



# School of Graduate Studies

University of Toronto

November 26, 2004

Professor Vivek Goel  
Vice-President and Provost  
Room 225, Simcoe Hall  
27 King's College Circle  
University of Toronto

Dear Professor Goel:

At its meeting of November 23, 2004, the Council of the School of Graduate Studies approved the following motion:

**THAT** SGS Council approve the proposal of the Department of Health Policy, Management and Evaluation and the Faculty of Nursing for a Combined M.N./M.H.Sc. (Health Administration) Program, for inclusion in the School of Graduate Studies calendar on a permanent basis, effective September 2005.

The motion and supporting documentation are attached. Division IV Executive Committee approved this proposal at its meeting of November 2, 2004. This proposal will go to the Ontario Council on Graduate Studies for a standard appraisal.

On behalf of the Council of the School of Graduate Studies, I am presenting this item to Governing Council committees, for information or approval.

Yours sincerely,

Jane Alderdice  
Secretary to SGS Council  
and Coordinator of Policy, Program and Liaison

Encl. (1)  
/gj

c.c.	U. De Boni	T. Chan	A. Drummond	C. Johnston	H. Lasthiotakis
	L. McGillis-Hall	P. Orser	S. Pfeiffer	T. Smith	L. Yee
	S. Zaky (attachments)				

H:Council/FollowUp/2004-2005/Nov23/HPME+Nursing, new combined program

## Motion

### School of Graduate Studies Council Tuesday, November 23, 2004

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Item 6.

**6. Proposed Combined Program, M.N. / M.H.Sc., Department of Health Policy, Management and Evaluation and the Faculty of Nursing**

**MOTION ( / ) THAT** SGS Council approve the proposal of the Department of Health Policy, Management and Evaluation and the Faculty of Nursing for a Combined M.N./ M.H.Sc. (Health Administration) Program, for inclusion in the School of Graduate Studies calendar on a permanent basis, effective September 2005.

*See attached.*

**NOTE:**

See rationale attached.

Division IV Executive Committee approved this proposal at its meeting of November 2, 2004.

With SGS Council approval, this item will go to Governing Council committees for information or approval, and to the Ontario Council on Graduate Studies for a standard appraisal.

School of Graduate Studies  
University of Toronto  
**Graduate Proposal Requirements for Governance Form**

1. **Graduate Unit:**  
Graduate Department of Nursing Science and  
Graduate Department of Health Policy, Management and Evaluation
  
2. **Graduate Program/s involved in proposal:**
  - Proposed Combined M.N. and M.H.Sc. in Health Administration
  - Master of Nursing
  - Master of Health Science in Health Administration
  
3. **Contact name, e-mail address and telephone #:**  
  
*HPME* - Rhonda Cockerill, [Rhonda.cockerill@utoronto.ca](mailto:Rhonda.cockerill@utoronto.ca), 978-7721  
*Faculty of Nursing* – Linda McGillis-Hall, [l.mcgillishall@utoronto.ca](mailto:l.mcgillishall@utoronto.ca), 978-2869
  
4. **Previous Action Taken:**
  - Both the Curriculum Committee, Department of Health Policy, Management and Evaluation and the Faculty Council, Faculty of Nursing, have expressed support for the Combined Program.
  
5. **Brief Summary of Proposed Change:**  
  
Approval of the new Combined M.N./M.H.Sc. program and the proposed first intake date of September 2005. A calendar entry for the new combined program can be found in appendix 2 of the attached proposal.

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School of Graduate Studies  
University of Toronto  
**Graduate Proposal Requirements for Governance Form (cont'd)**  
*Page 2*

6. **Proposed Effective Date:** September 2005

7. **Rationale:**

The combined M.N./M.H.Sc. in Health Administration Program would provide those students with a strong interest in both nursing and health administration the opportunity to engage in an integrated and coherent program of study leading to concurrent receipt of the M.H.Sc. Health Administration and the M.N. degrees. Admission to the Program would be conditional upon independent admissions to each of the participating graduate departments. It is anticipated that a maximum of 5 students will enroll in the Program each year.

The rationale for a combined program between the graduate programs in nursing science and health administration stems from a belief that it is important to expose graduate nursing students interested in a career in health services management to the philosophical and theoretical traditions that underpin nursing science, and through the M.H.Sc. in Health Administration program, enable them to apply this knowledge to the management of nursing and health care services.

The combined program will link current strengths in both units and forge creative partnerships for developing and disseminating new knowledge in fields currently experiencing dynamic change.

8. **Financial and/or Planning Implications:**

The Combined Program fits with the strategic objectives of both the Faculty of Nursing and the Department of Health Policy, Management and Evaluation. It is believed that implementation of the combined program will significantly enrich the educational experience of both sets of graduate students, will provide no drain on current resources, and will enable a seamless integration of students between the two programs. In addition, the Program will promote the development of specialized knowledge in nursing and health services management, a skill set critical to the implementation of health reform across Canada.

**Submitted by:** Dr. L. Lemieux-Charles, Chair, Department of Health Policy, Management and Evaluation and Dr. D. Doran, Acting Dean, Faculty of Nursing

**Date:** October, 20, 2004

## EXECUTIVE SUMMARY

### A PROPOSAL FOR A COMBINED MASTER OF NURSING (M.N.) IN NURSING SCIENCE AND MASTER OF HEALTH SCIENCE IN HEALTH ADMINISTRATION (M.H.Sc.)

The Department of Health Policy, Management and Evaluation, Faculty of Medicine and the Faculty of Nursing are proposing to develop a Combined Master of Nursing and Master of Health Science in Health Administration program. The Program would provide those students with a strong interest in both nursing and health administration the opportunity to engage in an integrated and coherent program of study leading to the concurrent receipt of the M.N. and M.H.Sc. in Health Administration degrees.

Admission to the Program would be conditional upon independent admissions to each of the participating graduate departments. Academic performance in the combined program would be governed by the assessment criteria of the participating programs and the grading policies of the School of Graduate Studies. Students would be expected to meet the requirements of the two participating programs in order to progress. A student failing to meet either set of requirements would be precluded from pursuing the combined degree. Students who satisfactorily meet all the academic requirements of the combined program will be entitled to receive both the M.N. and the M.H.Sc. in Health Administration degrees concurrently. Students in the combined program will meet the requirements of the M.H.Sc. Health Administration degree and the M.N. degree within 2.5 academic years, resulting in a time efficiency of one year. It is anticipated that a maximum of 5 students will enroll in the combined program each year. No additional costs associated with the combined program are anticipated for either participating graduate department.

The overall objective of the combined program is to promote the development of specialized knowledge in nursing and health services management, a skill set that is critical to the implementation of health reform in Canada. The combined program fits with the strategic objectives of both the Faculty of Nursing and the Department of Health Policy, Management and Evaluation, Faculty of Medicine in that it represent an innovative response to meeting the clinical management needs of the rapidly changing healthcare sector through interdisciplinary education. It is believed that implementation of the combined program will significantly enrich the educational experience of both sets of graduate students, will provide no drain on current resources, and will enable a seamless integration students between the two programs.

Expected date of implementation is September 2005.

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Appendix I: Memorandum of Agreement

Appendix II: Calendar Entry

**A Proposal for a Combined Master of Nursing (M.N.) in Nursing Science and Master of  
Health Science in Health Administration (M.H.Sc.)**

**For**

**FACULTY OF NURSING AND  
DEPARTMENT OF HEALTH POLICY, MANAGEMENT, AND EVALUATION,  
FACULTY OF MEDICINE  
University of Toronto**

**- October 2004 -**

**1.0 INTRODUCTION AND RATIONALE**

The Faculty of Nursing and the Department of Health Policy, Management and Evaluation (HPME), Faculty of Medicine are proposing to develop a combined M.N./M.H.Sc. in Health Administration Program. The Program would provide those students with a strong interest in both nursing and health administration the opportunity to engage in an integrated and coherent program of study leading to concurrent receipt of the M.N. and the M.H.Sc. in Health Administration degrees. Admission to the Program would be conditional upon independent admissions to each of the participating graduate departments. It is anticipated that a maximum of 5 students will enroll in the Program each year.

The rationale for a combined program between the graduate programs in nursing science and health administration stems from a belief that it is important to expose graduate nursing students interested in a career in health services management to the philosophical and theoretical traditions that underpin nursing science, and through the M.H.Sc. in Health Administration program, enable them to apply this knowledge to the management of nursing and health care services.

The combined program will link current strengths in both units and forge creative partnerships for developing and disseminating new knowledge in fields currently experiencing dynamic change.

At the University of Toronto, faculty members from Nursing and HPME have worked collaboratively, both formally and informally for several years. Faculty members from HPME are cross-appointed to the Faculty of Nursing, have participated on graduate students' theses committees, and have participated as guest lecturers in graduate nursing courses. In turn, members of the Faculty of Nursing have participated on doctoral students' theses committees from HPME and hold cross-appointments in the Department. Both faculties have realized mutual benefits through collaborative research projects, and through a formal relationship with the Nursing Effectiveness, Utilization, and Outcomes Research Unit. The "Nursing Effectiveness, Utilization, and Outcomes Research Unit" is a collaborative research unit between

the Faculty of Nursing at the University of Toronto and the School of Nursing at McMaster University, and draws on the skills of researchers from many different disciplines including management, engineering, health administration, industrial relations, and occupational therapy. Members of the Nursing and HPME faculties have collaborated in submitting grant proposals to provincial and federal granting agencies, and have also co-authored several publications in prestigious management and health research journals. The research relationship between the Faculty of Nursing and the Department of Health Policy, Management and Evaluation will only be strengthened by the implementation of the combined program, as will the University's resources in the area of health and nursing services management. From a faculty viewpoint, the combined M.N./M.H.Sc. Health Administration program would enhance opportunities for collaboration across a wide range of research areas.

## **2.0 OBJECTIVES AND ADDED VALUE**

The combined program fits with the strategic objectives of both the Faculty of Nursing and the Department of Health Policy, Management and Evaluation. It is believed that implementation of the combined program will significantly enrich the educational experience of both sets of graduate students, will provide no drain on current resources, and will enable a seamless integration of students between the two programs. In addition, the Program will promote the development of specialized knowledge in nursing and health services management, a skill set critical to the implementation of health reform across Canada.

Specifically:

- The combined program furthers the mission of the Department of Health Policy, Management and Evaluation as it represents an innovative response to meeting the clinical and management needs of the rapidly changing health care sector. A combined M.N./M.H.Sc. in Health Administration at the University of Toronto would be the first program of its kind in Canada, and it is likely that its graduates would be in considerable demand.
- The Faculty of Nursing's mission statement supports the intent of this interdisciplinary program which focuses on health services, as one of its Faculty theme areas. It also reflects the Faculty's commitment to practice at all levels including management.
- Consistent with the quality of the students enrolled in the modular M.H.Sc. in Health Administration program and in the M.N. program, it is expected that the combined program would attract experienced students with excellent leadership potential, strong cognitive skills and an outstanding academic record. The likely success of the Program is indicated by the fact that the M.H.Sc. in Health Administration regularly attracts a number of excellent candidates with nursing backgrounds. Similarly, the Faculty of Nursing regularly admits students with a defined interest in health care management.

- The combined program will utilize the existing faculty and administrative resources within both participating graduate units, who together will assume responsibility for the coordination, delivery and day-to-day management of the Program. As such there are no requirements for additional resources.
- Students in the combined program will independently meet all the admission requirements of the Nursing M.N. and the M.H.Sc. in Health Administration degrees.
- Students in the combined program will meet the requirements of both the M.N. and the M.H.Sc. in Health Administration degrees within 2.5 academic years, resulting in a time efficiency of one year due to combined program waivers of courses containing similar academic content.
- The maximum annual cohort for the combined program is anticipated to be no more than five students. These students will be selected on their academic strength, maturity and experience, and will be expected to be fully compatible with both program settings. It is, therefore, not anticipated that the combined program will have any negative impact on the integrity of the participating graduate programs.
- Courses and practicum requirements will meet accreditation/academic review standards of both professions. In Spring 1996, the M.H.Sc. in Health Administration program received 8 years accreditation from the Accrediting Commission on Health Services Education (ACHESA). The Program's next accreditation site visit is scheduled for the Fall 2005. There is no similar accreditation requirement for the M.N. in Nursing Science. Both programs successfully underwent OCGS appraisal in the fall 1998, and will be undergoing their next review in the spring of 2005.

The combined M.N./M.H.Sc. in Health Administration program will add value to the educational experience of both sets of students by providing the opportunity to integrate a strong knowledge of health services management with an equally strong clinical knowledge, facilitate the application of management science to the practice arena, and provide students with both breadth and depth in their learning experience. Students in the combined M.N./M.H.Sc. in Health Administration program will enrich the experience of students in the M.H.Sc. in Health Administration program, by offering a depth of experience and specialized knowledge from which the other students can gain. In turn, students in the combined M.N./M.H.Sc. in Health Administration program will be encouraged to broaden their perspective and learn from the varied experiences of students in the M.H.Sc. in Health Administration and M.N. programs.

Both the Curriculum Committee, Department of Health Policy, Management and Evaluation and the Faculty Council, Faculty of Nursing, have expressed support for the combined program. In addition, the proposed combined program extends the scope of innovation in nursing and health administration education in Canada, and is consistent with the directions contained within the University's "Academic Planning" document.

### **3.0 ADMISSIONS REQUIREMENTS**

The admissions procedure for the combined M.N./M.H.Sc. in Health Administration is designed to ensure that the considerable time, effort and judgment of the admissions processes of the two participating programs are not duplicated, and that the integrity of these independent procedures is preserved. As such, we are proposing that students only be given places in the combined program once they have secured separate and independent admissions into each of the two participating graduate programs.

#### **3.1 Application Procedure**

Students applying to the combined program will be required to complete separate application forms for admission to the M.N. and M.H.Sc. in Health Administration within the prescribed guidelines, and pay the application fees designated by both programs. Each program's application form will be modified to allow students to indicate whether they are interested in applying for admission into the combined program. This information will enable the admissions officers at both graduate departments to track the progress of the applications to the combined program. To be eligible for admission to the combined program, student applications must satisfy the full admission requirements of the School of Graduate Studies and of each participating graduate program.

#### **3.2 Timing of Applications**

Candidates applying to the combined program will make separate applications to the two graduate departments before February 1 on a concurrent basis and will, if successful, commence their studies in the Fall semester of that academic year.

#### **3.3 Restrictions on Students Entering the Combined Program**

- To preserve the integrity of the M.H.Sc. in Health Administration program (given its limited class size of 35-40 students per year) a cohort of no more than 5 students will be accepted into the combined program each year.
- Students entering the combined program will be required to undertake their program of studies in the proposed sequence outlined in Section 4 of the proposal. The sequencing of the courses provides for the development of the professional and more fundamental management competencies to be offered near the beginning, and for increasing levels of choice being available toward the end.
- To preserve program integrity, students undertaking the combined program may not be enrolled in or seek enrollment in another combined or collaborative program.
- Given that the modular format of the M.H.Sc in Health Administration does not normally allow for part-time studies all students entering the combined program

will be required to enroll on a full-time basis.

### **3.4 Formal Admission to the Combined Program**

Applications that have secured separate and independent admissions into each of the two participating graduate programs will be forwarded to the Program Committee of the combined program (see section 10.0), the structure responsible for overseeing the admissions process. The Program Committee will consist of the two program directors from the M.N. and M.H.Sc. in Health Administration programs. Applications will be ranked against the combined admissions criteria for the two programs, and successful applicants will receive a formal letter of acceptance to the School of Graduate Studies from each participating graduate department.

### **3.5 Commencement of Study in the Combined Program**

Normally, full-time students accepted into the three-year combined program will commence their studies in the Faculty of Nursing, in order to attain their requisite professional and practice skills necessary to commencing their health management studies.

## **4.0 PROGRAM REQUIREMENTS**

### **4.1. Three-Year Program leading to the receipt of the M.N./M.H.Sc. in Health Administration**

- Students entering Year 1 of the combined program will undertake full-time study through the M.N. program enabling them to obtain a solid foundation in the academic knowledge, research skills, and practice components of Nursing Science.
- Year 2 of the combined program will consist of full-time study within the M.H.Sc. in Health Administration providing students with a solid grounding in management skills and competencies. Electives may be taken from either graduate unit.
- Course requirements in Year 3 of the Program will be completed in the Department of Health Policy, Management and Evaluation.
- Waiver of HAD 5010. Successful completion of NUR 1016 in Year 1 of the combined program provides students with comparable learning outcomes to HAD 5010.

- Waiver of HAD 5761. Successful completion of NUR 1059 in Year 1 of the combined program provides students with comparable learning outcomes to HAD 5761.
- Waiver of HAD 5721. Successful completion of NUR 1064 in Year 1 of the combined program provides students with comparable learning outcomes to HAD 5721.
- Waiver of HAD 5030. Successful completion of NUR 1022 in Year 1 of the combined program provides students with comparable learning outcomes to HAD 5030.
- Waiver of NUR 1072. Successful completion of HAD 6010 in Year 2 of the combined program provides students with comparable learning outcomes to HAD 6010.
- Waiver of NUR 1034. Successful completion of HAD 5770 in Year 2 of the combined program provides students with comparable learning outcomes to HAD 5770.

### **Courses of Instruction**

#### **Year 1**

##### ***Fall Semester (September - December)***

- NUR1016H: Health Systems, Policy and the Profession
- NUR1017H: History of Ideas in Nursing Practice
- NUR1064H: Behavior in Health Care Organizations

##### ***Winter Semester (January - May)***

- NUR1022H: Research Design, Appraisal, and Utilization
- NUR1060H: Management of Nursing Services
- NUR 1021H: Nursing Ethics

##### ***Summer Semester (May - July)***

- NUR1066H: The Theoretical Basis for Methodology for Quality Improvement in Nursing Services
- NUR1059H: Informatics: Theory and Application in Nursing

▪ **Total Course Load for Year 1: 8 half-course credits**

## Year 2

### *Fall Semester (September - December)*

- HAD 5711H: Theory and Practice of Strategic Planning and Management in Health Services Organizations
- HAD 5713H: Introduction to Health Information Systems
- HAD 5724H: Quantitative Methods for Health Services Management and Policy
- HAD 5741H: Health Law

### *Winter Semester (January - April)*

- HAD 5020H: Canada's Health System and Health Policy: Part 2
- HAD 5723H: Health Services Accounting
- Elective
- Elective or optional practicum

### *Summer Semester (May - July)*

- HAD 5731H: Advanced Cases in Health Administration, Management and Strategy
- HAD 5733H: Health Services Finance
- HAD 5770H: Program Planning and Evaluation
- HAD 6010: Practicum
- HAD 6011: Optional Practicum

▪ **Total Course Load for Year 2: 13 half-course credits**

## Year 3

### *Fall Semester (September - December)*

- HAD 5769H: Human Resources Management and Labour Relations in the Health Field
- HAD 5725H: Health Economics

▪ **Total Course Load for Year 3: 2 half-course credit**

## 5.0 EVALUATION, PROGRESSION PERFORMANCE REQUIREMENTS, AND GRADUATION

### 5.1 Evaluation

Academic performance in the combined program will be governed by the assessment criteria of the participating programs and the grading policies of the School of Graduate

Studies.

## **5.2 Performance Progression Requirements**

In order to progress in the combined program, students will be expected to meet the progression requirements of the two participating programs. A student failing to meet these requirements will be precluded from pursuing the combined degree. Although such students can re-apply as transfer students to either individual program, their applications will be judged on a competitive basis with the rest of the general applicant pool. Course waivers and/or credit transfers based on previous academic work within the combined program may be granted at the discretion of the individual program director.

## **5.3 Graduation**

Only those students who satisfactorily meet all the academic requirements of the combined program will be entitled to graduate from the Program. Graduates will receive both the M.N. and M.H.Sc. in Health Administration degrees concurrently.

## **6.0 REGISTRATION**

Students will register on an annual basis in either the Graduate Department of Nursing or the Graduate Department of Health Policy, Management and Evaluation according to the schedule outlined in Section 4 above. Registration in the combined program is on a continuous basis only with a two year minimum period of registration. While it is anticipated that most students will require the full 2.5 years to complete program requirements, it is possible that a student may wish to accelerate their progress through the combined program by undertaking their two final semester courses during Year 1 or 2 of the Program.

The designation of graduate departments for enrollment as “home units” is for formal purposes only, and is in accordance with university guidelines that a home unit be designated. It is expected that the graduate departments of both participating programs will share joint responsibility in assisting students in dealing with administrative and other matters while students are in the combined program.

## **7.0 FEES**

During the academic year that a student is enrolled in the Graduate Department of Nursing Science, the student will be required to pay the designated tuition fees associated with that academic program. During the academic years that a student is enrolled in the Graduate Department of Health Policy, Management and Evaluation, the student will be required to pay the designated tuition fees associated with that academic program.

## **8.0 TRANSFER FROM FULL-TIME TO PART-TIME STUDIES**

As the M.H.Sc. in Health Administration program does not have a formal part-time program, students entering the combined program commit to progressing through the program on a full-time basis.

## **9.0 OPEN FELLOWSHIPS/FINANCIAL ASSISTANCE**

During the academic year(s) that a student in the combined program is enrolled in the Graduate Faculty of Nursing Science or the Graduate Department of Health Policy, Management and Evaluation, the student will be entitled to receive such awards and fellowships that are available within that academic unit.

## **10.0 PROGRAM ADMINISTRATION**

The combined program has an approved Director. It also has a Program Committee composed of a faculty representative from each of the participating graduate units. The Program Committee initiates and recommends the appointment of the Director for a three year term, with the position rotating between the two participating graduate units. The Director and the Program Committee shall be responsible for overseeing the admission process, tracking student progress through their respective programs, approving completion of combined program requirements, and any other issues deemed relevant to the combined program.

Program Director	Linda McGillis Hall, Program Director M.N., Faculty of Nursing
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Program Committee Members

Linda McGillis-Hall	Program Director M.N., Faculty of Nursing
Tina Smith	Program Director, M.H.Sc. in Health Administration, Department of HPME

## **11.0 RECORDS MAINTENANCE**

Academic records of all students in the combined program will be maintained centrally through the University's ROSI system. This will enable both participating programs to maintain up-to-date records and permit effective coordination of student progress through the combined program.

## Calendar Entry

### **M.N./M.H.Sc. Health Administration Combined Degree Program**

The M.H.Sc. Health Administration/M.N. Combined Degree Program provides those students with a strong interest in both nursing and health administration the opportunity to engage in an integrated and coherent program of study leading to the concurrent receipt of the M.N. and M.H.Sc. Health Administration degrees within 2.5 full-time years.

During the first year of the Program, students will be enrolled in the Faculty of Nursing and will be expected to complete 8 half-courses for the M.N. degree. During the second year of the program, students will be enrolled in the Department of Health Policy, Management and Evaluation (HPME), Faculty of Medicine and will be required to complete 11 half-courses towards the MHSc Health Administration degree plus two electives that can be taken from either degree program. Year 3 consists of two-half courses taken in HPME.

#### ***Admission Requirements***

Admission to the combined program is conditional upon independent admission to each of the participating graduate departments. Candidates will normally be required to complete separate application forms on a concurrent basis and pay the application fees for admission to the M.N. Program and the MH.Sc. Health Administration Program.

Candidates must satisfy the full requirements for each of the participating graduate departments. The aggregate criteria listed below must be satisfied to ensure that an application is considered complete for the purpose of entry into the M.N./M.H.Sc. health Administration Program. Candidates must:

- 1) be accepted under the general regulations of the School of Graduate Studies. Meeting the minimal requirements does not ensure admission.
- 2) Hold a University of Toronto B.Sc. degree in Nursing, or a degree from an equivalent program in a recognized university.
- 3) Have obtained a B+ standing over the last two years of undergraduate study. It is expected that the student will have obtained good academic standing in non-nursing as well as nursing subjects.
- 4) have successfully completed an introductory course in statistics prior to admission.
- 5) have at least three years of work experience in the healthcare field,

#### **Course and Degree Requirements**

The M.N. component of the M.N./M.H.Sc. Health Administration comprises 8 required half-courses. The M.H.Sc. Health Administration component comprises 13 required half-

courses. In addition, the Combined Program requires two elective half-courses that can be taken from either the M.N. or the MH.Sc. course offerings.

# COMBINED GRADUATE PROGRAM IN NURSING AND HEALTH ADMINISTRATION

## MEMORANDUM OF AGREEMENT

Memorandum of Agreement concerning a Combined M.N./M.H.Sc. Program in Nursing and Health Administration (hereafter, Combined Program or Program) among the Faculty of Nursing; Department of Health Policy, Management and Evaluation, Faculty of Medicine; and the School of Graduate Studies, University of Toronto.

1. In order to develop cooperative and combined education and research in nursing and health services management, the units agree to participate in a Combined M.N./M.H.Sc. Program in Nursing and Health Administration.

2. The objective of the Combined Program is to promote the development of specialized knowledge in nursing and health services management, a skill set that is critical to the implementation of health reform in Canada. The combined program represents an innovative response to meeting the clinical management needs of the rapidly changing healthcare sector through interdisciplinary education.

3. Students in the Combined Program shall register in both programs on a prescribed schedule. They shall:

- a) meet all respective degree requirements of the participating faculties, including the School of Graduate Studies and the participating graduate units;

- b) meet the course requirements of the participating degree programs.

The following outlines the Combined Program's curriculum:

**Year 1**

***Fall Semester (September - December)***

- NUR1016H: Health Systems, Policy and the Profession
- NUR1017H: History of Ideas in Nursing Practice
- NUR1064H: Behavior in Health Care Organizations

***Winter Semester (January - May)***

- NUR1022H: Research Design, Appraisal, and Utilization
- NUR1060H: Management of Nursing Services
- NUR 1021H: Nursing Ethics

***Summer Semester (May - July)***

- NUR1066H: The Theoretical Basis for Methodology for Quality Improvement in Nursing Services
- NUR1059H: Informatics: Theory and Application in Nursing
- **Total Course Load for Year 1: 8 half-course credits**

**Year 2**

***Fall Semester (September - December)***

- HAD 5711H: Theory and Practice of Strategic Planning and Management in Health Services Organizations
- HAD 5713H: Introduction to Health Information Systems
- HAD 5724H: Quantitative Methods for Health Services Management and Policy
- HAD 5741H: Health Law

***Winter Semester (January - April)***

- HAD 5020H: Canada's Health System and Health Policy: Part 2
- HAD 5723H: Health Services Accounting
- Elective
- Elective or optional practicum

***Summer Semester (May - July)***

- HAD 5731H: Advanced Cases in Health Administration, Management and Strategy
  - HAD 5733H: Health Services Finance
  - HAD 5770H: Program Planning and Evaluation
  - HAD 6010 : Practicum
  - HAD 6011: Optional Practicum
- **Total Course Load for Year 2: 13 half-course credits**

**Year 3**

***Fall Semester (September - December)***

- HAD 5769H: Human Resources Management and Labour Relations in the Health Field
  - HAD 5725H: Health Economics
- **Total Course Load for Year 3: 2 half-course credit**

4. It is agreed that the Combined M.N./M.H.Sc. Program in Nursing and Health Administration shall be administered by a Program Committee consisting of one faculty member from each participating unit.

5. The function of the Program Committee shall include:

- a) the review of all applications and admissions to the combined program
- b) selecting a new Director from amongst its membership, as required

6. The Program Committee will meet on a regular basis of once per semester, with additional meetings being scheduled on an as-needed basis at the call of the Program Director.

7. The Director of the Combined Program shall be selected by the Program Committee for a term of three years. The Director shall be responsible for overseeing the admission process and approval of admissions to the combined program, tracking student progress through their respective programs, approving completion of combined program requirements, and any other issues deemed relevant to the combined program.
8. Each participating unit shall retain its statutory control over admissions and program content.
9. The Director of the Combined Program shall be responsible for certifying that the requirements of each participating Program have been fulfilled by each graduating student. Each home unit shall recommend the granting of its degree. With the approval of the Combined Program Director, the designation "Completed the Combined M.N./M.H.Sc. Program in Nursing Science and Health Administration shall be shown on the transcript, upon certification that all requirements of each participating Program have been fulfilled.
10. During the first year of the combined program, students will be enrolled in the Faculty of Nursing and will be expected to complete 8 half-courses for the M.N. degree. During the second year of the program, students will be enrolled in the Department of Health Policy, Management and Evaluation (HPME), Faculty of Medicine and will be required to complete 11 half-courses towards the MHSc Health Administration degree plus two electives that can be taken from either the M.N. or M.H.Sc. Health

Administration degree programs. Year 3 consists of two-half courses towards the MHSc Health Administration degree taken in HPME.

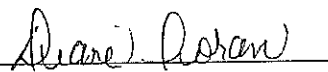
Memorandum of Agreement, Combined M.N./M.H.Sc. Program in Nursing Science and  
Health Administration

**SIGNATURE PAGE: AGREEMENT TO PARTICIPATE**

Department of Health Policy,  
Management and Evaluation,  
Faculty of Medicine

Signature  Date: Oct 27/04.

Faculty of Nursing

Signature  Date: Oct. 27, 2004