University Of Ottawa

Telfer School Of Management

MHA Handbook 2015-2016

www.telfer.uOttawa.ca/mha/en
Desmarais Building 4160
55 Laurier Ave E
Ottawa, Ontario K1N 6N5

MHA Director: Kevin Brand
brand@telfer.uottawa.ca
Office: DMS 6149

Administrator, Graduate Programs: Danielle Bennett
bennett@telfer.uOttawa.ca
Office: DMS 4160H
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ABOUT THE TELFER SCHOOL OF MANAGEMENT

At Telfer, what matters to you, matters to us. And to provide you with all the means to make the difference, we maintain strong connections with business and the community in order to continuously enhance our programs – programs designed to shape influential leaders and responsible managers who have a positive impact on the lives of people, organizations and communities. Our seasoned professors, through their research work, take on the major issues faced by today’s leaders and managers, anticipating and devising solutions to tomorrow’s challenges, particularly in our three strategic areas: business analytics and performance, health systems management, and innovation & entrepreneurship. Our accreditations from the three most demanding international organizations (AACSB, EQUIS & AMBA) underline that we are recognized as one of the world’s top business schools.

TELFER GRADUATE ADMINISTRATIVE STAFF

Graduate Programs Office
Desmarais 4160
55 Laurier Ave E
Ottawa, Ontario K1N 6N5
613-562-5884
mha@telfer.uOttawa.ca

Business hours:
September to May
8:30 a.m. to 4:30 p.m.
June to August
8:30 a.m. to 3:30 p.m.

Academic Assistants: These four people are your front-line resource for most student transactions, including registration, course selection, schedules, change of status, etc. For questions outside their area of expertise, they will refer you to the right person. Tina Albert is the designated academic assistant for the MHA program.

Tina Albert
613-562-5800 ext 2924
mha@telfer.uOttawa.ca

Julie Landry (acting until December), then Annie Baylor
613-562-5800 x 4718
mha@telfer.uOttawa.ca

Emmanuelle Farmer
613-562-5800 ext. 4711
mha@telfer.uOttawa.ca

Julie Maisonneuve (on leave)
Cassendre Rimpel (acting)
613-562-5884
mha@telfer.uOttawa.ca

Executive Administrator: Responsible for overall management of the office and contact person for student associations & special projects. Acts as Secretary for the Graduate Programs Committee and involved in the strategic planning of the graduate program portfolio.
Danielle Bennett
613-562-5800 x 4713
mha@telfer.uOttawa.ca

Manager, Academic Sector: Responsible for admissions and registration problems, exceptions, or any academic situation that could not be resolved by the academic assistants.
Danielle Charette
613-562-5800 x 4712
mha@telfer.uOttawa.ca

Relationship and Partnership Manager: Coordinates the MHA Residency, as well as applied learning aspects of the other graduate programs.
Annie Baylor (acting until December), then Nathalie Paré
613-562-5800 x 4714
baylor@telfer.uOttawa.ca / pare@telfer.uOttawa.ca
The Graduate Office operates under the leadership of the Vice-Dean, Undergraduate and Professional Programs, and academically, the program is led by a Director:

Dr. Julie Beauchamp  
Vice-Dean, Undergrad. & Professional Programs  
613-562-5800 x 8858  
DMS 4112  
beauchamp@telfer.uOttawa.ca  

Kevin Brand  
Director, MHA Program  
613-562-5800 x 1852  
DMS 6149  
brand@telfer.uOttawa.ca  

Our recruitment team works out of offices on the 7th floor, but in tandem with the Graduate Office:

Manager, Marketing and Recruitment  
Christyne Auger  
613-562-5800 x 4684  
DMS 7137  
GraduateStudies@telfer.uOttawa.ca  

Marketing and Recruitment Coordinator  
Mayuri Dhume  
613-562-5800 x 4297  
DMS 7135  
GraduateStudies@telfer.uOttawa.ca  

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**FACULTY OF GRADUATE AND POSTDOCTORAL STUDIES**

Under the authority of the Senate, the Faculty of Graduate and Postdoctoral Studies (FGPS) is responsible for overseeing and coordinating the administration of all graduate and postdoctoral programs. The FGPS is governed by a council which determines the general policies and plans for the development of the faculty, establishes the general regulations of the faculty, and defines the functions of its ancillary commissions and committees.  

www.grad.uOttawa.ca

Faculty of Graduate and Postdoctoral Studies (FGPS)  
115 Séraphin-Marion (Hagen Hall)  
Tel: (613) 562-5742  
Fax: (613) 562-5992  
Officers of the FGPS and their responsibilities:

**Dean (interim)**  
Claire Turenne-Sjolander: grad.dean@uOttawa.ca

**Vice-Dean**  
Lynne Bowker: vdgrad@uOttawa.ca  
Evaluation of graduate programs; graduate student conference travel grants; on-campus conference grants for graduate students; administration of Policy 110 (treatment of graduate students on non-academic and non-employment issues, excluding sexual harassment)  
web5.uOttawa.ca/admingov/policy_110.html

**Associate Dean, Interdisciplinary Studies and International**  
Pierre Payeur: grad.associatedean@uOttawa.ca  
International matters; interdisciplinary programs; postdoctoral fellows; research associates.

**Assistant Dean and Secretary General**  
Margaret Moriarty: moriarty@uOttawa.ca  
General regulations of the FGPS and requests for major exceptions; FGPS calendar; academic integrity breaches.

**Associate Registrar, Graduate Studies**  
Anne Donovan: anne.donovan@uOttawa.ca
All matters pertaining to registration, scholarships, systems and management of thesis evaluations and defences.

Manager, Graduate Admissions and Evaluations
Johanne Forgues: jforgues@uOttawa.ca
All matters pertaining to admissions, including equivalencies, evaluation of foreign credentials, and grade calculations

Manager, Services to Students and Faculties
Christine Bourbonnais-Hendley: grad.registration@uOttawa.ca

Chief Administrative Officer
Yudy Bengoa: ybengoa@uOttawa.ca

PROFESSORIAL STAFF

Andreev, Pavel
Assistant Professor
DMS 6123
613-562-5800 x 4196
andreev@telfer.uOttawa.ca

Angus, Douglas
Full Professor
DMS 6127
613-562-5800 x 4720
angus@telfer.uOttawa.ca

Beauchamp, Julie
Vice-Dean
DMS 1111D
613-562-5800 x 8858
beauchamp@telfer.uOttawa.ca

Bourgeault, Ivy
Full Professor
DMS 6105
613-562-5800 x 8614
ivy.bourgeault@uOttawa.ca

Brand, Kevin
MHA Director, Associate Professor
DMS 6149
613-568-5800 x 1852
brand@telfer.uOttawa.ca

Chreim, Samia
Associate Professor
DMS 6145
613-562-5800 x 4780
chreim@telfer.uOttawa.ca

Ika, Lavagnon
Assistant Professor
DMS 7109

613-562-5800 x 4781
ika@telfer.uOttawa.ca

Jaana, Mirou
Associate Professor
DMS 6146
613-562-5800 x 4928
jaana@telfer.uOttawa.ca

Kuziemsky, Craig
Associate Professor
DMS 6148
613-562-5800 x 4792
kuziemsky@telfer.uOttawa.ca

Langill, George
Executive in Residence
DMS 6163
613-562-5800 x 4480
langill@telfer.uOttawa.ca

Leck, Joanne
Full Professor
DMS 6107
613-562-5800 x 4644
leck@telfer.uOttawa.ca

Malcolmson, Brian
Executive in Residence
DMS 6155
613-562-5800 x 4915
malcolmson@telfer.uOttawa.ca

Michalowski, Wojtek
Full Professor
DMS 6130
613-562-5800 x 4955
wojtek@telfer.uOttawa.ca
THE PROGRAM

The mission of the MHA Program is “to prepare ethically and socially responsible professionals to assume management and leadership positions in the changing health service system primarily in Canada but also internationally, and to strive for excellence in professional education, scholarly research and community service in health management.”

LEARNING GOALS

With a focus on health care management, the MHA has the following Learning Goals (LG) for all graduates, listed above the specific competencies associated with each of them:

LG1 Understand management foundations and principles and their application to health organizations
   - Management and structural analysis of health organizations, including evaluation and redesign
   - Operations assessment and improvement
   - Information systems / technology management and assessment
   - Financial analysis and management

LG2 Improve critical thinking skills for ethical decision-making
   - Economic analysis and application to decision making
   - Ethics in management and clinical decision-making
   - Data analysis and application
   - Research methods for managers

LG3 Formulate, implement and evaluate health policy and strategy
   - Health policy formulation, implementation, and evaluation
   - Strategy formulation and implementation
   - Legal principles development, application, and assessment
   - Performance measurement and management for quality improvement
LG4 Develop leadership, communication and teamwork skills in a patient-centered interprofessional environment
   - Organizational development/organizational behavior theory and application
   - Management of human resources and health professionals including conflict resolution
   - Leadership - visioning, change management and team development
   - Written, verbal, and interpersonal communication skills and negotiation
   - Life-long learning and Personal and Professional skills development

LG5 Understand the Canadian and provincial health systems
   - Governance - structure, roles, responsibilities, and alignment to leadership

LG6 Develop a strategic population health perspective
   - Population health: conceptual framework and assessment

LG7 Provide value to the health community
   - Integrate course knowledge in health care management
   - Develop cognitive skills
   - Enhance leadership skills.

PROGRAMS OFFERED
The MHA is offered as a degree obtained by coursework and an administrative residency.

GENERAL REGULATIONS
See the FGPS (Faculty of Graduate and Post-Doctoral Studies) website for general regulations governing all graduate programs (passing grade, number of credits per course, examinations, etc): www.grad.uOttawa.ca/Default.aspx?tabid=1807&monControl=Examens
Under the authority of the Senate, FGPS is responsible for overseeing and coordinating the administration of graduate programs.

COMMUNICATIONS
The University of Ottawa provides every registered student with a uOttawa e-mail address (abcde123@uOttawa.ca). As per University policy, this is the address used for e-mail from the University. Professors at the University, when communicating with students registered in a class, will also default to the @uOttawa e-mail address. This is another reason it is so important to be registered for classes you attend, in order to receive messages from the assigned professor.

You are free to auto-forward your uOttawa e-mail to another e-mail address of your choosing.

The Telfer School of Management has distribution lists, based on your cohort (e.g. Full-time students entering in 2015 or Part-time students entering in 2014). The MHASA is able to write to these lists. Replying to these lists is not possible, and all addresses are masked to protect the privacy of your uOttawa e-mail address.

REGISTRATION PROCEDURES
Registration procedures may be found at www.grad.uOttawa.ca/Default.aspx?tabid=1613. Note that the responsibility to register, to reregister, or to withdraw prior to the published closing dates rests with the student. Additionally, the MHA program offers courses in a modular format, each 1.5 credit module having a six-week duration (3.0 credit courses usually lasting 12 weeks). Therefore, deadlines to drop
and/or add courses differ from those published in the General University Calendar. Dates pertaining to the MHA can be found here: http://www.telfer.uottawa.ca/mha/en/courses-and-timetables

SYLLABI

As per Senate Academic regulation 8.5, “Professors must supply a course syllabus during the first meeting with the students at the beginning of each course. This course syllabus must include:

- the course description approved by Senate,
- general and specific objectives of the course,
- teaching methods,
- evaluation methods and distribution of grades,
- a list of required and recommended readings,
- a calendar of activities and evaluations,
- the professor’s contact information and office hours,
- a reference to the regulation on plagiarism and academic fraud.”

BLACKBOARD LEARN

The Telfer School of Management uses Blackboard Learn (BBL). Blackboard Learn is a learning management system that allows professors to share syllabi, communicate with registered students, receive assignments, even provide grades, all in a secure environment.

In order to log in to Blackboard Learn, follow these steps:

1. Click on the following link: https://uottawa.blackboard.com
2. Enter the following info:
   Username: your student number
   Password: your uOzone password (Infoweb)
3. Once you login to Blackboard Learn, you need to click on the Campus tab
4. The list of courses to which you are registered will appear. If you cannot login to Blackboard Learn, do not hesitate to contact the Centre for Mediated Teaching and Learning at (613) 562-5800 (ext.6555).

PROGRAM REQUIREMENTS

ADMISSION REQUIREMENTS

- Holding a Canadian baccalaureate degree or its equivalent with minimum standing of B, or a 70 per cent overall average.
- Having acquired a minimum of three years full-time work experience.
- Having achieved at least a 50th percentile score on the Graduate Management Admission Test (GMAT), with strong standing for each individual test component, including at least a 4.5 score on analytical essay writing.
- Candidates whose mother tongue is neither English nor French are required to provide evidence of proficiency in one of these languages.

COURSE REQUIREMENTS

To obtain the MHA degree, students must successfully complete fifty-four (54) graduate level credits consisting of:

- Management Core (MBA and ADM course codes): 16.5 credits
- Health Management (MHA) courses: 30 credits
- Administrative residency and field project: 7.5 credits.
TYPICAL SEQUENCE

The following is the typical sequence for a FT student, admitted in Fall 2015:

<table>
<thead>
<tr>
<th>Pre-Fall</th>
<th>Fall Session 2015</th>
<th>Winter Session 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intro to MHA</td>
<td>Block 1</td>
<td>Block 2</td>
</tr>
<tr>
<td>Aug 17 - 21</td>
<td>Aug 31 - Oct 9</td>
<td>Oct 13 - 17</td>
</tr>
<tr>
<td></td>
<td>MBA 5235</td>
<td>MBA 5300</td>
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<td>MBA 5260</td>
<td>MBA 5340</td>
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<td>MHA 6360</td>
<td>EXAMS</td>
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<td>MHA 6370</td>
<td>MBA 6370</td>
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<tr>
<td></td>
<td>MBA 5265</td>
<td>MBA 5300</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Spring/Summer Session 2016*</th>
<th>Fall Session 2016*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mid-April</td>
<td>End of Aug</td>
</tr>
<tr>
<td>Apr 11 - May 9</td>
<td>Block 5</td>
</tr>
<tr>
<td>May 11 - Jun 10</td>
<td>Jun 20 - July 30</td>
</tr>
<tr>
<td>MHA 6380</td>
<td>MHA 6380</td>
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<tr>
<td>MHA 6351</td>
<td>MHA 6351</td>
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<tr>
<td>MHA 6215</td>
<td>MHA 6216</td>
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<tr>
<td>MHA 6250</td>
<td>MHA 6271</td>
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*Dates for sessions denoted with an asterisk are approximate. The official University calendar for that academic year was not known at the time of printing of this handbook.

TIME LIMITS

The time limit to complete the MHA programs is 5 years. The normal duration for students pursuing the degree full-time is 16 months (end August to December of the following calendar year).

IMPORTANT DEADLINES

A particularity of the MHA program is that each session is divided into two blocks. Some of the courses have a 6 week duration, while others are 12 weeks. It is essential to verify the document Important Dates (updated for each semester and available on the Telfer MHA website) for the start and end date of the blocks, statutory holidays' class rescheduling, registration deadlines, etc. All classes that fall on a holiday are rescheduled; this information is indicated on the schedule posted on the Telfer MHA website.

Given this modular structure, and the use of distinct 6-week blocks, most dates and deadlines as published in the University’s calendar do not apply to the MHA program (and this is so annotated on the calendar website). The Telfer School of Management publishes its own calendar of dates with respect to important deadlines such as beginning and ending of courses, registration changes, payment deadlines, etc.

Telfer MHA courses are delivered on evenings or in so-called “intensive” delivery mode. They also bring together both full- and part-time students, which creates a rich, stimulating learning environment for all. The intensive format includes weekdays and weekends spread throughout the year to minimize disruption.
at the workplace for working professionals. This delivery format enables students to focus on the study of specific topics, and the program administrators to invite high-profile guest speakers to engage students in in-depth discussions on pressing issues in health management.

You will find this list of important dates on the Courses and Timetables page of the MHA website, here:


CLASS CONTACT HOURS

A 1.5 credit course comprises 18 contact hours (usually delivered in the classroom), and there is the expectation that for every hour in the classroom, students will spend 2-3 hours outside of class hours working on course material.

TEAMWORK

The very nature of the MHA program requires students to work collaboratively in teams, as stated in Learning Goal 4. This mimics to a large degree the work environment to which MHA graduates aspire – whether managing teams or working at the most senior level of an organization, effective teamwork is an essential skill. (See the section on program learning goals)

Occasionally, students come up against a true struggle in the team environment, in the form of one non-performing student. The Telfer School of Management has a protocol in place which is enacted in such a case.

REGISTRATION AND REGULATIONS GOVERNING THE CLASSIFICATION OF STUDENTS

For more details on the classification of students, see http://www.grad.uottawa.ca/Default.aspx?tabid=1807&msId=3&session=20155 (click on C: Registration)

Full-time students must:
- a) have been admitted to a graduate program as a full-time student;
- b) be pursuing their studies as a full-time occupation;
- c) identify themselves as full-time graduate students;
- d) be designated by the university as full-time graduate students;
- e) be geographically available and visit the campus regularly;
- f) be considered to be a full-time graduate student by his program and his thesis supervisor (if applicable); and
- g) be registered and pay full-time fees.

Nota bene: Full-time students do not work more than 10 hours per week (on campus or outside campus)

Part-time students

All registered graduate students who do not meet the requirements of full-time status as defined above are part-time graduate students. Part-time students must:
- a) have been admitted to a graduate program as a part-time students; and
- b) be registered and pay part-time fees.

International Students

The International Office is located at Tabaret Hall, 550 Cumberland Street, Room M386, tel. 613-562-5847.

For frequently asked questions, including financial aid, and for documents (Government, including Revenue Canada, permits, visas, health services, etc) see: http://international.uOttawa.ca/en/
OUT OF PROGRAM COURSES AND ADDITIONAL COURSES

In any given session, graduate students may, while enrolled in a program, register for a maximum of two courses (six credits) not required for their program, provided they have the approval of their academic unit and the Faculty of Graduate and Postdoctoral Studies. These courses are identified as "out-of-program" at registration and cannot subsequently be credited towards the program. Additional fees apply. Note that students are unable to add these courses on-line via Rabaska (both out of program and additional courses) and will need to contact the Graduate Programs Office to do so.

LANGUAGE RIGHTS OF STUDENTS

a) All students have the right to use French or English in their dealings with the central administration and the general services of the University, as well as with the administration of the faculty or school in which they are registered.

b) All students have the right to require that a course in which they are registered shall be given in the language used to describe the course in the current calendar.

c) Except in language courses and courses in Français and English, all students have the right to produce their work and to answer examination questions in the official language of their choice.

d) The faculty recognizes that, for academic reasons, students may be required to read some of their course material in French in a course given in English, and vice-versa.

e) Except in cases justified by the nature of the course, students must produce their work and answer examination questions either in English or in French, this being an essential component of education at the University of Ottawa.

PAYMENT OF FEES

Tuition and incidental fees are subject to annual adjustment by the Board of Governors of the University. Fees rate and regulations are posted on the Web at the following address: http://www.registrar.uOttawa.ca/Default.aspx?tabid=3619

SUBMISSION OF ASSIGNMENTS

Assignments are generally dropped off either to the Professor directly (if so instructed), by e-mail or at the Info desk on the ground floor of the building. The hours of operation of the Info desk are:

September – April
Monday – Thursday: 8 am to 7 pm
Friday: 8 am to 5 pm

May
Monday – Friday: 8 am to 5 pm

June – August
Monday – Friday: 8 am to 4 pm

Professors include the evaluation methods and distribution of grades in their syllabi; they will also normally note penalties for late submission of work (and if such tardiness is accepted).

FAILURE TO COMPLETE COURSEWORK

Students are expected to complete their course requirements on time, that is, by the end of the session in which the course is offered. The final grade must be submitted to the FGPS by the date specified by the Office of the Registrar. Only if there are reasons clearly beyond the control of the student (for instance, illness confirmed by a medical certificate that has been validated by the University Health Services*) can submission of a final grade be deferred, and then for a maximum of one session. During the period when
the grade is not yet submitted, the notation DFR appears on the transcript. To obtain an extension for submission of a final grade, explicit permission from the professor, the academic unit and the FGPS must be granted. If the final grade is not submitted by the end of the extension period, the DFR grade is changed to an EIN. An EIN is considered a failing grade.

Requests to maintain a grade of DFR on a record beyond the above-mentioned 40-day period must reach the FGPS through the academic unit, before the end of the period, with appropriate supporting documentation.

* The student must have a form signed by his or her physician and sent directly to the University Health Services. The relevant form can be obtained either at the academic unit or downloaded from the FGPS website.

The following describes grades assigned in the case where coursework remains incomplete:

* ABS - (absent, no work submitted) Awarded to a student who has not attended the course and has not informed the academic unit and the Faculty of Graduate and Postdoctoral Studies in writing, within two weeks of the start of the course. This symbol is equivalent to a failing grade (F).

* EIN - (incomplete) Awarded when at least one of the compulsory elements of evaluation has not been provided. This symbol is equivalent to a failing grade (F).

**ACADEMIC FRAUD AND RESEARCH ETHICS**


Note the text relating to academic fraud, including consequences, in every syllabus. The Senate regulation on fraud can be found here: [http://www.uOttawa.ca/governance/regulations.html#r72](http://www.uOttawa.ca/governance/regulations.html#r72)

The Telfer School of Management MBA courses makes systematic use of Turnitin®, to enable students to quickly identify passages in assignments which require proper citing, referencing or quotation marks. Each MBA Professor should ask that you submit an originality report with your assignments. In fact, many professors will simply ask you to submit your assignments directly via Turnitin®, which can also be used to provide detailed feedback and grades. For more information about Turnitin, consult [http://www.turnitin.com/en_us/home](http://www.turnitin.com/en_us/home). Please note that the Telfer School covers the cost of the license for each student.

**APPEAL PROCEDURE**


The University recognizes the right of every student to see, on request after grading, all documents that have been used to establish their grade for courses in which they are duly registered; the documents include those produced by the students themselves or evaluations written by supervisors (as part of work terms, clinical placements or internships).

The University also recognizes students’ right to ask for a grade review and to appeal grades. The procedure to be followed is stipulated in Academic Regulation 10.3 which can be accessed at [http://web5.uOttawa.ca/admingov/regulations.html.#r43](http://web5.uOttawa.ca/admingov/regulations.html.#r43)

Student rights and appeals: The Student Appeal Centre is a free service provided by the Student Federation of the University of Ottawa (SFUO) and the Graduate Student Association (GSAED). They offer help and support to students who wish to appeal decisions made by the administration of the University of Ottawa. [www.sfuo.ca/appeals](http://www.sfuo.ca/appeals)

The Office of the Ombudsperson provides impartial and independent advice and information to parties to assist in resolving disputes and problems, with complete confidentiality. The Office of the Ombudsperson
MINIMUM STANDARDS AND FAILURES

Students must meet the following requirements throughout their program:

MINIMUM CUMULATIVE GRADE POINT AVERAGE AND PROBATION PERIOD

Students must maintain a cumulative grade point average (CGPA) of 6.0 throughout the program and their overall CGPA upon completion of all requirements must be 6.0 in order to qualify for graduation. Those who fail to maintain an average of 6.0 at the time of the periodic review are placed on probation. All courses, passed and failed, are included in the calculation of the CGPA.

The CGPA of full-time students will be reviewed at the end of Block 2, and subsequently at the end of each block, provided they have completed 12 credits since the last CGPA review. The academic performance of working professionals will be reviewed at the end of Block 6 for the first two years of the program. Thereafter, their performance will be evaluated upon completion of each additional 12 credits. Students who fail to qualify for removal from probation at the next review must withdraw from the program.

FAILURES

GENERAL POLICY:

Students who received failing grades (below C+ or 65 per cent) in more than 4.5 credits must withdraw from the program.

5000-LEVEL COURSES:

a) Grades below 50%: Students receiving a grade below 50 percent (E or F) in any 5000-level course must repeat the failed course. Moreover, registration in any course for which the failed one is a prerequisite is prohibited until such time as the failed course has been passed.

b) Grades between 50% and 64%: Students receiving a grade between 50 and 64 percent (D, D+ or C) in a 1.5-credit 5000-level module must replace the credits by successfully completing a module of their choice (the same 5000-level module or any 6000-level one). Any 3-credit 5000-level course in which a student received a grade between 50 and 65 per cent must be repeated. In both cases, registration is permitted in any other 5000-level course for which the failed one is a prerequisite. This is to ensure that students take their 5000-level courses with their entry cohort. Registration is, however, prohibited in any 6000-level course for which the failed one is prerequisite, until the failed 5000-level course has been passed.

6000-LEVEL COURSES:

a) Since all 6000-level courses are required in the MHA program, a failed 6000-level course must be repeated. A student may not register in any module for which the failed module is a prerequisite.

Students who fail to meet these requirements must withdraw from the program.
PROTOCOL FOR GRADING OF GROUP WORK

All group work generates a group mark. The group mark will initially be the same for all members of the group. It represents a product of the group output.

You will be provided opportunities to evaluate each other on your contribution to the group. Individual marks may change as a result.

WITHDRAWAL

Students wishing to withdraw from courses or from a program must inform their academic unit and the Faculty of Graduate and Postdoctoral Studies in writing prior to the closing dates. For courses that begin and end on dates other than those indicated in the sessional dates, please consult the academic unit concerned or the FGPS concerning the last day for withdrawal. Courses dropped after the closing dates, as well as courses dropped without proper notice, appear on the student's record with the notation "EIN" (incomplete) or "ABS" (absent), which is equivalent to a failing grade.

GRADUATE DIPLOMA IN BUSINESS ADMINISTRATION

The Graduate Diploma is awarded only to students already registered in the MBA or MHA programs who are not continuing in these programs. It is not possible to request admission to this diploma.

In order to receive the Graduate Diploma, candidates must:
- Be admitted and registered in either the MBA or the MHA program;
- Have completed at least 27 credits of MBA or MHA or ADM courses with satisfactory performance (normally with a 6.0 cumulative grade point average), including at least 12 credits of MBA 5000-level courses from the following list:

  MBA5211 CORPORATE GOVERNANCE AND ETHICS (1.5cr.)
  MBA5235 MANAGEMENT SKILLS 1 (1.5cr.)
  MBA5236 LEADERSHIP AND MANAGEMENT (1.5cr.)
  MBA5237 CHANGE MANAGEMENT (1.5cr.)
  MBA5241 MANAGERIAL ACCOUNTING INFORMATION AND DECISIONS (1.5cr.)
  MBA5260 THE WORLD OF THE GENERAL MANAGER AND OF STRATEGIC MANAGEMENT (1.5cr.)
  MBA5265 PERFORMANCE MANAGEMENT (1.5cr.)
  MBA5270 INFORMATION AND COMMUNICATION TECHNOLOGIES FOR MANAGERS (1.5cr.)
  MBA5280 OPERATIONS MANAGEMENT (1.5cr.)
  MBA5300 DATA ANALYSIS (3cr.)
  MBA5320 STRATEGIC MARKETING MANAGEMENT (3cr.)
  MBA5330 ORGANIZATIONAL BEHAVIOUR AND HUMAN RESOURCES MANAGEMENT (3cr.)
  MBA5340 FINANCIAL ACCOUNTING INFORMATION AND DECISIONS (3cr.)
  MBA5350 CORPORATE FINANCIAL MANAGEMENT (3cr.)
  MBA5355 ECONOMICS FOR THE GLOBAL MANAGER (3cr.)
  MBA5360 STRATEGY FORMULATION AND IMPLEMENTATION (3cr.)

STUDENT SPACES

There are eleven study rooms available for working on assignments in your teams: 4143*, 4144*, 4145, 4146, 4147, 4151, 4152, 4153, 4154, 4155, and 4166. You will be given a key which opens these rooms, except 4143 and 4144, which can be opened with your magnetic access card (see below).

ROOM USAGE
Study rooms are to be used for group work and meetings, and are only for Telfer students and personnel. The rooms are not for individual use, nor can they be ‘lent’ to friends. The study rooms are a limited resource - the 11 study rooms are being shared by over 300 fellow students.

Principles of use:
1. Students with a daytime schedule have priority from 7:30 a.m. to 5:00 p.m.
2. Between 5:00 p.m. and 7:30 a.m. the next day, students with an evening schedule have priority access to the study rooms.
3. Please ensure that the doors are closed after you leave. We have had thefts of the room equipment in the past. We also ask that the lights are turned off.
4. Abuse of this resource or non-compliance with the rules will result in the suspension of your access.

OTHER AVAILABLE STUDY SPACES

The Management Library, DMS 2141

University of Ottawa Morisset Library: There are 25 group study rooms in the Morisset Library, located on the concourse, the fourth floor and the sixth floor. Rooms are available on a first come, first served basis. Rooms may be reserved for a maximum of 3 hours. Reserve a room using this link: https://www.uottawa.ca/bibliorooms/month.php?user_lang=en

STUDENT LOUNGE

A student lounge is available for the use of all graduate students registered in programs administered by the Telfer School of Management (MBA, MHA, M. Sc. in Health Systems and M.Sc. in Management). Located at the northeast corner of the building, in DMS 4148, you were given the access code to the lounge when you began the program. Amenities include a fridge, microwave, sink, coffee machine, etc. for student use.

ACCESS CARDS

On your first day of the program, access cards are provided. These cards give you 24-hour access to the Desmarais Building:

4th floor fire doors (study rooms and Graduate Student Lounge are beyond these doors)
Computer labs on the 2nd floor
Elevators
The ground floor entrances (when locked, e.g. statutory holidays, between the hours of 11:00 p.m. and 7:30 a.m.)
Study rooms 4143 and 4144.

TEACHING AND RESEARCH ASSISTANTSHIPS

Although priority is given to University of Ottawa admission scholarship holders, assistantships are awarded to other full-time students based on the availability of funds. Students who are employed as teaching assistants, research assistants, markers, proctors, lab monitors, and demonstrators are represented by CUPE (Canadian Union of Public Employees, Local 2626) and are governed by the regulations set out in their Collective Agreement. Full details about CUPE and its regulations are set out here: www.cupe2626.ca

Graduate students at the Telfer School of Management are informed of posted positions via e-mail, directing them to the following website: http://www.telfer.uOttawa.ca/en/careers/positions-for-students
Positions available in the Fall are posted in July; those available in the Winter are posted in November, and those available in the Summer are posted in April.
THE 10-HOUR RULE

The Faculty of Graduate and Postdoctoral Studies would like to remind all graduate students of the following article of the Collective Agreement between the University of Ottawa and CUPE 2626:

“Article 31.1. When a full-time graduate student is hired for a teaching or research assistantship, the total number of contracted hours of work will not exceed an average of ten hours per week over the academic session as required by the regulations of the Faculty of Graduate and Postdoctoral Studies.”

Please note that the FGPS considers that a full-time graduate student should not work more than 10 hours per week (both inside and outside the university).

No student will be permitted to work beyond the 10 hour limit without the express written permission of the Dean of the FGPS. N.B. The M.H.A. accelerated program has a standing agreement with the FGPS that allow PT M.H.A. students to register full-time at certain times while paying part-time fees.

In such cases, the Dean of the FGPS can allow a student to exceed the 10 hour limit. Even full-time jobs outside the university may be allowed in exceptional cases (however, please note that in this case, no RA or TA will be allowed since the student already has a full-time job).


Article 31.1 also provides that

“Except in exceptional circumstances, no Employee shall be required to work more than twenty-five (25) hours in a single week, and no Employee shall be required to work more than a total of forty (40) hours in any period of two consecutive weeks.”

This article does not supersede the average 10 hours a week maximum average. Therefore in determining the total number of hours of each assignment, departments should be careful that:

- sufficient hours are provided and remain at the end of the term for purposes of correction;
- the hours allocated will not exceed more than twenty-five (25) hours in a single week, and no Employee shall be required to work more than a total of forty (40) hours in any period of two consecutive weeks for the period required to correct assignments or exams;
- departments may need to re-evaluate the total number of hours to be allocated in contracts in order to ensure that sufficient resources remain to provide correction contracts for the hours that would exceed either the 25 hours a week or the 40 hours over two weeks provision of the collective agreement.

Should you need to discuss further, please contact Academic Labour Relations at extension 1552 or by email at hracad@uOttawa.ca.
**STUDENT ASSOCIATIONS**

Students are automatically members of the Graduate Students’ Association (GSAED), which is composed of the graduate associations of the various academic units at the University of Ottawa. Among the benefits of membership in the GSAED are access to health and dental insurance plans, a free International Student Identity Card, and conference travel grants. Complete details about the GSAED’s services and benefits may be found at: [www.uOttawa.ca/gsaed](http://www.uOttawa.ca/gsaed).

There is also a MHASA (Masters of Health Administration Student Association) and all students enrolled in the MHA automatically become members of the MHASA. Elections to the Executive of the MHASA are normally held at the start of each year, in late August or early September. The MHASA will have more details on the positions available, including roles and responsibilities.

**STUDENT SERVICES**

For the complete range of student services available, including associations, athletics, clubs, parking, health, housing, bookstore: [www.uOttawa.ca/students/](http://www.uOttawa.ca/students/)

**HOUSING**

On-campus housing is reserved mostly for undergraduate students. See [www.uOttawa.ca/student/housing](http://www.uOttawa.ca/student/housing). Housing Services provides an online housing billboard where available apartments can be readily searched. Students with families have first priority: [www.residence.uOttawa.ca/en/rental.html](http://www.residence.uOttawa.ca/en/rental.html)

You can also go in person to 90 University, Room 145 – there are resource people who help with apartment hunting.

**INTERNATIONAL STUDENTS**

The International Office provides useful information concerning renewal of permits and visas, the University Health Insurance Plan (U-HIP), financial aid, and other details: see [http://international.uottawa.ca/en](http://international.uottawa.ca/en).

**PARKING AND TRANSPORTATION**

Free weekend parking passes are available to graduate students. Forms will be made available at the beginning of the Fall semester each year.

The GSAÉD (Graduate Students Association des étudiants diplômés) and the SFUO (Student Federation of the University of Ottawa) have negotiated OC Transpo Universal Bus Passes (called uPass) for all full-time students registered at the University of Ottawa. These passes are valid in the Fall and Winter semesters, from September to April, and the fee for the passes (greatly reduced over regular fares) are automatically assessed to your fee account. For information, including the distribution schedule, please visit this website: [http://upassottawa.ca/en/index.php/Home](http://upassottawa.ca/en/index.php/Home)

**HEALTH SERVICES**

The University of Ottawa offers a primary care clinic serving University of Ottawa and Saint Paul University students, staff and faculty as well as other Ontario residents.

We are proud to also be a Family Health Team (UOHS FHT) with a mission to maintain and improve the health of the University of Ottawa and its surrounding community by providing a patient centered interdisciplinary health care team which delivers prevention, early identification, treatment, care, and support for acute and chronic disease management in an environment that is open and transparent to social, ethnic, or income factors.
Our vision is to create an effective, dynamic Family Health Team (UOHS FHT) in which physicians and allied health professionals work together in a professionally rewarding and sustainable medical practice that delivers high quality, integrated primary care to all segments of our community, including vulnerable populations.

www.uOttawa.ca/health

STUDENT ACADEMIC SUCCESS SERVICE (SASS)
SASS is a network of services and programs that complement classroom learning and support academic and professional goals. See: www.sass.uOttawa.ca/welcome.php
- Academic Writing Help Centre: www.sass.uOttawa.ca/writing
- Access Service: www.sass.uOttawa.ca/access
- Career Services: www.sass.uOttawa.ca/careers
- Counselling and Coaching Service: www.sass.uOttawa.ca/personal.
- Graduate Studies Mentoring Centre: www.sass.uOttawa.ca/mentoring/graduate

LIBRARY
Located on the 2nd floor of the Desmarais building, our satellite library offers you quiet and group study spaces where computers are available for research purposes. Consult two dedicated business librarians for research help, access course reserves and browse a core collection of business publications. Learn how to find industry reports, company profiles or financial information and statistics. Resources include the Healthcare Management Research Guide, available online at http://uottawa.ca.libguides.com/healthcaremgmt. Consult the library’s website for more information including our hours, or contact us directly at: management.library@uOttawa.ca.

GRADUATE COURSES
The MHA program is composed of 54 credits, all at the graduate level, and all are mandatory. The MHA program starts with a common core in management with the MBA program. The common core provides groundwork in basic management disciplines and skills. The program progresses to a large number of health management specialization courses that prepare its students for the challenges that managers in the health system must face. The capstone activity is the residency, which takes place in the last academic session. During this period, the students are assigned to a specific preceptor but remain under the supervision of the program. The residency may be spent in a variety of health agencies and institutions. All students must register full-time for this activity.

COURSES OFFERED 2015-2016
The following is the list of courses to be offered in Fall 2015, Winter 2016, and Spring/Summer 2016. Enrolment, availability of professors and other unforeseen circumstances beyond the control of the University may cause course offerings to change. Courses are listed in alphabetical order by course code, and include title, credit weight and block(s) when offered. Seminars are so noted - one code may be used for various seminars; titles will appear on the transcript to differentiate them.

ADM6260 PROJECT MANAGEMENT 1 (1.5cr.) Block 4
Project management methods based on standards, including the Guide to the Project Management Body of Knowledge, (PMBOK® Guide) of the Project Management Institute (PMI)®; project charter and project plan; managing a project throughout its life cycle (identification, design, planning, realization and close-out). Students will have hands-on experience using MS Project.

PMBOK and PMI are registered marks of the Project Management Institute, Inc.
MBA5235 MANAGEMENT SKILLS 1 (1.5cr.) Pre-Block 1
Development of increased skills and understanding of participant preferences for the management of interpersonal and team-based issues and processes in a work environment. Special focus on diversity and ethics in a team environment. Effective business communications, including skills for delivery of high quality business presentations; exposure to common business software for inclusion in the student's professional toolbox.

MBA5236 LEADERSHIP AND MANAGEMENT (1.5cr.) Block 3 or Intensive (April)
Leadership versus management; participatory leadership; transactional leadership; transformational leadership; reciprocity and mutual influence between leaders and followers; leading up (followership); situational determinants of effective leadership; cross-cultural leadership; virtual leadership. Course delivery involves class discussions, experiential exercises, guest speakers and case studies. Prerequisite: MBA 5330 or permission of the MBA program director.

MBA5260 WORLD OF THE GENERAL MANAGER AND STRATEGIC MANAGEMENT (1.5cr.) Pre-Block 1 or Block 1
Understanding the role of the general manager in setting direction, creating competitive advantage, allocating resources, integrating operations and projects, framing the organizational infrastructure and context and managing change. Introduction to the concept of strategy and alternative models of strategic making.

MBA5265 PERFORMANCE MANAGEMENT (1.5cr.) Block 2
The focus will be on learning about business intelligence and performance management approaches at operational levels in the organization. Frameworks such as the Balanced Score Card and Quality Management will be covered, as well as the use of business intelligence to explore performance problems. Prerequisite: MBA 5270 or equivalent.

MBA5300 DATA ANALYSIS (3cr.) Blocks 1 & 2
Introduction to statistical data analysis. Basic concepts important to management: problem-solving and decision-making using data. Application of univariate and bivariate methods to various datasets. Use of software and the interpretation of statistical output. Models and tools to assist students in collecting, organizing, understanding, analyzing, presenting and communicating data. MBA5100 and MBA5101, together, are equivalent to MBA5300.

MBA5330 ORGANIZATIONAL BEHAVIOR AND HUMAN RESOURCES MANAGEMENT (3cr.) Blocks 3 & 4
The strategic advantage of understanding and integrating organizational behaviour (OB) frameworks in designing and implementing effective human resource (HR) activities (namely attraction, development, maintenance and retention of employees), in measuring performance and in achieving high-performance outcomes in various global organizational contexts. OB topics covered include motivation, rewards, leadership, group dynamics, organizational politics, job and organization design, and culture. Prerequisite: MBA 5235 for MBA students only. MBA5131 and MBA5132, together, are equivalent to MBA5330.

MBA5340 FINANCIAL ACCOUNTING INFORMATION AND DECISIONS (3cr.) Blocks 1 & 2
This course focuses on the role of the accounting function external to the organization. It takes a broad view of financial accounting, encompassing a wide range of external financial and economic information, both national and international. The orientation will help students to understand what accounting can do for decision makers and how accounting and ethical choices affect decisions. Current issues in financial accounting and reporting are discussed. MBA5140 and MBA5141, together, are equivalent to MBA5340.

MHA6203 PROGRAM EVALUATION FOR HEALTH CARE MANAGERS (1.5cr.) Blocks 1 & 2
This course is intended for future health care managers who will contract out or procure program evaluations within their organizations. It covers the development of evaluation questions and standards of effectiveness, program evaluation designs, sampling, collecting information (primary and secondary), evaluation measures, managing evaluation data, analyzing evaluation data, evaluation reports, and development of "Requests for Proposals (RFPs)" that form the basis for these evaluations. Students prepare an evaluation proposal similar to the kind of proposal that is submitted by consulting firms and/or academic groups in response to RFPs from health care managers. At the conclusion of this course, students will be able to develop RFPs and to adequately assess evaluation proposals, i.e., be able to ask right questions, and to know which disciplines should be represented on the proposal review team.

MHA6212 GOVERNANCE & ETHICAL MANAGEMENT IN HEALTH CARE ORGS (1.5cr.) Block 3
Governance models for health care organizations. Definition, resolution and handling of ethical problems of administrators, professionals and researchers in health organizations. Reconciliation of conflicting interests of the stakeholders according to ethical principles.

MHA6215 MANAGEMENT AND EVALUATION OF QUALITY OF PATIENT CARE (1.5cr.) Block 6
This course will apply concepts from the literature to analyze and understand quality management and patient safety
issues, and discuss these concepts in relation to accountability. It will prepare students for the health care workplace by exposing them to practices and aspects related to patient safety and quality in health care, and by identifying contemporary approaches to address them. Various models and approaches for assessing and improving quality will be discussed, including evidence-based medicine and management, systematic reviews, clinical practice guidelines, and quality improvement approaches. Various quality initiatives and quality improvement tools will be discussed and evaluated.

MHA6216 RISK MANAGEMENT IN HEALTH CARE (1.5cr.) Block 6
Applies the tools of decision analysis (e.g., decision trees, and uncertainty analysis) to risk management problems in health care. The general purpose of these tools will be highlighted. Early lectures will focus on medical decision-making applications (e.g., choosing a diagnostic cut-point, choosing between different health technologies, and aiding a patient with her choice of course of action). Later lectures will demonstrate how the decision analysis tools can enlighten broader risk management deliberations (such as whether to invoke a quarantine, whether to issue health-alerts, whether to support new vaccines, etc.). Case studies will be used to exemplify lessons learned from the risk assessment, the risk communication, the risk perception and the risk management literatures. Prerequisite: MBA 5300, MHA 6380

MHA6230 HUMAN RESOURCE MANAGEMENT IN HEALTH CARE (1.5cr.) Block 5
Focus on the major issues unique to effective health human resources management. Topics covered include measuring needs and planning for the current and future supply of human resources. Recruitment, retention and development strategies to meet changing workforce conditions. Understanding the unique regulatory environments where many professions are regulated by provincial laws and professional colleges while others are not. Labor relation issues and approaches in this highly unionized environment. Funding, team work and inter-professional practice, scope of practice issues and organizational design. Interactions of organizational and professional accreditation mechanisms (such as professional colleges and associations, and accreditation bodies). Prerequisite: MBA 5330 or permission of the MBA program director.

MHA6250 HEALTH CARE ACCOUNTING AND FINANCE (1.5cr.) Block 6
Financial structure of the health care system. Introduction to managerial accounting with special emphasis on the management of health care agencies. Principles of costing. Multi-product and case mix measures. Resource use decisions, budgeting and control, and pricing analysis for health care organizations. Fundamentals of capital financing, financial planning and financial policy formulation within the health care context in Canada. Relevant healthcare financial guidelines or coding standards may be introduced. Prerequisite: MBA 5340

MHA6266 INTERNATIONAL PERSPECTIVES IN HEALTH CARE (1.5cr.) Block 4
Geopolitics of world health: health inequities between countries and within countries. Health systems as a determinant of health: Canada and the USA. OECD/WHO countries: France, No. 1? Germany (Bismarck model) and the UK (Beveridge model) – major reforms. Sweden (Beveridge) - a very decentralized system. International actors: WHO (PAHO), private foundations, NGOs, pressure groups.

MHA6271 TECHNOLOGY AS AN INSTRUMENT OF CHANGE IN HEALTH CARE (1.5cr.) Block 5
Discusses research on the implementation of contemporary health information technologies (IT) and their role in improving, transforming and supporting the delivery of health services: computer-based patient records, computerized order entry and results reporting, clinical services applications (lab, pharmacy, radiology- PACS), clinical decision support systems, nursing information systems, telemedicine and telehealth applications, e-health applications, (including end-users involvement, implementation aspects, alignment with work practices), inherent risks associated with application of IT in healthcare, information security and privacy, IT impacts and challenges, issues related to IT assessment and evaluation in healthcare. Technology as an enabler of change supporting process standardization using Business Process Orchestration Technologies to create a foundation for optimization and active process management. Prerequisite: MHA 6370

MHA6301 POPULATION HEALTH AND EPIDEMIOLOGY (3cr.) Blocks 3 & 4
Provides a survey of epidemiology; viewed through a "population health" lens. Course will provide a survey of: measures of health status (including measures of mortality and morbidity); and measures of association. The basic epidemiological designs (observational, case-control, cohort, time series, and randomized control studies) will be reviewed. The factors affecting the precision and validity of these studies (e.g. statistical power, confounding, effect modification, and causality criterion) will be reviewed. Emphasis will be placed on equipping students with an ability to critically evaluate clinical, epidemiological, and health administration evidence in support of decisions. Guidance will also be provided to help select appropriate outcome indicators and critically evaluate interventions/programs. Students will get hands on experience computing effect measures (e.g. odds, ratios) from study results, as well as with assessing the precision and validity of results. Prerequisite: MBA 5300
MHA6351 HEALTH ECONOMICS (3cr.) Blocks 5 & 6
The course provides a macro-economic perspective on the demand and supply of healthcare, highlighting the market failures that are archetypical within the health domain. It contrasts Welfarist and Extra-Welfarist perspectives on resource allocation (contrasting technical versus allocative efficiency). The course will also review cost-benefit, cost-effectiveness, and cost-utility approaches of evaluating health interventions; and in so doing the course will provide students an opportunity for hands-on computation (workshops). The course will also consider the issue of equity and methods for incorporating equity into health economic evaluations.

MHA6360 HEALTH CARE IN CANADA - OVERVIEW (3cr.) Blocks 1 & 2

MHA6361 LEADING STRATEGY AND CHANGE IN HEALTH CARE ORGANIZATIONS (3cr.) Blocks 3 & 4

MHA6370 INTRODUCTION TO HEALTH INFORMATICS (3cr.) Blocks 1 & 2
Overview of current developments, issues and challenges in the emerging field of health informatics. Historical development as well as basic foundations of health informatics including theoretical, methodological and ethical/legal underpinnings will be studied. Critical examination of information management principles and methods in Canadian health care organizations both public and private. Emerging applications in health informatics as well as approaches to understanding and evaluating these applications. Identification of the issues that CIO’s face in their attempts to provide the right information to the right people, at the right time.

MHA6380 QUANTITATIVE METHODS & THEIR APPLICATIONS TO HEALTH CARE DECISION MAKING (3cr.) Blocks 5 & 6
The use of these methods has recently become an active and growing area of practice and research in contexts including wait list management, patient flow, population demand estimates, health human resource management and the coordination of resources for elective and emergency services. This course is designed to provide health care decision makers with an overview of several useful quantitative methods that can provide insight and support for complex decisions. The course will cover the following topics: decision analysis; mathematical model formulation; linear programming and optimization; forecasting; queuing theory and simulation modeling; dynamic programming. This class is not intended for students who have a background in operations research. Rather it is intended for future or current managers who need to have a grasp of the potential of the mathematical tools available to help optimally utilize the resources under their control.

MHA6990 HEALTH CARE ADMINISTRATIVE RESIDENCY AND FIELD PROJECT (7.5cr.)
Prerequisite: At least 12 credits of MBA courses and 18 credits of MHA courses.

INTELLECTUAL DEVELOPMENT

One of the distinctive characteristics of the MHA Program is its linkages with the health care community, particularly in the regional and provincial context. These linkages provide opportunities to enhance their learning experience outside of the classroom. Here are examples of our community relationships:

1. Preceptors Conference
   This October event allows students to interact directly with potential preceptors for their residencies the next fall. Each student presents their background and career interests. Each of 20+ preceptors present their organization and residency opportunities. A networking session follows thereafter.

2. Bearpit Sessions
Bearpits are special education sessions which deal with current management topics in health care sectors such as primary care and acute care. They are focused on students and are intended to complement the content of MHA courses.

Speakers at Bearpits come from the health community in the Champlain region or beyond. The audience for Bearpits is MHA students, future prospects for the MHA program, other Masters level students and recent MHA graduates.

There are usually 6 Bearpit sessions in an academic year.

3. CEO in Residence
Each spring an accomplished senior executive in the health field visits the MHA Program for a half day. The CEO in Residence discusses with MHA students the development of his/her career and theirs. A second presentation on a topic of current interest follows.

4. Executives in Residence
Two part-time Executives in Residence from the local health care community liaise with students throughout the year. This includes student recruitment, residency planning and evaluation, Bearpit and CEO in Residence sessions and career counselling, among other things.

5. MHA Alumni Association
Via the MHA Alumni Association MHA students have access to more than 1,000 graduates of the program for support in launching their careers. The Association provides a Leadership Award for the best presentation of a field project in the residency. Preceptors Awards initiated by the Association recognize the outstanding contribution of preceptors as mentors to MHA students.

6. Professional Associations
The MHA program has a close relationship with the Canadian College of Health Leaders (CCHL), representatives of which advise students on the benefits of joining CCHL and on the competencies required of health administrators. The Program also has contacts with Emerging Health Leaders, a group of health administrators new to the profession.

These and other community linkages are of significant benefit to MHA students, in terms of what they learn about “real world” experiences and of the contacts they make to launch their careers.

RESPONSIBILITIES OF THE STUDENT

The University of Ottawa is committed to assisting students achieve their goals in regards to academic success. To this end, the University has put into place a support network to help throughout a student’s studies; however, students must assume certain responsibilities. They must

- choose a program of study best suited to their personal goals and plan course selections that will satisfy the requirements of their chosen program;
- register, re-register, or withdraw prior to the published closing dates.
- pay, within the prescribed deadlines, any fees associated with their program of study. The fees accruing from registration remain due unless the student withdraws in writing by the deadline.
- attend classes;
- understand what constitutes academic fraud and plagiarism;
- consult academic advisors, whose role is to help students reach their academic goals and to provide guidance in the interpretation of academic regulations and program requirements;
- become familiar with, and respect sessional dates, academic regulations, and procedures;
- be familiar with the regulations of their program and of the applicable regulations of the Faculty of Graduate and Postdoctoral Studies.
- be aware of and meet deadlines for assignments, scholarship applications, and all other important deadlines.
• maintain clear lines of communication with the administration of the program and keep frequently in touch with the thesis supervisor(s).
• convey any change of status (e.g. illness, withdrawal, etc) to the proper authority (e.g. chair or program director) as soon as possible.
• adhere to the 10-hour rule concerning employment (see Item 28, above);
• apply for all T.A. positions; they are not automatically considered for them;
• comply with instructions from individuals of the University concerning safety and security in certain classes and laboratories;
• regularly consult InfoWeb (accessible via the uoZzone) to confirm registration, final grades and grade reports produced at the end of each session;
• respect the policy on computer and network use;
• regularly consult their e-mail at the address assigned (@uOttawa.ca), which the University will use in all communications with students;
• consult with Access Services in order to make any necessary accommodations for special needs based on established policies;
• conduct themselves in a manner that respects the rights of other members of the University community, the regulations and protocol of the University, and the laws of Canada

EMPLOYMENT OF GRADUATES

Here are examples of job titles of MHA graduates in the past few years:
• Acute Care Manager
• Ambulatory Care Manager
• Capital Projects Planner
• Decision Support Advisor
• Family Health Team Director
• Financial Analyst
• Health Services Consultant
• Human Resources Manager
• Information Systems Analyst
• Long-Term Care Administrator
• Mental Health Services Administrator
• Operations Director
• Performance Analyst
• Planning Officer
• Public Health Services Manager
• Policy Analyst
• Program Analyst
• Project Manager
• Quality Control Coordinator
• Research Coordinator
• System Transformation Analyst

Here are examples of organizations where recent MHA graduates have been placed:
• Bruyère Continuing Care
• Canadian Institute of Health Information
• Canadian Institutes of Health Research
• Champlain Local Health Integration Network
• Champlain Regional Stroke Network
• Children's Hospital of Eastern Ontario
• Health Quality Ontario
• Hôpital Montfort
• Maplewood Retirement Community
• Ottawa Children’s Treatment Centre
• Peterborough Regional Health Centre
• Pinecrest-Queensway Community Health Centre
• Queensway-Carleton Hospital
• Royal Ottawa Hospital
• Rideau Family Health Team
• St. Mary’s Hospital (Montreal)
• Telus Health
• The Ottawa Hospital
• Thunder Bay Nurse Practitioner Clinic
• Toronto East General Hospital

LIST OF FORMS

A. Letter of permission for transfer of credits from universities outside of Ontario:
   www.grad.uOttawa.ca/Portals/29/forms/lettre_permission.pdf
B. Graduate registration:
   http://www.grad.uottawa.ca/Portals/29/forms/inscription.pdf
C. Modification/cancellation of registration:
   www.etudesup.uOttawa.ca/Portals/29/forms/modification_annulation.pdf
D. Request for a deferral:
   http://www.grad.uottawa.ca/Portals/29/forms/ESUP5221_E.pdf
E. Request for an extension for the completion of the requirements of the degree:
   www.grad.uOttawa.ca/Portals/29/forms/demande_prolongation.pdf
F. Request for leave of absence:
   http://www.grad.uottawa.ca/Portals/29/forms/ESUP5222_E.pdf
G. Registration for degree and request for diploma:
H. Desmarais Building Access Card and Key form: