

**University of Technology Sydney
Master of Health Services Management**

Website: <https://www.uts.edu.au/future-students/find-a-course/courses/c04140>

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

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

Students can focus on health services management or complete a major in:

- Planning
- Clinical Leadership
- Project Management, or
- Health Research.

The Planning major provides a blend of subjects to assist graduates in planning and evaluating health services, understanding health needs, and managing change in a dynamic and complex environment.

The Clinical Leadership major provides a blend of subjects to assist graduates in maximising the efficiency, effectiveness and safety of health services as well as ensuring that governance, quality and risk-mitigation frameworks contribute to excellence in health care delivery.

The Project Management major provides a blend of subjects to assist graduates in applying the knowledge, skills and techniques to execute projects effectively and efficiently within a health care environment.

The Health Research major provides a blend of health services management, research coursework and independent study subjects to assist graduates in undertaking health services research and those who wish to be considered for admission to a doctoral program.

Core Units

92050 Policy, Power and Politics in Health Care

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

Elective Units

21856 Career and Portfolio Development
21879 Corporate Social Responsibility and Measuring Impact
21778 Fundraising and Resource Development
23787 Health Technology Assessment
21766 Managing Community Organisations
15312 Project Communication, HR and Stakeholders
15315 Project Management Principles
92946 Project Part A
92947 Project Part B
15319 Project Risk, Procurement and Quality Management
15316 Project Time and Cost Management
92612 Research in Health
15310 Scope and Integration Management
21767 Third Sector Contexts

manage issues; what facilitates or impedes the policy implementation and the influence of the stakeholders and the media in the management of health services issues.

92603 Managing Quality, Risk and Cost in Health Care

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

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

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

The subject focuses on clinical, legal and corporate approaches to quality and safety, healthcare management accounting and financial management, commonly recognised issues with healthcare delivery systems as well as different ways of organising and managing health care. Alongside this material, students develop key skills in engaging with conflict, disputes and other situations which require facilitation and negotiation. Students work with experienced negotiation practitioners to develop a framework and skills to engage in the challenge of progressing improvement and reform to healthcare management in the context of conflict and change in the broader healthcare system.

92917 Using Health Care Data for Decision Making

This subject provides a supervised experiential opportunity for the graduate student with an interest in clinical or managerial decision-making in the health services sector to explore and manipulate 'real' patient data to both generate and answer questions. The focus may be managerial or clinical, or an integration of these. Theoretical input is limited to allow for more in-depth use of the database. The subject helps students to develop the ability to generate and answer research questions, and make decisions based on available health sector data.

92296 Epidemiology and Population Health

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

92887 Organisational Management in Health Care

This subject aims to provide students with the necessary knowledge of organisational theory and behavior for the management of people and processes in a health care organisation. One of the increasingly important functions of managers is to understand

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

92638 Foundations of the Australian Healthcare System

In this subject, students tackle practical challenges at the cutting edge of health service design and management.

Through a blending of real-life, professionally relevant and action-orientated projects, students collaborate with partner organisations and industry leaders to develop innovative solutions to the structuring and management of health services in a range of settings. Students begin their work on campus, working to rapidly develop and refine their knowledge of the major structural and functional components of healthcare systems by examining the Australian system in a global context.

Understanding how health systems develop and evolve as well as trends in performance and service provision models grounds students for their work in influencing and leading the future of health care.

Working on a challenge brief of their own choice from a portfolio of projects contributed by industry partners, students work alongside each other, faculty members, domain experts and industry leaders to conduct research and generate solutions for their partner organisations. These projects are generated by the faculty with industry partners and constantly change. They share a common focus on the changing

relationships between patients, healthcare providers, health facilities and systems, insurers, communities, and government. Industry partners include public, private, primary and tertiary care as well as payers, providers and suppliers.

The aim of this subject is for students to engage in the generation of real solutions for lasting change in health systems. They work throughout the session, tackling the challenge of generating practical, research-inspired and globally relevant improvements for their partner organisations and industry leaders.

26703 Introductory Health Economics

This subject provides a broad understanding of the economics of health and health care and the skills to apply analytical economics techniques to problems of resource allocation and policy development in the health system. The subject covers key economic issues for the health system and uses economics techniques to understand how the health system operates and to analyse health system reform.

92297 Health Systems and Change

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

service improvement approaches and tools such as lean thinking, six sigma, clinical services and system redesign, clinical process mapping and patient flow analysis. A number of recent initiatives are presented that explain how to implement change at national, corporate, statewide and health care organisation levels.

92847 Planning and Evaluating Health Services

This subject aims to provide students with the necessary knowledge and skills to understand and apply the major concepts involved in health services planning and evaluation. Topics covered include the relationship between evaluation and planning; the importance of assessing need, and understanding data and data sources; and the perils of health care forecasting, whole of nation and beyond hospital walls planning, and the challenges ahead for futuristic planning. Workforce planning and service capability frameworks are addressed as well as planning capital infrastructure for health services. How to evaluate and implement a health services plan is also described. In order to highlight the complexities of health services planning and provide an opportunity for students to evaluate the strengths and weaknesses of selected health services approaches, a range of case studies are utilised covering an existing health service, a new purpose-built facility, primary and community health service, disease type, age type, and service model type. An emphasis is placed on the importance of stakeholder consultation and engagement within the health services planning environment.

92790 Evidence-based Practice

This subject expands students' understanding of and commitment to the development of evidence-based practice and helps them develop a broad understanding of current health care research. Students are expected to identify a health problem and locate, appraise and synthesise key literature related to the problem. Based on the literature review, students then need to identify an aspect of the problem that

they are interested in further addressing through research and devise their research questions aims and/or objectives.	
Core RACMA Requirements	UTS - MHSM
Health Law & Ethics	Law and medicine -77734 (elective)
Health Economics	Introductory Health Economics 26703 (CORE)
Health Care Systems	Issues In Australia Health Services-92606 (elective)
Financial Management in Health	Resource Mobilisation-21778 (elective)
Epidemiology and Statistics	Epidemiology and Population Health-92296 (CORE)
Research Methodology	Research in Health 92612 (elective)
Leadership	Management for Clinicians 92932 (elective)
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