# MGSM986

# Leadership and Innovation in Healthcare

Term 4 North Ryde 2019

*Department of Management*

# Contents

# General Information

Unit convenor and teaching staff
Adjunct Lecturer
Mr Graham Millett
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Adjunct Professor
Professor Mark Compton AM
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Credit points
4

Prerequisites
Admission to MBA or MMgmt or GradCertMgtPostMBA or GradDipMgt

Corequisites

Co-badged status

Unit description
This unit has been developed to equip current and future leaders in the healthcare sector with the necessary knowledge and skills to make significant improvements in the design and delivery of healthcare services. The unit provides a comprehensive analysis of the primary elements comprising the Australian healthcare system. It is intended to benefit current or prospective healthcare practitioners in the public and private sectors by addressing issues facing organisational leaders, clinicians, senior and middle managers, administrators and planners employed in health departments/agencies, the pharmaceutical industry, hospitals, care facilities, medical device companies, etc. The unit addresses the key topics that are associated with the health status and care needs of Australians, inter-governmental relations, stakeholders and their interests, international trends and changing patterns of care.

## Important Academic Dates

Information about important academic dates including deadlines for withdrawing from units are available at https://www.mq.edu.au/study/calendar-of-dates

# Learning Outcomes

On successful completion of this unit, you will be able to:

Examine and apply critical reasoning to complex healthcare problems in light of the structure and issues relating to the Australian health system, in order to develop

sophisticated and creative recommendations and solutions.

Critically reflect on, and learn from the diverse approaches, attitudes and behaviour of organisational leaders in the healthcare sector to synthesise the factors necessary for cost-effective service delivery

Integrate ethical, social and environmental responsibilities into recommendations and solutions proposed for healthcare issues

Critically examine the opportunities and threats in practice and develop appropriate strategies, including the re-design of service delivery, alternative models of care and workforce reforms, to position Australia as a global leader in healthcare

Analyse the role of digital disruption in the administration and delivery of healthcare services

# General Assessment Information

**No extensions will be granted. There will be a deduction of 10% of the total available marks made from the total awarded mark for each 24 hour period or part there of that the submission is late (for example, 25 hours late in submission – 20% penalty). This penalty does not apply for cases in which an application for Special Consideration is made and approved.**

# Assessment Tasks

| Name | Weighting | Hurdle | Due |
|------|-----------|--------|-----|
| First Individual Assignment | 25% | No | Session 6 |
| Second Individual Assignment | 25% | No | Session 10 |
| Group Report | 50% | No | Session 10 |

## First Individual Assignment

Due: **Session 6**
Weighting: **25%**

Select **one** of the following topics and write a report (maximum of 4 pages – no appendices but include references) considering the cases for and against and justifying your subsequent recommendation. For submission in class in Session 6.

Hardcopy to be submitted in class and softcopy submitted at iLearn (Turnitin Plagiarism submission)

On successful completion you will be able to:
• Examine and apply critical reasoning to complex healthcare problems in light of the

structure and issues relating to the Australian health system, in order to develop sophisticated and creative recommendations and solutions.

- Integrate ethical, social and environmental responsibilities into recommendations and solutions proposed for healthcare issues
- Analyse the role of digital disruption in the administration and delivery of healthcare services

## Second Individual Assignment

Due: **Session 10**
Weighting: **25%**

As part of their Group Report (due in Session 10), each student must prepare one detailed appendix/exhibit that enhances the body of the Group report.

Hardcopy to be submitted in class and softcopy submitted at iLearn (Turnitin Plagiarism submission)

On successful completion you will be able to:
- Examine and apply critical reasoning to complex healthcare problems in light of the structure and issues relating to the Australian health system, in order to develop sophisticated and creative recommendations and solutions.
- Critically reflect on, and learn from the diverse approaches, attitudes and behaviour of organisational leaders in the healthcare sector to synthesise the factors necessary for cost-effective service delivery
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## Group Report

Due: **Session 10**
Weighting: **50%**

In a group of 6 students select one of the topics provided in class and write a report (maximum of 15 pages plus appendices) for submission in class in Session 10

Hardcopy to be submitted in class and softcopy submitted at iLearn (Turnitin Plagiarism submission)

On successful completion you will be able to:
- Examine and apply critical reasoning to complex healthcare problems in light of the

structure and issues relating to the Australian health system, in order to develop sophisticated and creative recommendations and solutions.

- Critically reflect on, and learn from the diverse approaches, attitudes and behaviour of organisational leaders in the healthcare sector to synthesise the factors necessary for cost-effective service delivery
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# Delivery and Resources

**REQUIRED TEXTBOOK**

There is no required textbook for this unit.

**MGSM iLearn**

The web page for this unit can be found at: https://ilearn.mq.edu.au/login/MGSM

# Unit Schedule

The class is scheduled every **Thursday evening from 6pm to 10pm, starting from 20 September 2018 and finishing on the 22 November 2018** and will be presented over 10 sessions.

Students are required to attend all classes for the class they are enrolled in. Students must only attend the class they are enrolled in as reflected in their e-Student account.

**PLEASE NOTE: Guest speakers' schedule might change due to their availability and class will be notified if there will be changes**

| SESSION | ALL SESSIONS COMMENCE AT 6PM |
| --- | --- |
| **WEEK 1 – 20 September** | |

| TOPIC: | DESCRIPTION: |
|---|---|
| Aged Care Systems today and towards 2025 | As the population ages within Australia, and in many other countries, increasing pressure will be placed on aged care resources to assist people in maintaining their well-being and dignity during their latter years. Issues facing the aged care sector and the health care professionals who serve it will be explored. |
| **GUEST SPEAKER:** | |
| Ms Cynthia Payne | |
| Managing Director | |
| Anchor Excellence | |
| Summit Care | |
| **WEEK 2 – 27 September** | |
| TOPIC: | DESCRIPTION: |
| **Medical Technology** | This session will examine the medical technology/device sector with particular reference to research and development, regulatory approval, payment/reimbursement systems, compliance and a view of the future. The session may include analysis of how information and communication technologies (ICT) are applied in healthcare and the advantages compared to conventional means of service delivery. |
| **GUEST SPEAKER:** | |
| Mr Gavin Fox-Smith | |
| Managing Director | |
| Johnson amd Johnson Medical | |
| **WEEK 3 – 4 October** | |

| TOPIC: | DESCRIPTION: |
|---|---|
| **Primary healthcare in Australia** | Primary healthcare is becoming increasingly important in the delivery of services to the community and the coordination of delivery of care. Professor Willcock will examine the role of primary healthcare now and into the future. |
| **GUEST SPEAKER:** | |
| Professor Simon Willcock | |
| Clinical Director of Primary Care | |
| MQ Health Macquarie University | |
| **WEEK 4 – 11 October** | |

| TOPIC: | DESCRIPTION: |
|---|---|
| Global Health Policies & Systems | Australian healthcare does not operate in isolation but as part of a global system that comprises key participants such as WHO, UNFPA, UNICEF, the World Bank and specific NGO's. This session analyses the roles, priorities and programs of these organisations with particular reference to the implications for Australian policy and practice |
| **GUEST SPEAKER:** | |
| Professor Bruce Dowton Vice Chancellor Macquarie University | |
| **WEEK 5 – 18 October** | |

| TOPIC: | DESCRIPTION: |
|---|---|
| **Principles of Health Management and Administration** | Addresses the principles of sound financial management in health, particularly budgeting, cost centre management, and cost analysis. Also analysed are key aspects of human resource management in health including workforce design and development, selection and recruitment, conflict management, individual and team performance management, and occupational health and safety; The importance of optimising resource allocation together with the need for quality systems and appropriate performance measures are also addressed. |
| **GUEST SPEAKER:** | |
| Steve Rubic CEO Healthscope | |
| **WEEK 6 – 25 October** | |

| TOPIC: | DESCRIPTION: |
|---|---|
| The Role of Technology in Healthcare | An analysis of how information and communication technologies (ICT) are applied in healthcare and the advantages compared to conventional means of service delivery. The session will introduce a range of e-health applications used for clinical practices, health/medical education, administration and research. Students will examine e-health projects in various countries including Australia, US, Canada, Europe and the developing world. The course will refer to the financial, social and ethical issues associated with the use of ICT in healthcare and the role of innovation in improving service delivery. |
| **GUEST SPEAKER:** | |
| Evan Rawstron Lead Partner | |
| Health, Ageing and Human Services | |
| KPMG | |

| **WEEK 7 – 1 November** | |
|---|---|

| TOPIC: | DESCRIPTION: |
|---|---|
| Financial and market dynamics of public and private healthcare in Australia | Over half Australia's population has private health insurance at some level.  With two-thirds of non-emergency surgery and chemotherapy, as well as 80% of mental health admissions taking place in the private sector, this has been an essential component of Australia's health system for decades – providing prompt access to high quality health care and taking the pressure off the public hospital waiting lists.  Health inflation and increased utilisation of all health services are however forcing premiums up at rates exceeding household incomes, putting the sector under increasing strain.  With half of health fund members making do on an income of $50 000 or less, this is not sustainable.  This session will address the issue of affordability, and whether proposed Federal Government reforms, combined with a renewed focus on consumer transparency by Australia's health funds can address the issue of rising input costs and improve the sustainability of private health. |
| **GUEST SPEAKER:** | |
| Dr Rachel David CEO | |
| Private Healthcare Australia | |
| Aged Care Systems today and towards 2025 | |

| **WEEK 8 – 8 November** | |
|---|---|

| TOPIC: | DESCRIPTION: |
|---|---|
| Health Policy, Planning & Politics | This session provides an introduction and overview of the health system in Australia today and how it has evolved. Analysis will include demographic and disease trends, industry structure, the roles of key stakeholders, community expectations, workforce issues, and future scenarios. |
| **GUEST SPEAKER:** | |
| Ms Elizabeth Koff | |
| Secretary | |
| NSW Ministry of Health | |

| WEEK 9 – 15 November | |
|---|---|
| **TOPIC:**<br><br>The Law and Ethics<br><br>**GUEST SPEAKER:**<br>Lucille Scomazzon<br><br>Partner<br>Maddocks | **DESCRIPTION:**<br><br>Healthcare from both policy and practice perspectives involves both legal and ethical issues which are not always aligned. This session explores some key issues that healthcare professionals need to consider in the administration of healthcare to patients and the personal implications that could ensue. |
| **WEEK 10 – 22 November** | |
| **TOPIC:**<br><br>The Australian Healthcare System: Issues, Challenges & Opportunities<br><br>**GUEST SPEAKER:**<br><br>Kate Munnings<br><br>COO<br><br>Ramsay Healthcare Limited<br>Ramsay Health Care Australia | **DESCRIPTION:**<br><br>Australians enjoy one of the highest standards of healthcare anywhere in the world. This session will explore how an Australian healthcare provider has been able to extend internationally its competitive advantage in terms of the efficiency and effectiveness developed in its home market. Opportunities and challenges facing other local providers will be examined. |

# Policies and Procedures

Macquarie University policies and procedures are accessible from Policy Central (https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central). Students should be aware of the following policies in particular with regard to Learning and Teaching:

- Academic Appeals Policy
- Academic Integrity Policy
- Academic Progression Policy
- Assessment Policy
- Fitness to Practice Procedure
- Grade Appeal Policy

- Complaint Management Procedure for Students and Members of the Public
- Special Consideration Policy *(Note: The Special Consideration Policy is effective from 4 December 2017 and replaces the Disruption to Studies Policy.)*

Undergraduate students seeking more policy resources can visit the Student Policy Gateway (https://students.mq.edu.au/support/study/student-policy-gateway). It is your one-stop-shop for the key policies you need to know about throughout your undergraduate student journey.

If you would like to see all the policies relevant to Learning and Teaching visit Policy Central (https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central).

## Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: https://students.mq.edu.au/study/getting-started/student-conduct

## Results

Results published on platform other than eStudent, (eg. iLearn, Coursera etc.) or released directly by your Unit Convenor, are not confirmed as they are subject to final approval by the University. Once approved, final results will be sent to your student email address and will be made available in eStudent. For more information visit ask.mq.edu.au or if you are a Global MBA student contact globalmba.support@mq.edu.au

# Student Support

Macquarie University provides a range of support services for students. For details, visit http://students.mq.edu.au/support/

## Learning Skills

Learning Skills (mq.edu.au/learningskills) provides academic writing resources and study strategies to improve your marks and take control of your study.

- Workshops
- StudyWise
- Academic Integrity Module for Students
- Ask a Learning Adviser

# Student Services and Support

Students with a disability are encouraged to contact the Disability Service who can provide appropriate help with any issues that arise during their studies.

# Student Enquiries

For all student enquiries, visit Student Connect at ask.mq.edu.au

If you are a Global MBA student contact globalmba.support@mq.edu.au

# IT Help

For help with University computer systems and technology, visit http://www.mq.edu.au/about_us/offices_and_units/information_technology/help/.

When using the University's IT, you must adhere to the Acceptable Use of IT Resources Policy. The policy applies to all who connect to the MQ network including students.

# Graduate Capabilities

## PG - Capable of Professional and Personal Judgment and Initiative

Our postgraduates will demonstrate a high standard of discernment and common sense in their professional and personal judgment. They will have the ability to make informed choices and decisions that reflect both the nature of their professional work and their personal perspectives.

This graduate capability is supported by:

### Learning outcomes

- Examine and apply critical reasoning to complex healthcare problems in light of the structure and issues relating to the Australian health system, in order to develop sophisticated and creative recommendations and solutions.
- Critically reflect on, and learn from the diverse approaches, attitudes and behaviour of organisational leaders in the healthcare sector to synthesise the factors necessary for cost-effective service delivery
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- Critically examine the opportunities and threats in practice and develop appropriate strategies, including the re-design of service delivery, alternative models of care and workforce reforms, to position Australia as a global leader in healthcare

### Assessment tasks

- First Individual Assignment
- Second Individual Assignment
- Group Report

## PG - Discipline Knowledge and Skills

Our postgraduates will be able to demonstrate a significantly enhanced depth and breadth of knowledge, scholarly understanding, and specific subject content knowledge in their chosen fields.

This graduate capability is supported by:

## Learning outcomes

- Examine and apply critical reasoning to complex healthcare problems in light of the structure and issues relating to the Australian health system, in order to develop sophisticated and creative recommendations and solutions.
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- Analyse the role of digital disruption in the administration and delivery of healthcare services

## Assessment tasks

- First Individual Assignment
- Second Individual Assignment
- Group Report

# PG - Critical, Analytical and Integrative Thinking

Our postgraduates will be capable of utilising and reflecting on prior knowledge and experience, of applying higher level critical thinking skills, and of integrating and synthesising learning and knowledge from a range of sources and environments. A characteristic of this form of thinking is the generation of new, professionally oriented knowledge through personal or group-based critique of practice and theory.

This graduate capability is supported by:

## Learning outcomes

- Examine and apply critical reasoning to complex healthcare problems in light of the structure and issues relating to the Australian health system, in order to develop sophisticated and creative recommendations and solutions.
- Critically reflect on, and learn from the diverse approaches, attitudes and behaviour of organisational leaders in the healthcare sector to synthesise the factors necessary for cost-effective service delivery
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- Analyse the role of digital disruption in the administration and delivery of healthcare services

## Assessment tasks

- First Individual Assignment
- Second Individual Assignment
- Group Report

# PG - Research and Problem Solving Capability

Our postgraduates will be capable of systematic enquiry; able to use research skills to create new knowledge that can be applied to real world issues, or contribute to a field of study or practice to enhance society. They will be capable of creative questioning, problem finding and problem solving.

This graduate capability is supported by:

## Learning outcomes

- Examine and apply critical reasoning to complex healthcare problems in light of the structure and issues relating to the Australian health system, in order to develop sophisticated and creative recommendations and solutions.
- Critically reflect on, and learn from the diverse approaches, attitudes and behaviour of organisational leaders in the healthcare sector to synthesise the factors necessary for cost-effective service delivery
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## Assessment tasks

- First Individual Assignment
- Second Individual Assignment
- Group Report

# PG - Effective Communication

Our postgraduates will be able to communicate effectively and convey their views to different social, cultural, and professional audiences. They will be able to use a variety of technologically supported media to communicate with empathy using a range of written, spoken or visual formats.

This graduate capability is supported by:

## Learning outcomes

- Examine and apply critical reasoning to complex healthcare problems in light of the structure and issues relating to the Australian health system, in order to develop sophisticated and creative recommendations and solutions.
- Critically reflect on, and learn from the diverse approaches, attitudes and behaviour of organisational leaders in the healthcare sector to synthesise the factors necessary for cost-effective service delivery
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## Assessment tasks

- Second Individual Assignment
- Group Report

# PG - Engaged and Responsible, Active and Ethical Citizens

Our postgraduates will be ethically aware and capable of confident transformative action in relation to their professional responsibilities and the wider community. They will have a sense of connectedness with others and country and have a sense of mutual obligation. They will be able to appreciate the impact of their professional roles for social justice and inclusion related to national and global issues

This graduate capability is supported by:

## Learning outcomes

- Examine and apply critical reasoning to complex healthcare problems in light of the structure and issues relating to the Australian health system, in order to develop sophisticated and creative recommendations and solutions.

- Critically reflect on, and learn from the diverse approaches, attitudes and behaviour of organisational leaders in the healthcare sector to synthesise the factors necessary for cost-effective service delivery
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## Assessment tasks

- Second Individual Assignment
- Group Report

# Alignment of this unit with MGSM's mission-driven attributes

**Leadership:** The unit develops an understanding of the role of leadership at the strategic and tactical levels within healthcare organisations and its importance in achieving superior performance through incremental and transformational change.

**Global mindset:** The unit enables students to compare the structure and activities of the Australian healthcare system with different systems operating in other key countries.

**Citizenship:** The unit fosters an appreciation of how ethical decision-making is a prerequisite for good healthcare, thereby achieving positive social outcomes in society.

**Creating sustainable value:** The unit encourages understanding of how sound health strategies and their effective implementation contribute to the overall economic well-being of the nation and the benefits that accrue to individual stakeholders.

# Attendance Policy (MGSM)

The interactive environment of the classroom is central to the MGSM experience. Students are required to attend the full duration of all classes for the units in which they are enrolled. We recognise that exceptional circumstances may occur, such as unavoidable travel on behalf of your organization or the serious illness or injury of you or a close family member.

Special consideration may be given for a maximum of 20% non-attendance for such circumstances as long as lecturers are contacted in advance, and supporting documentation provided, to request exemption from attendance. Failure to abide by these conditions may result in automatic withdrawal, with academic and/or financial penalty. The full Student Attendance Policy is published in the MGSM Student Handbook at https://students.mgsm.edu.au/handbook

# Content Disclaimer

These unit materials and the content of this unit are provided for educational purposes only and

no decision should be made based on the material without obtaining independent professional advice relating to the particular circumstances involved.