

| HINF 230 (A01): ORGANIZATIONAL BEHAVIOUR AND CHANGE MANAGEMENT<br>CRN: 11897  |   |
|---|---|
| <b>TERM</b>   | <b>FALL 2023</b>  |
| <b>CLASS TIMES</b>  | <b>MONDAYS AND THURSDAYS, 1:00PM-2:20PM PACIFIC</b>   |
| <b>CLASS LOCATION</b>   | <b>MACLAURIN BUILDING D115</b>  |
| <b>INSTRUCTOR</b>   | <b>DILLON CHRIMES, PhD</b>  |
| <b>OFFICE HOURS</b>   | <b>TUESDAYS 1-2 PM OR BY APPOINTMENT</b>  |
| <b>TELEPHONE</b>  | <b>250-721-7211 EXT. 4474</b>   |
| <b>E-MAIL</b>   | <a href="mailto:dchrimes@uvic.ca">dchrimes@uvic.ca</a>  |
| <b>LEARNING TECHNICAL SUPPORT</b>   | <a href="#">UVIC COMPUTER HELP DESK</a><br>EMAIL <a href="mailto:helpdesk@uvic.ca">helpdesk@uvic.ca</a> FOR ZOOM, BRIGHTSPACE, AND OTHER TECHNOLOGIES<br>TELEPHONE: 250-721-7687 OR TOLL-FREE 1-844-721-7687 <ul style="list-style-type: none"> <li>• 8AM TO 11PM (PACIFIC) ON MONDAY-FRIDAY</li> <li>• 10AM TO 10PM (PACIFIC) ON SATURDAY &amp; SUNDAY</li> <li>• 10AM TO 6PM (PACIFIC) ON STATUTORY HOLIDAYS</li> </ul> FOR OTHER ISSUES CONTACT <a href="mailto:ltsisupport@uvic.ca">ltsisupport@uvic.ca</a> |
| <b>ONLINE LEARNING TOOLS</b>  | <a href="#">LEARN ANYWHERE</a><br><a href="#">ONLINE RESOURCES</a><br><a href="#">GET TO KNOW YOUR ONLINE TOOLS</a><br><a href="#">ZOOM ORIENTATION GUIDE</a>   |
| <b>TERRITORY ACKNOWLEDGEMENT</b>  |   |
| <a href="#">First Peoples House</a><br>We acknowledge and respect the ləkʷəŋən peoples on whose traditional territory the university stands and the Songhees, Esquimalt and W̱SÁNEĆ peoples whose historical relationships with the land continue to this day.  |   |
| <b>OVERVIEW</b>   |   |
| In health care, the management of health services is important for an organization to delivery patient care. This course covers foundational aspects of the behaviour organizations to delivery health services and its dynamics to change in staff and healthcare IT of health information systems under change management.  |   |
| <b>COURSE DESCRIPTION</b>   |   |
| This course will introduce how the management of individuals, groups, and teams operate efficiently in health care organizations. There are several topics covered and discussed in the class to achieve understanding of how an organization's behaviour can influence its management and learning over time under change. These topics include the construct of management for health services and healthcare IT in large industrial organizations; leadership frameworks to improve the organization; motivation of people |   |

and leveraging group dynamics, teams, and work design; communication and coordination; organizational learning and innovation of health information systems.

## **COURSE AND LEARNING OBJECTIVES**

### **Course Objective:**

To become familiar and achieve an understanding of how and why organizations are designed in a particular way while working with individuals, groups, and role-based teams to achieve a common operational goal in health care. Special emphasis will be placed on the management dynamics of maintaining health information systems. Students will comprehend effective and efficient organizations to support patient care as health informaticians, managers, and health professionals interlinked with health informatics in healthcare IT.

### **Learning Objectives:**

Upon successful completion of the course, the student will:

1. Understand management and organizational theories and models applied to everyday work situations.
2. Understand aspects of an organization's internal and external environment that affect a manager's role and leadership.
3. Understand techniques used to manage individuals and groups/teams within and across health care organizations with service lines.
4. Understand the nature of power and politics in an organization.
5. Know how to motivate people (i.e., health professions, IT professionals, and administrators, clinicians) in the image of organizations.
6. Know how to apply select tools and techniques used in change management involved with maintaining or updating systems in larger organizations.

## **PREREQUISITES**

- Admission to BSc in Health Information Science or Combined BSc in Health Information Science and Computer Science
- Or permission of the School of Health Information Science

## **READINGS**

In this course, we will cover readings for most of the chapters in the *Shortell & Kaluzny's Health Care Management* textbook (excluding Chapters 11 and 14). There are a few supplemental readings that will be announced in class with online notifications on the HINF230 BrightSpace.

### **Required Textbook:**

Burns, L.R. Bradley, E.H., & Weiner, B.J. (2020) *Shortell & Kaluzny's Health Care Management: Organization Design and Behavior* (Seventh Edition). Cengage Learning. eBook: 978-0-3573-9066-5.

This Burns/Bradley/Weiner's textbook includes access to an online learning and assessment platform.

Or this older Sixth Edition textbook:

Burns, L.R. Bradley, E.H, & Weiner, B.J. (2012) *Shortell & Kaluzny's Health Care Management: Organization Design and Behavior* (Sixth Edition). US: Delmar, Cengage Learning. 978-1-4354-8818-2.

**Optional Textbook:**

Morgan, G. 2006. *Images of Organization*. Sage Publications Inc. 978-1-4129-3979-9.

Pink, D. H. 2009. *Drive: The Surprising Truth About What Motivates Us*. Canongate Books Ltd.

**FORMAT**

Several teaching techniques are used to present course material discourse and develop conversations and dialogue among the students in this course:

1. All lectures will be taught synchronous in the classroom ("real-time" sessions planned or required), except for September 11 and 14 there are videos recorded the day before for the class to review.
2. The course lecture materials will be posted on BrightSpaces fully online and asynchronous (no "real-time" sessions planned or required).
3. Textbook within class and online discussions and case studies will be promoted (blended approach, real-time online and as take-home assignments with final presentations).
4. Lecture video recordings available for review via Echo360 on BrightSpace.
5. Packback assignments via <https://www.packback.co/>. It approximates your content and curiosity scoring based on AI algorithm.

Packback's Instant Feedback feature gives students actionable feedback on their writing and inquiry formation as they type. This allows students to have the opportunity to immediately learn from and apply feedback to craft their best question or answer instantly, which supports Mastery Learning.

Packback's system gives feedback on:

- Curiosity: The effectiveness of the inquiry being posted and the depth of the student's post description (as well as alerts if the description highly repetitive, class specific, plagiarized, or too short).
- Credibility: The presence of a cited source to defend the posts' assertions.
- Communication: The effectiveness of the student's use of images, rich text, formatting, and paragraphs.
- Convention: The accuracy of a student's grammar, spelling, and sentence fluency, along with a reminder to submit posts in English on Packback.

There is a subscription fee per student at \$49 for the course delivery of five exercises. Exercises on Packback will start September 18.

## MARK BREAKDOWN

All major tests and assignments must be completed to pass the course.

| Grading Item                      | Dates                   | Percent of Total Grade |
|-----------------------------------|-------------------------|------------------------|
| BrightSpace weekly quizzes        | Sept 7 to Dec 5, 2023   | 5%                     |
| Packback writing exercises        | Sept 18 to Nov 20, 2023 | 10%                    |
| Test 1                            | October 12, 2023        | 15%                    |
| Individual Assignment             | October 26, 2023        | 25%                    |
| Group Assignment                  | November 23, 2023       | 25%                    |
| Test 2                            | November 30, 2023       | 15%                    |
| 3-minute Individual Presentations | December 1-4, 2023      | 5%                     |

*I reserve the right to use plagiarism detection software or other platforms to assess the integrity of student work.*

## SCHEDULE AT A GLANCE

### HINF 230: Organizational Behaviour and Change Management\*

#### Week One – September 7 (Thursday)

- Organizational Theory and Health Services Management (Chapter 1)

#### Week Two – September 11 (Monday) and 14 (Thursday)

- The Managerial Role, Core Competencies and Motivating People

#### Week Three – September 18 (Monday) and 21 (Thursday)

- Leadership: A framework for Thinking and Acting and Organization Design (Chapter 2-3)

#### Week Four – September 25 (Monday) and 28 (Thursday)

- Motivating People (Chapter 4)
- UVic Writing Centre – Student Support and Writing Tips by Nancy Ami
- Groups and Teams (Chapter 5)

#### Week Five – October 2

- Truth and Reconciliation Day – September 30 (no classes)

#### Week Five – October 5

- Health Informatics Librarian –Literature Reviews by Jessica Mussell
- Communication (Chapter 6)

#### Week Six – October 9

- Thanksgiving (no classes)

#### Week Six – October 12

- **Test 1:** Management, Managers, Leadership and Teams

#### Week Seven – October 16 and 19

- Power and Politics (Chapter 7)
- Change Management

**Week Eight – October 23 and 26**

- Complexity, Learning and Innovation (Chapter 8)
- Improving Quality in Health Care Organization (Chapter 9)
- **Individual Assignment Due:** Management, Managers, Leadership and Teams

**Week Nine – October 30 and November 2**

- Health Information Systems and Strategy (Chapter 13)
- Healthcare IT and Healthcare Organizations

**Week Ten – November 6 and 9**

- Strategy for Advantage with Regulatory Compliance (Chapter 10 and 12)
- Implementation of IT System and Change Management
- Introduction to Canva (by Digital Scholarship Commons at UVic Library)

**Week Eleven – November 13 and 15**

- Reading Break (no classes)

**Week Eleven – November 16**

- Healthcare IT Investments with Leadership (Guest Lecture by Joe Walsh)

**Week Twelve – November 20, 23, and 27**

- Complexity, Organizational Learning, Innovation, Change, and Globalization (Chapter 15)
- Motivation in Healthcare IT
- **Group Assignment Due:** Work Design, Coordination, and Communication of Learning Organization to Maintain Innovation during Change

**Week Thirteen – November 30**

- **Test 2:** Work Design, Coordination, and Communication of Learning Organization to Maintain Innovation during Change

**Week Thirteen – December 1 and 4**

- 3-minute (Rapid Fire) Individual Presentations
- Course Summary and Wrap-up

**\*Note:** HINF230 course week's schedule-at-a-glance is mostly chapters from the required textbook. Therefore, it is highly recommended to use the textbook to supplement the lecture material. For instance, the textbook provides further case studies, as well as brief exercises.

**COURSE EXPERIENCE SURVEY**

I value your feedback on this course. Towards the end of term, you will have the opportunity to complete a confidential course experience survey (CES) regarding your learning experience. The survey is vital to providing feedback to me regarding the course and my teaching, as well as to help the department improve the overall program for students in the future. When it is time for you to complete the survey, you will receive an email inviting you to do so. If you do not receive an email invitation, you can go directly to your CES dashboard at [ces.uvic.ca](https://ces.uvic.ca). You will need to use your UVic NetLink ID to access the survey, which can be done on your laptop, tablet, or mobile device. I will remind the class at the time to begin the CES but please be thinking about this important activity, especially the following three questions, during the course.

1. What strengths did your **instructor** demonstrate that helped you learn in this course?

2. Please provide specific suggestions as to how the **instructor** could have helped you learn more effectively.
3. Please provide specific suggestions as to how this **course** could be improved.

## RESOURCES

1. [Academic Year Important Dates](#)
2. [Computer Help Desk](#)
3. [Equity and Human Rights Office](#)
4. [HINF Library](#)
5. [HSD Indigenous Student Support](#)
6. [Indigenous Academic & Community Engagement](#)
7. [Learning and Teaching Support and Innovation](#)
8. [Math and Stats Assistance Centre](#)
9. [Office of the Ombudsperson](#)
10. [Office of Student Life](#)
11. [Sexualized Violence Prevention & Support](#)
12. [Student Mental Health](#)
13. [UVic Libraries](#)
14. [Well-being](#)

## ONLINE LEARNING TECHNOLOGIES

Instructors use a variety of educational technology in courses including internet-based technologies or web-based applications, cloud services and social media. The use of technology is part of your engagement at the University. Some of these learning tools may collect, use and/or disclose your personal information and store or access that information outside of Canada.

UVic cannot require students to disclose personal information to technologies or organizations which may store information on servers located outside of Canada because disclosure of personal information to vendors, systems or services storing or accessing that personal information outside of Canada is restricted by section 30.1 of BC's *Freedom of Information and Protection of Privacy Act* (FIPPA). Personal information is information about an identifiable individual, for example, your name or your email address.

As of the creation of this course, the following educational technologies, which stores or accesses your personal information outside Canada, are required for this course:

- BrightSpace
- Zoom
- Echo 360
- Microsoft Teams
- Packback
- YouTube
- Gmail
- Google Docs
- Twitter

- Facebook
- DropBox
- others

I will make you aware if this list changes.

With respect to the technologies listed above, if you are not comfortable with your personal information being stored outside of Canada, please speak to me within the first week of class. Otherwise, by continuing in this course, you agree to the use of the educational technology in the course and the storage of personal information outside of Canada.

### **WELLNESS SUPPORTS FOR STUDENTS**

A note to remind you to take care of yourself. Diminished mental health can interfere with optimal academic performance. Do your best to engage in self-care and maintain a healthy lifestyle this semester. This will help you achieve your goals and cope with stress. All of us benefit from support. The [UVic Student Wellness Centre](#) provides cost-free and confidential mental health services to help you manage personal challenges that impact your emotional or academic well-being.

### **HEALTH INFORMATION SCIENCE (HINF) AND FACULTY OF HUMAN & SOCIAL DEVELOPMENT (HSD) POLICIES**

1. [HINF Undergraduate Academic Policies](#)
2. [HINF Academic Regulations](#)
3. [HSD Guidelines for Professional Conduct](#)

### **UNIVERSITY ACADEMIC POLICIES**

1. [Academic Concessions](#)
2. [Academic Integrity including Unauthorized Use of an Editor](#) - Academic Integrity Violations include, but are not limited to: plagiarism (e.g., submitting someone else's work as your own, not citing your sources), unauthorized use of an editor, submitting the same work more than once, falsifying materials, cheating (e.g., having unauthorized materials such as a phone or notes during a test), and helping others cheat. We encourage you to review the [University's Policy on Academic Integrity](#) and we expect you to adhere to this policy in its entirety.
3. [Privacy and Access to Information Office](#)
4. [Accessible Learning](#) – The University of Victoria is committed to creating a learning experience that is as accessible as possible. If you are registered with the Centre for Accessible Learning (CAL) and anticipate or experience any barriers to learning in this course, please feel welcome to discuss your concerns with me. If you have a disability or chronic health condition, or think you may have a disability, you may also want to meet with an advisor at the Centre for Accessible Learning <https://www.uvic.ca/services/cal/>
5. [Integrity Matters](#)

## **6. UVic Grading Scale & Review Process**

### **CENTRE FOR ACADEMIC COMMUNICATION**

At the [Centre for Academic Communication \(CAC\)](#), we offer online one-on-one tutorials, workshops, and more. Our free services are available to all University of Victoria students. We are here to support you with reading, writing, speaking, understanding academic expectations, and other aspects of academic communication. For details see: <https://onlineacademiccommunity.uvic.ca/writingresources/>

### **DISCRIMINATION AND HARASSMENT**

Discrimination and Harassment are prohibited at the University of Victoria. Members of the University Community have the right to work, study and participate in activities at the university in an environment free of Discrimination and Harassment. Eligible WorkSafeBC claimants also have a right to an environment free of workplace bullying or harassment as it is defined by regulations pursuant to the British Columbia Workers' Compensation Act. Please refer to University of Victoria discrimination and harassment policy at:

[https://www.uvic.ca/universitysecretary/assets/docs/policies/GV0205\\_1150\\_.pdf](https://www.uvic.ca/universitysecretary/assets/docs/policies/GV0205_1150_.pdf) and WSBC bullying and harassment policies at:

[https://www.uvic.ca/ohse/assets/docs/BH\\_policies\\_Nov1\\_2013.pdf](https://www.uvic.ca/ohse/assets/docs/BH_policies_Nov1_2013.pdf)

### **SEXUALIZED VIOLENCE PREVENTION AND RESPONSE AT UVIC**

UVic takes sexualized violence seriously and has raised the bar for what is considered acceptable behaviour. We encourage students to learn more about how the university defines sexualized violence and its overall approach by visiting [www.uvic.ca/svp](http://www.uvic.ca/svp). If you or someone you know has been impacted by sexualized violence and needs information, advice, and/or support please contact the sexualized violence resource office in Equity and Human Rights (EQHR). Whether or not you have been directly impacted, if you want to take part in the important prevention work taking place on campus, you can also reach out: Where: Sexualized violence resource office in EQHR, Sedgewick C119 Phone: 250.721.8021 Email: [svpcoordinator@uvic.ca](mailto:svpcoordinator@uvic.ca) Web: [www.uvic.ca/svp](http://www.uvic.ca/svp)

### **UNIVERSITY OF VICTORIA STUDENTS' SOCIETY (UVSS)**

The [UVSS](#) is a social justice based non-profit run by students, for students and is entirely separate from UVic. As an undergrad student, you are already a member! We work on issues affecting students such as affordability, public transit, sexualized violence, sustainability, student employment, and much more. We fund clubs and course unions and have several advocacy groups. We also have a Food Bank and Free Store, a Peer Support Centre, and run your health and dental plan. We are here to support you, so please reach out to us at [uvss.ca](http://uvss.ca)!

### **FAIR DEALING STATEMENT**

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### **COPYRIGHT STATEMENT**

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### **TRANSCRIPTION & CAPTIONING STATEMENT**

Auto-generated transcription and captioning is enabled in this course. Please be aware that automated transcription and captioning is at best 70-90% accurate and by nature will include error. This depends on the subject matter, speaker, audio quality etc. Words prone to error include specialized terminology and proper names. Students are asked to refer to the audio feed for clarification of any errors. If you find transcription or captioning that is offensive, please contact your instructor and/or teaching assistant so that they are aware. If you require captions as part of an academic accommodation, please contact [CAL](#).

### **ONLINE CONDUCT STATEMENT**

The University of Victoria is committed to promoting critical academic discourse while providing a respectful and supportive learning environment. All members of the university community have the right to this experience, and the responsibility to help create such an environment. The University will not tolerate racism, sexualized violence, or any form of discrimination, bullying or harassment. Please be advised that by logging into UVic's learning systems and interacting with online resources you are engaging in a university activity. All interactions within this environment are subject to the university expectations and policies. Any concerns about student conduct, may be reviewed and responded to in accordance with the appropriate university policy. To report concerns about online student conduct: [onlineconduct@uvic.ca](mailto:onlineconduct@uvic.ca).

### **CLASS RECORDING (ECHO360)**

Be aware that sessions in this course may be recorded to allow students who are not able to attend to watch later. The recording will be posted in Brightspace. Students who have privacy concerns can contact me and will have the option to limit their personal information shared in the recording. If you have other questions or concerns regarding class recording and privacy, please contact [privacyinfo@uvic.ca](mailto:privacyinfo@uvic.ca).

### **DISCLAIMER**

The above schedule, policies, procedures, and assignments in this course are subject to change in the event of extenuating circumstances.