

Public Health Administration (POPM*6580)

Master of Public Health, Ontario Veterinary College, University of Guelph
Fall 2011

Professor Andrew Papadopoulos
Time Tuesday and Thursday, between 9:00 and 10:20 am
E-mail apapadop@uoguelph.ca
Telephone 519.824.4120, x53894

Course Description

Understanding how to develop, implement and evaluate public health programs is essential to effective administration. An administrator must know an organization's mission and priorities and be able to operationalize these. They must develop strategic plans, set budgets with clear priorities, understand cost-benefit analysis and identify issues that affect delivery of essential public health services. Developing and managing performance standards will have a positive impact on the public health organization. Furthermore, they must understand the role of stakeholders and community advocacy.

Course Focus and Scope

Having administrative responsibility within the public sector offers numerous challenges. Exacerbating this is having administrative responsibilities within Canada's public health system. This course will provide students with the requisite tools to become better managers by understanding your role and responsibility within your organization. Strategic and business planning is covered extensively and is used as the basis of excellent program development. Understanding your community (or organization), its needs and desires is critical to impacting on the lives of those you are responsible for. Financial planning and monitoring and provides the foundation for all effective public health programs.

Learning Outcomes

Upon completion of the course, the student will be able to:

1. Define and explain a public health organization's mission and priorities
2. Translate the mission of the organization within personal or unit scope of work
3. Define and explain cost-effectiveness, cost-benefit, and cost-utility analysis
4. Define and translate the budget process in public health
5. Define and translate strategies for determining budget priorities
6. Identify internal and external issues that may impact delivery of essential public health services (i.e. strategic planning)
7. Contribute to development, implementation, and monitoring of organizational performance standards
8. Explain the process of and be able to conduct a program evaluation
9. Understand the role of external partners and be able to work with community stakeholders and other agencies
10. Understand occupational health and safety issues and how they relate to effective management

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Teaching Methods

The teaching methods to be used in the course include lecture, case studies, problem-based learning.

Required Reading

Orton, Stephen. *Public Health Business Planning*. Jones and Bartlett. 2009.

Other Readings

Health Protection and Promotion Act, RSO, 1990, Chapter H7

http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90h07_e.htm

Ontario Public Health Standards

http://www.health.gov.on.ca/english/providers/program/pubhealth/oph_standards/ophs/ophsprocols.html

Additional readings will be added throughout the term.

Course Schedule

Session	Date	Topic	Readings	Room
Introduction to Public Health Administration				
1	Sept 8	Introduction to public health administration	<i>Skills of an effective administrator</i> . Katz. (CL)	1713 LLC
2	Sept 13	Organizational cultures and forms		1713 LLC
3	Sept 15	Management theories		1713 LLC
4	Sept 20	Introduce case study assignment		1810 PAHL
		Motivational theories	Herzberg. <i>One More Time: How do you Motivate Employees?</i> (CL)	

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5	Sept 22	Leadership	How Successful Leaders Think (CL) Level 5 Leaders (CL) Gender Differences in Leadership (CL) Leadership: Current Theories (CL) Mind Tools (CL)	1715 LLC
6	Sept 27	Case study - Employee Wellness	<i>Workplace Wellness Programs Can Generate Savings.</i> Baiker. (CL) <i>Employee wellness as intellectual capital.</i> Roslender. (CL)	1715 LLC
7	Sept 29	Case study - Cancer Health Alliance	<i>Cancer Health Alliance of Metropolitan Chicago</i> (CL)	1715 LLC

Strategic planning

8	Oct 4	Student led strategic planning	<i>What is Strategy?</i> Michael E. Porter (CL) <i>Green and Competitive.</i> Michael E. Porter and Claas van der Linde (CL) <i>Strategy and Society.</i> Michael E. Porter (CL)	1713 LLC
9	Oct 6	Needs assessment	Public Health Business Planning - Chapter 6	1713 LLC
10	Oct 11	Strategic planning	See October 4	1713 LLC

Business planning

11	Oct 13	Case study - Eliminating polio in Latin America and the Caribbean		1713 LLC
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12	Oct 18	Introduce Final Assignment		1713 LLC
		Business planning	Public Health Business Planning - Chapters 3 and 4	
		Industry analysis	Public Health Business Planning - Chapter 5	
13	Oct 20	Competitors and partners	Public Health Business Planning - Chapter 7	1713 LLC
		Operations	Public Health Business Planning - Chapter 11	
14	Oct 25	Risks	Public Health Business Planning - Chapter 9	1713 LLC
		Feasibility	Public Health Business Planning - Chapter 13	
15	Oct 27	Marketing	Public Health Business Planning - Chapter 8	1713 LLC
16	Nov 1	Evaluation	PHAC Program Evaluation Toolkit http://www.phac-aspc.gc.ca/php-ppsp/toolkit-eng.php	1713 LLC
			<i>Logic Model of 7-3-3-1 (CL)</i>	
			<i>Program Evaluation. Shipman (CL)</i>	
17	Nov 3	Evaluation	<i>The Significance of Definitions. Poulin (CL)</i>	1713 LLC
			<i>Guidance for Evaluation Mass Communication. Abbatangelo-Gray (CL)</i>	

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18	Nov 8	Case study - A New Model for the Pharmaceutical Industry: The Institute for OneWorld Health	A New Model for the Pharmaceutical Industry. (CL)	1713 LLC
19	Nov 10	Financial management	A Primer on Financial Statements http://pages.stern.nyu.edu/~adamodar/New_Home_Page/AccPrimer/accstate.htm	1713 LLC
20	Nov 15	Financial management	Public Health Business Planning - Chapter 12	1713 LLC
21	Nov 17	Financial management	Public Health Business Planning - Chapter 12	1713 LLC

Occupational Health and Safety

22	Nov 22	Case study - Preventing diarrheal deaths in Egypt		1713 LLC
23	Nov 24	Occupational Health	Essentials of Environmental Health (Friis)- Chapter 13	1713 LLC
24	Nov 29	Occupational Health	Essentials of Environmental Health (Friis)- Chapter 13	1713 LLC

Assessment

		Grade (% of course)
Lead Class Discussion (in groups of 2-3)	Choose from one of the following: 1. Leadership lecture (Sept 22) 2. Employee Wellness Case Study (Sept 27) 3. Cancer Health Alliance Case Study(Sept 29) 4. Strategic Planning Readings (Oct 4) 5. Eliminating polio in Latin America and the Caribbean Case Study (Oct 13) 6. Program Evaluation Lecture (Nov 1)	20%

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7. OneWorld Health Case Study (Nov 8)
8. Preventing diarrheal deaths in Egypt Case Study (Nov 22)

Case Study	A case will be introduced during week two. The case will consist of an individual written submission and is due on October 31 st at noon.	35%
Final Paper	A group completed take-home assignment will be given during week six and is due on December 7 th at noon.	45%

Rules and Regulations

All policies of the University of Guelph, the Ontario Veterinary College and the Department of Population Medicine apply. It is the responsibility of each student to be familiar with these policies.

In-Class Behaviour

Students are expected to come to lectures prepared for the class. Questions are encouraged at any time during lecture provided that they do not interfere with the other students' ability to take in the material presented. Students are expected to treat each other with the utmost respect; disruptions to the class will not be permitted.

Environmental Policy

We would like to minimize the use of paper in this course and therefore, encourage you to hand in assignments electronically.

Deadlines

Late assignments will be penalized at 5% of the value of the assignment each day late, weekends included. Extensions will *only* be granted with appropriate documentation (i.e. for medical reasons supported by a medical note or upon the written recommendation of Counseling Services).

Academic Integrity

Academic dishonesty, which includes plagiarism and cheating, is an extremely serious academic offence and carries penalties varying from a zero (0) grade on an assignment to expulsion from the University. Definitions, penalties, and procedures for dealing with plagiarism and cheating are set out in University of Guelph's *Academic Integrity Policy*. You have a responsibility to educate yourself – unfamiliarity with the policy is not an excuse. You are strongly encouraged to visit to learn more <http://www.academicintegrity.uoguelph.ca/> to learn more.

Referencing Policy

Written work that is not properly referenced will be considered to be below the standard expected in this course and will be returned to the student with no mark. The student will be expected to re-

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submit the paper during the next class, fully and properly referenced in order to have the paper accepted for grading. Failure to re-submit the paper will result in a grade of zero (0) on the assignment. Among other things, proper referencing involves the consistent use of a single referencing style.

Access to Instruction

It is the University of Guelph's intent to create an inclusive learning environment. If a student has a disability and/or health consideration and feels that he/she may need accommodations to succeed in this course, the student should contact the Centre for Students with Disabilities (CSD) <http://www.uoguelph.ca/csd/> CSD offers specialized programs and services to students with disabilities registered at the University of Guelph (full-time or part-time undergraduate and graduate).

Counselling Services

<http://www.counselling.uoguelph.ca/counselling/>

Counselling Services offer individual counselling sessions to help support students as they work through the personal challenges that impair their ability to succeed at school and in other areas of their lives.

Student Health Services

<http://www.studenthealth.uoguelph.ca/index2.shtml>

Student Health Services offers a variety of health care services, including primary health care, a walk-in clinic and on-site laboratory testing.

The Learning Commons

<http://www.learningcommons.uoguelph.ca/>

The Learning Commons brings together services that support students in their learning, writing, research, numeracy and the use of technology. In addition, they provide expertise and resources for faculty, staff and teaching assistants to support and enhance learning in their courses and across the curricula.

Health and Performance Centre

<http://www.uoguelph.ca/hpc/>

Health and Performance Centre specializes in the diagnosis, treatment and rehabilitation of acute and chronic orthopedic, musculoskeletal, sport and activity related injuries. The Centre also provides a variety of health promotion services including fitness and nutrition expertise and professional bicycle fitting.

University of Guelph Maps

Map of Campus

<http://www.uoguelph.ca/campus/map/>

Parking Map

http://www.parking.uoguelph.ca/images/Parking_Map_2008-09.pdf