



COURSE OUTLINE: HCA126 - HEALTHCARE OPERATION

Prepared: Theresa Mudge, BSc, MHA

Approved: Bob Chapman - Dean

Course Code: Title	HCA126: HEALTHCARE OPERATIONS
Program Number: Name	2186: HEALTH CARE ADMIN
Department:	BUSINESS/ACCOUNTING PROGRAMS
Academic Year:	2025-2026
Course Description:	This course equips students with the tools and frameworks needed to plan, manage, and optimize operations within health care organizations. Emphasizing data-informed decision-making, project management, and LEAN principles, students will explore strategies to improve patient flow, scheduling, resource utilization, and risk mitigation. Learners will apply practical tools such as work breakdown structures (WBS), Gantt charts, process mapping, workflow analysis, and health analytics to solve operational challenges. The course focuses on enhancing system performance, promoting continuous improvement, and increasing operational efficiency in dynamic health care environments.
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:	2186 - HEALTH CARE ADMIN
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 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.												
	VLO 9 Maintain ongoing personal and professional development to improve work performance in health care administration.												
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 3 Execute mathematical operations accurately.												
	EES 4 Apply a systematic approach to solve problems.												
	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:	<p>Passing Grade: 50%, D</p> <p>A minimum program GPA of 2.0 or higher where program specific standards exist is required for graduation.</p>												
Course Outcomes and Learning Objectives:	<table border="1"> <thead> <tr> <th>Course Outcome 1</th> <th>Learning Objectives for Course Outcome 1</th> </tr> </thead> <tbody> <tr> <td>Analyze the scope and function of operations management in health care systems.</td> <td> 1.1 Define operations management and explain its role in supporting high-quality, efficient health service delivery. 1.2 Assess how effective operations contribute to improved outcomes, cost control, and patient experience. </td> </tr> <tr> <th>Course Outcome 2</th> <th>Learning Objectives for Course Outcome 2</th> </tr> <tr> <td>Apply project management tools to support operational planning and execution.</td> <td> 2.1 Develop a Work Breakdown Structure (WBS) and construct Gantt charts to support project planning and tracking. 2.2 Apply scheduling techniques to manage workforce capacity and resource allocation. 2.3 Use project management principles to align operational activities with organizational priorities and timelines. </td> </tr> <tr> <th>Course Outcome 3</th> <th>Learning Objectives for Course Outcome 3</th> </tr> <tr> <td>Optimize patient flow and service utilization using LEAN and quality improvement principles.</td> <td> 3.1 Analyze patient flow to identify inefficiencies and design solutions to reduce bottlenecks. 3.2 Apply LEAN tools such as 5S, value stream mapping, and root cause analysis to operational case studies. 3.3 Design streamlined, patient-centered care pathways that promote access, coordination, and efficiency. </td> </tr> </tbody> </table>	Course Outcome 1	Learning Objectives for Course Outcome 1	Analyze the scope and function of operations management in health care systems.	1.1 Define operations management and explain its role in supporting high-quality, efficient health service delivery. 1.2 Assess how effective operations contribute to improved outcomes, cost control, and patient experience.	Course Outcome 2	Learning Objectives for Course Outcome 2	Apply project management tools to support operational planning and execution.	2.1 Develop a Work Breakdown Structure (WBS) and construct Gantt charts to support project planning and tracking. 2.2 Apply scheduling techniques to manage workforce capacity and resource allocation. 2.3 Use project management principles to align operational activities with organizational priorities and timelines.	Course Outcome 3	Learning Objectives for Course Outcome 3	Optimize patient flow and service utilization using LEAN and quality improvement principles.	3.1 Analyze patient flow to identify inefficiencies and design solutions to reduce bottlenecks. 3.2 Apply LEAN tools such as 5S, value stream mapping, and root cause analysis to operational case studies. 3.3 Design streamlined, patient-centered care pathways that promote access, coordination, and efficiency.
	Course Outcome 1	Learning Objectives for Course Outcome 1											
	Analyze the scope and function of operations management in health care systems.	1.1 Define operations management and explain its role in supporting high-quality, efficient health service delivery. 1.2 Assess how effective operations contribute to improved outcomes, cost control, and patient experience.											
	Course Outcome 2	Learning Objectives for Course Outcome 2											
Apply project management tools to support operational planning and execution.	2.1 Develop a Work Breakdown Structure (WBS) and construct Gantt charts to support project planning and tracking. 2.2 Apply scheduling techniques to manage workforce capacity and resource allocation. 2.3 Use project management principles to align operational activities with organizational priorities and timelines.												
Course Outcome 3	Learning Objectives for Course Outcome 3												
Optimize patient flow and service utilization using LEAN and quality improvement principles.	3.1 Analyze patient flow to identify inefficiencies and design solutions to reduce bottlenecks. 3.2 Apply LEAN tools such as 5S, value stream mapping, and root cause analysis to operational case studies. 3.3 Design streamlined, patient-centered care pathways that promote access, coordination, and efficiency.												

	Course Outcome 4 Use performance data and analytical tools to support continuous improvement and risk management.	Learning Objectives for Course Outcome 4 4.1 Analyze operational performance metrics and make recommendations to improve performance. 4.2 Identify and assess operational risks using tools such as risk matrices and Failure Modes and Effects Analysis (FMEA). 4.3 Develop mitigation plans for addressing high-priority risks in service delivery and infrastructure. 4.4 Evaluate the role of contingency and emergency preparedness planning in maintaining continuity and resilience in health care operations.								
Evaluation Process and Grading System:	<table border="1"> <thead> <tr> <th data-bbox="492 418 711 465">Evaluation Type</th> <th data-bbox="711 418 917 465">Evaluation Weight</th> </tr> </thead> <tbody> <tr> <td data-bbox="492 465 711 505">Assignments</td> <td data-bbox="711 465 917 505">60%</td> </tr> <tr> <td data-bbox="492 505 711 545">Skills Development</td> <td data-bbox="711 505 917 545">10%</td> </tr> <tr> <td data-bbox="492 545 711 585">Tests</td> <td data-bbox="711 545 917 585">30%</td> </tr> </tbody> </table>		Evaluation Type	Evaluation Weight	Assignments	60%	Skills Development	10%	Tests	30%
Evaluation Type	Evaluation Weight									
Assignments	60%									
Skills Development	10%									
Tests	30%									
Date:	August 19, 2025									
Addendum:	Please refer to the course outline addendum on the Learning Management System for further information.									