

Course Syllabus

MSC 1514H

Professional & Clinical Leadership II: Influencing the System

Course Directors

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Communication

Faculty Roles

Please refer to the MHScMRS Student Handbook, under Program Roles for role descriptions and expectations for all faculty engaged in this course. This will include course directors, guest faculty etc.

Course Correspondence

Email is the primary form of communication for all courses. All email communications regarding this course should be directed to Christine Hill. If the communication is urgent, please flag it as such so that it is addressed promptly. All other communications will be responded to within 48 hours.

Office Hours

Course directors will be available over email to address course-related queries. All correspondence should be responded to within 24-48 hours.

Meeting Times

The synchronous session times for this course are **Thursdays from 4:00 to 6:00PM**. These sessions will be held as per the detailed schedule in this syllabus.

Introduction

This course will follow Professional & Clinical Leadership I, and continue to use the National Health Service Healthcare Leadership Model to introduce the learner to systems considerations in healthcare leadership. Radiation therapy, as an integral element of cancer care, will serve as a context to explore such theoretical principles as professionalization, self-regulation, strategic leadership, organizational governance and accountability, and advocacy - taking into account local, national and international health care trends. Other allied health perspectives may also be considered throughout the course, as applicable. This interdisciplinary course will draw on guest lecturers in the various content areas to expose learners to the multiple facets of leadership in the healthcare environment.

Credits: 0.5FCE credits

Pre-Requisites: MSC1506H: Professional & Clinical Leadership I: Making the Leader

Objectives

Upon completion of this course, students will have:

- Examined aspects of the healthcare system that are impacted by leadership
- Identified how leadership at different levels and in different contexts can influence the system
- Acquired skills and techniques to drive change

Class Format

This interdisciplinary course will draw on local experts as guest lecturers in the various content areas to expose students to the multiple facets of leadership in the health care environment. Interactive lectures and leadership activities will introduce students to the concepts, and students are expected to engage in additional readings to broaden their knowledge base. Students will be asked to complete group presentations to demonstrate their understanding of the content.

Reading assignments and videotaped sessions will be posted as part of the relevant course on Blackboard; didactic lecture sessions will be either webcast real time and/or posted as a videotaped lesson to be accessed at a time that is convenient for the student; and group work, assignments and presentations will be facilitated via the available functionalities within Blackboard.

Assignments & Evaluation

<i>Graded Course Elements*</i>	<i>% Final Grade</i>	<i>Date Assigned</i>	<i>Date Due</i>
Assignments & Projects	85%		
Departmental Funding Report	5%	Jan 11	Jan 25
Mission / Vision Critique	20%	Jan 11	Feb 22
Business Plan Presentation	30%	Jan 11	April 5
Business Plan	30%	Jan 11	April 26
Participation	15%		
Hot topics	10%	On-going	
In-Class & Online Participation	5%	On-going	

Department Funding Report

Following an introduction to the national and provincial health care picture, including cancer care funding, students will be asked to investigate the funding model in their home centre. Students will then present the model to the class for comment and discussion.

Mission / Vision Critique Presentation

Selecting a mission and vision of interest to the individual student (clinical institution, local cancer agency etc), each student will prepare a critique, to be delivered as an oral presentation. This will involve a reflection on relevance to stakeholders, consideration of external factors, and an assessment of the adherence to the principles of effective mission and vision statements. To inform the critique, each student should interview two stakeholders with potentially different perspectives on the mission / vision, and this insight should be incorporated.

Business Plan Presentation

To build an appreciation for how to effect change in healthcare, either at the local or systems level, students will propose a desired change and prepare a presentation to make the case for this change. This assignment will involve the preliminary steps of framing the proposed change and actions to achieve it, and consider relevant stakeholder perspectives.

Business Plan

Continuing from the business plan presentation, students will prepare a formal business plan (2500-3000 words). This will include the argument for the need for change, proposed action, timelines, budget, and means of evaluation.

Hot Topics

Each student will be required to draw a hot topic from social/mainstream media for discussion in class. The student will circulate the topic and background information the day before class and lead the discussion during the facilitated discussion phase of class. A roster will be prepared at the beginning of the semester for students to sign up.

In-Class & Online Participation

Grade assigned based on preparation, attendance, and engagement in class. This includes incorporation of assigned readings into class discussion, exhibition of critical thinking, and respect for colleagues' thoughts and work.

*Students should be aware that the minimum passing grade for a graduate course is B-. The minimum passing grade for graduate students in a '500 level' course is also a B- (70%). Any grade below 70% will be considered an F.

Policies

Please refer to the MHScMRS Student Handbook for policies relevant to this course. These include the University of Toronto Code of Behaviour on Academic Matters, Code of Student Conduct, and Plagiarism.

Materials

Please refer to the MHScMRS Library Guide.

Date (Winter)	Topic	Guest speaker	Objectives
Week 1 Jan 11	Cancer Care: Funding	Jillian Ross, BScN, MBA Cancer Care Ontario	To understand how the cancer care sector receives funding including the challenges of the structure and plans for the future

Week 2 Jan 18	Connecting our Service	Cancer Care: Structure	Bob Bell, MD, MSc Ministry of Health and Long Term Care, Ontario	To understand the organization structure of health care in Canada and Ontario and specifically how the cancer care system first into the matrix
Week 3 Jan 25		<i>Department Funding Presentation</i>	<i>Students</i>	See assignment outline below
Week 4 Feb 1		Professionalization & Self-Regulation	Linda Gough, MRT(T), MPH College of Medical Radiation Technologists of Ontario	The regulation of health professions is an important element of the Ontario health care system. This presentation will reveal how the RHPA fits inot the health care landscape
Week 5 Feb 8	Inspiring Shared Purpose	Strategic Planning	Jane Cooke-Lauder, PhD Bataleur Enterprises	Learners will be exposed to models and structures for thinking and working strategically – both independently and as a group or team.
Week 6 Feb 15		Organizational Mission / Vision	Cate Creede, MA, PhD University of Toronto The Potential Group	The importance of having a mission and vision and how it directs decision making will be discussed
Week 7 Feb 22		<i>Mission/Vision Presentation</i>	<i>Students</i>	See assignment outline below
Week 8 Mar 1	Evaluating Information	Health Services Research	Bill MacKillop, MD Cancer Centre of Southeastern Ontario Queen’s University	Evidence based decision making demands the execution of health services research to learn about our system and how to improve it.
Week 9 Mar 8		Project Management	Sophie Foxcroft, MRT(T), MBA Catarina Lam, MRT(T), MBA Radiation Medicine Program	Strong leadership requires strong project management skills. Approaches and tools common in project management will be described and applied to the radiation medicine domain
Week 10 Mar 15		Change Management	John Kim, MD Christine Hill, MRT(T), MHM Radiation Medicine Program	Health care is an ever changing landscape. In order to navigate and lead in this culture, leaders must have a grasp on good change management techniques.

Week 11 Mar 22	Influencing for Results	Implementation	Tim Craig, PhD Radiation Medicine Program	The execution of a good plan is the key to success. Case studies from radiation medicine will be used to illustrate how to convert a plan into effective and efficient action
Week 12 Mar 29		Lobbying / Outreach	Mary Gospodarowicz, MD Princess Margaret Cancer Centre Union for International Cancer Control University of Toronto	The moral obligation to extend efforts to improve health beyond our provincial/national borders will be described and illustrated in this session. Relevant organizations and mechanisms for engagement will be highlighted.
Week 13 Apr 5		<i>Business Plan Presentation</i>	<i>Students</i>	See assignment outline below
Week 14 Apr 12		<i>NO CLASS</i>		
Week 15 Apr 19	Holding to Account	Accountability	Eric Gutierrez, MRT(T), CMD Cancer Care Ontario	The quality of the health care systems rests on the accountability of its organizations, stakeholders and practitioners. The concept and execution of a strong accountability framework will be discussed from the lens of a provincial oversight organization.
Week 16 Apr 26		<i>Business Plan paper due</i>	<i>Students</i>	See assignment outline below

