



## COURSE OUTLINE: HCA126 - HEALTHCARE OPERATION

Prepared: Jennifer Wallenius and Theresa Mudge

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

<b>Course Code: Title</b>	HCA126: HEALTHCARE OPERATIONS
<b>Program Number: Name</b>	2185: HEALTH CARE ADMIN
<b>Department:</b>	BUSINESS/ACCOUNTING PROGRAMS
<b>Semesters/Terms:</b>	19W, 19S
<b>Course Description:</b>	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.
<b>Total Credits:</b>	3
<b>Hours/Week:</b>	3
<b>Total Hours:</b>	45
<b>Prerequisites:</b>	There are no pre-requisites for this course.
<b>Corequisites:</b>	There are no co-requisites for this course.
<b>Vocational Learning Outcomes (VLO's) addressed in this course:</b>	<b>2185 - HEALTH CARE ADMIN</b>
<b>Please refer to program web page for a complete listing of program outcomes where applicable.</b>	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 9 Maintain ongoing personal and professional development to improve work performance in health care administration.
	VLO 10 Apply accounting and financial principles to support the management and operations of an organization.
	<b>Essential Employability Skills (EES) addressed in this course:</b>
	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 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:**

<b>Course Outcome 1</b>	<b>Learning Objectives for Course Outcome 1</b>
Define operations management, its functions in healthcare and how it is distinct from governance.	1.1 Identify the difference between operations management and governance in health care. 1.2 Identify challenges that health systems currently face. 1.3 Describe a systems view of health care. 1.4 Review a framework for effective operations management in health care.
<b>Course Outcome 2</b>	<b>Learning Objectives for Course Outcome 2</b>
Explore the strategic planning and project management processes that health care organizations must employ in order to set their goals and execute strategy.	2.1 Explain how a balanced scorecard can be used to move strategy to action. 2.2 Understand the importance of business intelligence tools and data to improve performance. 2.3 Discuss the best practices in project management and demonstrate effective project management skills. 2.4 Review and apply the concepts of developing a project charter, monitoring the progress of a project and leading a



	project team.
<b>Course Outcome 3</b>	<b>Learning Objectives for Course Outcome 3</b>
Discuss concepts related to Quality Management and Process Improvement.	3.1 Review comprehensive Process Improvement Framework. 3.2 Review process improvement tools and techniques that are currently being used by health care organizations.
<b>Course Outcome 4</b>	<b>Learning Objectives for Course Outcome 4</b>
Explore tools for problem solving, decision-making and performance improvement in health care.	4.1 Review tools associated with problem solving and decision making. 4.2 Understand the importance of measurement in the development of high performing systems and organizations.
<b>Course Outcome 5</b>	<b>Learning Objectives for Course Outcome 5</b>
Define principles of Risk Management, Patient Safety and Worker Safety.	5.1 Understand the principles of risk management and risk assessment tools used in health care. 5.2 Review the concepts of patient safety and how these apply to day-to-day operations. 5.3 Review the concepts of worker safety and how these apply to day-to-day operations. 5.4 Review emergency management systems and the value of emergency planning.
<b>Course Outcome 6</b>	<b>Learning Objectives for Course Outcome 6</b>
Review and apply various health care operational concepts as they relate to contemporary opportunities and requirements of health care organizations today.	6.1 Review patient and family centred care philosophy and design approaches in health care. 6.2 Review the basics of supply chain management and understand why efficient, effective supply chain management is increasingly important in health care. 6.3 Review key legislation that guides operations of health facilities in Ontario.

**Evaluation Process and Grading System:**

<b>Evaluation Type</b>	<b>Evaluation Weight</b>	<b>Course Outcome Assessed</b>
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.

