

TELFER SCHOOL OF MANAGEMENT UNIVERSITY OF OTTAWA

# MHA Handbook 2016-2017

MHA Director: Dr. Kevin Brand  
brand@telfer.uOttawa.ca  
Office: DMS 6149

Desmarais Building, Room 4160  
55 Laurier Ave East  
Ottawa, Ontario K1N 6N5  
[telfer.uOttawa.ca/mha](http://telfer.uOttawa.ca/mha)

About the Telfer School of Management .....	3
Telfer Graduate Administrative Staff.....	3
Faculty of Graduate and Postdoctoral Studies .....	5
Professorial Staff.....	5
The Program .....	6
Learning Goals .....	6
Programs Offered.....	7
General Regulations .....	7
Communications .....	7
Registration Procedures.....	7
Syllabi.....	7
Blackboard Learn .....	8
Program Requirements.....	8
Course Requirements.....	8
Typical Sequence - Intensive program (2016-2017) .....	9
Typical Sequence - professional program (2016-2017) .....	10
Time Limits .....	11
Important Deadlines .....	11
Class Contact Hours.....	11
Teamwork.....	11
regulations governing the classification of students .....	11
Out of program courses and additional courses .....	12
Language rights of students.....	12
Payment of Fees .....	12
Submission of assignments .....	12
Failure to complete Coursework.....	13
Academic Fraud and Research Ethics.....	13
Appeal Procedure .....	13
Minimum Standards and Failures .....	14
Minimum Cumulative Grade Point Average and Probation Period .....	14
Failures .....	14
Protocol for Grading of Group Work.....	14
Withdrawal.....	14
Graduate Diploma in Business ADministration .....	15
Student Spaces.....	15
Room Usage.....	15
Other Available Study Spaces.....	15
Student Lounge .....	16
Access Cards .....	16
Telfer IT Support and Wireless .....	16
Teaching and Research Assistantships.....	16
Student Associations.....	16
Student Services .....	17
Housing.....	17
International Students.....	17
Parking and Transportation .....	17
Health Services .....	17
Student Academic Success Service (SASS).....	17
Library .....	18
Graduate Courses.....	18
Courses offered 2016-2017 .....	18
Intellectual development .....	21
Responsibilities of the student .....	22
Employment of graduates .....	22
List of Forms .....	23

## ABOUT THE TELFER SCHOOL OF MANAGEMENT

The world is changing. And so is the world of business. At the Telfer School of Management at the University of Ottawa, we've understood that what matters goes beyond what you can count. We strive to maintain a network of high-quality connections - and what matters to us is to put you at the centre of everything. Whatever it is that matters to you, we provide you with all the means to make an impact.

We share with you the close connections we've forged with our alumni and the business community so that you can learn alongside leaders, executives and entrepreneurs who are as brilliant as they are inspiring.

We share with you the expertise of our researchers, their extensive networks, and their partnerships with organizations in local, national, and international business communities.

Our programs are designed to shape influential leaders, responsible managers and innovative researchers who have a positive impact on the lives of people, organizations and communities. Whatever your goals, we are always close by to help you reach them.

Our professors are internationally recognized for their cutting-edge research, their out of the box thinking, and their leadership of key research networks. They take on the most important issues faced by today's business leaders, anticipating and devising solutions to tomorrow's challenges, in all fields of management, including our three strategic areas: business analytics and performance, health systems management, and innovation and entrepreneurship.

Located in the heart of Ottawa, our school is the proud academic home of some 4,300 students, 88 full-time faculty members, and over 25,000 alumni. Our accreditations from the three most demanding international organizations (AACSB, AMBA & EQUIS) underline our recognition as one of the world's top business schools.

## TELFER GRADUATE ADMINISTRATIVE STAFF

### Graduate Programs Office

Desmarais 4160  
55 Laurier Ave East  
Ottawa, Ontario K1N 6N5  
613-562-5884  
[mha@telfer.uOttawa.ca](mailto:mha@telfer.uOttawa.ca)

Business hours:

**September to May**  
8:30 a.m. to 4:30 p.m.

**June to August**  
8:30 a.m. to 3:30 p.m.

**Senior Officer, Academic Development and Operations:** This person is your front-line resource for most student transactions, including questions regarding registration, course selection, schedules, change of status, etc. For questions outside of their area of expertise, they will gladly refer you to the right person.

### Vacant

613-562-5884  
[mha@telfer.uOttawa.ca](mailto:mha@telfer.uOttawa.ca)

### Specialist, Academic Development and Student Services:

Responsible for academic progress from admission to graduation, for students from the diploma, MBA, MHA, MSc in Management, MSc in Health Systems, and PhD in Management programs.

### Julie Maisonneuve

613-562-5884 x 3166  
[mha@telfer.uOttawa.ca](mailto:mha@telfer.uOttawa.ca)

### Annie Baylor

613-562-5800 x 4718  
[mha@telfer.uOttawa.ca](mailto:mha@telfer.uOttawa.ca)

**Officer, Academic Development and Operations:**

Responsible for academic and administrative support in relation to admission, application, schedules, exams, etc.

**Tina Albert**

613-562-5800 x 2924

[mha@telfer.uOttawa.ca](mailto:mha@telfer.uOttawa.ca)

**Jérôme Carrière**

613-562-5800 x 4711

[mha@telfer.uOttawa.ca](mailto:mha@telfer.uOttawa.ca)

**Supervisor, Academic Operations:**

Responsible for overall academic operations (from admission to graduation).

**Danielle Charette**

613-562-5800 x 4712

[mha@telfer.uOttawa.ca](mailto:mha@telfer.uOttawa.ca)

**Manager, Business Development and Student Experience:**

Manages the MBA Consulting Project (MCP), the MHA Residency, the internships, the international trip and the case competition. Serves as a liaison between the Graduate Programs Office and the student associations.

**Nathalie Paré**

613-562-5800 x 4714

[pare@telfer.uOttawa.ca](mailto:pare@telfer.uOttawa.ca)

**Student Experience and Events Assistant:**

Supports the Telfer Graduate Programs Office team in the planning and organization of events. Provides information and support at the reception and for the coordination of the student experiential learning components of the graduate programs.

**Vacant**

613-562-5884

[mha@telfer.uOttawa.ca](mailto:mha@telfer.uOttawa.ca)

The Telfer Graduate Programs Office operates under the leadership of the Vice-Dean, Undergraduate and Professional Programs. Academically, the program is led by a Director:

**Dr. Julie Beauchamp**

Vice-Dean, Undergrad. & Professional Programs

613-562-5800 x 8858

DMS 4112

[beauchamp@telfer.uOttawa.ca](mailto:beauchamp@telfer.uOttawa.ca)

**Dr. Kevin Brand**

Director, MHA Program

613-562-5800 x 1852

DMS 4160E

[brand@telfer.uOttawa.ca](mailto:brand@telfer.uOttawa.ca)

Our marketing and recruitment team is responsible for the marketing and recruitment of all Telfer graduate programs. The team assists students with their admission, and coordinates various events:

**Christyne Auger**

Manager, Marketing and Recruitment

613-562-5800 x 4684

DMS 4152

[GraduateStudies@telfer.uOttawa.ca](mailto:GraduateStudies@telfer.uOttawa.ca)

**Sébastien Maillette**

Marketing and Recruitment Coordinator

613-562-5800 x 4297

DMS 4155

[GraduateStudies@telfer.uOttawa.ca](mailto:GraduateStudies@telfer.uOttawa.ca)

**Sophéanie Bertrand-Poitras**

Marketing and Recruitment Coordinator

613-562-5800 x 7019

DMS 4155

[GraduateStudies@telfer.uOttawa.ca](mailto:GraduateStudies@telfer.uOttawa.ca)

## FACULTY OF GRADUATE AND POSTDOCTORAL STUDIES

Under the authority of the Senate, the Faculty of Graduate and Postdoctoral Studies (FGPS) is responsible for overseeing and coordinating the administration of all graduate and postdoctoral programs. The FGPS is governed by a council which determines the general policies and plans for the development of the faculty, establishes the general regulations of the faculty, and defines the functions of its ancillary commissions and committees.

Faculty of Graduate and Postdoctoral Studies (FGPS)  
115 Séraphin-Marion (Hagen Hall)  
Tel: 613-562-5742  
Fax: 613-562-5992  
[www.grad.uOttawa.ca](http://www.grad.uOttawa.ca)

### PROFESSORIAL STAFF

**Andreev, Pavel**

Assistant Professor  
DMS 6123  
613-562-5800 x 4196  
[andreev@telfer.uOttawa.ca](mailto:andreev@telfer.uOttawa.ca)

**Beauchamp, Julie**

Vice-Dean  
DMS 1111D  
613-562-5800 x 8858  
[beauchamp@telfer.uOttawa.ca](mailto:beauchamp@telfer.uOttawa.ca)

**Bourgeault, Ivy**

Full Professor  
DMS 6105  
613-562-5800 x 8614  
[ivy.bourgeault@uOttawa.ca](mailto:ivy.bourgeault@uOttawa.ca)

**Brand, Kevin**

MHA Director, Associate Professor  
DMS 6149  
613-568-5800 x 1852  
[brand@telfer.uOttawa.ca](mailto:brand@telfer.uOttawa.ca)

**Chreim, Samia**

Associate Professor  
DMS 6145  
613-562-5800 x 4780  
[chreim@telfer.uOttawa.ca](mailto:chreim@telfer.uOttawa.ca)

**Ika, Lavagnon**

Assistant Professor  
DMS 7109  
613-562-5800 x 4781  
[ika@telfer.uOttawa.ca](mailto:ika@telfer.uOttawa.ca)

**Jaana, Mirou**

Associate Professor  
DMS 6146  
613-562-5800 x 4928  
[jaana@telfer.uOttawa.ca](mailto:jaana@telfer.uOttawa.ca)

**Kuziemy, Craig**

Associate Professor  
DMS 6148  
613-562-5800 x 4792  
[kuziemy@telfer.uOttawa.ca](mailto:kuziemy@telfer.uOttawa.ca)

**Langill, George**

Executive in Residence  
DMS 6163  
613-562-5800 x 4480  
[langill@telfer.uOttawa.ca](mailto:langill@telfer.uOttawa.ca)

**Leck, Joanne**

Full Professor  
DMS 6107  
613-562-5800 x 4644  
[leck@telfer.uOttawa.ca](mailto:leck@telfer.uOttawa.ca)

**Malcolmson, Brian**

Executive in Residence  
DMS 6155  
613-562-5800 x 4915  
[malcolmson@telfer.uOttawa.ca](mailto:malcolmson@telfer.uOttawa.ca)

**Michalowski, Wojtek**

Full Professor  
DMS 6130  
613- 562-5800 x 4955  
[wojtek@telfer.uOttawa.ca](mailto:wojtek@telfer.uOttawa.ca)

**Miles, Michael**

Assistant Professor  
DMS 5126  
613- 562-5800 x 4919  
[miles@telfer.uOttawa.ca](mailto:miles@telfer.uOttawa.ca)

**Patrick, Jonathan**

Associate Professor  
DMS 7151  
613-562-5800 x 4796  
[patrick@telfer.uOttawa.ca](mailto:patrick@telfer.uOttawa.ca)

**Richards, Greg**

MBA Director, Professor of Performance Management

DMS 6161

613-562-5800 x 2611

[richards@telfer.uOttawa.ca](mailto:richards@telfer.uOttawa.ca)

**THE PROGRAM**

The mission of the MHA Program is “to prepare ethically and socially responsible professionals to assume management and leadership positions in the changing health service system primarily in Canada but also internationally, and to strive for excellence in professional education, scholarly research and community service in health management.”

**LEARNING GOALS**

With a focus on health care management, the MHA has the following Learning Goals (LG) for all graduates, listed above the specific competencies associated with each of them:

*LG1 Understand management foundations and principles and their application to health organizations:*

- Management and structural analysis of health organizations, including evaluation and redesign.
- Operations assessment and improvement.
- Information systems / technology management and assessment.
- Financial analysis and management.

*LG2 Improve critical thinking skills for ethical decision-making:*

- Economic analysis and application to decision making.
- Ethics in management and clinical decision-making.
- Data analysis and application.
- Research methods for managers.

*LG3 Formulate, implement and evaluate health policy and strategy:*

- Health policy formulation, implementation, and evaluation.
- Strategy formulation and implementation.
- Legal principles development, application, and assessment.
- Performance measurement and management for quality improvement.

*LG4 Develop leadership, communication and teamwork skills in a patient-centered inter-professional environment:*

- Organizational development/organizational behavior theory and application.
- Management of human resources and health professionals including conflict resolution.
- Leadership - visioning, change management and team development.
- Written, verbal, and interpersonal communication skills and negotiation.
- Life-long learning and Personal and Professional skills development.

*LG5 Understand the Canadian and provincial health systems:*

- Governance - structure, roles, responsibilities, and alignment to leadership.

### *LG6 Develop a strategic population health perspective:*

- Population health: conceptual framework and assessment.

### *LG7 Provide value to the health community:*

- Integrate course knowledge in health care management.
- Develop cognitive skills.
- Enhance leadership skills.

## **PROGRAMS OFFERED**

The MHA is offered as a degree obtained by coursework and an administrative residency.

## **GENERAL REGULATIONS**

See the FGPS website for general regulations governing all graduate programs (passing grade, number of credits per course, examinations, etc.): [www.uOttawa.ca/graduate-studies/students/general-regulations](http://www.uOttawa.ca/graduate-studies/students/general-regulations)

## **COMMUNICATIONS**

The University of Ottawa provides every registered student with a uOttawa email address ([abcde123@uOttawa.ca](mailto:abcde123@uOttawa.ca)). As per University policy, this is the address used for email from the University. Professors at the University, when communicating with students registered in a class, will also default to the @uOttawa email address. This is another reason it is so important to be registered for classes you attend, in order to receive messages from the assigned professor.

You are free to auto-forward your uOttawa email to another email address of your choosing.

The Telfer School of Management has distribution lists, based on your cohort (e.g. students in the intensive program entering in 2016 or professional program entering in 2016). The MHA Student Association (MHASA) is able to write to these lists. Replying to these lists is not possible, and all addresses are masked to protect the privacy of your uOttawa email address.

## **REGISTRATION PROCEDURES**

Registration procedures may be found at [www.uOttawa.ca/graduate-studies/students/registration](http://www.uOttawa.ca/graduate-studies/students/registration). Note that the responsibility to register, to deregister, or to withdraw prior to the published closing dates rests with the student.

## **SYLLABI**

As per Senate Academic regulation 8.5, "Professors must supply a course syllabus during the first meeting with the students at the beginning of each course. This course syllabus must include:

- the course description approved by Senate,
- general and specific objectives of the course,
- teaching methods,
- evaluation methods and distribution of grades,
- a list of required and recommended readings,
- a calendar of activities and evaluations,
- the professor's contact information and office hours,
- a reference to the regulation on plagiarism and academic fraud."

## BLACKBOARD LEARN

We use Blackboard Learn (BBL), a learning management system which allows professors to share syllabi, communicate with registered students, receive assignments, and provide grades, all in a secure environment.

In order to log in to Blackboard Learn, follow these steps:

1. Click on the following link: <https://uOttawa.blackboard.com>
2. Enter the following info:  
Username: student number  
Password: uoZone password (Infoweb)
3. Once you login to Blackboard Learn, you need to click on the Campus tab
4. The list of courses to which you are registered will appear.

If you cannot login to Blackboard Learn, do not hesitate to contact the Centre for Mediated Teaching and Learning at 613-562-5800 (ext.6555).

## PROGRAM REQUIREMENTS

### Course Requirements

To obtain the MHA degree, students must successfully complete fifty-four (54) graduate level credits consisting of:

- Management Core (MBA and ADM course codes): 16.5 credits
- Health Management (MHA) courses: 30 credits
- Administrative residency and field project: 7.5 credits



## TYPICAL SEQUENCE - INTENSIVE PROGRAM (2016-2017)

Students of the intensive program complete the MHA in 16 months, thus:

Pre-Fall		Fall Session 2016				Winter Session 2017			
Intro to MHA		Block 1		Block 2		Block 3		Block 4	
Aug 29 – Sept 2	Aug 29 – Sept 2	Sep 6 – Oct 14	Oct 17 – 22	Oct 24 – Dec 2	Dec 5 – Dec 17	Jan 3 – Feb 10	Feb 13 – 18	Feb 21 – Mar 31	Apr 3 – 8
Orientation		MBA 5300	EXAMS	MBA 5300	EXAMS	MBA 5236	EXAMS	MHA 6266	EXAMS
		MBA 5340		MBA 5340		MHA 6215		ADM 6260	
		MHA 6360		MHA 6360		MHA 6301		MHA 6301	
		MHA 6370		MHA 6370		MHA 6361		MHA 6361	
		MBA5235		MHA6230		MBA 5330		MBA 5330	
		MBA5260							

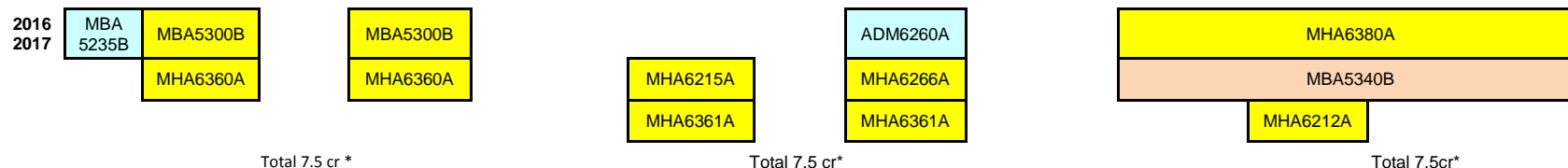
Spring/Summer Session 2017*				Fall Session 2017*			
Mid-April	Block 5		Block 6		End of Aug	Block 1	Block 2
Apr 10 – May 6	May 8 – Jun 16	Jun 18 – 24	Jun 26 – Aug 4	Aug 7 – 12	Aug 13 – 25	Sep 5 - Oct 13	Oct 23 – Dec 1
	MHA 6380	EXAMS	MHA 6380	EXAMS / BREAK	MHA 6203		
	MHA 6271		MHA 6250		MHA 6990 Residency and Field Project		
	MHA 6351		MHA 6361				
	MHA 6212		MHA 6216				
			MBA5265				

\*Dates for sessions denoted with an asterisk are approximate. The official University calendar for that academic year was not known at the time of printing of this handbook.

## TYPICAL SEQUENCE - PROFESSIONAL PROGRAM (2016-2017)

Students of the professional program complete the MHA in 28 months, thus:

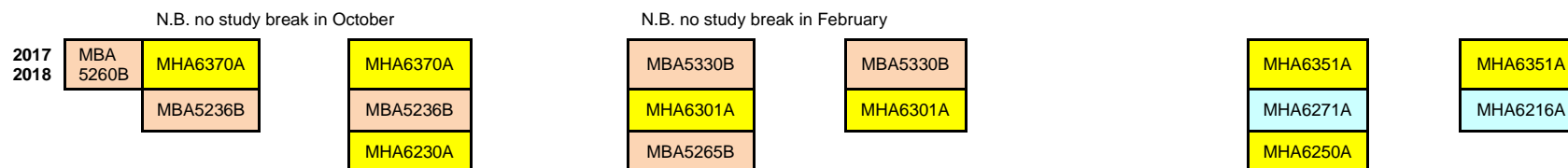
Fall Session (Late-August to December)					Winter Session (January to Mid-April)					Spring/Summer Session (Mid-April to July)					August
2 weeks	6 weeks	1 week	6 weeks	2 weeks	2 weeks	6 weeks	1 week	6 weeks	1 week	Break	3 weeks	6 weeks	1 week	6 weeks	1 week
Skills	Block 1	Exams	Block 2	Exams	Break	Block 3	Exams	Block 4	Exams		intensive	Block 5	Exams	Block 6	Exams



Total 7.5 cr \*

Total 7.5 cr\*

Total 7.5cr\*

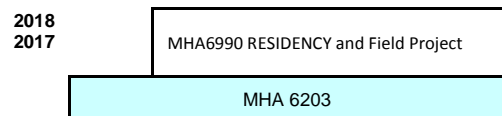


Total 7.5cr

Total 7.5 cr\*

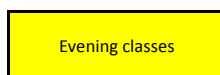
Total 7.5 cr\*

N.B. no study break in October



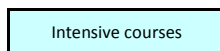
Total 9 cr \*

N.B. no study break in October



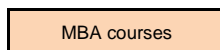
Evening classes

Full time students must take evening classes; all part-time sections are evening or intensive classes.



Intensive courses

May be delivered as a combination of classes offered during a week day (day or evening), and weekend (day or evening) usually over a short period (one to three weeks).



MBA courses

Offered one evening/week (19:00-21:15) & every second Saturday between 9:00 & 17:00.

## TIME LIMITS

The time limit to complete the MHA programs is 5 years. The normal duration for students pursuing the degree full-time is 16 months. For the students in the professional program, the typical duration is 28 months.

## IMPORTANT DEADLINES

Many MHA and MBA courses are delivered in 6-week modules, with each module being worth 1.5 credits. Each university session (Fall, Winter and Spring/Summer) is divided into 2 blocks when the modules are delivered. Some MBA and MHA courses are delivered over 2 blocks (or the regular university session).

Given this modular structure, and the use of distinct 6-week blocks, most dates and deadlines as published in the University's calendar do not apply to the MHA program (and this is so annotated on the calendar website). The Telfer School of Management publishes its own calendar of dates with respect to the beginning and ending of courses, registration deadlines, payment deadlines, etc.

Telfer MHA courses are delivered on evenings or in so-called "intensive" delivery mode. They also bring together both full- and part-time students, which creates a rich, stimulating learning environment for all. The intensive format includes weekdays and weekends spread throughout the year to minimize disruption at the workplace for working professionals. This delivery format enables students to focus on the study of specific topics, and the program administrators to invite high-profile guest speakers to engage students in in-depth discussions on pressing issues in health management.

You will find this list of important dates on the Courses and Timetables page of the MHA website at [telfer.uOttawa.ca/mha/en/courses-and-timetables](http://telfer.uOttawa.ca/mha/en/courses-and-timetables).

## CLASS CONTACT HOURS

A 1.5 credit course comprises 18 contact hours (usually delivered in the classroom), and there is the expectation that for every hour in the classroom, students will spend 2-3 hours outside of class hours working on course material.

## TEAMWORK

The very nature of the MHA program requires students to work collaboratively in teams, as stated in Learning Goal 4. This mimics to a large degree the work environment to which MHA graduates aspire – whether managing teams or working at the most senior level of an organization, effective teamwork is an essential skill (see the section on program learning goals).

Occasionally, students come up against a true struggle in the team environment, in the form of one non-performing student. The Telfer School of Management has a protocol in place which is enacted in such a case.

## REGULATIONS GOVERNING THE CLASSIFICATION OF STUDENTS

For more details on the classification of students, see; [www.grad.uottawa.ca/Default.aspx?tabid=1807&msId=3&session=20165](http://www.grad.uottawa.ca/Default.aspx?tabid=1807&msId=3&session=20165)  
(click on C: Registration)

**Students in the intensive program** must:

- a) have been admitted to a graduate program as a full-time student;
- b) be pursuing their studies as a full-time occupation;
- c) identify themselves as full-time graduate students;
- d) be designated by the university as full-time graduate students;
- e) be geographically available and visit the campus regularly;

- f) be considered to be a full-time graduate student by their program and their thesis supervisor (if applicable); and
- g) be registered and pay full-time fees.

**Students in the professional program** must:

- a) have been admitted to the MHA in the professional program; and
- b) be registered and pay the tuition fees associated with the professional program.

**International Students**

The International Office is located at Tabaret Hall, 550 Cumberland Street, Room M386, tel. 613-562-5847.

For frequently asked questions, including financial aid, and for documents (Government, including Revenue Canada, permits, visas, health services, etc.), see: [www.international.uOttawa.ca/en](http://www.international.uOttawa.ca/en).

**OUT OF PROGRAM COURSES AND ADDITIONAL COURSES**

In any given session, graduate students may, while enrolled in a program, register for a maximum of two courses (six credits) not required for their program, provided they have the approval of their academic unit and the Faculty of Graduate and Postdoctoral Studies. These courses are identified as "out-of-program" at registration and cannot subsequently be credited towards the program. **Additional fees apply.** Note that students are unable to add these courses on-line via Rabaska (both out of program and additional courses) and will need to contact the Graduate Programs Office to do so.

**LANGUAGE RIGHTS OF STUDENTS**

- a) All students have the right to use French or English in their dealings with the central administration and the general services of the University, as well as with the administration of the faculty or school in which they are registered.
- b) All students have the right to require that a course in which they are registered shall be given in the language used to describe the course in the current calendar.
- c) Except in language courses and courses in French and English, all students have the right to produce their work and to answer examination questions in the official language of their choice.
- d) The faculty recognizes that, for academic reasons, students may be required to read some of their course material in French in a course given in English, and vice-versa.
- e) Except in cases justified by the nature of the course, students must produce their work and answer examination questions either in English or in French, this being an essential component of education at the University of Ottawa.

**PAYMENT OF FEES**

Tuition and incidental fees are subject to annual adjustment by the Board of Governors of the University. Fees rate and regulations are posted on the Web at the following address:

[www.registrar.uOttawa.ca/Default.aspx?tabid=3619](http://www.registrar.uOttawa.ca/Default.aspx?tabid=3619).

**SUBMISSION OF ASSIGNMENTS**

Assignments are generally dropped off either to the Professor directly (if so instructed), by email, submitted through Turnitin® or Black Board Learn (BBL) or at the Info desk on the ground floor of the building. The hours of operation of the Info desk are:

**September – April**

Monday–Thursday: 8 a.m. to 7 p.m.  
Friday: 8 a.m. to 5 p.m.

**May**

Monday–Friday: 8 a.m. to 5 p.m.

**June – August**

Monday–Friday: 8 a.m. to 4 p.m.

Professors include the evaluation methods and distribution of grades in their syllabi; they will also normally note penalties for late submission of work (and if such tardiness is accepted).

## Failure to complete Coursework

Students are expected to complete their course requirements on time, that is, by the end of the session in which the course is offered. The final grade must be submitted to the FGPS by the date specified by the Office of the Registrar. Only if there are reasons clearly beyond the control of the student (for instance, illness confirmed by a medical certificate that has been validated by the University Health Services\*) can submission of a final grade be deferred, and then for a maximum of one session. During the period when the grade is not yet submitted, the notation DFR appears on the transcript. To obtain an extension for submission of a final grade, explicit permission from the professor, the academic unit and the FGPS must be granted. If the final grade is not submitted by the end of the extension period, the DFR grade is changed to an EIN. An EIN is considered a failing grade.

Requests to maintain a grade of DFR on a record beyond the above-mentioned 40-day period must reach the FGPS through the academic unit, before the end of the period, with appropriate supporting documentation.

\* The student must have a form signed by his or her physician and sent directly to the University Health Services. The relevant form can be obtained either at the academic unit or downloaded from the FGPS website.

The following describes grades assigned in the case where coursework remains incomplete:

\* ABS - (absent, no work submitted) Awarded to a student who has not attended the course and has not informed the academic unit and the Faculty of Graduate and Postdoctoral Studies in writing, within two weeks of the start of the course. This symbol is equivalent to a failing grade (F).

\* EIN - (incomplete) Awarded when at least one of the compulsory elements of evaluation has not been provided. This symbol is equivalent to a failing grade (F).

## ACADEMIC FRAUD AND RESEARCH ETHICS

On research ethics and intellectual property see: <https://research.uottawa.ca/ethics>. Note the text relating to academic fraud, including consequences, in every syllabus. The Senate regulation on fraud can be found here: [www.uOttawa.ca/governance/regulations.html#r72](http://www.uOttawa.ca/governance/regulations.html#r72).

The Telfer School of Management MHA and MBA programs makes systematic use of Turnitin®, to enable students to quickly identify passages in assignments which require proper citing, referencing or quotation marks. Professors may ask that you submit an originality report with your assignments. In fact, many professors will simply ask you to submit your assignments directly via Turnitin®, which can also be used to provide detailed feedback and grades. For more information about Turnitin®, consult [www.turnitin.com/en\\_us/home](http://www.turnitin.com/en_us/home). Please note that the Telfer School covers the cost of the license for each student.

## APPEAL PROCEDURE

General regulations of the University, including examinations, grading, and appeals: [www.uOttawa.ca/graduate-studies/students/general-regulations](http://www.uOttawa.ca/graduate-studies/students/general-regulations).

The University recognizes the right of every student to see, on request after grading, all documents that have been used to establish their grade for courses in which they are duly registered; the documents include those produced by the students themselves or evaluations written by supervisors (as part of work terms, clinical placements or internships).

The University also recognizes students' right to ask for a grade review and to appeal grades. The procedure to be followed is stipulated in Academic Regulation 10.3 which can be accessed at [www.uOttawa.ca/about/academic-regulation-10-grading-system](http://www.uOttawa.ca/about/academic-regulation-10-grading-system)

Student rights and appeals: The Student Appeal Centre is a free service provided by the Student Federation of the University of Ottawa (SFUO) and the Graduate Student Association (GSAED). They offer help and support to students who wish to appeal decisions made by the administration of the University of Ottawa: <http://sfuo.ca/rights/information-on-appeals-academic-regulations>.

The Office of the Ombudsperson provides impartial and independent advice and information to parties to assist in resolving disputes and problems, with complete confidentiality. The Office of the Ombudsperson does not replace existing channels of assistance or appeal at the University: [www.uOttawa.ca/ombudsperson/](http://www.uOttawa.ca/ombudsperson/)

## **MINIMUM STANDARDS AND FAILURES**

Students must meet the following requirements throughout their program:

### **Minimum Cumulative Grade Point Average and Probation Period**

Students must maintain a cumulative grade point average (CGPA) of 6.0 throughout the program and their overall CGPA upon completion of all requirements must be 6.0 in order to qualify for graduation. Those who fail to maintain an average of 6.0 at the time of the periodic review are placed on probation. All courses, passed and failed, are included in the calculation of the CGPA.

The CGPA of the students in the intensive programme will be reviewed at the end of Block 2, and subsequently at the end of each block, provided they have completed 12 credits since the last CGPA review. The academic performance of working professionals will be reviewed at the end of Block 6 for the first two years of the program. Thereafter, their performance will be evaluated upon completion of each additional 12 credits. Students who fail to qualify for removal from probation at the next review must withdraw from the program.

### **Failures**

A student who fails in a course at the graduate level must either repeat it or take another course specified by the academic unit. Unless otherwise stated in the program's specific regulations, a student who has two failures on the record of his qualifying, diploma, master's or doctoral program is withdrawn from the program. Supplemental exams are not permitted at the graduate level.

### **Protocol for Grading of Group Work**

All group work generates a group mark. The group mark will initially be the same for all members of the group. It represents a product of the group output.

You will be provided opportunities to evaluate each other on your contribution to the group. Individual marks may change as a result.

## **WITHDRAWAL**

Students wishing to withdraw from courses or from a program must inform their academic unit and the Faculty of Graduate and Postdoctoral Studies in writing prior to the closing dates. For courses that begin and end on dates other than those indicated in the sessional dates, please consult the academic unit concerned or the FGPS concerning the last day for withdrawal. Courses dropped after the closing dates, as well as courses dropped without proper notice, appear on the student's record with the notation "EIN" (incomplete) or "ABS" (absent), which is equivalent to a failing grade.

## GRADUATE DIPLOMA IN BUSINESS ADMINISTRATION

The Graduate Diploma is awarded only to students already registered in the MBA or MHA programs who are not continuing in these programs. It is not possible to request admission to this diploma.

In order to receive the Graduate Diploma, candidates must:

- Be admitted and registered in either the MHA or the MBA program;
- Have completed at least 27 credits of MHA or MBA or ADM courses with satisfactory performance (normally with a 6.0 cumulative grade point average), including at least 12 credits of MBA 5000-level courses from the following list:

MBA5211 CORPORATE GOVERNANCE AND ETHICS (1.5cr.)  
MBA5235 MANAGEMENT SKILLS 1 (1.5cr.)  
MBA5236 LEADERSHIP AND MANAGEMENT (1.5cr.)  
MBA5237 CHANGE MANAGEMENT (1.5cr.)  
MBA5241 MANAGERIAL ACCOUNTING INFORMATION AND DECISIONS (1.5cr.)  
MBA5260 THE WORLD OF THE GENERAL MANAGER AND OF STRATEGIC MANAGEMENT (1.5cr.)  
MBA5265 PERFORMANCE MANAGEMENT (1.5cr.)  
MBA5270 INFORMATION AND COMMUNICATION TECHNOLOGIES FOR MANAGERS (1.5cr.)  
MBA5280 OPERATIONS MANAGEMENT (1.5cr.)  
MBA5300 DATA ANALYSIS (3cr.)  
MBA5320 STRATEGIC MARKETING MANAGEMENT (3cr.)  
MBA5330 ORGANIZATIONAL BEHAVIOUR AND HUMAN RESOURCES MANAGEMENT (3cr.)  
MBA5340 FINANCIAL ACCOUNTING INFORMATION AND DECISIONS (3cr.)  
MBA5350 CORPORATE FINANCIAL MANAGEMENT (3cr.)  
MBA5355 ECONOMICS FOR THE GLOBAL MANAGER (3cr.)  
MBA5360 STRATEGY FORMULATION AND IMPLEMENTATION (3cr.)

## STUDENT SPACES

There are six study rooms available for working on assignments with your teams: 4143\*, 4144\*, 4145, 4146, 4150, and 4166. You will be given a key which opens these rooms, except 4143 and 4144, which can be opened with your magnetic access card (see below).

### ROOM USAGE

Study rooms are to be used for group work and meetings, and are only for Telfer students and personnel. The rooms are not for individual use, nor can they be 'lent' to friends. The study rooms are a limited resource - the 6 study rooms are being shared by over 300 fellow students.

Principles of use:

1. Students with a daytime schedule have priority from 7:30 a.m. to 5:00 p.m.
2. Between 5:00 p.m. and 7:30 a.m. the next day, students with an evening schedule have priority access to the study rooms.
3. Please ensure that the doors are closed after you leave. We have had thefts of the room equipment in the past. We also ask that the lights are turned off.
4. Abuse of this resource or non-compliance with the rules will result in the suspension of your access.

## OTHER AVAILABLE STUDY SPACES

The Management Library, DMS 2141

University of Ottawa Morisset Library: There are 25 group study rooms in the Morisset Library, located on the concourse, the fourth floor and the sixth floor. Rooms are available on a first come, first served basis. Rooms may be reserved for a maximum of 3 hours. Reserve a room using this link:

[www.uOttawa.ca/bibliorooms/month.php?user\\_lang=en](http://www.uOttawa.ca/bibliorooms/month.php?user_lang=en)

## STUDENT LOUNGE

A student lounge is available for use by all graduate students registered in programs administered by the Telfer School of Management (Telfer Graduate Programs). Located at the northeast corner of the building, in DMS 4148, you were given the access code to the lounge when you began the program. Amenities include a fridge, microwave, sink, coffee machine, etc. for student use.

## ACCESS CARDS

On your first day of the program, access cards are provided. These cards give you 24-hour access to the Desmarais Building:

- 4<sup>th</sup> floor fire doors (study rooms and Graduate Student Lounge are beyond these doors);
- Computer lab on the 2<sup>nd</sup> floor;
- Elevators;
- The ground floor entrances (when locked, e.g. statutory holidays, between the hours of 11:00 p.m. and 7:30 a.m.);
- Study rooms 4143 and 4144.

## TELFER IT SUPPORT AND WIRELESS

How to access the wireless network:

- 1) Connect to the **eduroam** wireless network.
- 2) When prompted for user credentials
  - a. Username: Your uOttawa email address
  - b. Password: Your uoAccess (Google Apps) password

For information about on how to print from your laptop, printer locations, Google Apps, wireless for iPhone and much more, please visit, the Telfer IT Support at [www.telfer.uOttawa.ca/ITSupport](http://www.telfer.uOttawa.ca/ITSupport) or contact them by email at [support@telfer.uOttawa.ca](mailto:support@telfer.uOttawa.ca).

## TEACHING AND RESEARCH ASSISTANTSHIPS

Students are automatically members of the Graduate Students' Association (GSAED), which is composed of the graduate associations of the various academic units at the University of Ottawa. Among the benefits of membership in the GSAED are access to health and dental insurances plans, a free International Student Identity Card, and conference travel grants. Complete details about the GSAED's services and benefits may be found at: [www.uOttawa.ca/gsaed](http://www.uOttawa.ca/gsaed).

There is also a MBASA (Masters of Business Administration Student Association) to which all students enrolled in the MBA automatically become members. Elections to the Executive of the MBASA are normally held at the start of each year, in late August or early September. The MBASA will have more details on the positions available, including roles and responsibilities.

## STUDENT ASSOCIATIONS

Students are automatically members of the Graduate Students' Association (GSAED), which is composed of the graduate associations of the various academic units at the University of Ottawa. Among the benefits of membership in the GSAED are access to health and dental insurances plans, a free International Student Identity Card, and conference travel grants. Complete details about the GSAED's services and benefits may be found at: [www.uOttawa.ca/gsaed](http://www.uOttawa.ca/gsaed).

There is also a MHASA (Masters of Health Administration Student Association) and all students enrolled in the MHA automatically become members of the MHASA. Elections to the Executive of the MHASA are normally held at the start of each year, in late August or early September. The MHASA will have more details on the positions available, including roles and responsibilities.

The MHASA office is located in DMS6102 of the Desmarais Building.



## STUDENT SERVICES

For the complete range of student services available, including associations, athletics, clubs, parking, health, housing, bookstore: [www.uOttawa.ca/students](http://www.uOttawa.ca/students).

### Housing

On-campus housing is reserved mostly for undergraduate students. See [www.uOttawa.ca/housing](http://www.uOttawa.ca/housing). Housing Services provides an online housing billboard where available apartments can be readily searched: [www.uOttawa.ca/housing/off-campus-housing](http://www.uOttawa.ca/housing/off-campus-housing).

The University also acts as landlord to almost 120 students by renting out older single houses and divided houses located near the campus: [www.uOttawa.ca/housing/compare-residences/houses](http://www.uOttawa.ca/housing/compare-residences/houses).

You can also go in person to 90 University, Room 145 – there are resources for help with apartment hunting.

### International Students

The International Office provides useful information concerning renewal of permits and visas, the University Health Insurance Plan (UHIP), financial aid, and other details, see: <https://international.uottawa.ca/en/study-at-uottawa/current-students>.

### Parking and Transportation

Free weekend parking passes are available to graduate students. For more information, see:

[www.uottawa.ca/parking/parking-services/purchase-permit/students-location/important-information](http://www.uottawa.ca/parking/parking-services/purchase-permit/students-location/important-information).

**The GSAÉD** (Graduate Students Association des étudiants diplômés) and the SFUO (Student Federation of the University of Ottawa) have negotiated OC Transpo Universal Bus Passes (called uPass) for all full-time students registered at the University of Ottawa. These passes are valid in the Fall and Winter semesters, from September to April, and the fee for the passes (greatly reduced over regular fares) are automatically added to your fee account. For information, including the distribution schedule, please visit this website:

<http://upassottawa.ca/en/index.php/Home>.

### Health Services

The University of Ottawa offers a primary care clinic serving University of Ottawa and Saint Paul University students, staff and faculty as well as other Ontario residents.

We are proud to also be a Family Health Team (UOHS FHT) with a mission to maintain and improve the health of the University of Ottawa and its surrounding community by providing a patient centred interdisciplinary health care team which delivers prevention, early identification, treatment, care, and support for acute and chronic disease management in an environment that is open and transparent to social, ethnic, or income factors.

Our vision is to create an effective, dynamic Family Health Team (UOHS FHT) in which physicians and allied health professionals work together in a professionally rewarding and sustainable medical practice that delivers high quality, integrated primary care to all segments of our community, including vulnerable populations:

[www.uOttawa.ca/health](http://www.uOttawa.ca/health).

### Student Academic Success Service (SASS)

SASS is a network of services and programs that complement classroom learning and support academic and professional goals. See: [www.sass.uOttawa.ca/welcome.php](http://www.sass.uOttawa.ca/welcome.php)

- Academic Writing Help Centre: [www.sass.uOttawa.ca/writing](http://www.sass.uOttawa.ca/writing)
- Access Service: [www.sass.uOttawa.ca/access](http://www.sass.uOttawa.ca/access)
- Career Services: [www.sass.uOttawa.ca/careers](http://www.sass.uOttawa.ca/careers)
- Counselling and Coaching Service: [www.sass.uOttawa.ca/personal](http://www.sass.uOttawa.ca/personal)
- Graduate Studies Mentoring Centre: [www.sass.uOttawa.ca/mentoring/graduate](http://www.sass.uOttawa.ca/mentoring/graduate)

## LIBRARY

Located on the 2<sup>nd</sup> floor of the Desmarais building, our satellite library offers quiet spaces and group study spaces where computers are available for research purposes. Consult two dedicated business librarians for research help, access course reserves and browse a core collection of business publications. Learn how to find industry reports, company profiles or financial information and statistics. Consult the library's website at <http://biblio.uOttawa.ca/en/management-library> for more information including our hours, or contact us directly at: [management.library@uOttawa.ca](mailto:management.library@uOttawa.ca).

## GRADUATE COURSES

The MHA program is composed of 54 credits, all at the graduate level, and all are mandatory. The MHA program starts with a common core in management with the MBA program. The common core provides groundwork in basic management disciplines and skills. The program progresses to a large number of health management specialization courses that prepare its students for the challenges that managers in the health system must face. The capstone activity is the residency, which takes place in the last academic session. During this period, the students are assigned to a specific preceptor but remain under the supervision of the program. The residency may be spent in a variety of health agencies and institutions. All students must be registered full-time for this activity.

## COURSES OFFERED 2016-2017

The following is the list of core courses offered in Fall 2016, Winter 2017, and Spring/Summer 2017. Enrolment, availability of professors and other unforeseen circumstances beyond the control of the University may cause course offerings to change. Courses are listed in alphabetical order by course code, and include title, credit weight and block(s) when offered. Seminars are so noted - one code may be used for various seminars; titles will appear on the transcript to differentiate them.

### **ADM6260 PROJECT MANAGEMENT 1 (1.5cr.) Block 4**

Project management methods based on standards, including the *Guide to the Project Management Body of Knowledge, (PMBOK® Guide)* of the Project Management Institute (PMI)®; project charter and project plan; managing a project throughout its life cycle (identification, design, planning, realization and close-out). Students will have hands-on experience using MS Project.

PMBOK and PMI are registered marks of the Project Management Institute, Inc.

### **MBA5235 MANAGEMENT SKILLS 1 (1.5cr.) Pre-Block 1**

Development of increased skills and understanding of participant preferences for the management of interpersonal and team-based issues and processes in a work environment. Special focus on diversity and ethics in a team environment. Effective business communications, including skills for delivery of high quality business presentations; exposure to common business software for inclusion in the student's professional toolbox.

### **MBA5236 LEADERSHIP AND MANAGEMENT (1.5cr.) Block 3 or Intensive (April)**

Leadership versus management; participatory leadership; transactional leadership; transformational leadership; reciprocity and mutual influence between leaders and followers; leading up (followership); situational determinants of effective leadership; cross-cultural leadership; virtual leadership. Course delivery involves class discussions, experiential exercises, guest speakers and case studies. Prerequisite: MBA 5330 or permission of the MBA program director.

### **MBA5260 WORLD OF THE GENERAL MANAGER AND STRATEGIC MANAGEMENT (1.5cr.) Pre-Block 1 or Block 1**

Understanding the role of the general manager in setting direction, creating competitive advantage, allocating resources, integrating operations and projects, framing the organizational infrastructure and context and managing change. Introduction to the concept of strategy and alternative models of strategic making.

### **MBA5265 PERFORMANCE MANAGEMENT (1.5cr.) Block 2**

The focus will be on learning about business intelligence and performance management approaches at operational levels in the organization. Frameworks such as the Balanced Score Card and Quality Management will be covered, as well as the use of business intelligence to explore performance problems. Prerequisite: MBA 5270 or equivalent.

**MBA5300 DATA ANALYSIS** (3cr.) Blocks 1 & 2

Introduction to statistical data analysis. Basic concepts important to management: problem-solving and decision-making using data. Application of univariate and bivariate methods to various datasets. Use of software and the interpretation of statistical output. Models and tools to assist students in collecting, organizing, understanding, analyzing, presenting and communicating data. MBA5100 and MBA5101, together, are equivalent to MBA5300.

**MBA5330 ORGANIZATIONAL BEHAVIOR AND HUMAN RESOURCES MANAGEMENT** (3cr.) Blocks 3 & 4

The strategic advantage of understanding and integrating organizational behaviour (OB) frameworks in designing and implementing effective human resource (HR) activities (namely attraction, development, maintenance and retention of employees), in measuring performance and in achieving high-performance outcomes in various global organizational contexts. OB topics covered include motivation, rewards, leadership, group dynamics, organizational politics, job and organization design, and culture. Prerequisite: MBA 5235 for MBA students only. MBA5131 and MBA5132, together, are equivalent to MBA5330.

**MBA5340 FINANCIAL ACCOUNTING INFORMATION AND DECISIONS** (3cr.) Blocks 1 & 2

This course focuses on the role of the accounting function external to the organization. It takes a broad view of financial accounting, encompassing a wide range of external financial and economic information, both national and international. The orientation will help students to understand what accounting can do for decision makers and how accounting and ethical choices affect decisions. Current issues in financial accounting and reporting are discussed. MBA5140 and MBA5141, together, are equivalent to MBA5340.

**MHA6203 PROGRAM EVALUATION FOR HEALTH CARE MANAGERS** (1.5cr.) Blocks 1 & 2

This course is intended for future health care managers who will contract out or procure program evaluations within their organizations. It covers the development of evaluation questions and standards of effectiveness, program evaluation designs, sampling, collecting information (primary and secondary), evaluation measures, managing evaluation data, analyzing evaluation data, evaluation reports, and development of "Requests for Proposals (RFPs)" that form the basis for these evaluations. Students prepare an evaluation proposal similar to the kind of proposal that is submitted by consulting firms and/or academic groups in response to RFPs from health care managers. At the conclusion of this course, students will be able to develop RFPs and to adequately assess evaluation proposals, i.e., be able ask to right questions, and to know which disciplines should be represented on the proposal review team.

**MHA6212 GOVERNANCE & ETHICAL MANAGEMENT IN HEALTH CARE ORGS** (1.5cr.) Block 3

Governance models for health care organizations. Definition, resolution and handling of ethical problems of administrators, professionals and researchers in health organizations. Reconciliation of conflicting interests of the stakeholders according to ethical principles.

**MHA6215 MANAGEMENT AND EVALUATION OF QUALITY OF PATIENT CARE** (1.5cr.) Block 6

This course will apply concepts from the literature to analyze and understand quality management and patient safety issues, and discuss these concepts in relation to accountability. It will prepare students for the health care workplace by exposing them to practices and aspects related to patient safety and quality in health care, and by identifying contemporary approaches to address them. Various models and approaches for assessing and improving quality will be discussed, including evidence-based medicine and management, systematic reviews, clinical practice guidelines, and quality improvement approaches. Various quality initiatives and quality improvement tools will be discussed and evaluated.

**MHA6216 RISK MANAGEMENT IN HEALTH CARE** (1.5cr.) Block 6

Applies the tools of decision analysis (e.g., decision trees, and uncertainty analysis) to risk management problems in health care. The general purpose of these tools will be highlighted. Early lectures will focus on medical decision-making applications (e.g., choosing a diagnostic cut-point, choosing between different health technologies, and aiding a patient with her choice of course of action). Later lectures will demonstrate how the decision analysis tools can enlighten broader risk management deliberations (such as whether to invoke a quarantine, whether to issue health-alerts, whether to support new vaccines, etc.). Case studies will be used to exemplify lessons learned from the risk assessment, the risk communication, the risk perception and the risk management literatures. Prerequisite: MBA 5300, MHA 6380

**MHA6230 HUMAN RESOURCE MANAGEMENT IN HEALTH CARE** (1.5cr.) Block 5

Focus on the major issues unique to effective health human resources management. Topics covered include measuring needs and planning for the current and future supply of human resources. Recruitment, retention and development strategies to meet changing workforce conditions. Understanding the unique regulatory environments where many professions are regulated by provincial laws and professional colleges while others are not. Labor relation issues and approaches in this highly unionized environment. Funding, team work and inter-professional practice, scope of practice issues and organizational design. Interactions of organizational and professional accreditation mechanisms (such as professional colleges and associations, and accreditation bodies). Prerequisite: MBA 5330 or permission of the MBA program director.

**MHA6250 HEALTH CARE ACCOUNTING AND FINANCE (1.5cr.) Block 6**

Financial structure of the health care system. Introduction to managerial accounting with special emphasis on the management of health care agencies. Principles of costing. Multi-product and case mix measures. Resource use decisions, budgeting and control, and pricing analysis for health care organizations. Fundamentals of capital financing, financial planning and financial policy formulation within the health care context in Canada. Relevant healthcare financial guidelines or coding standards may be introduced. Prerequisite: MBA 5340

**MHA6266 INTERNATIONAL PERSPECTIVES IN HEALTH CARE (1.5cr.) Block 4**

Geopolitics of world health: health inequities between countries and within countries. Health systems as a determinant of health: Canada and the USA. OECD/WHO countries: France, No. 1? Germany (Bismarck model) and the UK (Beveridge model) – major reforms. Sweden (Beveridge) - a very decentralized system. International actors: WHO (PAHO), private foundations, NGOs, pressure groups.

**MHA6271 TECHNOLOGY AS AN INSTRUMENT OF CHANGE IN HEALTH CARE (1.5cr.) Block 5**

Discusses research on the implementation of contemporary health information technologies (IT) and their role in improving, transforming and supporting the delivery of health services: computer-based patient records, computerized order entry and results reporting, clinical services applications (lab, pharmacy, radiology- PACS), clinical decision support systems, nursing information systems, telemedicine and telehealth applications, e-health applications, (including end-users involvement, implementation aspects, alignment with work practices), inherent risks associated with application of IT in healthcare, information security and privacy, IT impacts and challenges, issues related to IT assessment and evaluation in healthcare. Technology as an enabler of change supporting process standardization using Business Process Orchestration Technologies to create a foundation for optimization and active process management. Prerequisite: MHA 6370

**MHA6301 POPULATION HEALTH AND EPIDEMIOLOGY (3cr.) Blocks 3 & 4**

Provides a survey of epidemiology; viewed through a "population health" lens. Course will provide a survey of: measures of health status (including measures of mortality and morbidity); and measures of association. The basic epidemiological designs (observational, case-control, cohort, time series, and randomized control studies) will be reviewed. The factors affecting the precision and validity of these studies (e.g. statistical power, confounding, effect modification, and causality criterion) will be reviewed. Emphasis will be placed on equipping students with an ability to critically evaluate clinical, epidemiological, and health administration evidence in support of decisions. Guidance will also be provided to help select appropriate outcome indicators and critically evaluate interventions/programs. Students will get hands on experience computing effect measures (e.g. odds, ratios) from study results, as well as with assessing the precision and validity of results. Prerequisite: MBA 5300

**MHA6351 HEALTH ECONOMICS (3cr.) Blocks 5 & 6**

The course provides a macro-economic perspective on the demand and supply of healthcare, highlighting the market failures that are archetypal within the health domain. It contrasts Welfarist and Extra-Welfarist perspectives on resource allocation (contrasting technical versus allocative efficiency). The course will also review cost-benefit, cost-effectiveness, and cost-utility approaches of evaluating health interventions; and in so doing the course will provide students an opportunity for hands-on computation (workshops). The course will also consider the issue of equity and methods for incorporating equity into health economic evaluations.

**MHA6360 HEALTH CARE IN CANADA - OVERVIEW (3cr.) Blocks 1 & 2**

The Canadian system specificity. History, jurisdictions, legislative framework. The thirteen provincial/territorial systems. Expenditures, financing, public/private roles. Human resources, health professions. Delivery of insured/non-insured services: medical care, community care, integrated care issues, other stakeholders and services, current issues. Health policy development: actors, processes, history of ideas, successes and failures. Government relations. Governance. Current domestic health care issues.

**MHA6361 LEADING STRATEGY AND CHANGE IN HEALTH CARE ORGANIZATIONS (3cr.) Blocks 3 & 4**

Strategic leadership in health care. Mission, vision and goals, building stakeholder relations. Environmental forces and new health care trend analysis, building internal resources and capabilities. Impact of public policy and regionalization on organizational strategy. Inter-organizational collaboration, public-private partnerships. Managing politics and strategic issues. Evaluating, choosing and implementing strategies in dynamic health care environments, measuring performance. Strategic change simulation in a health care context. Managing change in health care settings. Understanding individual, organizational and institutional level changes. Diffusion of change and innovation in health care. Prerequisite: MBA 5260

**MHA6370 INTRODUCTION TO HEALTH INFORMATICS (3cr.) Blocks 1 & 2**

Overview of current developments, issues and challenges in the emerging field of health informatics. Historical development as well as basic foundations of health informatics including theoretical, methodological and ethical/legal underpinnings will be studied. Critical examination of information management principles and methods in Canadian health care organizations both public and private. Emerging applications in health informatics as well as approaches to understanding and evaluating these applications. Identification of the issues that CIO's face in their attempts to provide the right information to the right people, at the right time.

## **MHA6380 QUANTITATIVE METHODS & THEIR APPLICATIONS TO HEALTH CARE DECISION MAKING (3cr.) Blocks 5 & 6**

The use of these methods has recently become an active and growing area of practice and research in contexts including wait list management, patient flow, population demand estimates, health human resource management and the coordination of resources for elective and emergency services. This course is designed to provide health care decision makers with an overview of several useful quantitative methods that can provide insight and support for complex decisions. The course will cover the following topics: decision analysis; mathematical model formulation; linear programming and optimization; forecasting; queuing theory and simulation modeling; dynamic programming. This class is not intended for students who have a background in operations research. Rather it is intended for future or current managers who need to have a grasp of the potential of the mathematical tools available to help optimally utilize the resources under their control.

## **MHA6990 HEALTH CARE ADMINISTRATIVE RESIDENCY AND FIELD PROJECT (7.5cr.)**

*Prerequisite: At least 12 credits of MBA courses and 18 credits of MHA courses.*

## **INTELLECTUAL DEVELOPMENT**

One of the distinctive characteristics of the MHA Program is its links with the health care community, particularly in the regional and provincial context. These links provide opportunities to enhance their learning experience outside of the classroom. Here are examples of our community relationships:

### 1. Preceptors Conference

This October event allows students to interact directly with potential preceptors for their residencies the next fall. Each student presents their background and career interests. Each of 20+ preceptors presents their organization and residency opportunities. A networking session follows thereafter.

### 2. Bearpit Sessions

Bearpits are special education sessions which deal with current management topics in health care sectors such as primary care and acute care. They are focused on students and are intended to complement the content of MHA courses.

Speakers at Bearpits come from the health community in the Champlain region or beyond. The audience for Bearpits is MHA students, future prospects for the MHA program, other Masters level students and recent MHA graduates.

There are usually 6 Bearpit sessions in an academic year.

### 3. CEO in Residence

Each spring an accomplished senior executive in the health field visits the MHA Program for a half day. The CEO in Residence discusses with MHA students the development of his/her career and theirs. A second presentation on a topic of current interest follows.

### 4. Executives in Residence

Two part-time Executives in Residence from the local health care community liaise with students throughout the year. This includes student recruitment, residency planning and evaluation, Bearpit and CEO in Residence sessions and career counselling, among other things.

### 5. MHA Alumni Association

Via the MHA Alumni Association MHA students have access to more than 1,000 graduates of the program for support in launching their careers. The Association provides a Leadership Award for the best presentation of a field project in the residency. Preceptors Awards initiated by the Association recognize the outstanding contribution of preceptors as mentors to MHA students.

### 6. Professional Associations

The MHA program has a close relationship with the Canadian College of Health Leaders (CCHL), representatives of which advise students on the benefits of joining CCHL and on the competencies required of health administrators. The Program also has contacts with Emerging Health Leaders, a group of health administrators new to the profession.

These and other community links are of significant benefit to MHA students, in terms of what they learn about “real world” experiences and of the contacts they make to launch their careers.

## **RESPONSIBILITIES OF THE STUDENT**

The University of Ottawa is committed to assisting students achieve their goals in regards to academic success. To this end, the University has put into place a support network to help throughout a student's studies; however, students must assume certain responsibilities. They must

- choose a program of study best suited to their personal goals and plan course selections that will satisfy the requirements of their chosen program;
- register, deregister, or withdraw prior to the published closing dates;
- pay, within the prescribed deadlines, any fees associated with their program of study. The fees accruing from registration remain due unless the student withdraws in writing by the deadline.
- attend classes;
- understand what constitutes academic fraud and plagiarism;
- consult academic advisors, whose role is to help students reach their academic goals and to provide guidance in the interpretation of academic regulations and program requirements;
- become familiar with, and respect sessional dates, academic regulations, and procedures;
- be familiar with the regulations of their program and of the applicable regulations of the Faculty of Graduate and Postdoctoral Studies;
- be aware of and meet deadlines for assignments, scholarship applications, and all other important deadlines.
- maintain clear lines of communication with the administration of the program and keep frequently in touch with the thesis supervisor(s);
- convey any change of status (e.g. illness, withdrawal, etc.) to the proper authority (e.g. chair or program director) as soon as possible;
- adhere to the 10-hour rule concerning employment (see Item 28, above);
- apply for all T.A. positions; they are not automatically considered for them;
- comply with instructions from individuals of the University concerning safety and security in certain classes and laboratories;
- regularly consult InfoWeb (accessible via the uOzone) to confirm registration, final grades and grade reports produced at the end of each session;
- respect the policy on computer and network use;
- regularly consult their email at the address assigned (@uOttawa.ca), which the University will use in all communications with students;
- consult with Access Services in order to make any necessary accommodations for special needs based on established policies;
- conduct themselves in a manner that respects the rights of other members of the University community, the regulations and protocol of the University, and the laws of Canada.

## **EMPLOYMENT OF GRADUATES**

Here are examples of job titles of MHA graduates in the past few years:

- Acute Care Manager
- Ambulatory Care Manager
- Capital Projects Planner
- Decision Support Advisor
- Family Health Team Director
- Financial Analyst
- Health Services Consultant
- Human Resources Manager
- Information Systems Analyst
- Long-Term Care Administrator
- Mental Health Services Administrator
- Operations Director
- Performance Analyst
- Planning Officer
- Public Health Services Manager
- Policy Analyst

- Program Analyst
- Project Manager
- Quality Control Coordinator
- Research Coordinator
- System Transformation Analyst

Here are examples of organizations where recent MHA graduates have been placed:

- Bruyère Continuing Care
- Canadian Institute of Health Information
- Canadian Institutes of Health Research
- Champlain Local Health Integration Network
- Champlain Regional Stroke Network
- Children's Hospital of Eastern Ontario
- Health Quality Ontario
- Hôpital Montfort
- Maplewood Retirement Community
- Ottawa Children's Treatment Centre
- Peterborough Regional Health Centre
- Pinecrest-Queensway Community Health Centre
- Queensway-Carleton Hospital
- Royal Ottawa Hospital
- Rideau Family Health Team
- St. Mary's Hospital (Montreal)
- Telus Health
- The Ottawa Hospital
- Thunder Bay Nurse Practitioner Clinic
- Toronto East General Hospital

## LIST OF FORMS

- Letter of permission for transfer of credits from universities outside of Ontario:  
[www.uOttawa.ca/graduate-studies/sites/www.uottawa.ca.graduate-studies/files/esup5225\\_e.pdf](http://www.uOttawa.ca/graduate-studies/sites/www.uottawa.ca.graduate-studies/files/esup5225_e.pdf)
- Modification/cancellation of registration:  
[www.uOttawa.ca/graduate-studies/sites/www.uottawa.ca.graduate-studies/files/esup5227\\_e.pdf](http://www.uOttawa.ca/graduate-studies/sites/www.uottawa.ca.graduate-studies/files/esup5227_e.pdf)
- Request for a deferral:  
[www.uOttawa.ca/graduate-studies/sites/www.uottawa.ca.graduate-studies/files/dfr\\_e.pdf](http://www.uOttawa.ca/graduate-studies/sites/www.uottawa.ca.graduate-studies/files/dfr_e.pdf)
- Request for an extension for the completion of the requirements of the degree: [www.uOttawa.ca/graduate-studies/sites/www.uottawa.ca.graduate-studies/files/esup5223\\_e\\_0.pdf](http://www.uOttawa.ca/graduate-studies/sites/www.uottawa.ca.graduate-studies/files/esup5223_e_0.pdf)
- Request for leave of absence:  
[www.uOttawa.ca/graduate-studies/sites/www.uottawa.ca.graduate-studies/files/esup5222\\_e\\_0.pdf](http://www.uOttawa.ca/graduate-studies/sites/www.uottawa.ca.graduate-studies/files/esup5222_e_0.pdf)
- Registration for degree and request for diploma:  
[www.uOttawa.ca/graduate-studies/sites/www.uottawa.ca.graduate-studies/files/registration-for-degree-and-request-for-diploma-regi3163.pdf](http://www.uOttawa.ca/graduate-studies/sites/www.uottawa.ca.graduate-studies/files/registration-for-degree-and-request-for-diploma-regi3163.pdf)
- Desmarais Building Access Card and Key form:  
[www.telfer.uOttawa.ca/mba/assets/documents/acces%20card-form%20instructions%20en.pdf](http://www.telfer.uOttawa.ca/mba/assets/documents/acces%20card-form%20instructions%20en.pdf)
- Graduate registration form:  
[www.uOttawa.ca/graduate-studies/sites/www.uottawa.ca.graduate-studies/files/esup5226\\_e\\_0.pdf](http://www.uOttawa.ca/graduate-studies/sites/www.uottawa.ca.graduate-studies/files/esup5226_e_0.pdf)