager's role in the administration of collective agreements, including grievance handling, dispute resolution, and compliance.								
<b>Evaluation Process and Grading System:</b>	<table border="1"> <thead> <tr> <th data-bbox="492 361 1117 409">Evaluation Type</th> <th data-bbox="1117 361 1451 409">Evaluation Weight</th> </tr> </thead> <tbody> <tr> <td data-bbox="492 409 1117 447">Assignments (includes written assignments &amp; presentations)</td> <td data-bbox="1117 409 1451 447">50%</td> </tr> <tr> <td data-bbox="492 447 1117 486">Professional Skills Development</td> <td data-bbox="1117 447 1451 486">10%</td> </tr> <tr> <td data-bbox="492 486 1117 534">Tests / Exams</td> <td data-bbox="1117 486 1451 534">40%</td> </tr> </tbody> </table>		Evaluation Type	Evaluation Weight	Assignments (includes written assignments & presentations)	50%	Professional Skills Development	10%	Tests / Exams	40%
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<b>Date:</b>	August 19, 2025									
<b>Addendum:</b>	Please refer to the course outline addendum on the Learning Management System for further information.									