

Master of Health Management Program

Student Handbook 2022/2023



Bridging the Gap Between Health Professional and Health Management

healthmanagement.mcmaster.ca

This document is not intended to replicate or modify the information found in the School of Graduate Studies (SGS) Calendar available at <http://graduate.mcmaster.ca/graduate-calendar>.

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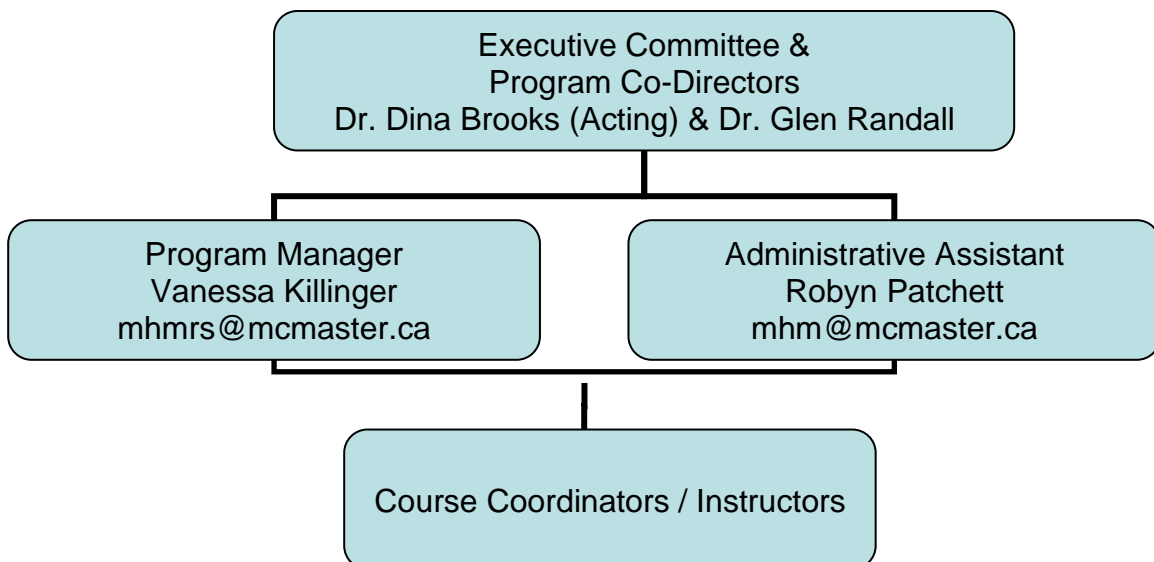
1. Welcome

Welcome to the Master of Health Management (MHM) Program at McMaster University. We are pleased that you have chosen this program to further your education.

McMaster University's School of Rehabilitation Science (SRS) and DeGroot School of Business (DSB) have come together to create this program, which is offered online (with two short residency periods of three days each), and is designed specifically for health professionals who are currently employed in a clinical or management capacity within the Canadian or International healthcare sector. The MHM Program is intended to provide health professionals with a combination of core management skills (e.g. accounting, finance, marketing, human resource management) and a broad understanding of Canadian healthcare policy development and service delivery environments (e.g. health system design, health policy analysis, and evidence-based decision-making). You will gain the knowledge, skills, and abilities necessary to excel as a middle or senior manager within both the public and private spheres of Canada's healthcare sector. These eight competencies are reflected in the Program's learning outcomes (Appendix 8.1).

The purpose of this handbook is to provide information that you will need while studying at McMaster. We hope that you find the handbook useful as you read it in its entirety. If you have any suggestions for additions or changes to the document, please let us know.

2. Master of Health Management Personnel



MHM Program Administration

2.1 Executive Committee

The Executive Committee is responsible for governing curriculum content, overseeing issues of student academic performance, developing program policy, and selecting award recipients. The committee is composed of:

1. Two representatives from the School of Business:
 - Co-Director
 - Committee Member
2. Two representatives from the School of Rehabilitation Science:
 - Co-Director
 - Committee Member
3. Program Manager as ex-officio member

2.2 Program Co-Directors

The Co-Directors have senior management responsibilities which include: ensuring that the program meets the standards of the School of Graduate Studies (SGS) at McMaster University and representing the program at a senior administrative level when seeking approval of graduate curriculum changes on behalf of the DSB and the Faculty of Health Sciences.

2.3 Program Manager

The Program Manager is primarily responsible to the Executive Committee (or equivalent) of the MHM Program for the implementation and the quality management of the MHM Program and for adherence of the program to policies applicable to educational programs with respect to the university, university departments and external partners. The role includes marketing, assisting with program admissions, orienting and providing ongoing support to students, supporting and coordinating courses, and developing online learning resources and supports for students and faculty. You should contact the Program Manager with general questions about the program.

2.4 Administrative Assistant

Administrative support for the MHM Program is provided by the Administrative Assistant, who is responsible for the day-to-day activities including inquiries from applicants and current students. You should contact the Administrative Assistant for program specific documents or to update your information in the program files.

2.5 Course Coordinators

Course Coordinators are responsible for all activities relating to the preparation and delivery of the course, including: developing the course curriculum and course outline; selecting appropriate evaluation methods/tools and providing students with details of the evaluation methods; ensuring regular communication among

course instructors; coordinating course instructors and if necessary appointing replacements; updating the A2L course site to reflect course outline changes; ensuring teaching and course content quality and consistency among sections; establishing student sections; uploading final grades; and, as necessary, resolving course-related issues from students or from instructors.

A Course Coordinator may also be the instructor in a course and/or may supervise one or more other course instructors. You should contact the Course Coordinator with course specific questions or concerns. Course Coordinators are faculty members from the SRS and the DSB.

2.6 Course Instructors

Course Instructors are assigned by and responsible to the Course Coordinator to instruct in one or more of the program's core courses. Instructors may include tenured, tenure-track, teaching, or sessional faculty. Course Instructors are responsible for all activities relating to the day-to-day delivery of the course, including responding to student inquiries, grading student work and submitting final course grades to the Course Coordinator in a timely fashion. Course Instructors will be identified prior to the start of each course.

2.7 Program Faculty Members

A list of faculty members from the DSB or the SRS who are associated with the MHM Program, along with their area of expertise, is located on the MHM [website](#) and in the Graduate [Calendar](#). These members are potential course instructors, potential scholarly paper advisors or potential scholarly paper readers.

3. General Information

3.1 Student ID

You have been assigned a student number and barcode at the time of your offer acceptance. Once matriculated, you are asked to upload a photo to your Mosaic Student Centre, which is then used to create your McMaster Photo ID card. This card identifies you as a McMaster University student and displays your student number, name, photo and contains an encoded magnetic strip. You will receive this card during the fall residency session. If you need a replacement card, please contact the Registrar's Office via their [online chat](#) (available on every page of the RO website).

Students who have attended McMaster University previously, will not receive a new student ID Card.

3.2 Mac ID

You have been provided with a MacID which is a unique, alphanumeric identifier which allows you access to university systems, resources and applications. It is different from student number. Your MacID also helps make up your McMaster University email address: <MacID>@mcmaster.ca. This email address will be active while you are enrolled in the program. All electronic communication with students will be through their McMaster University email account. You are to use your McMaster email address to communicate with faculty members, staff and instructors. This email system is separate from Avenue to Learn.

3.3 Work Space

Students in the MHM Program are studying from a distance and therefore do not have designated study space on campus. However, while on campus for meetings or residency sessions, space can be provided by contacting the Program Manager or Administrative Assistant.

3.4 Transportation and Parking

Information on getting to McMaster main campus, where the SRS, the DSB, and the offices of the Master of Health Management Program are located, can be found on the McMaster University [website](#). Directions to the McMaster Burlington campus, Ron Joyce Centre, are available [here](#).

Daily and short-term parking is available on all McMaster campuses. Rates vary by location. Check the McMaster Parking [website](#) for details and current rates.

3.5 Communication/Mail/Email

You are required to keep your personal information updated through McMaster's web-based registration and information system - [Mosaic](#). Hard copy mail will be sent directly to MHM students using the mailing address found in Mosaic.

3.6 Sessional Dates

Check the McMaster University Graduate [Calendar](#) for start and end dates for the fall, winter, and spring/summer terms. Appendix 8.2 also provides a list of important dates for the year.

3.7 Vacation and/or Work-Related Unavailability

You are encouraged to plan your vacation time around the start and end dates of each term. These dates are listed in the Graduate [Calendar](#), in Appendix 8.2, and also in the [MHM Virtual Office Avenue to Learn](#) shell. You must advise the Course Instructor(s) in advance if you plan to be away for any time during a course. You are expected to make arrangements to keep up with course work despite planned vacation time or unavailability due to work related responsibilities.

3.8 Leaves of Absence

(Based on Section 2.5.7 and 2.5.8 of the School of Graduate Studies [Calendar](#))
A Leave of Absence (LOA) for up to one year is permitted for reasons of illness, financial hardship, or for reasons related to family responsibilities such as pregnancy and child rearing. LOA for reasons of illness, or financial hardship are granted, provided that the Program Co-Directors and SGS review and support the request, which must be approved by an Associate Dean of Graduate Studies.

When granted, a LOA should typically commence at the beginning of a term (i.e., January 1, May 1, or September 1). Due to the MHM Program design, students who take a leave will normally be required to re-enter the program one year later. Individuals who do not resume studies within one year and wish to continue in the program should request to be reinstated. Please contact the Program Manager.

During a LOA, no tuition will be charged but you will be responsible for paying applicable supplemental fees. In some situations, when a course needs to be dropped, this process should be completed based on SGS dates so that you won't incur a financial penalty.

During the period of leave, you cannot expect to be given guidance on the scholarly paper or be entitled to use the University's facilities. You should be aware that in the event of a LOA during the completion of the scholarly paper course, continuation with the same scholarly paper advisor cannot be guaranteed.

Withdraw from MHM Program: If a leave of absence is not appropriate, alternatively, the student may request to withdraw (Withdrawal at the Request of the Student). Re-admission for a student who has withdrawn in good standing will be made in competition with all other applicants.

Reinstatement: A student withdrawn in good standing may apply to be readmitted and may be readmitted on the recommendation of the program. Students who have been withdrawn in good standing should be aware that they may be required to retake courses in which the content is judged to have changed significantly since first completion and/or may be required to take additional courses that are necessary to fulfill current program requirements. Re-admission will be made in competition with all other applicants.

Please review the SGS Academic [Calendar](#) for details about procedures and required [forms](#).

3.9 Petitions for Special Consideration

(Based on Section 2.5.9 of the School of Graduate Studies [Calendar](#))
The University wishes to assist students with legitimate difficulties. It also has the responsibility to ensure that degree, program, and course requirements are met in a manner that is equitable to all students. Please review the SGS Calendar for

information about General Regulations of the Graduate School and website for required [forms](#). The Program Manager and Program Co-Directors are normally required to provide their independent assessment of the student's statement in the petition. Supporting documentation may be required but will not ensure approval of the petition. The authority to grant petitions is at the discretion of the SGS. It is imperative that you make every effort to fully participate and meet the originally scheduled course requirements. It is your responsibility to be available to write examinations and submit assignments as scheduled.

3.10 Student Accessibility Services (SAS)

Individuals who may require reasonable accommodation (an individualized adaptation or adjustment made to provide a person with a disability with equitable and non-discriminatory opportunities for participation) are encouraged to contact [Student Accessibility Services](#). In collaboration with SAS, the student creates an accommodation plan. Prior to the beginning of each course, you will provide the Course Coordinator/Instructor with the SAS approved accommodation letter. Together you will discuss how each accommodation will be provided. You will be required to follow the policies and procedures of McMaster University, Faculty of Business, and Faculty of Health Sciences.

3.11 Religious, Indigenous or Spiritual Observances

McMaster University strives to be welcoming and inclusive of all its members and respectful of their differences. The University recognizes that, on occasion, the timing of a student's religious, Indigenous, or spiritual observances and that of their academic obligations may conflict. In such cases, please complete the RISO form and then the University will provide reasonable academic accommodation that is consistent with the Ontario Human Rights Code, through respectful, accessible, and fair processes.

RISO Policy: <https://secretariat.mcmaster.ca/app/uploads/2019/02/Academic-Accommodation-for-Religious-Indigenous-and-Spiritual-Observances-Policy-on.pdf>

For all other accommodation requests, please consult with Program Manager.

4. Where to Go for Support

Many general resources are located on the program's [virtual office](#) on [Avenue to Learn \(A2L\)](#). Below are guidelines to follow depending on the nature of your concern.

4.1 Program Related Issue

The Program Manager is available to help guide you through the program and to help navigate challenges affecting your participation in the program. The Program Manager is responsible for overseeing your progression through the degree. The Program Manager can also assist with administrative matters such as LOA,

education plans, and change of status. If the response from the Program Manager does not resolve the issue, the next person to contact would be one of the Program Co-Directors who has responsibilities for the program. (They report directly to the Associate Dean of Graduate Studies).

4.2 Course Related Issue

If you have an issue related to a specific course, your first contact should be with either the Course Instructor or the Course Coordinator. These include course content, grades and any other issue pertaining to the course. If the response from the Course Coordinator/Instructor is not satisfactory, the next person to contact would be the Program Manager.

Note: If A2L is down for an extended period of time, your Course Instructor will communicate to you the possibility of an extension for assignments/activities. For technical issues, please contact A2L support. A2L support is available Monday to Friday, 8:30AM to 4:30PM at 905-525-9140, ext. 23757, or their support intake form located at: <http://avenue.mcmaster.ca/support/>.

4.3 Health Issue

If you have a health concern and you do not feel comfortable talking directly to the Program Manager, please contact the [Student Wellness Centre](#) (SWC) at 905-525-9140, ext. 27700, or email wellness@mcmaster.ca. SWC provides or assists all McMaster students with their health-related needs including counselling options, wellness resources, mental health support, crisis resources and access to medical services. Please visit the SWC [website](#) for a detailed list of services and contacts. A comprehensive list of mental health resources is located in Appendix 8.3.

4.4 Policies, Procedures & Guidelines

All members of the University Community have a right to study, work, and live in an environment that is free of Discrimination and Harassment. This Policy prohibits Discrimination and/or Harassment on the grounds articulated in the Ontario Human Rights Code: age; ancestry, colour, race; citizenship; ethnic origin; place of origin; creed; disability; family status; marital status (including single status); gender identity, gender expression; receipt of public assistance (in housing only); record of offences (in employment only); sex (including pregnancy and breastfeeding); and sexual orientation. For more information about consultation, resolution, and reporting options for violations of the discrimination and harassment policy please go to Appendix 8.4.

University policies, procedures and guidelines are located on the McMaster University Secretariat [website](#). All SGS policies are located within the [Graduate Calendar](#).

4.5 Student Expectations while Attending Virtual/Synchronous Courses

Students attending virtual/synchronous courses are encouraged to develop a plan in case of emergency or other distress. Students should be aware that instructors will not know the physical location of a student.

The plan should include but is not limited to the following;

- Know the location of the nearest exit in case of fire or the need to evacuate
- Ensure that a first aid kit is available for incidents or injuries which may require first aid
- Prepare for medical emergencies by having a cell phone available or an individual who can provide emergency assistance; ensure that this individual is aware of the student's location
- Individuals off campus with immediate safety concerns should call 911
- Individuals on campus (i.e. living in residence) should call McMaster Security at 905-522-4135 (or Ext. 88 from any campus phone)

The University is not responsible for the availability of cell phones, first aid kits or any other items as part of a student emergency plan. Students will be responsible for all necessary supports as part of their individual plan.

4.6 Student Groups and Centres

4.6.1 Spiritual Care and Learning Centre (SCLC)

The SCLC is a multicultural network of community leaders and resource groups working in collaboration to provide spiritual care services. The McMaster community can access resources, supports and more to foster religious, secular and spiritual well-being. Individuals seeking to build greater understanding and develop deeper relationships with peers or would like support based on their religious, spiritual and cultural needs and traditions are encouraged to reach out to the [Spiritual Care and Learning Centre](#).

4.6.2 Black Student Success Centre (BSSC)

The BSSC is dedicated to supporting and championing the holistic (academic, personal and professional) success and overall well-being of Black/African descent students and fostering a positive Black student and athlete experience. The Centre is a safe space where students can meet, share, socialize and access specialized support and services. These services are available to Black identified students enrolled in undergraduate or graduate programs of study. Please visit the [Black Student Success Centre](#) for more details on supports and resources available.

4.6.3 Indigenous Student Centre (ISC)

The ISC offers many supports and services for First Nations, Inuit, and Métis students attending McMaster University. The Centre is a safe space where students can meet, share, socialize and access specialized support and services.

Please visit the [Indigenous Student Centre](#) for more details on supports and resources available.

4.6.4 Indigenous Learning Lodge (IHLL)

The IHLL is the hub for training and curriculum development within the Faculty of Health Science, and it provides a safe space with access to Traditional Knowledge Helpers and a student lounge to study and socialize. It is an inclusive place for non-Indigenous students to learn more about colonization and reconciliation. It is accessed in suite 3510 of the Michael G. DeGroot Centre for Learning and Discovery (MDCL). Please visit the [Indigenous Learning Lodge](#) website for more details on this space.

5. Program and Course Information

Request for transfer between full-time and part-time stream are not encouraged and will not normally be considered.

5.1 Course Enrolment on Mosaic

Just prior to the start of each academic year, you will be sent instructions from the MHM Administrative Assistant explaining the enrolment process and the steps you need to follow to successfully enrol in your academic terms. These instructions will include directions to enrol (or drop as required) placeholder course(s) and MHM Program courses. You will need both your Mac ID and password to access [Mosaic](#). The MHM Administrative Assistant will continue to send instructions to assist with the enrolment process when needed.

For the fall term, registration typically begins in late July. For the winter and summer terms, registration is normally one month prior to the start of the term. Please check the [sessional dates](#) available within the SGS Graduate Calendar for exact dates.

You are required to take the appropriate number of courses per semester. The cost per course is standard for all students with domestic and foreign student rates applied as appropriate. You are required to arrange payment for courses. The Student Affairs, Office of the Registrar's [website](#) contains instructions on registration, fees, dates, cancellation fees, and forms. An additional late fee will be assessed by Student Affairs if your payment is late. Please check their site often for important dates and notices. To verify that payment has been received, regularly review your Account (Student Center > Finance > My Account) on [Mosaic](#).

5.2 Learning Online through Avenue to Learn (A2L)

Courses are offered via online delivery through the [Avenue to Learn](#) (A2L) electronic learning platform. Prior to the start of the fall semester, you will have

access to and must complete the mandatory module, HM600 *Orientation to Online Learning*, which is designed to orient you to the use of A2L. You will be asked to complete the basic components of your A2L profile and upload a photo of yourself. This will serve as a type of introduction to your instructor(s) and classmates. The orientation course is a non-registered, non-credit, required module.

During the term, A2L will be the central location for you to find course content, learning objectives, assigned readings, course-related dates, schedule and announcements. You will participate in online discussions and submit your assignments via this website. Content of online discussions are confidential and should not be shared with individuals outside of the class unless there is permission granted by the author. You will notice some similarities and some differences between instructors as they lay out their course on A2L. Please note that final grades are posted on [Mosaic](#), not A2L.

As a student enrolled in the MHM Program you have been granted permission to access the online learning management system, Avenue to Learn. Avenue to Learn course pages are considered an extension of the classroom and usage is provided as a privilege subject to the same [Code of Conduct](#) expected in a lecture hall. This privilege allows participation in course discussion forums and access to course materials. Please be advised that all areas of Avenue to Learn, including discussion forums, are owned and operated by McMaster University. Any content or communications deemed inappropriate by the course instructor (or designated individual) may be removed at their discretion. Per the University Technology Services Code of Conduct, all members of the McMaster community are obligated to use computing resources in ways that are responsible, ethical and professional. Avenue to Learn Terms of Use are available at <http://avenue.mcmaster.ca>.

Note: If A2L is down for an extended period of time, your Course Instructor will communicate to you the possibility of an extension for assignments/activities. For technical issues, please use the A2L support. A2L support is available Monday to Friday, 8:30AM to 4:30PM at 905-525-9140, ext. 23757, or their support intake form located at: <http://avenue.mcmaster.ca/support/>.

5.3 Required Activities and Courses

Please review Appendix 8.5 for a typical Part-time course schedule.

Please review Appendix 8.6 for a typical Full-time course schedule.

Each course will have its own A2L course website where a detailed outline will be posted at the start of each course. You are responsible for reading the course outline, making note of and complying with due dates for posting discussions, submitting assignments, writing exams (when required), and allocating your time accordingly. It is expected that you will be available for critical dates listed in the course outline. Please note that there will be an expectation that students may need to participate in some synchronous sessions although the program typically delivers courses asynchronously.

There are two required on-site residencies during the program (see details in Section 5.4 of this handbook). The first residency takes place in the Fall and is associated with HM700 Health Systems and Policy. The second residency occurs in the Spring and is associated with HM708 Leadership in Health Organizations. The goals of the residency are three-fold: 1) to build community within a cohort and among alumni, staff and faculty; 2) to develop student skills (oral communication, leadership, research) and literacies (information, media, emotional) that are linked to MHM Program competencies; and 3) to utilize program and course related information during face to face discussions and interactions.

Students are expected to attend both residencies in their entirety. If the student misses a substantial portion of the first residency then they must either withdraw from the program; or create and complete an approved comprehensive plan to demonstrate the skills and literacies covered in the fall residency. If the student misses a substantial portion of the second residency then they must either take a leave of absence from the term and attend the spring residency and repeat course(s) the following year; or create a comprehensive approved plan to make up the material and demonstrate the development of the necessary skills and literacies covered in the spring residency.

HM600 Orientation to Online Learning

This is a mandatory, non-registered module which provides an orientation to online learning and participation. This one-week module is to be completed in August prior to the start of HM700. You will receive detailed information regarding the orientation module by email in August. There is no grade assigned to this course but it is a requirement of the program and has been very effective in enhancing student comfort and learning in an online environment.

HM700 Health Systems and Policy

This is the introductory course for the MHM Program. It will provide you with an understanding of how the Canadian healthcare system is organized as well as how services are financed and delivered. This will be done through an assessment of the *Canada Health Act* and various pieces of related provincial healthcare legislation. Discussions will include an exploration of the for-profit and not-for-profit mix of services within Canada. In addition, you will be exposed to the principles of evidence-based decision-making and various health policy analysis tools. Current issues and trends in health policy (both within Canada and internationally) will serve as cases to which you apply those tools. The program's first 3-day on-site residency session occurs during this course.

HM705 Evaluating Sources of Evidence for Management and Evaluation

This course is designed to provide you with the knowledge and skills to understand and critically evaluate sources of evidence used to support decision-making within

a healthcare environment. You will develop knowledge about the principles of evidence-based decision-making, searching the literature, and critically reviewing research methods and analyses. The course emphasizes the development of skills to apprise, synthesize and communicate evidence in order to use it within management decision-making. Methods of evaluation for this course will include a critical research review, an analytic paper applying evidence to a current health management issue, a seminar presentation online, and participation in online course discussions.

HM706 Strategic Health Management Foundations

This course is designed to provide you with the knowledge and skills to understand strategic management and marketing principles, theoretical perspectives and practices, and to apply them in the healthcare industry. The accelerated movement towards system reform and increased competition in healthcare requires that today's professional healthcare managers be aware of proven strategic management practices and models from other industries and have the skills and knowledge to apply them in the delivery of healthcare services, tangible products and "ideas" (social marketing) in diverse and dynamic settings. The course concentrates on the strategic management process and its relationship to strategic planning, human resources, marketing, communications and crisis management in healthcare organizations.

HM707 Accounting and Financial Foundations for Healthcare Management

Through this course, you will learn about the fundamental concepts and practical issues related to accounting and finance and their uses in planning, decision making and control in the management of healthcare organizations. Skills in the basics of financial management and managerial accounting, budgeting and forecasting, including statistical applications, will be developed through online discussion, case studies and course assignments.

HM708 Leadership in Health Organizations

This course will explore the principles, practices, trends, and issues of leadership in healthcare settings. Current theories of leadership with attention to styles, practices, tasks, and models will be covered. You will be encouraged to reflect on and analyse your own leadership experiences in light of theories studied. Through the interplay of theory and practical application, you will gain a deeper appreciation for the requirements, responsibilities, and consequences of effective leadership. The course encourages professional and personal development through action learning that is relevant and transferable to organizations. The program's second 3-day on-site residency session occurs during this course.

Year 3 Options

Option A: HM730 Scholarly Paper (fall and winter term) (available to Part-time students)

The scholarly paper is designed as an opportunity for you to demonstrate, in writing, your ability to integrate ideas that reflect current knowledge in the area of health management, including those related to education, research, and/or policy. The scholarly paper is the culmination of the graduate program and is intended to demonstrate integrative thinking at an in-depth level that incorporates concepts from throughout the program. You will identify a topic and, in consultation with the approved Scholarly Paper Advisor, develop a proposal that is individualized to your area of interest while meeting the rigor of a major 2-credit graduate level scholarly paper. The final paper should be of publishable quality. More details about the scholarly paper will be available in the course outline for HM730.

OR

Option B: Fall: HM731 Economic Evaluation in Healthcare (fall term) (available to Part-time students) **or HM733** Knowledge Translation in Healthcare Practice and Management (fall term)

HM731 Economic Evaluation in Healthcare (available to Part-time students)

The goal of this course is to examine the application of economic principles to policy-relevant questions in the areas of health and healthcare. Topics may include but not be limited to applied health economics, demand and supply of healthcare and insurance, economic evaluation of health technologies and programs (pharmaceuticals, devices, etc.), cost-effectiveness, cost-utility and cost-benefit analyses, and means by which to improve value-for-money in the health sector.

or

HM733 Knowledge Translation in Healthcare Practice and Management

This course is designed for healthcare practitioners and managers who want to acquire an understanding of knowledge translation (KT) and be able to apply KT principles to practice and health management. The course emphasizes understanding what KT is, the relationship between KT and evidence-based practice, the dominant theories, models and frameworks that are used in KT, how knowledge synthesis is achieved, and various tools and resources useful for KT.

AND

Option B: Winter: HM732 Strategic Writing in Health Management (winter term) **or HM734** Quality and Safety in Healthcare (winter term) **or HM735** Selected Topics in Healthcare and Leadership (winter term) **or HM798** Independent Experiential Study (winter term) (available to Part-time students)

HM732 Strategic Writing in Health Management (antirequisite C725)

With advanced writing skills healthcare managers can inform and influence readers for specific purposes that ultimately advance the strategic plans of their organizations. Through this course, students will learn to write proficiently and produce reader-focused documents that are well organized, accurate, clear, unambiguous and defensible. By developing processes for creating, revising and

evaluating documents, students will become more fluent and efficient in their writing.

or

HM734 Quality and Safety in Healthcare

Improving quality and enhancing patient safety has become a preoccupation within most healthcare systems around the world. Despite this, there continues to be high levels of healthcare errors and inadequate understanding of the fundamentals of quality management and patient safety. This course is designed to expose healthcare managers to the major principles, theories and approaches to quality management by analyzing practical real-life examples.

or

HM735 Selected Topics in Healthcare and Leadership

This seminar course will expand upon some of the selected concepts around health management and leadership introduced in MHM program. This is an opportunity for those students interested in exploring topics in more detail through the use of small group problem-based learning and facilitated by subject matter experts for each topic.

or

HM798 Independent Experiential Study (available to Part-time students)

The course is an independent self-directed in-depth exploration of a topic chosen by the student and approved by his/her supervisor and the faculty member. The independent study course provides an opportunity for a student to demonstrate, in writing and in practice, their ability to integrate ideas that reflect current knowledge in health management practice, education, research and/or policy. Students will complete an experiential learning opportunity (virtually, in-person or a combination) involving an approved supervisor at a community organization where they will apply knowledge, skills and professional behaviours in the area of healthcare management. The opportunity must be new and novel to the student.

Elective (available to Part-time students)

In addition to the core MHM courses, you are required to take one graduate level elective course. This may be either an online course or an on-site course (as an option for local students) from the DSB, the SRS, or from courses offered through other faculties and departments at McMaster University. Please check the program's [virtual office](#) on A2L for a current list of pre-approved on-line electives. (Appendix 8.7) In extraordinary circumstances, the MHM Academic Committee will consider a student's request to take a course outside of McMaster University. If an elective is not on the pre-approved list, it must be submitted and approved by the program's Curriculum Committee and Co-Directors. Once the elective at a non-McMaster institution is successfully completed, please provide a transcript to the MHM Program office for verification.

School of Graduate Studies Modules

The SGS requires all McMaster graduate students to successfully complete two specific online modules to be deemed clear to graduate:

1. **SGS101** Academic Research Integrity and Ethics
2. **SGS201** Accessibility for Ontarians with Disabilities Act (AODA) Training

You are required to complete these courses within the first month of the MHM Program. The MHM Administrative Assistant will send you information about the process for completing these courses. Both of which must be enrolled through Mosaic. When you receive your confirmation screen/email of the courses, please forward it to the MHM Administrative Assistant (mhm@mcmaster.ca). Anyone who has not completed either course will be automatically assigned an F grade. Students may not graduate or register for subsequent terms until they have completed these requirements.

5.4 On-Site Residency

All residency sessions will take place over the course of three days, generally starting on a Friday and ending on a Sunday. You will be required to cover the cost of travel and accommodations necessary to attend the residency. Details about the residency sessions will be posted on the program's virtual office on A2L and will be emailed to your McMaster email account. This is a mandatory requirement of the program. Failure to attend may result in failure of a course and/or removal from the program.

First Residency: The fall residency is typically, but not always, scheduled the 1st weekend of October. We will endeavour to provide students with 3 months' notice of the fall residency dates.

Second Residency: The spring residency is typically, but not always, scheduled the 1st weekend of June. We will endeavour to provide students with 3 months' notice of the spring residency dates.

Note: The health and safety of our community is a top priority for McMaster University. The COVID-19 Pandemic has taught us that we must be ready to pivot if necessary to a full virtual environment. Should there become a need to pivot from a planned in-person event, the MHM Program will make efforts to provide students with suitable notice, as permitted by the relevant event.

5.5 Course Materials

Required textbooks and course materials will be communicated to you via email approximately 2 months prior to the start of the course. All materials can be purchased through [McMaster University Campus Store](#). You can seek alternative methods of acquiring these materials such as ordering through online book suppliers or purchasing materials from more senior MHM students.

The following textbooks are strongly suggested for success in the MHM Program:

1. American Psychological Association. (2020). Publication manual of the American Psychological Association (7th ed.). ISBN: 978-1-4338-3216-1
2. Graff, Gerald & Birkenstein, C. (2021). "They Say/I Say: the moves that matter in Academic Writing." (5th ed.). New York, NY: W.W. Norton & Company. ISBN: 978-0-393-53870-0

5.6 Course Outlines

Course Instructors are responsible for providing you with a written course outline at the outset of the course. The outline will specify the following:

- the content and duration of the course;
- the nature and timing of course assignments; and
- the method of assessment that will be used to evaluate the students' work and any penalties that may be assessed for lateness

Please note that each Course Instructor may have different approaches to course delivery, course requirements, and student expectations, which will be identified in your course outline. Thus, it is important that you read each course outline carefully at the beginning of each course.

Please note that there will be an expectation that students may need to participate in some synchronous sessions although the program typically delivers courses asynchronously.

5.7 Library Services and Resources

McMaster [Library](#) resources and services can be accessed in-person or online at a variety of spaces. A partial list of resources consists of: a authentication service that enables you to access e-resources from off campus; databases and e-journals specific to the areas of health and business; and citation and style guides. Online tutorials are available to assist you gain confidence in retrieving and using various library resources.

5.8 Illness or Unavoidable Absence during Coursework

If you are ill or legitimately absent (e.g., personal or family reasons) prior to a course-related deadline, it is to be brought to the attention of the Course Instructor as early as possible, so that the examination or deadline may be deferred at the Course Instructor's discretion. Accommodation requests due to employment responsibilities will not normally be considered. Absences declared after deadlines are not acceptable. Supporting documentation and, in the circumstances for examinations, confirmation of academic integrity will be required.

5.9 Penalty for Late Submission of Coursework

Deadlines for assignments are set. All work must be submitted to the [Avenue to Learn](#) Dropbox on the due date and time as stated in the course outline. Do not submit work by email unless specifically requested by the instructor. Late

assignments will be penalized by 10% for every 24 hours, or part thereof, they are submitted past the due date and time, including weekend days.

5.10 Course Assessment by Students

Course evaluations and feedback will be completed by students electronically for each online course in the program. Towards the end of the term, you will receive a link to the course and instructor(s) evaluation form. Your identity will remain anonymous on the assessment form. The MHM faculty is interested in the information provided only in order to initiate improvements for subsequent classes.

5.11 Course Grading

Instructors may grade course work using either a percentage or letter grade. All components of the course grade will be translated into a final letter grade. Final grades are submitted to the SGS for transcription onto the student's academic record. You can find final course grades on [Mosaic](#). Conversion of percentage to letter grades is summarized in the table below:

Conversion of Percentage to Letter Grades

Percentage	Letter
90-100	A+
85-89	A
80-84	A-
77-79	B+
73-76	B
70-72	B-
0-69	F

- Course Instructors may use the full range of grades from F to A+.
- The grades of "A" and "A+" are reserved for exceptional levels of achievement by students who, by definition, typically do not represent more than a small minority of the graduate student population or of the students registered in our courses.

5.12 Incomplete Grade

(Based on Section 2.6.8 of the School of Graduate Studies [Calendar](#))

Under exceptional circumstances, a Course Instructor may approve an extension to a student for the completion of work in a course and assign an incomplete (INC) grade. This extension is usually for a few weeks. A student who receives this permission must complete the work as soon as possible, and in any case, early enough to allow the Course Instructor to report the grade to the SGS by the date specified in the SGS [sessional date](#) chart. If the "INC" grade is not cleared by the deadline, a failing grade will be recorded.

5.13 Failing Grade

In this program, grades below B- are course failures. Normally, a student who fails to obtain at least a B- grade in any course will be required to withdraw from the program. Information on Student Appeal Procedures can be accessed at [McMaster University Policy , Procedures and Guidelines website](#) or go to Section 7.5 of this handbook.

5.14 Program Completion

You are expected to complete all program requirements within: 32 months for Part-time students and 12 months for Full-time students of starting the program.

5.15 Program Awards

The MHM Presentation Awards are designed to provide financial support to MHM students' and alumni's presentations at scientific/professional meetings where the information presented is based on MHM coursework. Deadlines and application information will be communicated to you throughout the year.

To recognize student excellence, the MHM Program may present up to four awards at the MHM Program convocation reception. These awards are the Founders Academic Award, the Scholarly Paper Prize, the Emerging Leader Award, and the Community Contribution Award. In the spring, details regarding eligibility and process will be communicated to students of the graduating class. Refer to the appendix 8.8 for a detailed explanation of each award.

6. Transferring to a PhD Program

There are no mechanisms in place for a student to transfer from the MHM Program to a PhD program within the DSB or the SRS. Upon completion of the MHM Program, you may apply to a PhD program at McMaster University after consulting individual PhD program requirements. The MHM Program leads to a non-thesis degree and as such, there are no guarantees that the MHM Program will meet all PhD program admission requirements at McMaster University or other institutions.

7. General Academic Information

7.1 Academic Work

Academic work includes any academic paper, term test, proficiency test, essay, thesis, research report, evaluation, project, assignment or examination, whether oral, in writing, in other media or otherwise and/or registration and participation in any course, program, seminar, or conference, offered by the University.

7.2 Ownership of Student Work

The author is the immediate owner of the copyright in an original work. This means that [students retain ownership](#) of the copyright of reports and papers done for a course. The University owns the original physical document and receives a royalty free, non-exclusive license to make copies of the work for academic purposes within the University and to circulate as part of the University collection.

Should a student choose to publish work, all documents to be seen publicly should normally be checked prior to publication to ensure that they meet the University's standards for research integrity. Please follow the steps outlined in the [Research Plagiarism Checking Policy](#).

7.3 Academic Integrity Policy

(Based on Section 5.1 of the School of Graduate Studies [Calendar](#))

The [Policy](#) explains the expectations the University has of its scholars. Breaching academic integrity is ultimately destructive of the values of the University. Furthermore, it is unfair and discouraging to those students who pursue their studies with integrity.

Breaches of academic integrity generally fall into two categories:

- 1) Disregard for the norms of scholarly integrity, without necessarily intending to deceive; and,
- 2) Academic dishonesty, which is an intentional disregard for the norms of academic integrity.

The Academic Integrity Policy defines academic dishonesty and specifies the procedures to be followed in the event that a student is charged with breach of academic integrity. Penalties may include expulsion and one's degree rescinded from the University.

Turnitin

All work that students submit must be own work (original) and include proper citations when work is copied or paraphrased. Turnitin is a web-based service to reveal originality that instructors may use in A2L. Students are expected to submit their work electronically to the A2L Dropbox. Students who do not wish to have their work assessed through Turnitin must advise their instructor in writing at the beginning of the term. This student will submit their assignment as well as all rough drafts as an appendix to the instructor using a mutually agreed to process. No penalty will be assigned to a student who does not wish to have their work assessed through Turnitin. All submitted work is subject to normal verification that standards of academic integrity have been upheld (e.g., online search, etc.). For further information related to the Academic Integrity Policy or the use of Turnitin, please refer to the Office of Academic Integrity at: www.mcmaster.ca/academicintegrity.

Recycling Assignment

If a student has conducted a project or assignment for another course on a similar topic to the one proposed for a current course, they are required to obtain

permission from the instructor/s in advance of proceeding with the topic. This is to ensure that projects or assignments are sufficiently different from one another. If in doubt, please contact the instructor/s.

7.4 Student Code of Conduct

(Based on Section 5.2 of the School of Graduate Studies [Calendar](#))

McMaster University is a community dedicated to further learning, intellectual inquiry, as well as personal and professional development. Membership in the community implies acceptance of the principle of mutual respect for the rights of others and a readiness to actively support an environment conducive to intellectual growth, both for individuals and for the whole University. The [Student Code of Conduct](#) contains regulations that outline the limits of conduct considered to be consistent with the goals and well-being of the University community, and defines the procedures to be followed in cases of violation of the accepted standards. This Code of Conduct is also applicable to your participation on the Avenue to Learn platform including maintaining confidentiality of discussion posts as outlined in Section 5.2 of this handbook.

To protect the learning environment, all MHM Program participants (e.g. students, teaching assistants, faculty) agree to honour individual and corporate confidentiality. Please regard all information as private, confidential, and/or proprietary and only disclose such information with the prior written consent of the author. Lapses in confidentiality are considered academic misconduct and could result in change to your status in the MHM Program.

7.5 Student Appeals and Petitions for Special Consideration

The University has a responsibility to provide fair and equitable procedures for the lodging and hearing of student complaints arising from University regulations, policies, and actions that affect them directly. Information described in the [Student Appeal Procedures](#) outlines the appeal mechanism that are available. The Graduate Calendar has a helpful summary on Petitions for Special Consideration.

7.6 Ombuds Office

The Ombuds Office provides impartial, independent, and informal dispute-resolution advice and assistance to all members of the University community. For more information please review their website, <http://www.mcmaster.ca/ombuds/>.

8. Appendices

8.1 Program Learning Outcomes

Graduates of the Master of Health Management will possess the following knowledge, skills and values. By the end of this program, successful students will be able to:

- Value, contribute to and promote knowledge for individual advancement as well as for the broader community - **Lifelong Learning**
- Compile information and express their interpretations using effective communication styles and techniques and use of related technologies - **Communication Skills**
- Identify, synthesize and analyze information in a coherent and methodical way to advance problem solving and the creation of new information - **Conceptual Skills**
- Develop an awareness and appreciation of the complexities and interrelationship between the political and healthcare environments through appraising and critiquing information - **Awareness of the Political and Healthcare Environments**
- Explain strategic management and marketing principles, theoretical perspectives and practices, and apply them in the healthcare industry - **Organizational Behaviour and Human Resource Management**
- Examine and analyze financial data and related management techniques to support good financial management practices - **Financial Management**
- Critically evaluate a wide range of data sources; appraise, synthesize and communicate evidence to support the creation of new knowledge or evidence to shape management decision-making - **Research Awareness**
- Assess leadership styles and apply methods/skills which motivate others to excel within an ethical and supportive environment - **Leadership**

8.2 Academic Year Calendar

[Sessional Dates for 2022-2023 Academic Year](#)

8.3 List of Mental Health Resources

If you are in Crisis,

- See [Crisis Resources](https://wellness.mcmaster.ca/resources/crisis-resources/) <https://wellness.mcmaster.ca/resources/crisis-resources/>
- Call Good2Talk at 1-866-925-5454 or <http://www.good2talk.ca/>
- Contact The HOPE Line at <https://www.thehopeline.com/gethelp/> or [National Suicide Prevention Lifeline at 1-800-273-8255](https://www.thehopeline.com/gethelp/)
- Call Mental Health Helpline at 1-866-531-2600

If you are looking for Mindfulness & Relaxation Resources,

- See a list of guided mindfulness videos and guided relaxation audios <https://wellness.mcmaster.ca/topics/mindfulness-and-relaxation/>

If you wish to book a mental health appointment with the Student Wellness Centre,

- please see [Accessing Counselling:](https://wellness.mcmaster.ca/counselling/#MakingAnAppointment) <https://wellness.mcmaster.ca/counselling/#MakingAnAppointment>

If you are looking for more resources on various mental health topics,

- See McMaster Student Wellness Centre <https://wellness.mcmaster.ca/>
- See [Connex Ontario](http://www.connexontario.ca/) <http://www.connexontario.ca/>
- Drug & Alcohol, Mental Health and Problem Gambling helplines and health services information.
- See [Centre for Addiction and Mental Health](http://www.camh.ca/) <http://www.camh.ca/>
- Resources, education and referral information.
- See [Canadian Mental Health Association](https://cmha.ca/) <https://cmha.ca/>
- Hamilton Branch-Community resources, programs and groups.
- See [Mood Disorders Association of Ontario](https://www.mooddorders.ca/) <https://www.mooddorders.ca/>
- Mental health services and support information.
- See [Centre for Clinical Interventions](https://www.cci.health.wa.gov.au/Resources/Overview) <https://www.cci.health.wa.gov.au/Resources/Overview>
- Psychotherapy, research, training, resources.
- See [Self Care Workbook](http://www.sfu.ca/carmha/toolsandresources.html) <http://www.sfu.ca/carmha/toolsandresources.html>
- Antidepressant skills. Coping with suicidal thoughts. Dealing with depression. Positive coping. Relaxation audio.
- See [Check Up from the Neck Up](https://mooddorders.ca/program/check-up-from-the-neck-up) <https://mooddorders.ca/program/check-up-from-the-neck-up>
- A check up to identify the signs and symptoms of mood disorders.
- See [MoodGym](https://moodgym.com.au/) <https://moodgym.com.au/>
- Self help program to teach cognitive behaviour therapy skills to people vulnerable to depression and anxiety.

8.4 Consultation, Resolution and Reporting Options for Violations of the Discrimination and Harassment Policy

Consultation, Resolution and Reporting Options for Violations of the Discrimination and Harassment Policy*

School of Rehabilitation Science, McMaster University *<https://secretariat.mcmaster.ca/app/uploads/Discrimination-and-Harassment-Policy.pdf>

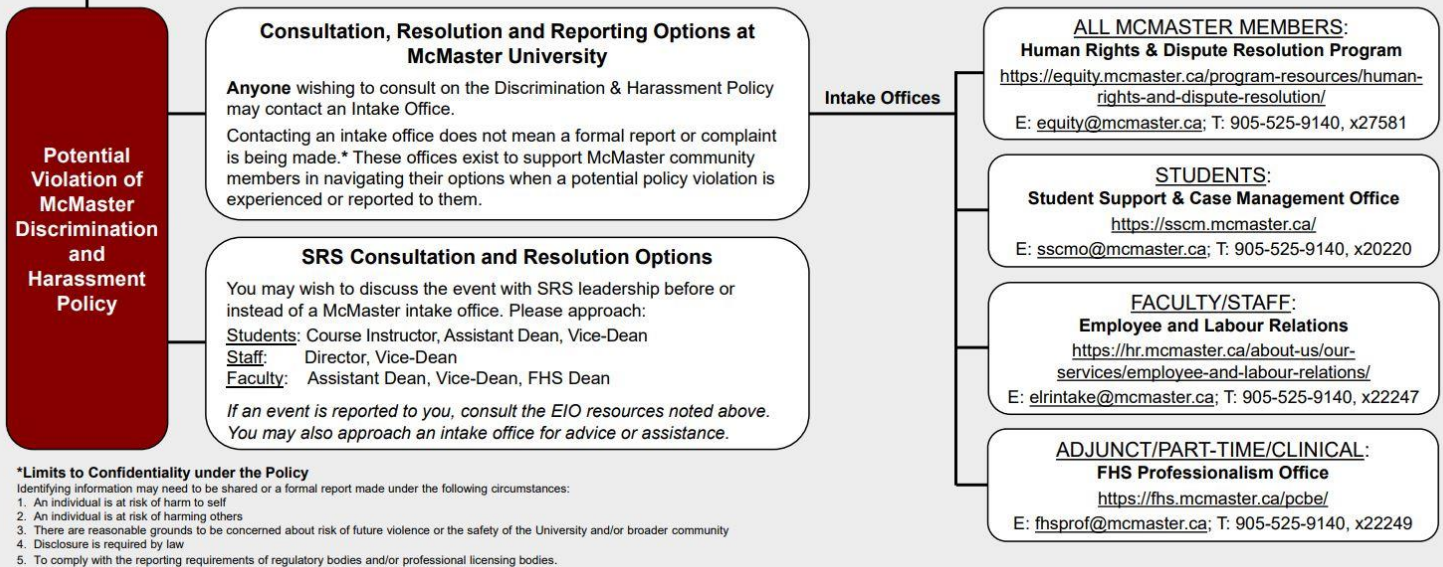
Version Date: Nov. 12, 2021

All McMaster Community Members are responsible for contributing to an environment that is free of Discrimination and Harassment. This guide is intended to provide at-a-glance guidance on options available for consultation, reporting and resolution for McMaster members who experience a potential violation, or to whom a potential violation is reported.

McMaster's Equity and Inclusion Office (EIO) has created the following resources to inform you of your options. Please review:

BLUE FOLDER (Discrimination & Harassment Policy): <https://equity.mcmaster.ca/app/uploads/2021/03/Blue-Folder-McMasters-Discrimination-Harassment-Policy.pdf>

GOLD FOLDER: (Sexual Violence Prevention and Response Office (SVPRO)): <https://svpro.mcmaster.ca/app/uploads/2020/11/Gold-Folder.pdf>



8.5 Typical Part-time Course Schedule

Year 1		
Fall HM700 Health Systems and Policy (mandatory in person participation in residency)	Winter HM705 Evaluating Sources of Evidence for Management and Evaluation	Summer HM706 Strategic Health Management Foundations (mandatory in person participation in residency)
Year 2		
Fall HM707 Accounting & Financial Foundations for Healthcare Management	Winter Elective	Summer HM708 Leadership in Health Organizations
Year 3 (Option A)		
Fall HM730 Scholarly Paper	Winter HM730 continues Scholarly Paper	
Year 3 (Option B)		
Fall HM731 Economic Evaluation in Healthcare	Winter HM732 Strategic Writing in Health Management	
OR		
Fall HM733 Knowledge Translation in Healthcare Practice and Management	Winter HM734 Quality and Safety in Healthcare	
OR		
	Winter HM735 Selected Topics in Healthcare Management and Leadership	
OR		
	Winter HM798 Independent Experiential Study	

8.6 Typical Full-time Course Schedule

Year 1		
Fall (mandatory in person participation in residency)	Winter	Summer (mandatory in person participation in residency)
HM700 Health Systems and Policy	HM705 Evaluating Sources of Evidence for Management and Evaluation	HM706 Strategic Health Management and Marketing Foundations
HM707 Accounting and Financial Foundations for Healthcare Management	HM732 Strategic Writing for Health Professionals	HM708 Leadership in Health Organizations
HM733 Knowledge Translation in Healthcare Practice and Management	HM734 Quality and Safety in Healthcare	

8.7 Pre-Approved On-line Electives for Part-time Students

In the winter term of your second year, you will complete your elective. Below is a list of approved on-line elective courses you should consider.

- BUSINESS C725 Managing Communications in Health Care (antirequisite HM732)
- BUSINESS C735 Developing Proposals for Healthcare Leaders
- REHAB 771 Work Organization and Health
- EHEALTH 745 eHealth Innovations and Trends
- HM731 Economic Evaluation in Healthcare
- HM732 Strategic Writing for Health Professionals (antirequisite C725)
- HM734 Quality and Safety in Healthcare
- HM735 Selected topics in Healthcare Management and Leadership
- HM798 Independent Experiential Study

MHM students are recommended to take their elective through McMaster University. However, in extraordinary circumstances, the MHM Academic Committee will consider a student's request to take a course outside of McMaster University. The student will initiate this request by submitting to mhm@mcmaster.ca:

- a course syllabus and
- a paragraph that outlines why they want to take this course, specifically how this course aligns with their academic and career goals.

The MHM Program will confirm:

- The course is offered at an accredited university;
- The course is at a Master level and is equivalent to 3 units;
- The content of the course is within the area of 'health management';
- The content of the course is not currently available through a course offered online at McMaster University during the required term.

If the course is approved then following the completion of this course, the student will submit to mhm@mcmaster.ca a 400-word paragraph that summarizes how the content enhanced their knowledge and skills in the area of health management.

8.8 Program Awards

Presentation Awards

The Master of Health Management Conference Presentation Award is available to Master of Health Management students and alumni. This award is designed to provide financial support to MHM students and alumni who present at a scientific/professional meeting where the information presented is based on MHM course work.

Convocation Awards

Founder's Academic Award (available to Full-time and Part-time students)

This award will be presented to the graduating student who has consistently demonstrated a high level of scholarly achievement in health management.

Scholarly Paper Prize (available to Part-time students)

This prize will be awarded to the graduating student deemed to have displayed a combination of strategic problem-solving skills, critical thinking, and originality with a comprehensive and accurate command of relevant scholarship in the area of health management in their scholarly paper. The paper will often add valuable new information to the literature in this field.

Community Contribution Award (available to Full-time and Part-time students)

Based on the opinion of the MHM Program, the student who 1) has provided outstanding support, leadership and involvement/service to MHM Students, the MHM Program or to McMaster University or 2) has contributed to fostering change through equity, diversity and inclusion initiatives within the community during their MHM degree will be presented with this award. While this is an annual award there is no commitment by the Selection Committee to make a selection each year.

Emerging Leaders Award (available to Part-time students)

This award recognizes an MHM student's career endeavors and/or achievements that have made a significant contribution to the area of healthcare management while participating in and applying learnings of the MHM Program. This may be demonstrated through service, research, leadership, innovation or change in career trajectory. While this is an annual award there is no commitment by the Selection Committee to make a selection each year.