



Graduate Certificate in Health Services Management

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Improve
 your career
 prospects

The full details of the program, admission requirements, and admission procedures summarized in this document can be found in the School of Continuing Studies current course calendar. If there are any discrepancies between the course calendar and this summary, the information in the course calendar takes precedence in all cases. McGill University reserves the right to change this information at any time.

Looking for a Rewarding and Challenging Career in the Health and Social Services Industry?

Health and Social Services like any other industry requires good management to keep it working efficiently. In 2013-2014, the Quebec budget allocation for health and social services rose 4.8%, from \$31,217 million to \$32,707 million. Given the increasing costs, today, health care administrators must make sure that clients receive the best possible care at the lowest possible cost.

As a health care or social services administrator, you will be responsible for planning, directing and coordinating the delivery of services in hospitals, reception centers for the youth and elderly, local community centers and other health and social establishments. You will be working with other professionals and may be responsible for budgeting, managing employees, purchasing equipment as well as overseeing facilities and equipment worth millions of dollars. If you are compassionate, possess tact and diplomacy are flexible and hard working, a career in the health care industry may be the choice for you.

How can a McGill University's School of Continuing Studies's Program help prepare you for a career in the Health and Social Services Industry?

The Certificate in Health and Social Services Management, the Diploma in Health and Social Services Management and the Graduate Certificate in Health Services Management will provide you with an integrated base of management knowledge in the field of health and social services management. It will focus on the development of skills in the day-to-day management of the provision of services in terms of both efficiency and human criteria.

The Program

The Graduate Certificate in Health Services Management is a 15-credit program which consists of 3 required courses and 2 complementary courses. There are also two external co-requisites to courses in the program, CHLC 500 Health and Social Services Systems and CMS2 500 Mathematics for Management.

Classes are offered once a week for 13 weeks and are generally from 6 p.m. to 9 p.m. Courses can be taken in the Fall, Winter, Spring and Summer sessions. Classes in the Spring and Summer sessions may be given in less than 13 weeks. Not all courses are offered every semester.

The following are the requirements of the graduate certificate's program:

The co-requisite CMS2 500 must be taken concurrently or prior to taking CACC 520, and CHLC 500 must be taken concurrently or prior to taking CMS2 533.

3 Required courses (9 credits):

CACC 520 Accounting for Management
CMS2 533 Lean Operations and Performance Management in Health Services
CPL2 532 Leading Change

2 Complementary courses from (6 credits):

CGM2 510 Project Management: Tools and Techniques
CHLC 580 Health Services Management Field Project
CHLC 590 Topics in Health Care
CORG 553 Employee and Labour Relations
CORG 556 Managing and Engaging Teamwork
CPL2 510 Communication and Networking Skills

Note: All courses are 3 credits unless otherwise stated.

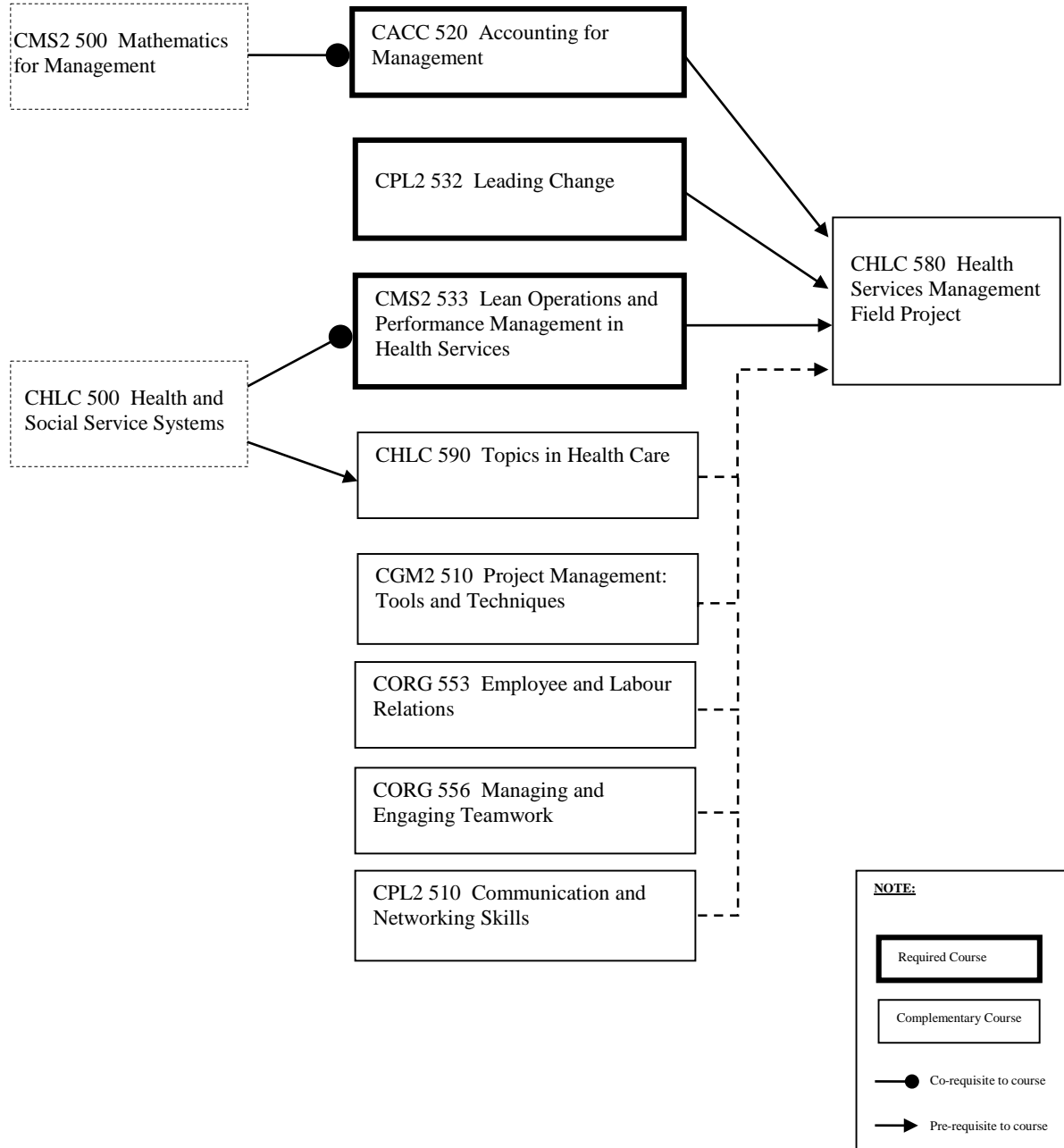
IMPORTANT NOTE:

This program is EFFECTIVE as of Spring 2013.

If you were admitted PRIOR to Spring 2013, please follow the STUDY PLAN which you were provided with at the time of your admission.

Course Sequence

Graduate Certificate in Health Services Management



To obtain information on course offerings, please refer to the timetable at:
<http://www.mcgill.ca/conted/studentres/timetables/>

Course Descriptions

CACC 520 Accounting for Management (3 credits)

Co-requisite: CMS2 500 Mathematics for Management

This course covers financial and managerial accounting. The course provides an understanding of the various financial statements as well as cost behaviour, cost/volume/profit relationships, budgets, responsibility accounting and relevant costing.

CGM2 510 Project Management: Tools and Techniques (3 credits)

Pre-requisites: None

Focus on main concepts and theories of project management from initiation to close-out. Topics include: project life cycle, planning, scheduling, implementing, monitoring, controlling, close-out and ethics. The concepts presented apply to projects of various sizes, types and degrees of complexity.

CHLC 500 Health and Social Service Systems (3 credits)

Pre-requisites: None

An overview of the present Québec and Canadian health & social service system: its components, organization, management and challenges/uncertainties; its recent evolution, present organization and foreseeable direction. Interaction and interface between the health system and other social systems; roles and various levels of government and private sector.

CHLC 580 Health Services Management Field Project (3 credits)

Pre-requisites: CACC 520 Accounting for Management, CMS2 533 Lean Operations and Performance Management, CPL2 532 Leading Change, and (CGM2 510 Project Management: Tools and Techniques or CHLC 590 Topics in Health Care or CORG 556 Managing and Engaging Team Work or CPL2 510 Communications and Networking Skills or CORG 553 Employee and Labour Relations)

Students will work on team projects and apply the knowledge and skills gained through the program to solve a real workplace problem. The project could be in a service (health care, education, banking/insurance, etc.), logistics or manufacturing organization.

CHLC 590 Topics in Health Care (3 credits)

Pre-requisite: CHLC 500 Health and Social Service Systems

Specialized course covering an advanced topic in the health care area selected from current issues or themes in literature. (Content will vary from year to year.)

CMSC 000 Foundations for Mathematics (3 credits)

Pre-requisites: None

Operations with real numbers, polynomials, first-degree equations and applied word problems. Factoring, fractions, exponents, roots and radicals. Absolute values, equations and inequalities. Quadratic equations, applied problems, arithmetic and geometric sequences and series.

CMS2 500 Mathematics for Management (3 credits)

Pre-requisite: CMSC 000 Foundations of Mathematics or the Exemption by Examination Test

Basic mathematics needed for business applications, including graphs, series summation, mathematics of finance, annuity, discounted cash flow, internal rate of return, permutations, combinations, maxima and minima functions with business applications in optimization, introductory statistics and probability.

CMS2 533 Lean Operations and Performance Management in Health Services (3 credits)

Corequisite: CHLC 500 Health and Social Service Systems

Role of operations management and how to create public value by delivering services effectively and efficiently, and measure the performance of the organization, including how the lean approach in healthcare can provide “outside of the box” solutions to resolve process issues and improve quality, cost and delivery of healthcare services.

CORG 553 Employee and Labour Relations (3 credits)

Pre-requisites: None

Industrial relations framework, its legal, political, social, economic, ecological and ethical subsystems. Processes governing union-management relations, collective bargaining and dispute resolution, and the roles of executives, supervisors, employees, employee representatives, HR-IR professionals in effective employee relations in unionized and non-unionized environments.

CORG 556 Managing and Engaging Teamwork (3 credits)

Pre-requisites: None

Skills and knowledge to work better in teams, to leverage team strengths and avoid or resolve obstacles to build effective teamwork. Topics include: team development, building trust, decision-making in teams, resolving team conflicts and enhancing creativity in groups.

CPL2 510 Communication and Networking Skills (3 credits)

Pre-requisites: None

This course will provide students with leadership skills pertaining to communication and networking in the workplace. Topics covered include influencing, appraising situations, business networking, teamwork and delivering effective presentations.

CPL2 532 Leading Change (3 credits)

Pre-requisites: None

Leading and managing change issues, including the leader as a change agent and the change process itself. Various models of change and change leadership will be reviewed, as well as follower reluctance or resistance to change and strategies that leaders can use to gain follower commitment.

Professional Association

Canadian Healthcare Association

The Canadian Healthcare Association recognizes individual McGill University courses as meeting the requirements for the university components of the Health Services Management (HSM) and the Long Term Care Management (LTCM) distance learning programs. Students interested in receiving further information on CHA Learning and its programs should visit CHA Learning's website: <http://www.learning.cha.ca/educ/>.

Or contact:

CHA Learning
Canadian Healthcare Association
17 York Street
Ottawa, Ontario K1N 9J6

Tel: (613) 241-8005 ext. 212

Admission Requirements

To be admitted to the Graduate Certificate in Health Services Management, students must meet both the academic and language requirements of the program.

Academic Requirements:

- 1a. Students must hold a Bachelor's Degree in any discipline as approved by the Graduate and Postdoctoral Studies Office with a minimum CGPA of 3.0 out of 4.0, or 3.2 out of 4.0 in the last two years of full-time academic studies.
- 1b. Applicants must also have three years of recent work experience in administrative, research or clinical positions in a health related environment which include the following: hospitals, rehabilitation health centres, Centre Local de Services Communautaires (CLSC), government health and social services institutions.

OR,

2. A Bachelor's Degree in any discipline and a Certificate in Health and Social Services Management with a minimum CGPA of 3.0 out of 4.0.

PLEASE NOTE, ALL APPLICANTS TO THIS PROGRAM MUST ALSO PROVIDE THEIR CURRICULUM VITAE AND TWO LETTERS OF REFERENCE, ONE OF WHICH MUST BE RELATED TO WORK EXPERIENCE.

If your CGPA is lower than the above requirement, please submit the following for consideration with your application and official transcript.

- a. **Letter of Intent:** A letter, 1 to 2 pages in length single-spaced, written in English or French, which addresses the following:
- basis for interest in the program;
 - your knowledge that would be pertinent to the program;
 - your interest in the field of study and the reasons for applying to our program
 - plans for integrating the training into your current or future career;
 - a description of your professional experience and its relevance, if applicable, to the program
 - awards received or other contributions;
 - any additional information relevant to your application.
- b. **Curriculum Vitae**
- c. **Two Letters of Reference:** At least one should be from a current or former employer.
- d. **GMAT and/or GRE Test Score Results (optional):** Submit a copy of the official test score results.

Admissions Procedures

How to APPLY to the *Graduate Certificate in Health Services Management*?

Please follow the steps below:

STEP 1:

- Go to <http://www.mcgill.ca/continuingstudies/>
Click on “Apply”
Click on “Graduate Programs”

STEP 2:

Verify on the “**Apply for Admission to a Program**” page, the “Application Deadlines” for Canadian/Permanent Residents or International Students to ensure that you submit your application before the term deadline.

STEP 3:

- **Review your Admission Requirements:** Once you have checked your application against all the requirements, you will be ready to apply to the program.
- Before you proceed you will need:
A valid **email address** and a **credit card** (Visa, MasterCard or American Express).

STEP 4:

- Once you are ready to apply online:
Click on “**Click here now**” to bring you to the Application for Admission page.
- Click on the red bold “**Apply Now**” on the Application for Admission page.
(Do **not** apply through “uApply” link).
- Fill in the login information on the “Admissions Login” page and the Biographical Information.
- On the “Apply for Admission” page, fill in the information requested.
NOTE: When asked: “What are you applying for at McGill”, click on “Continuing Studies”
- Select the program you are applying to on the “Program Choice Selection” page.
- Continue to fill in the remainder of the application. (All sections to be completed are indicated in the textbox on the left hand side of the screen).

STEP 5:

- Once you have applied online, you will receive a confirmation email providing you with a McGill ID number and a 6-character **PIN (Personal Identification Number)**.
- You will need to use this information to **log into MINERVA** (www.mcgill.ca/minerva) (McGill’s web-based information system for students) so that you can upload documents required for admission and follow-up on your status of your application.

STEP 6:

- Once your application has been received and you have access to your Minerva account, you will be able to **upload your supporting documentation**, including a copy of transcripts. (A copy of your transcript with confirmation of degree awarded and date of graduation).
- Uploading your documents will speed up your application process and is strongly recommended.
- For instructions on how to proceed, please go to: www.mcgill.ca/applying/submitting-your-documents/uploadingdocuments/

(If you are unable to upload the documents, you can send them by regular mail or bring them in person to our Client Services office at the address above).

STEP 7:

- **Sending official transcripts: All transcripts received via the upload process are considered unofficial.** If transcripts are required for your application, you will also need to have any official transcripts sent directly to the School by mail, in a sealed envelope by the educational institution(s) where you studied.

What is an Official Transcript?

If you have studied at an institution:

- In Canada or the United States – you will need to request a copy of your official transcripts (your marks) from that institution which the institution will mail to the address below in a sealed envelope with the official institution’s logo.
 - Outside of Canada or the United States, - you will need to request a copy of your official transcripts (your marks) from that institution which the institution will mail to the address below in a sealed envelope with the official institution’s logo.
 - **Note:** In cases where the language of instruction at the institution is not English or French, you must also send an official translation of the official transcript certified by a representative from the **Ordre des traducteurs, terminologues et interprètes agréés du Québec (OTTIAQ - <http://ottiaq.org/>)**.
- You need to request **official transcripts** as soon as possible once your application has been submitted to the School of Continuing Studies. Your Educational Institution must then mail these directly to the appropriate office below:

Client Services c/o Admissions

McGill University – School of Continuing Studies
688 Sherbrooke Street West, Room 1125
Montreal, QC
Canada, H3A 3R1

- **Important:** You must make sure you apply by the application deadline. However, if you have any outstanding supporting documents at the time of your application, you may upload them as they become available or forward them directly to the School of Continuing Studies as soon as possible. Your admission application will only be completed once the School has received all of the required documents.
- **Note:** All required documents received by McGill University School of Continuing Studies become the property of the university. Official documents and/or transcripts will not be returned to the applicant.
- **Note:** Transcripts received by McGill University's School of Continuing Studies cannot be transferred to any other department or program as it would constitute submitting a new application. Therefore, you must submit a new sealed envelope of your official transcripts for each application made to McGill University's School of Continuing Studies.

Language Requirements

- The **language of instruction** for most courses and programs at McGill is English; however, students may submit any written work that is to be graded in English or French, except in cases where knowledge of the language is one of the objectives of the course.
- Applicants must demonstrate an adequate level of **proficiency in English prior to admission**, regardless of citizenship status or country of origin. McGill University has this language requirement in place to ensure that all students are provided with the opportunity to succeed in their chosen program.
- In all cases, the University reserves the right to require **proof of English** proficiency if it is deemed necessary. For additional information, please click on the link below.

<http://www.mcgill.ca/continuingstudies/current-students/academic-policies/language-policy>

Exemption by Examination

Students admitted to a Certificate, Graduate Certificate or Diploma program requiring a pre-requisite or co-requisite course, must provide proof that they have taken an equivalent 3 credit course, at the appropriate level elsewhere or successfully completed the Exemption by Examination test. Otherwise the student must register for the course.

- Please note that the Exemption by Examination test is **not applicable to required or complementary course(s)** within a program.
- You cannot take the Exemption by Examination test if you have already attempted the course (a grade of W is considered as have attempted the course).
- If you are unsuccessful in the Exemption by Examination test(s) you will not be permitted to repeat the test(s) and must instead enroll in the course(s) for which the particular test(s) was taken.

You must be admitted into a program or have applied to a program to be eligible to write the Exemption by Examination test. (The test is optional).

For more information on how to obtain a course exemption by means of a challenge exam, please consult the Exemption by Examination form available on our website at:

<http://www.mcgill.ca/continuingstudies/prospective-students/apply/exemption-examination>

Student Awards and Financial Aid

Note: The amount and number of McGill University's School of Continuing Studies Bursaries, Scholarships, and Graduating Prizes issued varies from year to year, depending on funds received and their specifications.

McGill University's School of Continuing Studies Bursaries

The School of Continuing Studies will post the application form and eligibility requirements for the active term on its website. Please refer to link below for further information.

<http://www.mcgill.ca/continuingstudies/current-students/fees/student-awards-and-financial-aid>

McGill University's School of Continuing Studies Scholarships

For a list of McGill Scholarships, please consult the McGill School of Continuing Studies website by clicking on the link below.

<http://www.mcgill.ca/continuingstudies/current-students/fees/student-awards-and-financial-aid>

McGill University's School of Continuing Studies Graduating Prizes

For a list of McGill SCS Graduating Prizes, please consult the McGill School of Continuing Studies website by clicking on the link below.

<http://www.mcgill.ca/continuingstudies/current-students/graduating-students/awards>