



# Undergraduate Certificate in Health and Social Services Management



**McGill**

School of  
Continuing Studies

In collaboration with



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RÉGIE RÉGIONALE DE LA NUUNAVIK REGIONAL  
SANTÉ ET DES SERVICES BOARD OF HEALTH  
SOCIAUX DU NUUNAVIK AND SOCIAL SERVICES

Welcome to McGill University,  
School of Continuing Studies!  
The Undergraduate Certificate  
in Health and Social Services  
Management provides education  
for current and future Inuit  
managers and decision makers  
working in Nunavik in the health  
and social services sector.



## A FEW WORDS FROM THE TEAM

We proudly continue our tradition of high-quality, accessible, innovative, market-responsive education. We're committed to delivering rich academic and practical programs that will help you to gain momentum in your career.

We would like to thank the Nunavik Regional Board of Health and Social Services (NRBHSS) for collaborating with us on this exciting program.

We invite you to discover the McGill experience.

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## The Undergraduate Certificate in Health and Social Services Management centers on issues experienced by individuals working within the Nunavik Regional Board of Health and Social Services (NRBHSS).



### Teaching and Learning Approach

Course lecturers will deliver engaging, interactive material, offering practical solutions that reflect the realities of the Northern Inuit context.

- We believe that learning occurs when participants get opportunities to obtain knowledge through the four phases of the learning cycle:
  - > Applying the concepts learned in your class to your work environment
  - > Reflecting on and analysing experiences
  - > Constructing one's own conclusions about the links between concepts and application
  - > Planning for effective actions in similar situations
- We focus on competency development
- Training is only useful and beneficial to the individual and the organization, if it translates into change and observable behaviours.
- We make the theory contextual by engaging the learner through their own experiences.

### Graduation

When all of the courses have been successfully completed, the time to celebrate arrives!

- Attend convocation and receive your Undergraduate Certificate on stage with your community.
- Share your success with your friends and family at the First Peoples' House Convocation Dinner.
- Receive your specially-designed scarf in recognition of your achievements at the scarf ceremony.



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**"The program is interesting and exciting with pertinent courses relevant to my career. I have gained greater knowledge to assist me in my management responsibilities. Thank you, McGill!"**

Silas Watt, Director of Administrative Services, NRBHSS



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**"I am originally from Inukjuak and now living in Puvirnituaq for thirty years. I enjoyed the challenge of the Certificate in Health and Social Services Management courses offered by McGill University. I learned to listen and let others talk and to integrate their ideas with mine during group and team building exercises. When the Inuulitsivik Health Centre was first built back in 1986, the philosophy from its inception was that Inuit would be trained and have leadership roles in operating the hospital. Any professional who comes from the South to work inside this hospital would have at least one Inuit trainee. The combination of hands-on training from the professionals coming from the South and the McGill University courses gave me the skills and knowledge to be an effective leader in the health services. So I am grateful to have been given the opportunity to become a graduate of McGill University."**

Aani P. Tulugak, Director of Community Services, Inuulitsivik Health Center, Puvirnituaq

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## Program's Learning Objectives

The following skills in 7 knowledge categories are covered in the program:

### Communication Skills:

- Execute effective verbal and written communication strategies in management
- Understand and demonstrate effective communication processes and techniques to lead change

### Conceptual Skills:

- Identify, synthesize and analyze information in a coherent and methodical way to advance problem solving and the creation of new information

### Political and Health Care Environments:

- Understand the relationship between policy and health care environments

### Financial Management:

- Understand accounting terminology
- Demonstrate an understanding of the financial and managerial concepts of public and non-profit organizations
- Develop an understanding of financial data and management techniques supporting good financial management practices
- Demonstrate knowledge of economic principles and an understanding of how to apply these in the healthcare sector

### Problem Solving:

- Effectively assess and state a problem
- Engage in collaborative problem solving and decision making processes

### Operations:

- Understand and demonstrate continuous improvement processes such as lean methodology

### Leadership:

- Motivate and facilitate others to excel within an ethical and supportive environment
- Be responsive to the needs of the patient and promote and influence positive relations
- Understand the importance of teamwork
- Assess, plan, implement, monitor and evaluate organizational/project objectives
- Develop strategies to engage and build internal and external partnerships
- Strategically analyze a problem and propose an appropriate course of action

# Undergraduate Certificate in Health and Social Services Management

(30 CREDITS)

The program provides participants with a management knowledge base in the health and social services sector, adapted to the busy schedule of working individuals.

## COURSE DESCRIPTIONS

→ **CACC 220**  
**Accounting Concepts For Managers (3 credits)**

This course covers concepts in managerial and financial accounting, develops an understanding of cost behavior, budgeting and financial statements, and provides practice in financial decision making skills.

→ **CGMG 210**  
**Fundamentals of Project Management (3 credits)**

Fundamental principles and best practices of project management essential to the successful development of projects or other complex undertakings within an organization; includes methods for defining, planning, and scheduling activities and resources.

→ **CHLC 351**  
**Foundations of Health and Social Service Systems (3 credits)**

This course will provide an overview of private and public social services within Quebec and its evolution over the last century. It will examine the structures, functions and relations of social organizations. Participants will achieve an understanding of the nature of social services and the subjective impact of seeking and providing help.

→ **CHLC 401**  
**Evaluation of Health and Social Services (3 credits)**

The responsibility of agency management for the timely appraisal of activities. Topics include: program definition and quality of service; evaluation methods; problems and limitations of evaluation research; assessment of project feasibility; the distribution and operational uses of quality control information; internal and external points of view; politics of evaluation; relation to budgeting and to self-evaluation.

→ **CHLC 410**  
**Fundamentals of Health and Social Services Information Systems (3 credits)**

Co-requisite: CHLC 351

Fundamental approaches of information systems and data management. Topics covered include: integration of technology in the health care system; use of information technology and management systems to improve access, quality, safety and efficiency.

→ **CHLC 415**  
**Foundations of Legal and Ethical Aspects (3 credits)**

Co-requisite: CHLC 351

The legal and ethical issues relevant to the health care system in Quebec. Topics include: major legislation relevant to the health care system; the relationship between civil and criminal law; law and medicine; law and ethics; human rights, professional responsibility and liability.

→ **CPRL 221**  
**Professional Communication and Networking (3 credits)**

Fundamental theories and practices of communication and networking (internal and external) in the workplace. Writing, speaking, presentation and team interaction skills.

→ **MGCR 222**  
**Introduction to Organizational Behavior (3 credits)**

Individual motivation and communication style; group dynamics as related to problem solving and decision making, leadership style, work structuring and the larger environment. Interdependence of individual, group and organization task and structure.

→ **ORGB 420**  
**Managing Organizational Teams (3 credits)**

Theory, research, and applications. Principles of team processes and effectiveness in organizational settings, specifically the theoretical developments, empirical findings of group dynamics, team effectiveness, practical strategies and skills for successful management of organizational teams.

→ **ORGB 421**  
**Managing Organizational Change (3 credits)**

Organizational change theory and techniques are examined with an emphasis on techno-structural interventions such as Quality-of-Work-Life approaches. Through simulations and case-studies, the course explores initiatives in organizational change, primarily in contemporary Canadian organizations. It also includes opportunities for "hands-on" experience in work and organization redesign.

# 2017 SCHEDULE

COURSE NUMBER AND TITLE	SEMESTER
→ CHLC 351 Foundations of Health and Social Service Systems	February 2017
→ CHLC 410 Foundations of Health and Social Service Information Systems	March 2017



## Admission Requirements

The program is tailored for employees of the Nunavik Regional Board of Health and Social Services (NRBHSS).

→ Applicants must hold a CEGEP diploma (DCS, DEC or equivalent)

OR

→ Applicants 21 years of age and older may be admitted as mature participants



## What documents do I send?

McGill School of Continuing Studies will provide the following forms for you to complete and send:

- Your application form\* (to be completed once)
- Your permanent code data form\* (to be completed once)
- Your registration form\* (to be completed every time you register into a course)
- A copy of your **Quebec Birth Certificate** OR the following legal documents\*\* (to be completed once):
  - For **Inuit beneficiaries of the James Bay and Northern Quebec Agreement**:  
Your valid **Makivik Corporation card** (photocopy of front and back of card)

\* The Coordinator will assist participants in completing the documents.

\*\* If your card does not indicate a recognized Quebec territory, you must also provide a letter from the Makivik Corporation confirming that you reside in Quebec. You may obtain this letter by contacting:  
**Makivik Corporation**  
C.P. 179, Kuujjuaq, Quebec, J0M 1C0  
Tel: 1 819 964 2925

## Who should I submit my documents to?

**Janie Paquet**

Agente de formation / Training Officer  
Direction du développement régional des ressources humaines / Regional Department of Human Resources Development

C.P./P.O.Box 900  
Kuujjuaq, Quebec  
J0M 1C0

**Tel:** 819-964-2222 ext. 259

**Fax:** 819-964-2277

**Email:** [janie.paquet@ssss.gouv.qc.ca](mailto:janie.paquet@ssss.gouv.qc.ca)



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## Who should I contact?

**McGill School of Continuing Studies**

Career and Professional Development (Credit Programs)  
688 Sherbrooke St. West, Suite 1140  
Montreal, Quebec  
H3A 3R1

**Tel:** 514-398-5055

**Fax:** 514-398-3108

**Email:** [cpdonline.scs@mcgill.ca](mailto:cpdonline.scs@mcgill.ca)

[mcgill.ca/  
continuingstudies](http://mcgill.ca/continuingstudies)

