



# **POPM\*6580 Public Health Leadership and Administration**

Fall 2020

Section(s): 01

Department of Population Medicine

Credit Weight: 0.50

Version 1.00 - September 08, 2020

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## **1 Course Details**

### **1.1 Calendar Description**

This course will teach students to develop, implement and improve public health programs. Understanding an organization's mission and priorities, and developing business plans is critical for an effective administrator. Furthermore, it introduces theories and effective components of leadership and describes the practical role of the leader.

### **1.2 Course Description**

Understanding how to develop, implement and evaluate public health programs is essential to effective administration. An administrator must know an organization's mission and priorities and be able to operationalize these. They must develop strategic and business plans, set budgets with clear priorities, understand cost-benefit analysis and identify issues that affect delivery of essential public health services. Developing and managing performance standards will have a positive impact on the public health organization. Further, they must understand the role of stakeholders and community advocacy.

Having administrative responsibility within the public sector offers numerous challenges. This course will provide students with the requisite tools to become better managers by understanding your role and responsibility within your organization. Strategic and business planning is covered extensively and is used as the basis of excellent program development. Understanding your community (or organization) and its needs and desires is critical to developing effective programs and interventions. Financial planning and monitoring and provides the foundation for all effective public health programs.

## 1.3 Timetable

Wednesday between 8:30 and 11:20 AM

Virtual Classroom in CourseLink

## 1.4 Final Exam

There is no final exam for this course; however, all students must attend the final presentations during exam week.

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# 2 Instructional Support

## 2.1 Instructional Support Team

<b>Instructor:</b>	Andrew Papadopoulos
<b>Email:</b>	apapadop@uoguelph.ca
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<b>Office:</b>	POPM 212

## 2.2 Teaching Assistants

<b>Teaching Assistant:</b>	Steven Lam
<b>Email:</b>	lams@uoguelph.ca

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# 3 Learning Resources

## 3.1 Recommended Resources

Orton, Stephen. **Public Health Business Planning**. Jones and Bartlett. 2011. (Textbook)  
<https://www.amazon.ca/Public-Health-Business-Planning-Practical/dp/1449643507>

Health Protection and Promotion Act, RSO, 1990, Chapter H7 (Website)  
[http://www.e-laws.gov.on.ca/html/statutes/english/elaws\\_statutes\\_90h07\\_e.htm](http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90h07_e.htm)

Ontario Public Health Standards (Website)  
[http://www.health.gov.on.ca/english/providers/program/pubhealth/oph\\_standards/ophs/ophprotocols.h](http://www.health.gov.on.ca/english/providers/program/pubhealth/oph_standards/ophs/ophprotocols.h)

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# 4 Learning Outcomes

The teaching methods to be used in the course include lecture, case studies, and problem-based learning.

## 4.1 Course Learning Outcomes

By the end of this course, you should be able to:

1. Describe the different organizational forms and structures and management theorists through in-class discussion and case-based analysis
  2. Analyze Porter's five market forces and contrast these with other strategic planning approaches in the examination of public health cases
  3. Create a public health business plan that employs consideration of internal and external issues that may impact delivery of essential public health services and the role of external partners and community stakeholders, and includes a marketing, implementation and program evaluation plan, and a budget
  4. Demonstrate the ability to be able to work with other agencies, through a collaboration with a public health community partner
  5. Identify occupational health and safety issues and describe how they relate to effective management through assessing historical public health cases
  6. Analyze the traits of effective leaders, and evaluate the role of leaders in public health by using the various leadership theories, skills and styles through cases
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## 5 Teaching and Learning Activities

### 5.1 Lecture

#### Week 1 - September 16, 2020

**Topics:** Introduction to public health administration

**References:** *Skills of an effective administrator.* Katz.

#### Week 2 - September 23, 2020

**Topics:** Organizations cultures and forms

Management Theories

Motivational theories

**References:** Herzberg. *One More Time: How do you Motivate Employees?*

**Week 3 - September 30, 2020**

**Topics:** Strategic Planning

**References:** Public Health Business Planning (Chapter 6)

*What is Strategy?* Michael E. Porter

**Week 4 - October 7, 2020**

**Topics:** Strategic planning

Readings:

*Green and Competitive.* Michael E. Porter and Claas van der Linde

*Strategy and Society.* Michael E. Porter

**Week 5 - October 14, 2020**

**Topics:** Case study (Cancer Health Alliance)

Business planning

**References:** *Cancer Health Alliance of Metropolitan Chicago*

NCCMT Online Planner

Public Health Business Planning (Chapters 3 and 4)

**Week 6 - October 21, 2020**

**Topics:** Industry analysis

Competitors and partners

Operations

Risks

Feasibility

Marketing

**References:**

Public Health Business Planning (Chapters 7, 8, 9, 11, and 13)

**Week 7 - October 28, 2020**

**Topics:**

Program evaluation

Continuous improvement

**References:**

CDC Program Evaluation Resources

PHAC Evaluation Toolkit

*Logic Model of 7-3-3-1*

*Program Evaluation.* Shipman

CIHR Evaluation Framework

*The Significance of Definitions.* Poulin

*Guidance for Evaluation Mass Communication.* Abbatangelo-Gray

Public Health Business Planning (Chapter 10)

CQI and Health Promotion

Improving Outcomes in Public Health Practice

Self-Assessment Tool

Turning Point Toolkit

**Week 8 - November 4, 2020**

**Topics:** Leadership

**References:** How Successful Leaders Think

Level 5 Leaders

Gender Differences in Leadership

Leadership: Current Theories

Mind Tools

**Week 9 - November 11, 2020**

**Topics:** Leadership continued

**Week 10 - November 18, 2020**

**Topics:** Leadership continued

**Week 11 - November 25, 2020**

**Topics:** Financial management

**References:** A Primer on Financial Statements

Public Health Business Planning (Chapter 12)

Various financial statement templates

ABC Examples

**Week 12 - December 2, 2020**

**Topics:** Occupational health and safety

**References:** Essentials of Environmental Health (Friis)– Chapter 13

## 5.2 Seminar

**Week 13 - December 9, 2020**

**Topics:** **Final Paper and Presentation**  
8:30 AM to 11:30 AM  
Attendance is mandatory

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## 6 Assessments

### 6.1 Assessment Details

**Case study (30%)**

**Due:** Fri, Oct 23

A case will be introduced on September 30<sup>th</sup>. The case will consist of an individual written submission.

**Leadership paper (25%)**

**Due:** Tue, Nov 24

A topic on leadership will be introduced on October 28<sup>th</sup> and will consist of an individual paper.

**Final paper and presentation (45%)**

**Due:** Wed, Dec 9

The final business plan for the public health program assignment will be introduced during the second week of classes. The group will be required to submit their plan and deliver a presentation, faculty, classmates, and public health representatives on that same day.

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## 7 University Statements

### 7.1 Email Communication

As per university regulations, all students are required to check their e-mail account regularly: e-mail is the official route of communication between the University and its students.

### 7.2 When You Cannot Meet a Course Requirement

When you find yourself unable to meet an in-course requirement because of illness or compassionate reasons please advise the course instructor (or designated person, such as a

teaching assistant) in writing, with your name, id#, and e-mail contact. The grounds for Academic Consideration are detailed in the Undergraduate and Graduate Calendars.

Undergraduate Calendar - Academic Consideration and Appeals

<https://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08-ac.shtml>

Graduate Calendar - Grounds for Academic Consideration

<https://www.uoguelph.ca/registrar/calendars/graduate/current/genreg/index.shtml>

Associate Diploma Calendar - Academic Consideration, Appeals and Petitions

<https://www.uoguelph.ca/registrar/calendars/diploma/current/index.shtml>

### **7.3 Drop Date**

Students will have until the last day of classes to drop courses without academic penalty. The deadline to drop two-semester courses will be the last day of classes in the second semester. This applies to all students (undergraduate, graduate and diploma) except for Doctor of Veterinary Medicine and Associate Diploma in Veterinary Technology (conventional and alternative delivery) students. The regulations and procedures for course registration are available in their respective Academic Calendars.

Undergraduate Calendar - Dropping Courses

<https://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08-drop.shtml>

Graduate Calendar - Registration Changes

<https://www.uoguelph.ca/registrar/calendars/graduate/current/genreg/genreg-reg-regchg.shtml>

Associate Diploma Calendar - Dropping Courses

<https://www.uoguelph.ca/registrar/calendars/diploma/current/c08/c08-drop.shtml>

### **7.4 Copies of Out-of-class Assignments**

Keep paper and/or other reliable back-up copies of all out-of-class assignments: you may be asked to resubmit work at any time.

### **7.5 Accessibility**

The University promotes the full participation of students who experience disabilities in their academic programs. To that end, the provision of academic accommodation is a shared responsibility between the University and the student.

When accommodations are needed, the student is required to first register with Student Accessibility Services (SAS). Documentation to substantiate the existence of a disability is required; however, interim accommodations may be possible while that process is underway.

Accommodations are available for both permanent and temporary disabilities. It should be noted that common illnesses such as a cold or the flu do not constitute a disability.



Use of the SAS Exam Centre requires students to book their exams at least 7 days in advance and not later than the 40th Class Day.

For Guelph students, information can be found on the SAS website  
<https://www.uoguelph.ca/sas>

For Ridgetown students, information can be found on the Ridgetown SAS website  
<https://www.ridgetownc.com/services/accessibilityservices.cfm>

## 7.6 Academic Integrity

The University of Guelph is committed to upholding the highest standards of academic integrity, and it is the responsibility of all members of the University community-faculty, staff, and students-to be aware of what constitutes academic misconduct and to do as much as possible to prevent academic offences from occurring. University of Guelph students have the responsibility of abiding by the University's policy on academic misconduct regardless of their location of study; faculty, staff, and students have the responsibility of supporting an environment that encourages academic integrity. Students need to remain aware that instructors have access to and the right to use electronic and other means of detection.

Please note: Whether or not a student intended to commit academic misconduct is not relevant for a finding of guilt. Hurried or careless submission of assignments does not excuse students from responsibility for verifying the academic integrity of their work before submitting it. Students who are in any doubt as to whether an action on their part could be construed as an academic offence should consult with a faculty member or faculty advisor.

Undergraduate Calendar - Academic Misconduct  
<https://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08-amisconduct.shtml>

Graduate Calendar - Academic Misconduct  
<https://www.uoguelph.ca/registrar/calendars/graduate/current/genreg/index.shtml>

## 7.7 Recording of Materials

Presentations that are made in relation to course work - including lectures - cannot be recorded or copied without the permission of the presenter, whether the instructor, a student, or guest lecturer. Material recorded with permission is restricted to use for that course unless further permission is granted.

## 7.8 Resources

The Academic Calendars are the source of information about the University of Guelph's procedures, policies, and regulations that apply to undergraduate, graduate, and diploma programs.

Academic Calendars  
<https://www.uoguelph.ca/academics/calendars>

## **7.9 Disclaimer**

Please note that the ongoing COVID-19 pandemic may necessitate a revision of the format of course offerings and academic schedules. Any such changes will be announced via CourseLink and/or class email. All University-wide decisions will be posted on the COVID-19 website (<https://news.uoguelph.ca/2019-novel-coronavirus-information/>) and circulated by email.

## **7.10 Illness**

The University will not require verification of illness (doctor's notes) for the fall 2020 or winter 2021 semesters.

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