UTS

Master of Health Services Management

Learn to lead change for equitable, high quality and safe health and social care systems

This brochure also includes information about:

- Graduate Certificate in Health Services Management

TOP 100
UNIVERSITY GLOBALLY

QS Rankings, 2024

#9
BEST UNIVERSITY UNDER 50 IN THE WORLD

THE Young University Rankings, 2023

#1
UNIVERSITY FOR NURSING IN AUSTRALIA

QS Wur by Subject Ranking

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5 STARS FOR STUDENT RETENTION

Table of contents

The UTS Online difference

**UTS Online
Get ahead.
Stay ahead.**

The future of healthcare is being defined by constant change.

Future success will be determined by the skills you have, and your ability to get ahead and stay ahead of new challenges, new technology and new career environments.

YOU CAN LEARN TO ADAPT.

UTS Online not only gives you the specialist skills and knowledge you'll need to take a significant next step in your career, it will ensure you have the ability to keep adapting. To stay relevant, and successful, whatever tomorrow brings.

100% online learning

Contemporary course content informed by strong industry partnerships

Personalised, ongoing support

Master of Health Services Management

The UTS Online Master of Health Services Management is for health and social care professionals who want to drive change to create safer, higher value and more equitable services and systems. Delivered 100% online, this course gives students a deep understanding of the complexities of the Australian health and social care systems and the skills to navigate its unique politics, policy and data.

In an ever-evolving health and social care system, there's a growing need for managers with strong skills in organisational and change management. This course gives you the skills to lead change across healthcare teams and organisations.

With a focus on quality and safety, you'll learn about planning and evaluating health services to innovate and improve systems. You'll also learn about the importance of utilising and understanding data to improve, implement and drive quality and safety.

CHOICE OF MAJORS

The Master of Health Services Management can be tailored to your career interests, with a choice of a **Quality and Safety** major and sub-majors in **Digital Health, Leadership or Planning**.

The UTS Online Master of Health Services Management is one of the most contemporary and comprehensive courses of its kind. This course can deliver the following benefits:

DESIGNED TO IMPROVE QUALITY AND SAFETY

Quality and safety and interprofessional care go hand-in-hand in the delivery of health and social services. There's a high demand for skilled healthcare professionals who can lead teams while navigating and innovating in this space.

SUPERIOR DATA SKILLS

As data-driven management becomes the new normal, there's an increasing need for professionals who are proficient with data. Learn how to use data effectively to improve safety and quality processes in person-centred health settings.

DRIVE CHANGE TO CREATE A HIGHER VALUE, SAFER AND MORE EQUITABLE HEALTHCARE SYSTEM FOR ALL

Be part of the change you've always wanted, and drive improvement in health or social care settings. You'll gain the tools to champion effective teamwork and interprofessional care. You'll also help create a health and social care system that is sustainable, accessible and can maintain a high level of care in the face of skyrocketing demand.

BROADEN YOUR CAREER OPPORTUNITIES

With subjects such as Managing Quality, Risk and Cost in Healthcare, Planning and Evaluating Health Services, and Systems and Service Innovation, you can immediately apply what you're learning. These skills can be used in a wide variety of healthcare settings, so they open up a world of opportunity to develop a career almost anywhere in health and social care settings.

Course details

QUALITY AND SAFETY (major)

This major focuses on giving you the skills to improve quality and safety in health and social care settings. It gives you the knowledge to apply planning and evaluation techniques, understand data and data sources, and assess systems for innovation.

DIGITAL HEALTH (sub-major)

This sub-major gives you the essential understanding and practice of contemporary approaches to digital health. Invaluable in a data-driven, dynamic healthcare system, this sub-major embeds data analytics skills to enable you to be more efficient in utilising and applying data to ensure safety and quality improvement in patient care.

LEADERSHIP (sub-major)

Focused on improving the effectiveness and efficiency of health and social care by innovating and driving change, this sub-major is for those who want to develop the knowledge and skills required to lead individual staff, teams, services and/or systems.

PLANNING (sub-major)

The Planning sub-major includes topics that delve into health services planning at a range of levels and across various service types. Students will learn and apply key planning concepts, knowledge and skills.

Course structure

The highlighted cells represent the specialisation of each major/sub-major.

A general option with no major is also available. Speak with a Student Enrolment Advisor to discuss a suitable study pathway.

Quality and safety (major)

	Graduate Certificate	Masters
Foundations of the Australian Healthcare System		
Using Health Care Data for Decision Making		
Organisational Management in Health Care		
Managing Quality, Risk and Cost in Health Care		
Policy, Power and Politics in Health Care		
Fundamentals of Epidemiology		
Planning and Evaluating Health Services		
Improving Safety and Quality in Healthcare		
Systems and Service Innovation		
Quality and Safety Improvement Methods		
Choose from: available Digital Health, Leadership or Planning electives		
Choose from: available Digital Health, Leadership or Planning electives		

Digital Health (sub-major)

	Graduate Certificate	Masters
Foundations of the Australian Healthcare System		
Using Health Care Data for Decision Making		
Organisational Management in Health Care		
Managing Quality, Risk and Cost in Health Care		
Policy, Power and Politics in Health Care		
Fundamentals of Epidemiology		
Contemporary Approaches to Digital Health		
Fundamentals of Health Information Management		
Choose from: available Quality and Safety, Leadership or Planning electives		
Choose from: available Quality and Safety, Leadership or Planning electives		
Choose from: available Quality and Safety, Leadership or Planning electives		
Choose from: available Quality and Safety, Leadership or Planning electives		

Leadership (sub-major)

	Graduate Certificate	Masters
Foundations of the Australian Healthcare System		
Using Health Care Data for Decision Making		
Organisational Management in Health Care		
Managing Quality, Risk and Cost in Health Care		
Policy, Power and Politics in Health Care		
Fundamentals of Epidemiology		
Health Systems and Change		
Leading Health and Social Care		
Choose from: available Quality and Safety, Digital Health or Planning electives		
Choose from: available Quality and Safety, Digital Health or Planning electives		
Choose from: available Quality and Safety, Digital Health or Planning electives		
Choose from: available Quality and Safety, Digital Health or Planning electives		

Planning (sub-major)

	Graduate Certificate	Masters
Foundations of the Australian Healthcare System		
Using Health Care Data for Decision Making		
Organisational Management in Health Care		
Managing Quality, Risk and Cost in Health Care		
Policy, Power and Politics in Health Care		
Fundamentals of Epidemiology		
Health Systems and Change		
Planning and Evaluating Health Services		
Choose from: available Quality and Safety, Leadership or Planning electives		
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Course fees

Course	Number of subjects	Duration of every subject	Total course duration*	Total fees
Master of Health Services Management	12	7 weeks	24 months	$40,635**
Graduate Certificate in Health Services Management	4	7 weeks	8 months	$13,545**

**For domestic students only. Fees are correct for 2024 and are revised annually.

**Study plans and completion times might vary depending on commencement date, elective choice, leave and subject availability. For more information, please speak with a Student Advisor.

Duration:
Each subject is only seven weeks long and you can complete the Masters in just two years.

Course intakes:
We offer six intakes per year:
Jan, Mar, May, July, Aug, Oct
Click here to view the study calendar

Majors
- Quality and Safety

Sub-major
- Digital Health
- Leadership
- Planning

General option (no major)
Speak with a Student Enrolment Advisor to discuss a suitable study pathway.

RPL -Recognition of Prior Learning
Your previous studies can be acknowledged as credit towards your online postgraduate studies, provided that it meets relevant course requirements.
If you receive a UTS offer of enrolment, and you've undertaken previous studies at another institution, you may be eligible to apply for recognition of prior learning. UTS doesn't determine recognition of prior learning until an offer of enrolment is accepted.
To see if you're eligible to receive RPL, speak with an Enrolment Advisor today.

FEE-HELP
To assist with all or some of your tuition fees, FEE-HELP is available for eligible students. This government-supported loan scheme is designed to help eligible full-fee paying students pay their tuition fees.
To check your eligibility, feel free to speak with an Enrolment Advisor today.

The UTS Online student experience

Study 100% online with personalised support

Designed with healthcare professionals in mind, studying this 100% online course will give you immediately applicable skills. The mode is user-friendly and enables you to learn in seven week blocks while balancing work and family commitments outside of study. All students have access to a dedicated Student Support Advisor who is with you from the start of study until graduation. You'll also have access to academics who want you to succeed and are passionate about providing students with mentoring support.

Co-designed with industry experts to provide a comprehensive and current understanding of the health system and the tools to improve it

Be confident that you are learning up-to-the-minute course content that has been informed by the best in the industry. UTS partners with various public health organisations to ensure you'll get the most up-to-date and in-demand skills to meet the ever-growing needs of employers and consumers.

Meet the Professor of Health Services Management

Professor Emily Callander
Discipline Lead, Director of the Centre of Health Services Management

Professor Emily Callander is an internationally recognised expert in health services research and health economics. Having led research in health service funding, value-based health care, implementation and translation, and economic evaluation, she has helped guide health service redesign and improvement across Australia, and informed State and Federal policy reform.

Professor Callander has held continuous National Health and Medical Research Council funding. She is also a member of the Pharmaceutical Benefits Advisory Committee Economics Sub-Committee and is Vice President of the Board of Women's Healthcare Australasia.

Entry requirements

Masters:

Applicants must have completed a UTS recognised bachelor's degree, or an equivalent or higher qualification, or submitted other evidence of general and professional qualifications that demonstrates potential to pursue graduate studies.

Minimum academic requirement: The bachelor's degree should be in a related field, within the disciplines of health or human services disciplines.

Note: Students that do not meet the entry requirements for the masters may use the successful completion of the graduate certificate as a pathway, provided they meet the specific entry requirements detailed below.

Graduate Certificate:

Applicants must have completed a UTS recognised bachelor's degree, or an equivalent or higher qualification, or submitted other evidence of general and professional qualifications that demonstrates potential to pursue graduate studies.
Applicants who do not have an undergraduate degree may also be considered on the basis of:

- Having extensive relevant work experience in healthcare or human services.
- The relevant work experience must be demonstrated through a CV and a Statement of Service, confirming the dates of employment and the position held within the organisation.

English Language Requirements

The English proficiency requirement for local applicants with international qualifications is:

- Academic IELTS: 6.5 overall with a writing score of 6.0; or
- TOEFL: paper based: 550-583 overall with TWE of 4.5;
- Internet based: 79-93 overall with a writing score of 21; or AE5: Pass;
- or PTE: 58-64; or CAE: 176-184.

Eligibility for admission does not guarantee an offer of a place.

Get in touch

If you'd like to know more about the Master of Health Services Management, get in touch with our Student Enrolment Advisors.

studyonline.uts.edu.au

1300 477 423

enquire@studyonline.uts.edu.au

OR

Organise for us to call you

Book a 15-minute chat with our Student Enrolment Advisors.

Schedule a call

96337 Foundations of the Australian Healthcare System

Subject description

In this subject, students develop and refine their knowledge of the major structural and functional components of healthcare systems by examining the Australian system. By understanding how health systems and other service provision models develop, evolve and perform, students acquire a foundation for leading and influencing the direction of health care.

Working on a case scenario, students will examine the structure, functions, delivery and challenges of the Australian healthcare system and its impact on health outcomes across different population groups. There is a focus on the changing relationships between healthcare providers, the insurance sector, government and the wider community. Relevant industry partners may include public, private, primary and tertiary care as well as payers, providers and suppliers.

Subject learning objectives

Upon successful completion of this subject students should be able to:

- Appraise the structural and functional components of the Australian healthcare system and the roles and responsibilities of the differing levels of government;

- Explain trends and structure and functional challenges in service provision models, health system performance and health service outcomes and outputs within the Australian healthcare system;

- Create a variety of ways in which complex issues can be effectively communicated for a variety of target audiences;

- Reflect on the impact of ongoing colonisation and its pervasive discourse on Indigenous Australians and their health and wellbeing for the design, delivery and management of the Australian healthcare system;

- Examine the role of person-centred care in the Australian health care system;

- Demonstrate collaboration.

96342 Using Health Care Data for Decision Making

Subject description

This subject provides a supervised experience for graduate students to learn about making health service decisions using data. Students learn how to explore and manipulate data that are assembled to replicate real patient data to both generate and answer questions. The focus may be managerial or clinical, or an integration of these. Students analyse the assembled patient dataset to generate and interpret health statistics, and translate them into health information and knowledge for decision-making. Students completing this subject develop the ability to explore health data and provide recommendations based on the findings.

Subject learning objectives

Upon successful completion of this subject students should be able to:

- Access and manipulate supplied data in order to generate reports and make recommendations;

- Identify and compare the relationship between data, information, knowledge and wisdom and how these elements inform practice, management, and policy in the context of international trends;

- Examine and discuss the relationship between datasets and information literacy;

- Explain the data elements in contemporary health data terminologies;

- Create a variety of ways in which complex issues can be effectively communicated for a variety of target audiences.

96336 Organisational Management in Health Care
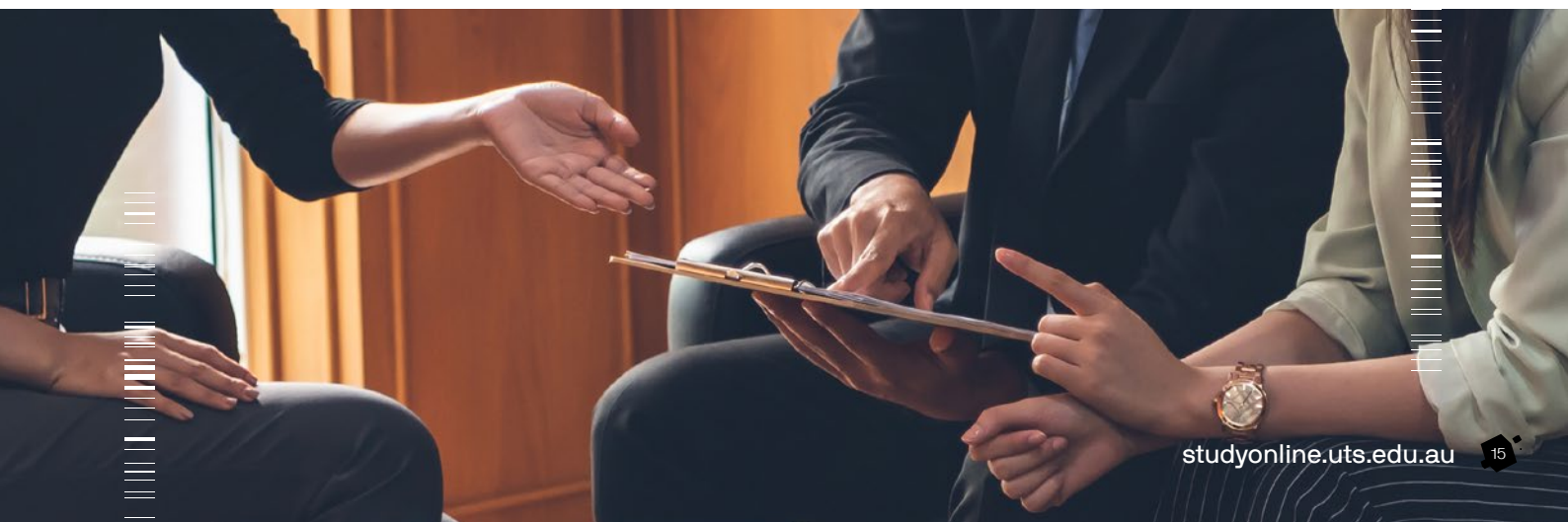
Subject description

This subject provides students with the knowledge of organisational theory and behaviour necessary to manage people and processes effectively in a health service organisation. Health service managers are required to meet (and enhance) organisational performance, attract (and retain) talented staff, and manage change effectively.

Accomplishment of these challenging goals requires managers to learn how to alter organisational dynamics via strategies relating to organisational structure and culture. Governance and consumer engagement in organisational decision-making are addressed in this subject from a health service perspective.

Subject learning objectives

Upon successful completion of this subject students should be able to:

- Explain the interaction between effective management practices and organisational structures, cultures and processes;

- Analyse the consequences of organisational effectiveness on performance and outcomes;

- Critically appraise the roles and impacts of specific aspects of organisational management that may influence performance and outcomes;

- Communicate complex organisational issues effectively for a variety of target audiences by using diverse techniques, modes and strategies.

96340 Managing Quality, Risk and Cost in Health Care

Subject description

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.

Utilising the Institute for Healthcare Improvement's triple aim model, this subject examines the relationship between the cost and quality of care and population level outcomes. It focuses on current approaches to quality and safety, identifying and maximising value in healthcare, patient/client satisfaction, and commonly recognised issues with healthcare delivery systems as well as different ways of organising and managing health care.

Subject learning objectives

Upon successful completion of this subject students should be able to:

● Consider the key imperatives for meeting health service objectives related to safety, quality, cost-effectiveness and jurisdictional legislative requirements within a governance context;

● Critically appraise contemporary strategies and frameworks designed to manage quality, risk and cost within the healthcare environment;

● Propose improvements in safety, quality and cost-effectiveness at a local healthcare organisation level by identifying issues, considering ethical implications, offering policy direction and formulation and recommending priorities for action;

● Create a variety of ways in which complex issues can be effectively communicated for a variety of target audiences.

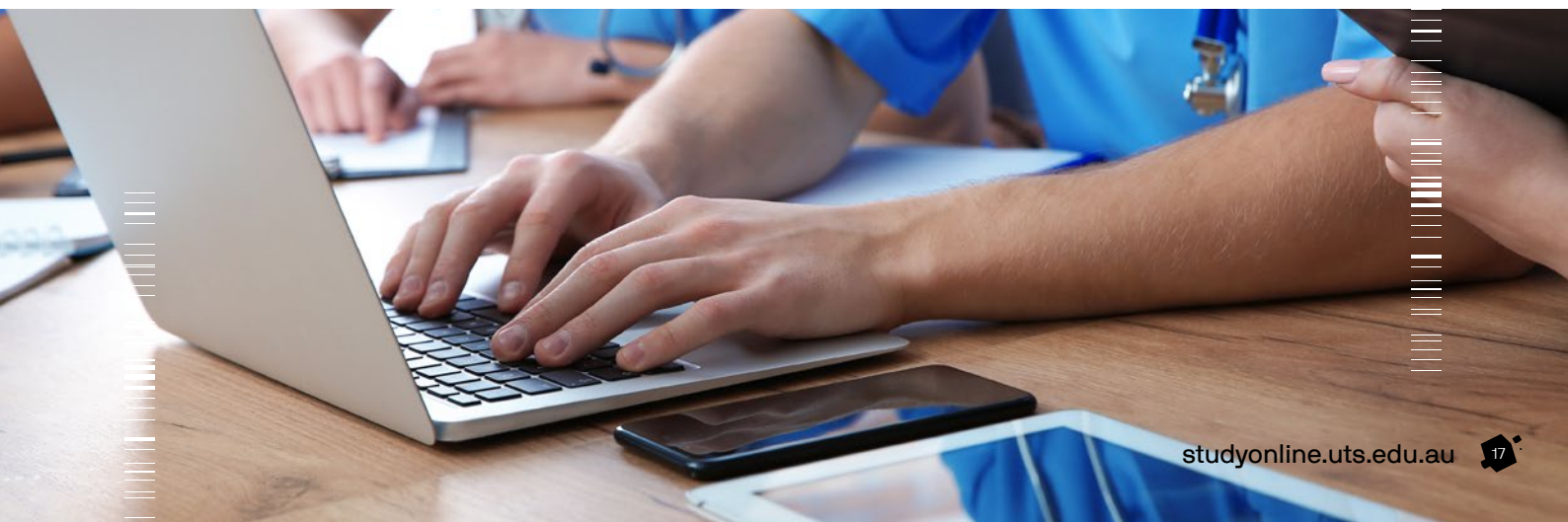# 96341 Policy, Power and Politics in Health Care

Subject description

This subject aims to provide students with essential knowledge and skills relevant to the policy and political environments in which health services operate. It is important for clinicians, health service managers, health service planners and those intending to work in the health service environment to understand the political environment in which decisions are made, how government health policies are formulated and enacted, and how they are received. The subject covers the ideological frameworks underpinning public policy development; the policy formulation process; power differentials in the development and acceptance of health policies; how the health and political systems manage complex and grey issues; facilitators and challenges to policy implementation; and the influence of stakeholders and the media.

Subject learning objectives

Upon successful completion of this subject students should be able to:

- Examine how government policy is formulated within legal and ethical frameworks;

- Differentiate between the political ideologies that underpin the delivery of healthcare services

- Judge the implications of the use of power in public policy decision making;

- Assess and apply the competencies and skills required to effectively evaluate existing and emerging health policies in the management and planning of health services;

- Evaluate the role of senior management, governments and interest groups (advocacy organisations, media, health professions/coalitions, private sector) in managing emerging issues, setting the health policy agenda and in policy development;

- Create a variety of ways in which complex issues can be effectively communicated for a variety of target audiences.

090013 Fundamentals of Epidemiology
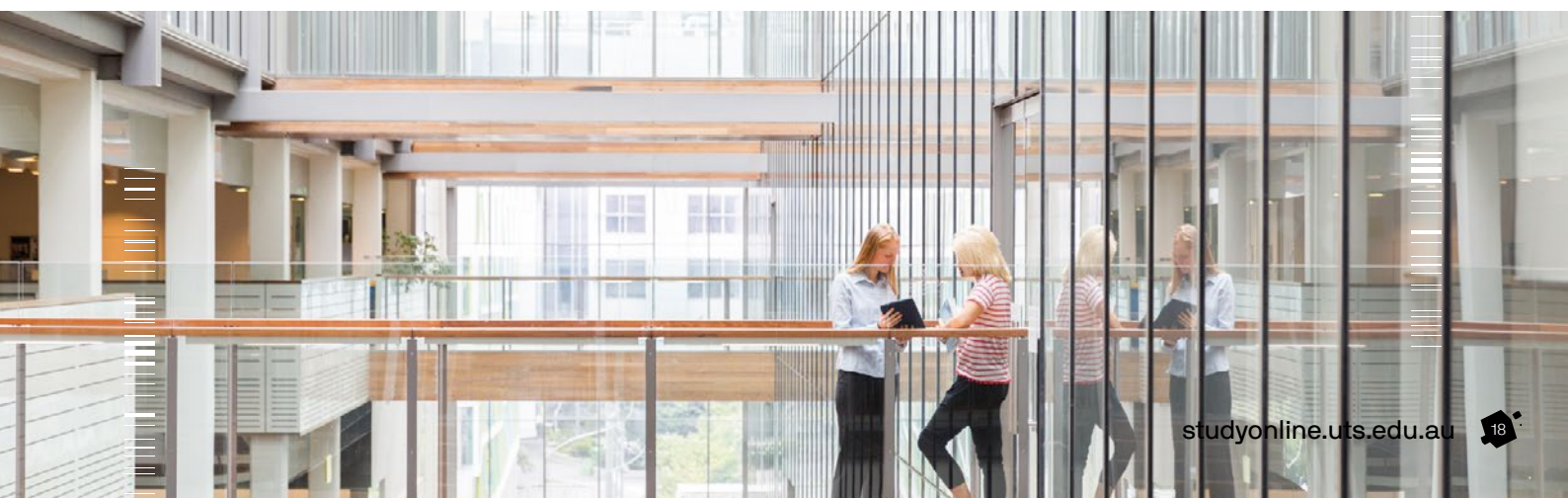
Subject description

This subject covers the essential knowledge that clinicians, project officers, health service managers and planners, and public health practitioners need concerning epidemiology and population health. It enables students to apply analytical strategies of epidemiology to the health service and public health environment, and to assess, interpret and appraise the quality of evidence of health service studies.

Topics covered include epidemiological methods and concepts, understanding epidemiological evidence and its limitations, using population health data, and how findings are used to support public health and 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 onlinking epidemiological theory population health with application in public health and health services settings, and decision-making.

Subject learning objectives

Upon successful completion of this subject students should be able to:

- Evaluate and appropriately select major techniques in epidemiological and population health research, including study design, measures of disease frequency, and measures of association and impact;

- Recommend rigorous and appropriate approaches to the collection, storage, interpretation and use of epidemiological and other population health data;

- Discover the main sources of bias in epidemiological research and propose how these should be accounted for and addressed;

- Explain the roles, strengths and weaknesses of randomised controlled trials and the common observational designs;

- Create a variety of ways in which complex epidemiological and population health data and issues can be effectively communicated for a variety of target audiences;

- Devise a basic critical appraisal of an epidemiological study.

96331 Planning and Evaluating Health Services

Subject description

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 healthcare 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.

Subject learning objectives

Upon successful completion of this subject students should be able to:

- Evaluate local circumstances and use evidence-based health planning principles, frameworks and processes;

- Identify and assess community health status, demographics and social conditions that impact health;

- Determine the issues impacting health planning and health plan evaluation, including enabling and impeding factors;

- Effectively communicate complex health service planning issues.

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96326 Improving Safety and Quality in Healthcare

Subject description

This subject covers the essential knowledge that clinicians, health service managers and project officers need concerning error management and safety and quality improvement. It enables students to appreciate why errors occur in healthcare delivery and the contemporary approaches to reducing errors and improving the safety and quality of health services. Team-based, personal and interpersonal skills in open disclosure are addressed, as well as complaint management and the importance of patient and family engagement, and appropriate organisational communication following errors. International approaches to safety and quality in healthcare delivery are also discussed. An emphasis is placed on error reduction and meeting national standards within health services settings.

Subject learning objectives

Upon successful completion of this subject students should be able to:

● Critically appraise contemporary legal, ethical, regulatory and professional frameworks and strategies designed to maintain or improve patient safety within the healthcare environment;

● Propose improvements in safety at an international, national, state and local level through error analysis, risk management and error reduction techniques;

● Determine relevant and contemporary techniques and tools for analysing, reporting and managing error in healthcare delivery;

● Create a variety of ways in which complex issues can be effectively communicated for a variety of target audiences.

96328 Systems and Service Innovation

Subject description

This subject is designed to assist students to develop and deliver patient-centred innovations that improve the safety and quality of health and social care. Disruptive innovation is on everyone's mind but few know how to approach it and execute it in a timely way.
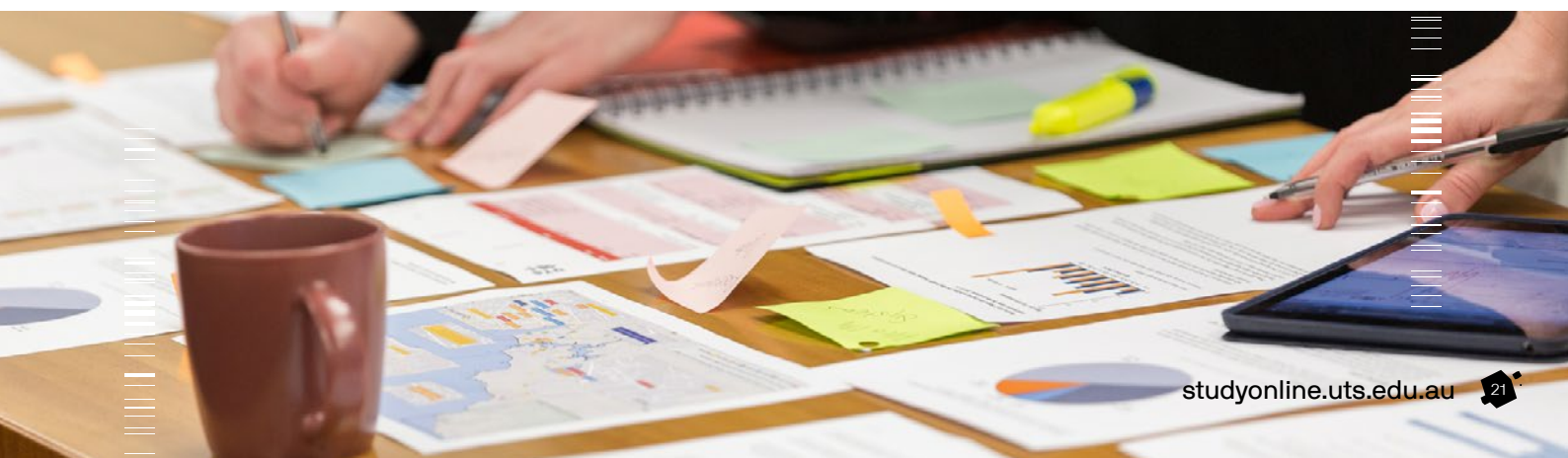
As the healthcare landscape evolves and AI and automation changes the interaction between patients and clinicians, there is a need to embrace and implement new ways of working, by understanding the role of technology in future healthcare as part of quality and safety activities. This subject introduces disruptive innovation and the need to understand the intersection between its design, development and its application to users. To do this, building strong individual and organisational capabilities is essential to the delivery of the health services.

This subject helps students build their knowledge and skills in bridging the gap between health service need, delivery and innovation. It will examine a range of theories that can be used in analysing the challenges in delivering innovation in healthcare, understand where innovative ideas come from and how news ways of working can be built into strategy, through applying leadership within complex adaptive systems and reviewing workplace boundaries based upon needs.

Subject learning objectives

Upon successful completion of this subject students should be able to:

● Understand how problems are represented and how this informs safety and quality decision-making;

● Gain an appreciation for innovation through reviewing contemporary examples of innovation disrupters and using these cases to analyse the challenges in its adoption in healthcare;

● Build an appreciation for the role of other sectors in the design of innovation and technologies and appraise design thinking, value proposition and customer journey mapping;

● Confidently develop an innovation strategy, aligned to your service strategy or work plan which reflects changes to the work boundaries;

● Examine strategies that foster an innovation culture within teams and organisation.

96327 Leading Health and Social Care

Subject description

Health and social care is full of calls for, and programs on, improved leadership capabilities. In this subject, we will not only consider leadership theories, capabilities and competencies, but explore the deeper question of, "If leadership is the answer, then what is the question?"
The subject will start with an examination of major failures in health and social care services around the world. Using the texts and reports from patient safety and social care service inquiries we will look at those aspects of management and leadership that failed to protect patients and staff. We will then critically examine key leadership and management theories, exploring them through a series of guided readings, and a practical application of concepts utilising scenarios and case studies.

We will then consider what leadership means at an individual, team and organisational level, drawing on traditional and cutting-edge theories. Participants will consider their own leadership capabilities and a development map for their career. We will then consider what team leadership means, and what is required to ensure its development; then consider what it takes – individually and collectively – to lead not just any organisation, but a health and social care organisation specially.

Subject learning objectives

Upon successful completion of this subject students should be able to:

- Review and evaluate leadership theories and practices relevant to health and social care;

- Critically analyse problems in health and social services that require leadership as part of their solution;

- Examine your own leadership assumptions, approaches and preferences and their implications for your current or future role as a leader;

- Review leadership theories, models and approaches, and consider the issues associated with their application in health and social care contexts;

- Consider the implications of ethical leadership.

96330 Quality and Safety Improvement Methods

Subject description

Few people would disagree that health systems could improve the quality and safety of their services. The question is of course, how? In this subject we will explore models and methods for improving the quality and safety of health and social care.
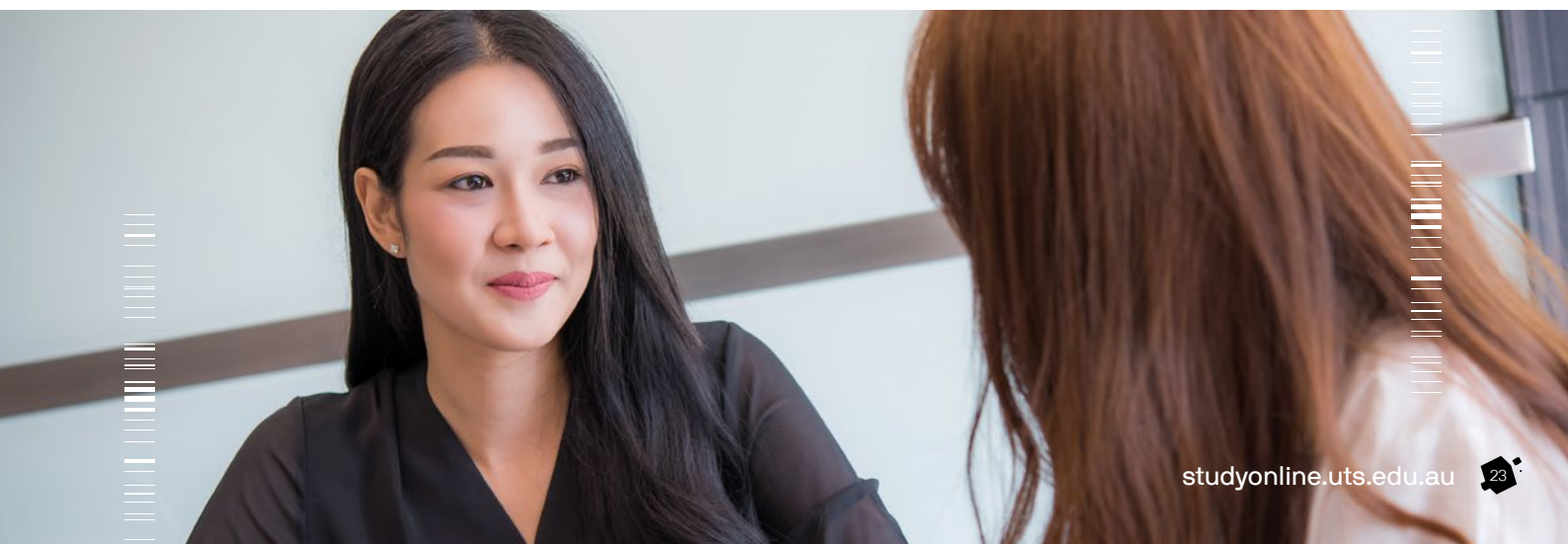
Drawing on local and international expertise, we will review the development of the quality and safety movement over the last two decades, examining in detail its progression to the systems approach to patient safety. You will examine a range of quality and safety improvement theories and strategies, and review both the causes and consequences of breakdowns in quality and safety in health and social care. We will then examine and use a range of quality improvement and safety improvement tools, how they have been utilised, and the evidence for their effectiveness.

This subject helps students build their knowledge and skills in assessing, improving and embedding quality and safety within health and social care systems and services. It will examine a range of theories and frameworks that can be used in diagnosing shortfalls in the quality and safety of care, identifying appropriate remediation programs and tools, developing strategies for their implementation, and understanding how to build an evidence base for their efficacy.

Subject learning objectives

Upon successful completion of this subject students should be able to:

- Discuss how the quality and safety movement has developed over the last two decades;

- Examine what is meant by systems thinking in health and social care, and how it applies to patient safety;

- Examine strategies that foster an innovation culture within teams, services and systems;

- Gain an appreciation for the variety of tools which can be utilised to improve the quality and safety of care;

- Develop a quality and or safety improvement strategy, along with an evaluation framework.

96335 Contemporary Approaches to Digital Health

Subject description

Digital health is about ensuring the sustainability and quality of all forms of healthcare. Those working in the health sector need to keep up-to-date with information and communication technologies that are transforming the delivery of healthcare services. An appreciation of the complexities of the digital health environment enables health professionals to understand the latest technologies by which they can improve patient-centred care, increase coordination, drive efficiencies and reduce the cost of services.

In this subject, students examine current data standards for healthcare and gain an appreciation of the issues that health professionals face on a daily basis in relation to those standards. The major components of the digital age are evaluated from local, national and international perspectives, including the role of health professionals in improving health service outcomes through diligence in data stewardship and knowledge management. As part of this process, students investigate the latest wave of data management, data analytics, which is intended to promote system-wide quality improvement and cost reduction through the creation of a data-driven improvement culture.

In order to take part in that revolution, it is vital that health professionals know how to measure, track and improve performance, deliver evidence-based care and accurately forecast optimal strategies to meet patient needs through access to and analysis of real-time information. As part of the reflexive learning process, students create and use their own e-portfolio as a way of understanding how to organise and utilise data about themselves.

Subject learning objectives

Upon successful completion of this subject students should be able to:

● Discover how ePortfolio-based learning can contribute to personal and continuing professional development by evidencing employability skills and graduate attributes.

● Explain why data standardisation and data exchange are fundamental components of a digital health environment.

● Formulate effective responses to current and future privacy, confidentiality, security and data integrity issues facing health professionals.

● Deconstruct the current and future local, national and international digital health innovations that have the potential to empower and engage consumers, improve health outcomes and reduce the cost of health services.

● Predict how healthcare analytics can improve effectiveness and efficiency, enhance sustainability, mitigate risk and demonstrate value for individuals and populations receiving health services.

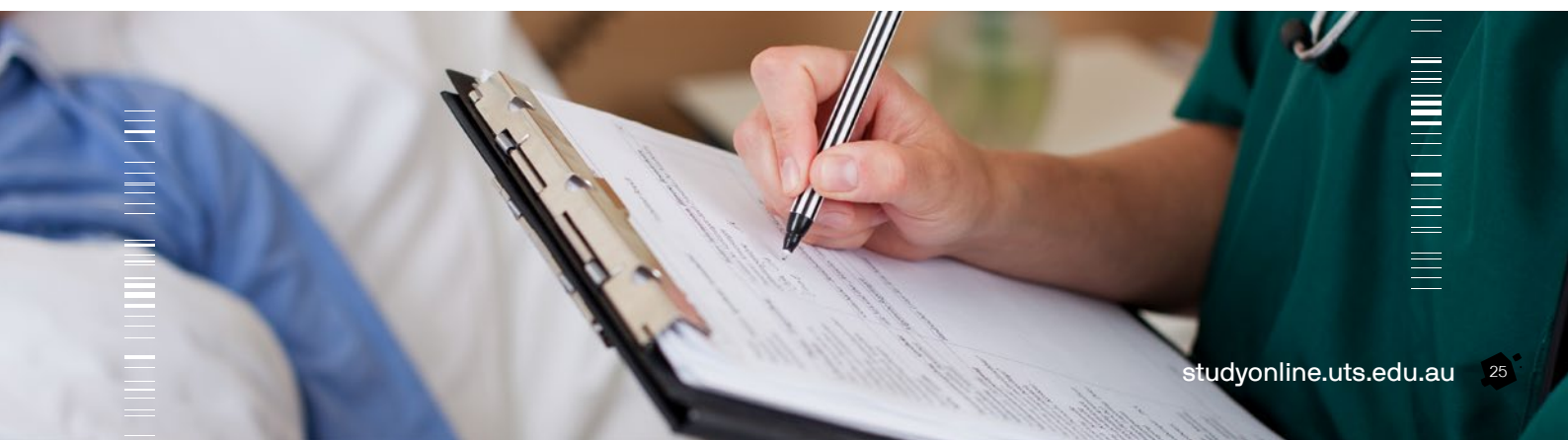# 96332 Fundamentals of Health Information Management

Subject description

This subject provides students with the foundational knowledge and skills to determine how health information is organised, managed, used, shared and acted on in order to deliver effective health outcomes. Students are introduced to the concepts of health information and health informatics, its management and importance. National and local data collections are reviewed. Electronic health records and computerised personal health records are investigated.

Students gain exposure to a range of information systems used in different healthcare settings and experience the range of roles health information managers undertake via site visits and guest lectures.

Subject learning objectives

Upon successful completion of this subject students should be able to:

- Apply knowledge of the capture, structure and content of the healthcare record to uses of health information in different settings

- Appraise and manage health information in multiple environments (paper, digital, electronic, web-based)

- Assess and manage healthcare record functions to ensure health information is available to meet clinical, operational and strategic needs

- Design systems and collection tools for data capture

- Interpret and apply appropriate laws, regulations, standards and policies to manage appropriate access, release and disclosure of identifiable and non-identifiable personal health information

96329 Health Systems and Change

Subject description

Health systems worldwide are facing increasing pressure to improve their efficiency and effectiveness while delivering safe, high quality and patient-centred 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. 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 healthcare 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, 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.

Subject learning objectives

Upon successful completion of this subject students should be able to:

- Critically appraise relevant strategies to implement individual or organisational change in the healthcare environment based on validated theories and models;

- Analyse the contextual factors that act as a stimulus for change, resistance to change and successful change in health care;

- Propose fundamental leadership skills necessary for implementing organisational change and act as a change agent;

- Create a variety of ways in which complex issues can be effectively communicated for a variety of target audiences.