

POTH 640: ROLE-EMERGING MANAGEMENT

Credits: 3

Course Instructor: Barbara Shankland, MSc, OT (C), erg.
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Please note that the final directives from McGill University regarding the Winter semester course delivery method are pending, therefore, the course structure, content and assessment methods may be subject to modification.

Access to the Instructor:

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Office: Hosmer House room 307.

Office hours in person or on Zoom available by appointment.

Course Times and Format:

To be confirmed.

Classes are scheduled twice a week.

Course Description: This course is designed to incorporate business administration and management principles as it pertains to the health field to support entrepreneurial, professional practice both in the public and the private sector. It incorporates an understanding of organizational and change theory, human and fiscal resource planning, team building as well as marketing and entrepreneurial strategies.

These skills and behaviours in administration and management are developed and refined with experience gained following graduation, and are not expected to be well developed in the entry-level practitioner.

Thus, the skills and behaviours anticipated in the new graduate will involve knowing where and how to obtain the supports, mentoring and resources to fulfill the responsibilities related to administration and management functions which may be required in the work situation. Life-long learning in the area of administration/management is an anticipated outcome balancing cost-effective, innovative services delivered according to ethical and legal guidelines providing optimal client outcomes within the changing healthcare landscape.

The goal of this course therefore is to address practice manager competencies appropriate for the changing roles that the occupational or physical therapy graduate will have in the years to come in order to support career planning and growth. The goal

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of this advanced elective is to support the development of existing and/or new programs within public institutions, services in the private sector and/or new emerging areas of practice for the rehabilitation therapist. Leadership and communication will be applied through a collaborative business plan project.

Course Structure: This elective course completes a 3-course professional sequence that offers students the foundational knowledge and skills for developing, leading and managing rehabilitation services in public, private and/or role-emerging areas of OT/PT practice. The course will be taught for 4-6 hours weekly throughout M1 term B and will consist of seminars, clinical reasoning workshops and site visits to private clinics. Group discussions will be based on selected readings, concepts and specific topics related to the group business plan projects.

Learning Outcomes: Building on knowledge of organizational theory, management, health care systems and human resource issues as taught in OCC1546/PHTH570 (POTH563) the student will be able to:

Expert/Practice Manager

1. Evaluate system opportunities by performing a needs analysis for strategic program development.
2. Plan, coordinate and assure quality program development including customer satisfaction.
3. Develop a strategic marketing plan.
4. Plan and monitor the effective use of financial resources including identifying various funding sources through application and understanding of basic financial tools and concepts.

Change Agent/Advocate

1. Evaluate and analyze the components required to facilitate organizational growth and change

Professional

1. Evaluate and reflect on his/her own personal entrepreneurial traits and risk tolerance.
2. Understand the ethical responsibilities of a small business owner.
3. Understand and differentiate the legal structures applicable to small businesses.

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Collaborator and Communicator

1. Identify, discuss and apply sound human resource management principles including performance appraisal, mentoring and team motivation.

Scholarly Practitioner

1. Create and present a credible business plan proposal

Course Materials:

Required Texts:

Richmond, T., and Powers, D. (2009). Business Fundamentals for the Rehabilitation Professional. Thorofare NJ: Slack Inc.

Assigned Readings (TBA)

Copyright of course materials: Instructor generated course materials (e.g., handouts, notes, summaries, exam questions, etc.) are protected by law and may not be copied or distributed in any form or in any medium without explicit permission of the instructor. Note that infringements of copyright can be subject to follow up by the University under the Code of Student Conduct and Disciplinary Procedures.

Student Assignment and Evaluation:

Marketing assignment	20%
Individual Critique of Class business plans	15%
Group clinic visit project	25%
Individual reflection on private practice	10%
Group business plan presentation	30%

A detailed description of these evaluations will be provided with the course schedule.

Special Requirements for Course Completion and Program Continuation: This course comprises of both individual and group evaluation components and each student must achieve a passing grade of B-(65%) in each of these components, as well as in the overall course, in order to receive a passing grade for the course.

This course falls under the regulations concerning individual and group evaluation. Please refer to the section on marks in the Rules and Regulations for Student Evaluation and Promotion.

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Plagiarism/Academic Integrity: McGill University and the Faculty of Medicine and Health Sciences value academic integrity. Therefore, all students must understand the meaning and consequences of cheating, plagiarism and other academic offences under the [McGill University Code of Student Conduct and Disciplinary Procedures](#) and the [Faculty of Medicine and Health Sciences Code of Conduct](#)

L'université McGill et Faculté de Médecine et des Sciences de la Santé attachent une haute importance à l'honnêteté académique. Ils incombent par conséquent à tous les étudiants de comprendre ce que l'on entend par tricherie, plagiat et autres infractions académiques, ainsi que les conséquences que peuvent avoir de telles actions, selon le [Université de McGill Code de conduite de l'étudiant et des procédures disciplinaires](#) et [Faculté de médecine et des sciences de la santé](#).

Right to submit in English or French written work that is to be graded: In accord with McGill University's Charter of Students' Rights, students in this course have the right to submit in English or in French any written work that is to be graded, except in courses in which acquiring proficiency in a language is one of the objectives.

Attendance: Students are expected to attend every lecture. Attendance is compulsory for all group presentations.

Consequences of not completing assignments as requested: Late submissions will be penalized 5% per day, including weekends.

Professional Conduct: Professionalism and accountability are expected throughout the course of the semester. This includes the on-going respectful nature of teacher-student as well as student-student interactions.

Accessible Learning Environment: *As the instructors of this course we endeavor to provide an inclusive learning environment. However, if you experience barriers to learning in this course, do not hesitate to discuss them with us and the [Office for Students with Disabilities](#), 514-398-6009.*

Dress Code: Professionalism with respect to dressing is encouraged throughout the course of the semester. It is each student's responsibility to have appropriate attire during all class assignments and learning activities.

Statement regarding mobile computing and communications (MC2) devices: No audio or video recording of any kind is permitted without the explicit permission of the instructor. MC2 devices (cellular phones, blackberries, iPods etc.) are not to be used for

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voice communication without the explicit permission of the instructor. Students must ask for permission from the instructor if any one of these devices needs to be on for the duration of class. Lap tops are permitted in class under the following condition(s): only for note taking and consulting online resources. Non-compliance with these guidelines will result in the student being asked to leave class. In the event of a second offence, the student will be asked to meet with the program director.

Course Evaluation: End of course evaluations are one of the ways that McGill works towards maintaining and improving the quality of courses and the student's learning experience. You will be notified by email when the evaluations are available on Mercury, the online course evaluation system. Please note the minimum number of responses must be received for results to be available to students.

Diversity Statement: The Occupational Therapy Program recognizes our responsibility to foster a learning environment where students and instructors can engage in dialogue and exchange ideas without being made to feel unwelcome or disrespected in view of their identity or beliefs. The Program intends that the instructional design of all courses minimize any barriers to participation, particularly barriers based on age, biological sex, disability, gender identity or expression, indigenous ancestry, linguistic and cultural background, race/ethnicity, religion, sexual orientation, political views/opinions/ideologies, and any other aspect integral to one's personhood. We therefore recognize our responsibility, both individual and collective, to strive to establish and maintain a respectful environment that is free from discrimination.

In the event of extraordinary circumstances beyond the University's control, the content and/or evaluation scheme in this course is subject to change.

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