MASTER OF HEALTH ADMINISTRATION
SYLLABUS FOR SINGAPORE

HACM9100 Leadership in Health and Aged Care

Educational Aims

To provide students with a foundation for understanding and applying leadership and management theory and to equip students with a range of leadership and management skills and basic study approaches.

Expected Learning Outcomes

On completion of this topic, students should be able to:

1. Demonstrate understanding of current concepts in leadership and management theory as it relates to health and aged care
2. Apply this theory to leading people in health and aged care settings
3. Demonstrate understanding of the principles of working with multidisciplinary teams
4. Present insight into their own leadership and managerial style and need for further development
5. Demonstrate enhanced skills in managing staff performance
6. Make competent oral and written presentations
7. Demonstrate knowledge of the methods of writing academic papers.

Syllabus

This topic provides an introduction to leadership and management theory with a focus on current trends in leading and managing people in health and aged care settings. Specific areas explored include working with multidisciplinary teams, making the transition from health professional to leader/manager, understanding one's own leadership and management style and performance management. As a foundation topic, the syllabus will also cover academic writing and presentation skills at the postgraduate level.

HACM9101 Leading Organisations in Health and Aged Care

Educational Aims

To provide students with the foundations of organisational theory with a focus on leading for organisational performance in health and aged care settings.

Expected Learning Outcomes

On completion of this topic, students should be able to:

1. Demonstrate an understanding of concepts of organisational theory and systems thinking
2. Describe the structure, culture and dynamics of an organisation
3. Develop and implement strategies for change management in a health and aged care setting
4. Identify the essential elements of organisational leadership and management necessary for achieving organisational performance
5. Formulate a coherent business plan or project plan.

Syllabus

This topic provides an introduction to organisational theory and systems thinking, as well as the leader's role in the effective day-to-day functioning and overall performance of health and aged care services. Areas explored in depth include culture, power and politics in health and aged care organisations, change management, business planning and project management.

HACM9102 Financial Management and Economics in Health Care

Educational Aims

The topic focuses on providing students with an understanding of introductory resource management, including both economic and accounting principles, and their application to the health sector.

Expected Learning Outcomes

On completion of this topic, students should be able to:

1. Apply basic spreadsheet skills to undertake financial analysis and budgeting tasks
2. Appreciate the distinctive features of health in economic terms
3. Discuss how accounting functions as a tool in the decision making, planning and control process
4. Outline the purpose and function of the three main financial reports, namely the Balance Sheet, the Income Statement and the Cash Flow Statement
5. Apply commonly used techniques to analyse an organisation's financial statements
6. Explain the nature of the relationship between volume of activity, costs and profit and how knowledge of this relationship can be used to make decisions and assess risk
7. Describe the budgeting and planning process
8. Identify the methods commonly applied in making capital investment decisions
9. Apply basic spreadsheet skills to undertake financial analysis and budgeting tasks
10. Appreciate the distinctive features of health in economic terms
11. Appreciate the role of health financing in the broader context, including different approaches to health funding.

Syllabus

The Syllabus includes:

- The nature of accounting and its role in the decision making process
- Understanding spreadsheets and their use in financial management and analysis of resources
- Cost-volume-profit analysis and marginal analysis
- Capital investment decisions
- Budget management and financial planning
- The purpose and function of financial reports
- Techniques that can be used in analysing an organisation's financial performance
- Understanding health from an economics perspective
- Approaches to health funding

HACM9104 Corporate Communications in Health and Aged Care

Educational Aims

The aim of the topic is to provide students with an understanding of internal and external communication tasks and processes in health and aged care organisations and the key role communication plays in forming effective partnerships with a wide range of stakeholders.

Expected Learning Outcomes

On completion of this topic, students should be able to:

- Have an understanding of basic communication theory and concepts
- Have developed new insights into interpersonal communication
- Be able to have a structured approach to conflict management and negotiation
- Be able to identify barriers to effective internal communication
- Have developed new skills in managing public relations and interactions with the media
- Understand the objectives and management implications of consumer participation and community consultation in the health and aged care sector

Syllabus

Every managerial activity involves communication. This topic explores some of the key dimensions of managerial communication in health care management. Topics covered include interpersonal communication, conflict management and negotiation, corporate communication and public relations, issues and crisis management, community consultation and consumer participation.

HACM9200 Health and Aged Care Systems and Policy

Educational Aims

The aim of this topic is to provide students with an understanding of the structure and dynamics of health and aged care systems and the policies that shape them.

Expected Learning Outcomes

On completion of this topic, students should be able to:

1. Provide a clear overview of their health and aged care systems; their structure, funding, dynamics and reform agendas
2. Demonstrate an understanding of policy processes, drivers of policy development and change and the roles of key stakeholders
3. Critically analyse the key factors that shape health and aged care systems and their policy priorities.

Syllabus

This topic addresses the structure and function of health and aged care systems including the determinants of health and wellbeing, frameworks for description and analysis of health and aged care systems and policies. Particular reference will be made to major sub-systems including mental health, aged care, primary health care, The topic also explores the roles of politics, power, funding and stakeholders, as well as mechanisms for influencing policy change and development.

HACM9201 Health Law and Ethics

Educational Aims

- To develop students' understanding of the nature and importance of the constitutional and legal framework in which the health system operates.
- To inform students about the specific laws which impact upon health service management and delivery including the legal duties that health services and professionals have to clients.
- To develop skills in legal research and writing.
- To develop an appreciation of the law as an expression of policy in health as well as a set of rules.
  To develop an appreciation of health and research ethics.

Expected Learning Outcomes

On completion of this topic, it is anticipated that students will be able to understand and to comment critically on:

1. Principles of legal reasoning and their relevance in areas of health law and population health.
2. Features of the Australian legal system and how they influence the practice of healthcare.
3. Prominent issues in health law and ethics.

It is also anticipated that they will have the skills to research and write on health law topics.

Syllabus

This topic provides an introduction to principles of legal reasoning and to the legal system in Australia. It surveys most of the important current frameworks, issues, and questions in health law.. For students who have not had legal training, the topic assumes no legal knowledge and has relevance to a broad cross-section of health professionals. Students who have had legal training will also be expected to develop advanced skills in research and writing on health law topics. The topic also addresses issues of health and research ethics.

The Syllabus includes:

- The legal system; Precedent; Case analysis; Statutory interpretation.
- Legal research: primary sources; secondary sources; books in the library; internet research.
- Management of patient and client information.
- Negligence; intentional torts.
- Medical ethics; Reproductive technology and abortion; Life and death issues; Health professionals in the courts; Disciplinary proceedings.
- Working within the law; Contractual issues; Workplace law issues; Statutes controlling health services delivery; Mechanism of law reform.
- Foundations of health and research ethics.

HACM9202 Safety and Quality in Health Care

Educational Aims

The topic aims to provide students with a detailed understanding of recognised quality, safety and risk management standards, practices and tools and their particular application in the health care system. This includes the integration of risk management within the overall management task and its application to the professional culture of health care organisations, in the form of clinical governance.

Expected Learning Outcomes

On completion of this topic, students should have:

1. Describe emerging trends in clinical governance and risk management
2. Demonstrate an understanding of the application of clinical governance in health care organisations
3. Use recognised quality, safety and risk management standards, practice and tools in their work setting
4. Demonstrate an appreciation of the use of quality improvement techniques in clinical governance and risk management
5. Identify resources and sources of information about clinical governance and risk management.

Syllabus

The topic examines current trends in quality, safety and clinical risk management in the wider context of the international quality and safety movement in health care. In particular, it explores the history of the quality and safety movement in health, the drivers for the formalisation of clinical governance principles, regulation and activity and explores contemporary approaches to quality and safety management in health care organisations.

HACM9206 Health Informatics

Educational Aims

To enhance participants' understanding of current developments in health informatics and their potential impact on the delivery of health care services; and to assist participants in developing a set of skills for making operational and strategic management decisions in relation to health informatics.

Expected Learning Outcomes

On completion of this topic, students should be able to:

- Define the four (4) elements of health informatics: data, information, knowledge and decisions
- Describe current developments in the rollout of a national e-health plan in Australia
- Explain the processes of sourcing, accessing and storing electronic information; aggregating, linking and benchmarking information; visualising data to construct meaning; and the behaviour, values and engagement required in making informed healthcare decisions
- Apply the four elements of health informatics in addressing a health issue/problem
- Predict the clinical, administrative and technical implications involving healthcare practitioners and processes, when applying health informatics
- Evaluate the effectiveness of resolving an identified health issue/problem with the four elements of health informatics

Syllabus

Health informatics can be seen as a nascent discipline at the intersection of information science, computer science and healthcare. The topic combines both theoretical and practical informatics concepts in healthcare and is available to students enrolled in the postgraduate health administration courses and to others from across Australia and internationally.

HACM9207 Health and Aged Care Operations Management

Educational Aims

The aim of this topic is to provide students with an understanding of the quantitative methods that can be applied to health and aged care management.

Expected Learning Outcomes

On completion of this topic, students should be able to:

1. Gain an insight into the scope of quantitative methods that can be applied by health care managers to improve productivity, quality and/or costs of health and aged care services
2. Understand the type of data that is routinely available for analysis of health and aged care systems, and how this data may be analysed using commonly available tools
3. Understand the approaches to collecting new data in order to investigate and manage problems that cannot be addressed using routinely available administrative data
4. Understand decision-making in health and aged care, including under uncertainty
5. Understand some of the quantitative methods that can be specifically applied to forecasting, queuing and capacity planning and how these are important when dealing with reforms such as National performance targets
6. Appreciate what systems thinking, design thinking, lean thinking and quantitative methods may offer to addressing the significant health care management challenges facing many services
7. Appreciate the role of operational management in the broader health and aged care context

Syllabus

Health and aged care operations management is the area of management concerned with overseeing, designing and redesigning, and controlling the processes of patient or client services. Study of this topic will develop an understanding of the methods that can be applied to health and aged care management.

HACM 9300 Strategic Leadership and Management in Health and Aged Care

Educational Aims

This topic aims to assist students to enhance their skills and preparedness for the tasks of senior leadership and management of health and aged care organisations.

Expected Learning Outcomes

On completion of this topic, students should be able to:

1. Describe the roles and importance of leadership and strategy in the public and private sectors, and contribute to the development and implementation of strategic plans
2. Identify effective application of methods and tools of strategic management and effective processes for leading transformational change in health and aged care
3. Integrate the principles of corporate governance with the responsibilities of senior management
4. Plan for lifelong learning as leaders.

Syllabus

This topic addresses the strategic leadership roles, expectations and tasks of senior managers in health and aged care. Students undertake practical exercises, and participate in detailed analysis and discussion of strategic thinking, ethical leadership and strategic management, including marketing and implementation in health and aged care. The topic also explores the principles of corporate governance and leading strategic transformational change processes.

HACM9301 Management Project

Educational Aims

The aim of this topic is to enable students to undertake a project in an aspect of health or aged care management of personal interest, in which they can apply and extend the knowledge they have gained through their management studies.

Expected Learning Outcomes

On completion of this topic, students should be able to:

1. Undertake independent investigation and reporting of management problems or opportunities in the workplace
2. Design and write reports of a high standard to meet the needs of decision-makers
3. Demonstrate ability to prepare papers for publication
4. Apply management theories and methods to practical problems and choose appropriate methods for addressing management tasks.

Syllabus

The project will address an aspect of health or aged care management of interest to the student. The syllabus will depend on the nature of the project.

The student must approach the Topic Coordinator with a proposal for an area of skills development and study. Supervision will be decided upon after this meeting.

Students undertaking 9 units of Management Project over 1 semester enrol in HACM 9301. Students undertaking the 9 units over 2 semesters, enrol in HACM9301A, HACM9301B. These are assessed as a continuum.