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THE UNIVERSITY OF LETHBRIDGE (WWW.ULETH.CA/FACTS)

Established in 1967, the University of Lethbridge (uLethbridge) is a publicly-funded, comprehensive, academic research institution and proud member of the Association of Universities and Colleges of Canada (AUCC).

CALGARY CAMPUS LOCATION



uLethbridge's Calgary Campus is located in the City of Calgary (~200km northwest from the City of Lethbridge where the Lethbridge Campus is based) to which it has been proudly serving both local students as well as the academic community since its inception in 1996. In January 2011, the campus relocated from its original destination at SAIT and subsequently "set-up-shop" inside of *Bow Valley College* – with whom we share classroom space with and is situated on the eastern end of the Calgary downtown core.

MASTERS OF HEALTH SERVICES MANAGEMENT DEGREE (MHSM)

Jointly offered by uLethbridge's Dhillon School of Business and Faculty of Health Sciences, the MHSM is a **non-Thesis Masters degree** – comprising of **12 courses + a final capstone project, spread across 6 modular semesters** – which collectively aim to provide successfully admitted grad students with the (non-clinical) management-based knowledge needed to become effective leaders within the context of the Canadian healthcare system. Some key subject areas that are built into the MHSM include organizational & service design, financial structures, and change management.

GRADUATE CERTIFICATE IN HEALTH SERVICES MANAGEMENT (GCHSM)

The GCHSM is a **condensed derivative of the MHSM (a "micro-credential")** – comprising of **6 courses, spread across 5 modular semesters only (no capstone project)** – which students are able to pursue to increase their knowledge base of health services management but are cautious about committing to the formal Masters degree. Successful GCHSM graduates will be able to ladder their completed courses for credit towards the MSHM during the next subsequent intake cycle, if interested.

"BLENDED LEARNING" DELIVERY MODEL

Both the MHSM and the GCHSM are **cohort-based, course-based, and part-time only** graduate programs which will be fully delivered via **blended learning (~30% face-to-face in the City of Calgary + ~70% online)**, under normal circumstances. A **single semester** – which is **normally 4-months/13-weeks** in duration – will typically consist of **four (4) synchronous F2F lecture sessions per HMGT-area course** (Friday evenings (16:00-21:00 MST/MDT) for one and Saturdays (10:00-15:00 MST/MDT) for the other, where applicable) **with everything else in-between taking place asynchronously online**. This blended-learning and alternate hours scheduling modality was designed to provide admitted students with the opportunity to balance their uLethbridge graduate studies at their own semi-self-directed pace (week-by-week) in concurrence with any daytime work obligations. **The average MHSM/GCHSM grad student workload is ~15-18 hours a week** (contingent on individual reading speed, study skills, etc.).

****Note:** Due to their part-time + blended-learning structures, all **international prospects** must be aware that they **will NOT be eligible to apply for a Post-Graduation Work Permit (PGWP)** after GCHSM/MHSM program completion, at this time.

ADMISSION REQUIREMENTS

Masters/MHSM (1-of-3 Possible Admission Routes)

1. (General/Non-ULETH) Baccalaureate Degree Admission Route

- **An academic undergraduate degree** (i.e. a Bachelors) **or its equivalent (at a minimum)** in *Management, Health, or closely related disciplines* from a recognized degree-granting institution, with a **min. CGPA of 3.00** – when translated against uLethbridge's 4.00 scale – on the **last 20** graded university-level term courses (60.0 credit hours); **OR, calculated on all courses completed within the most recently awarded Masters**, if applicant possesses one graduate degree already.
 - i. Baccalaureates in non-Management or non-Health disciplines will be considered on a case-by-case basis
 - ii. [Int'l Post-Secondary School Requirements for Master's-level Program Admission](#) (sorted alphabetically by country)
- **Evidence of successful work experience in the health sector** – clinical, corporate, or some combination thereof – is normally required. **Ideally, 2+ years**
 - i. MHSM applicants with between only 1-2 years of health sector work experience at the time of application **MAY** be reconsidered for GCHSM admittance in lieu (not guaranteed; case-by-case basis)
- Documented proof of demonstrating sufficient **English Language Proficiency (ELP) for Graduate Studies**, as detailed [here](#)
 - i. [Individual ELP Exempt Int'l Universities](#) (sorted alphabetically by country)
 - ii. ***NOTE:** Highly-qualified applicants who **previously completed a fully English-instructed post-secondary program from a non-ULETH recognized ELP exempt school or country** **MAY** be issued [conditional admission](#), pending ELP (case-by-case)
 - Such applicants are to also possess either *English-written transcripts* **or if not**, at least *an accompanying notarized English translation* to include in application package in order to merit conditional consideration

2. uLethbridge BMgt/BHSc Combined Degree Admission Route

- A **uLethbridge-awarded BMgt/BHSc combined degree** with a **min. CGPA of 3.00** on the **last 20** graded courses
- Formal work experience in the health sector would be an asset, however it will not be required for BMgt/BHSc degree-holders

3. uLethbridge Post-GCHSM Laddering Admission Route

- A **uLethbridge-awarded GCHSM** with a **min. graduating CGPA of 3.00**

Graduate Certificate/GCHSM (1-of-2 Possible Admission Routes)

1. (General/Non-ULETH) Baccalaureate Degree Admission Route – Same as MHSM credential (see above)

2. uLethbridge BMgt/BHSc Combined Degree Admission Route – Same as MHSM credential (see above)

***SPECIAL NOTE:** Applicants who have significant work and/or life experience but do not sufficiently meet the established competitive GPA admission requirements, **MAY** still be eligible for admission on an individual case-by-case basis (not guaranteed).

***IMPORTANT:** The University reserves the right to determine the acceptable equivalencies of any graduate applicant's presented credentials, associated disciplines, and/or proof of ELP both including and beyond what is displayed above.

APPLICATION PROCESS

*Admission into both the MHSM and GCHSM combined, will be *capped at a max. quota of 25 new admits, per year.*

ONLINE APPLICATION	CollegeNet/ApplyWeb: www.applyweb.com/leth/index.ftl
ANNUAL DEADLINE (Grad App Deadlines page)	Normally March 1st for a Fall (September) start (Once-a-year intake for both programs) **Deadline MAY be extended by the School of Graduate Studies during a given academic year (not guaranteed)
PROCESSING FEE (<i>non-refundable</i>)	<ul style="list-style-type: none"> • \$125.00 CAD, if all transcripts are domestic (from Canadian institutions, only) • \$140.00 CAD, if at least one set of transcripts is from a non-Canadian institution
SUPPORTING DOCS (Link) Application Procedure FAQs (Link)	
<ul style="list-style-type: none"> • Unofficial Academic Transcripts: Uploaded and scanned copies of each post-secondary institution previously attended and/or currently attending, where applicable. <ul style="list-style-type: none"> ○ <i>Non-English transcripts</i> must also be accompanied with a <i>notarized English Translation</i> within application package • 3 References (IDEALLY: 1 university-level instructor + 2 employers in a supervisory capacity): The names and professional emails of those who can speak to applicant's background preparation, suitability, and aptitude for graduate-level studies. <ul style="list-style-type: none"> ○ <u>Differing combinations and/or types of references will be accepted</u> however, this course of action must be <i>explicitly mentioned and appropriately justified within the applicant's Letter of Intent</i> <ul style="list-style-type: none"> ▪ E.g.) 3 instructors, 3 employers, project managers, research leads, contract principals, professional colleagues, etc. ○ <u>Unacceptable references include:</u> (1) those submitted by email or regular letter mail, (2) re-used ones in support of a past uLethbridge graduate application, and (3) ones drafted by friends/family members • Curriculum Vitae (CV): Resume of qualifications (i.e. academic background, work/volunteer experience, attended conferences, awards, scholarships, publications, etc.) • Letter of Intent (Maximum Length: 500 words): Detailing nature of interest in program and intended career outcome(s) upon graduation <ul style="list-style-type: none"> ○ LOI must be addressed to the "Health Services Management Program Committee" • Proof of ELP for Grad Students (see <i>Admission Requirements</i> section above) 	

***IMPORTANT:** The content in this package will only be as accurate as its most recent revision date. All MHSM and GCHSM prospects are strongly advised to consult www.uleth.ca/future-student/graduate-studies for up-to-date information. Date of Last Revision: Apr 12, 2022

MASTERS DEGREE (MHSM) PROGRAM STRUCTURE (~24 MONTHS, MIN.)

Program Description: www.uleth.ca/future-student/graduate-studies/health-services-management-mhsm

The **MHSM** will consist of **36.0 credit hours of part-time study** which will be divided into *five distinct learning modules/terms + a final capstone course*. **Experiential learning components** (e.g. guest speakers, cases, field trips, job shadows etc.) will be additionally incorporated as part of one course within each of the MHSM's five modular program components.

Module I – Design <i>Year 1: Fall (Sept-Dec)</i>	<ul style="list-style-type: none"> • HMGT 5100 – Organization Design (3.0 credits) • HMGT 5120 – Health Services Design (3.0 credits)
Module II – Leading & Bridging <i>Year 1: Spring (Jan-Apr)</i>	<ul style="list-style-type: none"> • HMGT 5300 – Leading People in Health Services (3.0 credits) • HMGT 5320 – Marketing in Health Services (3.0 credits)
Module III – Financial Structures <i>Year 1: Summer (May-Aug)</i>	<ul style="list-style-type: none"> • HMGT 5200 – Accounting in Health Services (3.0 credits) • HMGT 5220 – Finance in Health Services (3.0 credits)
Module IV – Political Environment <i>Year 2: Fall (Sept-Dec)</i>	<ul style="list-style-type: none"> • HMGT 5400 – Strategy, Power, & Politics (1.5 credits) • HMGT 5420 – The Art of Negotiating Relations & Conflict Management (1.5 credits) • HMGT 5430 – Health Systems with a Global Perspective (3.0 credits)
Module V – Conceptualization <i>Year 2: Spring (Jan-Apr)</i>	<ul style="list-style-type: none"> • HMGT 5500 – Leading Meaningful Change in Health Services (3.0 credits) • HMGT 5520 – Service Quality Management (3.0 credits)
Final Capstone Course – IEP <i>Year 2: Summer (May-Aug)</i> <i>*The IEP should ideally be started at the beginning of Year 2 (i.e. during Module IV) and subsequently completed/submitted by the deadline provided by the HSM Program Office, at that time</i>	<p>HMGT 6100 (6.0 credits): The MHSM's final culminating program deliverable, the Integrated Experience Project (IEP), will be a written paper which incorporates research engagement (theoretical, empirical, or applied) as a means of <u>identifying and addressing a health organization-based challenge or opportunity of the student's choosing</u>, complete with an implementation plan and applicable metrics for assessing the quality of the proposed solution. The synthesized deliverable must relate to the practice of HSM as well as sufficiently demonstrate the student's critical thinking, conceptual learning, and integrated disciplinary knowledge, as taught across all program courses, in a contextually meaningful way. The overall structure of the IEP will be flexible in order to accommodate the individual grad student's self-determined pursuits for project completion and can be work-based.</p>

GRADUATE CERTIFICATE (GCHSM) PROGRAM STRUCTURE (~20 MONTHS, MIN.)

Program Description: www.uleth.ca/future-student/graduate-studies/health-services-management-gchsm

The **GCHSM** will consist of **15.0 credit hours of part-time study** which will be divided into five (5) distinct learning modules. At this time, there will neither be any experiential learning components nor a final capstone project required for GCHSM graduation purposes.

Module I – Design <i>Year 1: Fall (Sept-Dec)</i>	<p>One of either:</p> <ul style="list-style-type: none"> • HMGT 5100 – Organization Design (3.0 credits) OR • HMGT 5120 – Health Services Design (3.0 credits)
Module II – Leading & Bridging <i>Year 1: Spring (Jan-Apr)</i>	<ul style="list-style-type: none"> • HMGT 5300 – Leading People in Health Services (3.0 credits)
Module III – Financial Structures <i>Year 1: Summer (May-Aug)</i>	<ul style="list-style-type: none"> • HMGT 5200 – Accounting in Health Services (3.0 credits)
Module IV – Political Environment <i>Year 2: Fall (Sept-Dec)</i>	<ul style="list-style-type: none"> • HMGT 5400 – Strategy, Power, & Politics (1.5 credits) • HMGT 5420 – The Art of Negotiating Relations & Conflict Management (1.5 credits)
Module V – Conceptualization <i>Year 2: Spring (Jan-Apr)</i>	<ul style="list-style-type: none"> • HMGT 5500 – Leading Meaningful Change in Health Services (3.0 credits)

***HMGT-area Course Descriptions:** www.uleth.ca/ross/courses > Graduate Studies Course Catalogue button > "Dhillon School of Business" section > "Health Services Management (HMGT)" subsection

MHSM & GCHSM GENERAL PROGRAM POLICIES & REQUIREMENTS

Academic Standards	<ul style="list-style-type: none"> - Minimum final grade of "B-" (2.70 on a 4.00 scale) in all gradable courses - Achieving ≥ 2 grades below a "B-" (i.e. C+ or lower), may be grounds for required withdrawal - Students whose program performance is judged to be unsatisfactory by the Program Committee may be placed on probation. Continued unsatisfactory performance may result in a required withdrawal
Graduation GPA	- Minimum cumulative program GPA of 3.00
Residence Requirement	<ul style="list-style-type: none"> - MHSM: Seven (7), 3.0 credit hour course equivalents (total of 21.0 credit hours) + the 6.0 credit hour IEP (which is non-transferrable) - GCHSM: Five (5), 3.0 credit hour course equivalents (total of 15.0 credit hours)
Max. Time Limit for Completion	<p style="text-align: center;">36 months of continuous registration (MHSM & GCHSM)</p> <ul style="list-style-type: none"> - All courses specified by the Program Committee must be completed (+ the IEPP submitted, for MHSM students) within the maximum time limit. In cases where there is judged to be cause and where completion is imminent, the Program Committee may approve to extend the time limit for a maximum period of 12 additional months. Failure to complete all program requirements within this extended period will result in the candidate's required withdrawal

EXAMPLE SKILLS & KNOWLEDGE ACQUIRED

Design	<ul style="list-style-type: none"> • Design effective services for greater client satisfaction and quality of care • Apply design-based thinking to organizational, operational, and team-based problems
Leading & Bridging	<ul style="list-style-type: none"> • Lead teams • Create a job description • Design a social marketing campaign (e.g. handwashing, vaccinations, mask wearing etc.)
Financial Structures	<ul style="list-style-type: none"> • How to prepare and use a budget effectively • How to make lease-or-buy decisions
Political Environment	<ul style="list-style-type: none"> • Manage conflict and negotiate for effective resolutions • Manage change for groups and organizations
Conceptualization	<ul style="list-style-type: none"> • Knowledge and skill application towards solving a managerial problem or opportunity in health care • Assess and improve quality of health care delivery

POTENTIAL EMPLOYMENT OPPORTUNITIES UPON PROGRAM COMPLETION

Entry and Mid-level Management/Leadership Positions in:

- | | |
|---|--|
| <ul style="list-style-type: none"> • Hospitals • Public Health Offices • Physician & Dentist Clinics | <ul style="list-style-type: none"> • Physiotherapy Clinics • Public & Private Sector Health Services |
|---|--|

Learned skills can also transfer into a wide variety of managerial settings outside of the health sector for greater career flexibility. The Government of Canada Job Bank predicts that there will be an ongoing demand for health care managers for the 2019-2028 timeframe, with unemployment projections anticipated to be well below the national average.

Faculty & Student Stories: stories.ulethbridge.ca/tag/health-services-management

PROGRAM FEE INFORMATION



- **Online Fee Schedules:** www.uleth.ca/financial-services/fee-schedules > see "Graduate Fees" section
 - MHSM/GCHSM program fees are assessed in direct proportion the number of courses that the individual student registers themselves in, per semester
 - Fees can be always subject to annual change, as authorized by the university Board of Governors
 - Note the differences in fee values between "Canadian students" vs. "International Students"
- **General Graduate Tuition Info:** www.uleth.ca/graduate-studies/tuition-fees
 - At this time, *University Parking Permits* are reserved for Lethbridge Campus students, only.
- **Funding Tips:** www.uleth.ca/graduate-studies/school-graduate-studies/our-funding-fees/funding-tips
- **General Financing FAQs:** www.uleth.ca/graduate-studies/school-graduate-studies/our-funding-fees/financial-faq
- **uLethbridge Graduate Awards & Funding Office:** Email (sgs.awards@uleth.ca) or *online inquiry form* ([link](#))

STUDENT HEALTH & DENTAL INSURANCE PLAN:

Due to the **part-time nature of both the MHSM and GCHSM programs**, successfully admitted graduate students will **not be automatically enrolled** into the uLethbridge Student's Union's (ULSU) Health & Dental benefits plan for any term of study, at this time. However, those who do not have alternate health insurance coverage through another provider (e.g. via employer, spouse, individual/private membership etc.) but are **interested in using the ULSU benefits plan while they are a student**, must email the **ULSU Health & Dental Benefits Office** (su.health@uleth.ca) for more details after their successful admittance.

- Administered by Medavie Blue Cross, managed by the ULSU
- **Plan Coverage Details:** www.studentvip.ca (**Benefit year runs from September 1 – August 31**)
 - Select "University of Lethbridge Students' Union (ulsu)" option from drop-down box
- **General Health Insurance @ uLethbridge:** www.uleth.ca/hr/health-centre/content/health-insurance
- **Alberta Health Care Insurance Plan (AHCIP):** www.alberta.ca/ahcip.aspx



GRAD STUDENTS ASSOCIATION (GSA)



- **General Website:** ulgsa.org
- **Graduate UPASS:** At this time, uLethbridge's graduate UPASS is exclusively restricted to the City of Lethbridge's Transit Service area and as such, unfortunately cannot be used for to Calgary Transit. As a result, successfully admitted and registered **Calgary-based grad students are automatically opted-out of the UPASS fee.**
- **GSA Contact:** ulgsa.org/contact

LIVING ACCOMMODATIONS (RELOCATING STUDENTS)

(Additional Cost to Student) At this time, the Calgary Campus unfortunately does not possess its own institutionally-managed housing (onsite or offsite) for admitted students due to our small size. All inbound out-of-city/out-of-country students who are in need of living accommodations within the City of Calgary while they pursue their academic studies with uLethbridge are strongly encouraged to visit local listing websites, which include but are not limited to:

- **Rent Faster:** www.rentfaster.ca/ab/calgary
- **Rent Seeker:** www.rentseeker.ca/rentals/apartments/alberta/calgary
- **Gotta Rent:** www.gottarent.com/calgary-ab-rentals

The following websites will detail further information regarding **the legal rights of renters and landlords** in Alberta:

- Government of Alberta (Provincial laws): www.alberta.ca/information-tenants-landlords.aspx
- Centre for Public Legal Education in Alberta (CPLEA): www.landlordandtenant.org
 - CPLEA Renting 101 Guide: www.cplea.ca/wp-content/uploads/Renting101.pdf

LODGING ACCOMMODATIONS (TRAVELLING/VISITING STUDENTS)

(Additional Cost to Student) All visiting/out-of-city/non-Calgary students who are in need of temporary lodging while they pursue their HSM grad studies with uLethbridge are welcome to engage any local hotel establishments, if they have the financial means to do so. Listed below are a few **example hotels** that are located within reasonable walking distance from the Calgary Campus/Bow Valley College area (hyperlinked to corresponding hotel booking site):

- [Homewood Suites by Hilton \(Calgary Downtown\)](#)
- [Alt Hotel \(Calgary East Village\)](#)
- [Sandman Hotel \(Calgary City Centre\)](#)
- [Hyatt Regency Calgary](#)
- [Delta Hotels \(Calgary Downtown\)](#)



HAVE ADDITIONAL QUESTIONS? PLEASE SEE BELOW

DEPARTMENT	EMAIL	WEBSITE
Admissions	admissions@uleth.ca	www.uleth.ca/ross/admissions
Cash Office <i>(Tuition & Payment Inquiries)</i>	cash.office@uleth.ca	www.uleth.ca/financial-services/students
HSM Grad Programs Office	hmgmt@uleth.ca	
GSA	gsa@uleth.ca	ulgsa.org
International Student Services Centre	international.new@uleth.ca	www.uleth.ca/international/content/international-student-services
SGS Funding & Awards	sgs.awards@uleth.ca	www.uleth.ca/graduate-studies/funding-fees/inquiry-form
SGS General Inquiries	sgs@uleth.ca	www.uleth.ca/graduate-studies
ULSU Health & Dental Benefits Office	su.health@uleth.ca	www.studentvip.ca/SchoolSelect.aspx