

University of Technology Sydney
Master of Health Services Management and Planning

Website: <https://www.uts.edu.au/future-students/find-a-course/courses/c04246>

This is a comprehensive course in health services planning and management and aims to expand students' knowledge and future career opportunities. The course develops students' knowledge and skills, which leads to an enhanced capacity to plan and manage health services in a diverse range of health settings.

Graduates of this course are exposed to academic and industry leaders who share their experience and knowledge to facilitate insight into the contemporary health service management environment.

Core Units

Elective Units

21720 Human Resource Management

This subject presents an introduction to the field of human resource management (HRM). Topics covered include historical steps in the development of the human resource function and the forces that have shaped its development; the role and importance of strategic HRM; ethical considerations in HRM and contribution to good corporate governance; implications of HRM policies and procedures for human and other forms of sustainability; the importance of effective HR information systems; the contribution of various HR functions such as job analysis and design, recruitment, selection, remuneration management, performance management and appraisal as well as training and development; the role of key stakeholders including government, industrial tribunals and associations; forms of regulation and entitlements including legislation, awards and agreements; handling workplace grievances and performance problems; managing diversity and EEO.

26703 Introductory Health Economics

This subject provides a broad understanding of the economics of health and health care and the skills to apply analytical economics techniques to problems of resource allocation and policy development in the health system. The subject covers key

21856 Career and Portfolio Development
 79708 Contemporary Business Law
 21879 Corporate Social Responsibility and Measuring Impact
 21778 Fundraising and Resource Development
 78104 Genetics and the Law
 92022 Improving Quality and Safety in Health Care
 21702 Industrial Relations
 77734 Law and Medicine
 78150 Law and Mental Health
 92932 Management for Clinicians
 21766 Managing Community Organisations
 21717 Managing in International Contexts
 24734 Marketing Management
 21760 Performance and Talent Management
 15312 Project Communication, HR and Stakeholders
 92946 Project Part A
 92947 Project Part B
 15313 Project Procurement and Risk Management
 15316 Project Time and Cost Management
 78143 Psychology and Dispute Resolution
 92612 Research in Health
 21767 Third Sector Contexts

economic issues for the health system and uses economics techniques to understand how the health system operates and to analyse health system reform.

92050 Policy, Power and Politics in Health Care

This subject aims to provide students with the essential knowledge of the policy and political environment in which health services operate. Clinicians, health service managers, health service planners and those intending to work in the health service environment need to understand the political environment in which decisions are made, how health policies are formulated and enacted, and how they are received. The subject covers the theoretical framework for studying policy and politics, particularly in relation to government policy; the ways policies are formulated; the balance of power between different stakeholders in the development of health services policies and decisions; how the health and political systems manage issues; what facilitates or impedes the policy implementation and the influence of the stakeholders and the media in the management of health services issues.

92295 Advanced Health Services Planning

This subject develops advanced skills and competencies of health service planners, managers and clinicians through extending knowledge provided in 92847 Planning and Evaluating Health Services. Through case studies and workshops facilitated by senior health planners, the subject requires students to explore in depth complex health services planning issues. Workshop 1 introduces students to modelling and provides an overview of the modelling methodologies used in acute care and other health care services. Workshop 2 provides students with an opportunity to work together to complete a health services plan. A range of case studies are utilised to demonstrate the breadth of health service planning. Lastly, students are exposed to a variety of

challenges that health planners face, such as wicked problems, and how these challenges can be overcome.

92296 Epidemiology and Population Health

This subject covers the essential knowledge that clinicians, project officers, health service managers and health service planners need concerning epidemiology and population health. It enables students to apply analytical strategies of epidemiology to the health service environment, and to assess, interpret and critically appraise the quality of evidence of health service studies. Topics covered include the social determinants of disease, the health of the Australian population, epidemiological methods and concepts, understanding epidemiological evidence and its limitations, using population health data, and how findings are used to support health services planning and management decisions. Students also have an opportunity to calculate and interpret measures of disease frequency, association and impact. An emphasis is placed on linking epidemiological theory population health with application in health services settings and decision-making.

92297 Health Systems and Change

Health systems worldwide are facing increasing pressure to improve their efficiency and effectiveness while delivering safe, high quality and patient-centred care. Most countries accept that existing models of health care delivery are not sustainable for future decades, resulting in modern health services engaging in large system changes. Health service managers, planners and clinicians require competencies in understanding systems in the health services, implementing and leading change, and project management. This subject assists students to develop knowledge and skills in understanding and adapting health systems to achieve efficiency and effectiveness. The subject initially examines a range

of change theories that can be applied to the health care environment as well as relevant leadership theories within the context of change. Finally the subject focuses on national health reform and a range of service improvement approaches and tools such as lean thinking, six sigma, clinical services and system redesign, clinical process mapping and patient flow analysis. A number of recent initiatives are presented that explain how to implement change at national, corporate, state-wide and health care organisation levels.

92603 Managing Quality, Risk and Cost in Health Care

This subject is essential grounding for clinicians, managers and planners of health services who seek to improve the quality, risk and cost outcomes of care within the context of expectations of clinical and corporate governance, organisational performance and workplace change.

The subject examines each of the three components of quality, risk and cost by engaging students in the process of designing, organising and managing healthcare delivery systems to create and capture value for the patient and the community.

The subject aims to build core skills in new thinking in healthcare delivery by focusing on the way health care is designed, organised, managed and delivered in relation to quality, risk and cost. Students develop a critical view on the organisation of health care, measurement and delivery of outcomes from the patient and population perspective as well as organisational accountability for cost and quality.

The subject focuses on clinical, legal and corporate approaches to quality and safety, healthcare management accounting and financial management, commonly recognised issues with healthcare delivery systems as well as different ways of organising and managing health care. Alongside this material, students develop key skills in engaging with conflict, disputes and other situations which require facilitation and negotiation. Students

work with experienced negotiation practitioners to develop a framework and skills to engage in the challenge of progressing improvement and reform to healthcare management in the context of conflict and change in the broader healthcare system.

92887 Organisational Management in Health Care

This subject aims to provide students with the necessary knowledge of organisational theory and behaviour for the management of people and processes in a health care organisation. One of the increasingly important functions of managers is to understand how to meet objectives, attract talented staff, enhance performance, strengthen individual confidence and govern organisational outcomes. Doing so requires an understanding of how humans behave, and how organisations and the managers within them positively or negatively impact employees' capacity to accomplish organisational goals, as well as how performance, knowledge and change are managed in complex organisations. This subject covers goals of organisations and the structures, design, strategies, processes and cultures within. Legal and corporate governance, consumer engagement in organisational decision-making and financial management in organisations are also addressed from a health service perspective.

92790 Evidence-based Practice

This subject expands students' understanding of and commitment to the development of evidence-based practice and helps them develop a broad understanding of current health care research. Students are expected to identify a health problem and locate, appraise and synthesise key literature related to the problem. Based on the literature review, students then need to identify an aspect of the problem that they are interested in further addressing through research and devise their research questions aims and/or objectives.

15315 Project Management Principles

The theory of the 10 project management knowledge areas are explored by students when applied to a real-life industry project. Emphasis is given to the project being delivered according to the five project management process groups to demonstrate the student's ability to initiate, plan, implement and deliver a project while monitoring and controlling. Students work in an interactive forum to present the team project and work independently on individual assessment tasks outside the block attendance workshop.

23787 Health Technology Assessment

This subject provides knowledge of the context and methods of health technology assessment, particularly the use of health economics theory and methods, economic evaluation and clinical epidemiology in evaluating the implications of the introduction of new health care interventions, including procedures, diagnostic tests, devices and drugs. The subject covers how to define a health technology assessment question, identify appropriate data, methods of analysis and interpretation of results.

Core RACMA Requirements

Health Law: Law and medicine 77734 (elective)

Health Economics: Introductory Health Economics 26703 (CORE)

Health Care Systems: Issues In Australia Health Services 92606 (elective)

Financial Management in Health: Fundraising and Resource Development 21778 (elective)

Epidemiology and Statistics: Epidemiology and Population Health-92296 (CORE)

Research Methodology: Research in Health 92612 (elective)

Leadership: Management for Clinicians 92932 (elective), Evidence Based Practice 92790 (CORE)

Research Project – Optional: Project Part A 92946 (elective), Project Part B 92947 (elective)

Contact Details

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Course Coordinator: Dr Jennifer Bichel-Findlay

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UTS - MHSM

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Health Economics	Introductory Health Economics 26703 (CORE)
Health Care Systems	Issues In Australia Health Services-92606 (elective)
Financial Management in Health	Fundraising and Resource Development 21778 (elective)
Epidemiology and Statistics	Epidemiology and Population Health-92296 (CORE)
Research Methodology	Research in Health 92612 (elective)
Leadership	Management for Clinicians 92932 (elective)
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