

# EXECUTIVE MASTER OF HEALTH ADMINISTRATION (EMHA) (ONLINE)

## Overview

The online Telfer Executive Master of Health Administration (Telfer Executive MHA) at the University of Ottawa's Telfer School of Management (Telfer) is the first and only program of its kind in Canada that uniquely intersects healthcare and business management. It leverages your professional experience and prepares you to succeed as a strategic, well-rounded leader in healthcare.

The program is designed to cultivate the essential health systems and management fundamentals needed by today's successful healthcare executives. Its strong emphasis on data, technology, innovation, leadership— including a focus on equity, diversity and inclusion (to be addressed in EHA 6212, 6361 and 6282), and policy knowledge, builds advanced and highly relevant skills to help you keep pace with the regulatory landscape and health sector trends. The online Telfer Executive MHA prepares you to be an effective leader today and to meet tomorrow's demands in the ever-changing world of healthcare, from both a Canadian and global perspective.

## Admission Requirements

1. A baccalaureate degree from a university or its equivalent with a minimum admission average of B; in exceptional cases, the degree requirement can be waived for candidates with 10+ years of work experience.
2. Harvard Online Math for all applicants and the Communication Module for international applicants. The GRE/GMAT/MCAT tests would be also accepted;
3. Demonstration of English proficiency:
  - A score of at least 100 (Internet-based) or 250 (computer-based) on the Test of English as a Foreign Language (TOEFL).
  - A score of at least 7 in at least three of the four Academic International English Language Testing System (IELTS) tests (Reading, Listening, Writing, Speaking) and at least 6 in the fourth. The General Training IELTS test is not accepted.
  - A score of at least 14 on the CANTEST, administered by the University of Ottawa, with no individual test score below 4.0, along with a score of 4.5 on the oral component of the test.
  - A score of at least 68 on the Pearson Test of English (Academic) (PTE Academic); and
4. A minimum of 5 years management experience;
5. Two professional letters of recommendation.

## Program Requirements

### Compulsory Courses:

EHA 5140	Financial Accounting	1.5 Units
EHA 5300	Fundamentals of Data Analytics: Making Data Useful for Health Care Managers	3 Units
EHA 5330	Human Resource Management in Health Care	3 Units
EHA 6203	Program Evaluation for Health Care Managers	1.5 Units

EHA 6212	Governance and Ethical Management in Healthcare	1.5 Units
EHA 6250	Health Care Finance	1.5 Units
EHA 6260	Project Planning and Management	1.5 Units
EHA 6315	Quality and Performance Management in Health Care	3 Units
EHA 6351	Health Economics	3 Units
EHA 6360	Health Care in Canada in a Comparative Context	3 Units
EHA 6361	Organizational Behavior and Change in Health Care	3 Units
EHA 6370	Health Informatics	3 Units
EHA 6380	Quantitative Methods and Their Applications to Health Care	3 Units
EHA 6381	Leadership, Strategy and Innovation	3 Units
EHA 6990	Capstone in Health Care Management	4.5 Units

## Research

### Research at the University of Ottawa

Located in the heart of Canada's capital, a few steps away from Parliament Hill, the University of Ottawa ranks among Canada's top 10 research universities. Our research is founded on excellence, relevance and impact and is conducted in a spirit of equity, diversity and inclusion.

Our research community thrives in four strategic areas:

- Creating a sustainable environment
- Advancing just societies
- Shaping the digital world
- Enabling lifelong health and wellness

From advancing healthcare solutions to tackling global challenges like climate change, the University of Ottawa's researchers are at the forefront of innovation, making significant contributions to society and beyond.

### Research at the Telfer School of Management

For more information, consult the Professors by area of expertise (<http://www.telfer.uottawa.ca/en/directory/professors-by-area-of-expertise/>) page.

## Courses

### EHA 5140 Financial Accounting (1.5 unit)

Introduction to the foundations of financial accounting including theoretical aspects, the principles of financial reporting and preparation of financial statements and accounting for inventory and capital assets. Creation and interpretation of financial performance measurements.

**Course Component:** Lecture

### EHA 5160 Financial Analytics for Healthcare (3 units)

This course introduces key accounting and financial management concepts in healthcare, covering key topics such as financial reporting, budgeting, cost allocation, and decision-making as these apply specifically to healthcare organizations. Students will learn how healthcare executives use financial data to improve performance, through experiential learning involving case studies, real-life examples, and guest speakers.

**Course Component:** Lecture

**EHA 5300 Fundamentals of Data Analytics: Making Data Useful for Health Care Managers (3 units)**

Analysis and data modelling skills, develop the ability to interpret large amounts of data and draw sound implications for the health care problem at hand, and to exhibit the usefulness of data analytics in health care problem solving and decision-making.

**Course Component:** Lecture

**EHA 5330 Human Resource Management in Health Care (3 units)**

Focus on the major issues unique to effective health human resources management. Measuring needs and planning for the current and future supply of human resources. Recruitment, retention and development strategies to meet changing workforce conditions. Understanding the unique regulatory environments where professions are regulated by provincial laws and professional colleges. Labor relation issues and approaches in unionized environment. Funding, team work and inter-professional practice, scope of practice issues and organizational design. Interactions of organizational and professional accreditation mechanisms (such as professional colleges and associations, and accreditation bodies).

**Course Component:** Lecture

**EHA 6203 Program Evaluation for Health Care Managers (1.5 unit)**

Provides students with an overview of planning, designing and conducting applied program evaluations, which are applicable in health care organizations and community settings. Topics include: types of evaluations; formulation of evaluation questions; evaluation designs, methodologies, and tools; evaluation results to different stakeholders, and critical appraisal of evaluation research and reports.

**Course Component:** Lecture

**EHA 6212 Governance and Ethical Management in Healthcare (1.5 unit)**

This course is designed to increase the understanding and skills of students in identifying and thinking through issues related to the governance of healthcare organizations and the ethical issues and practices required to ensure safe and effective healthcare delivery. Students will consider the relationship and accountabilities between governance structures such as the Board of Directors and executive leaders. The importance of an ethical framework to provide and ensure ethical approaches to decision making and problem solving in healthcare organizations will be explored. The impact of failure to create an ethical culture and its impact on employee engagement and organizational goals and outcomes will be considered through readings and case examples

**Course Component:** Lecture

**EHA 6250 Health Care Finance (1.5 unit)**

**Course Component:** Lecture

**EHA 6260 Project Planning and Management (1.5 unit)**

Introduction to program planning and management of health management projects. Program planning and management methods including management of a project throughout its life cycle (identification, design, planning, realization and close-out).

**Course Component:** Lecture

**EHA 6281 Leadership and Innovation in Health Care (1.5 unit)**

Introduction to various leadership styles and concepts of innovation in complex health care environments. Topics include leadership behavior and innovation, relationship between leadership and resilience, knowledge and skills for effective team leadership and supporting innovation.

**Course Component:** Lecture

**EHA 6312 Strategy, Governance, and Ethical Management in Health (3 units)**

**Course Component:** Lecture

**EHA 6315 Quality and Performance Management in Health Care (3 units)**

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

**Course Component:** Lecture

**EHA 6351 Health Economics (3 units)**

An economists' perspective illuminating the systems behavior of Health-Care. Such insights inform strategies for managing/improving Health-care. The survey course introduces key concepts from economics (e.g., micro-economics, trade-offs, opportunity costs, efficiency, equity) that are pivotal to this illumination. The unique attributes of health-care (e.g., uncertainty of demand and information asymmetry) and the incentives (some perverse) that ensue are discussed. Indices of population health impact and their links to health economic valuation are covered, including cost-effectiveness and benefit-cost analysis.

**Course Component:** Lecture

**EHA 6360 Health Care in Canada in a Comparative Context (3 units)**

Overview of the Canadian health care system including its history and evolution with an emphasis on the relationship between federal government and the provincial/territorial systems. Current forces (e.g. societal, political, economic) that influence health care policy. Canadian system compared to international health care systems.

**Course Component:** Lecture

**EHA 6361 Organizational Behavior and Change in Health Care (3 units)**

Overview of organizational behavior and change in the health care context. Motivation, stress and stress management, group dynamics, power and negotiation. Leadership of change and different types of change that can be pursued in various contexts are considered.

**Course Component:** Lecture

**EHA 6370 Health Informatics (3 units)**

Overview of current developments, issues and challenges in the emerging field of health informatics, with an emphasis on the role it plays in health care transformation initiatives. Historical development and basic foundations of health informatics including theoretical, methodological and ethical/legal underpinnings will be studied.

Management implications of health informatics.

**Course Component:** Lecture

**EHA 6380 Quantitative Methods and Their Applications to Health Care (3 units)**

Provide health care decision makers with an overview of several useful quantitative methods that can provide insight and support for complex decisions. Mathematical model formulation, linear programming and optimization, queuing theory and simulation modeling. Mathematical tools available to help optimally utilize the resources.

**Course Component:** Lecture

**EHA 6381 Leadership, Strategy and Innovation (3 units)**

Exercising leadership and developing a culture of innovation are critical foundational aspects of an executive's role in any C-Suite of complex healthcare organizations. The course offers students an opportunity to understand the key aspects of Leadership and how leaders can foster a culture of Innovation based on research, theory and practice. Students will apply learned aspects in case studies that place them in the role of a chief executive in the C-suite, enabling them to experience first-hand the impact of their decisions and apply their learning.

**Course Component:** Lecture

**EHA 6990 Capstone in Health Care Management (4.5 crédits / 4.5 units)**

Designed to allow students to demonstrate and apply the skills and knowledge that they gained in the Executive Master of Health Administration program. The Capstone course offers students the opportunity to conduct thorough analysis and critical thinking, and research and present innovative ideas and solutions that address current challenges and needs in health care

**Volet / Course Component:** Cours magistral / Lecture