Tasmanian School of Business and Economics

BAA751
EVIDENCE INFORMED DECISION MAKING

Semester 2, 2018
Unit Outline

Professor David Greenfield and Dr Kathy Eljiz
CONTACT DETAILS

Unit coordinator

Unit coordinator: Professor David Greenfield
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Consultation hours: By appointment

Lecturer/Mentor

Dr Nazlee Siddiqui - nazlee.siddiqui@utas.edu.au
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Consultation hours: By appointment
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NOTICE

This Unit Outline refers to the Unit Outline Essential Information resource which includes information, policies and requirements relevant to this unit. You must read the Essential Information resource as it is considered part of this Unit Outline.

WHAT IS THE UNIT ABOUT?

Unit description

This unit offers an introduction to the theory, principles and practices for evidence informed decision making in health organisation management and research. Students will develop the skills to critically appraise scientific evidence to inform and improve decision-making. The relationship between managerial epidemiology and concepts such as the social determinants of health, and the distribution and determinants of diseases and other factors relating to health will be explored. Students will improve their ability to identify and assess relevant literature and evidence used in management and research activities. This includes reviewing and critiquing various types of evidence that use qualitative and quantitative data. Students will demonstrate the ability to conceptualise and communicate the operational and strategic issues associated with the ethical, and political implications of evidence informed managerial decisions. Students will have opportunities to hear from experts across Australia and participate in industry case studies and analysis.

Intended Learning Outcomes

On completion of this unit, you will be able to:

1. Critically appraise scientific evidence, including research design, ethical considerations, and resource implications, to inform management decision making.

2. Critique the relationship between managerial epidemiology and concepts such as the social determinants of health, and the distribution and determinants of diseases and other factors relating to health.

3. Evaluate the appropriate data analysis methods used in management and research activities.

4. Consider the challenges in evidence informed decision making in health organisation management and research.

5. Conceptualise and communicate the operational and strategic organisational issues, ethical and political, associated with evidence informed health management decision making.
Alterations to the unit as a result of student feedback

The unit has been altered to allow for the translational outcomes of the research project to be planned for in the dissemination phase of the research. The unit has also been modified to complement the Research Methods in Health Management unit and the overlap between the units has been minimised.

HOW WILL I BE ASSESSED?

Assessment schedule

<table>
<thead>
<tr>
<th>Assessment task</th>
<th>Date due</th>
<th>Percent weighting</th>
<th>Links to Intended Learning Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assessment Task 1: Critical Analysis</td>
<td>Monday 6 August 2018, 2pm AEST (Week 4)</td>
<td>35%</td>
<td>1, 3, 4</td>
</tr>
<tr>
<td>Assessment Task 2: Project Evaluation</td>
<td>Monday 10 September 2018, 2pm AEST (Week 8)</td>
<td>45%</td>
<td>1, 2, 3, 4, 5</td>
</tr>
<tr>
<td>Assessment Task 3: Short Communication</td>
<td>Friday 12 October 2018, 2pm AEDT (Week 12)</td>
<td>20%</td>
<td>2, 4, 5</td>
</tr>
</tbody>
</table>

Assessment details

Assessment task 1: Critical Analysis

You are required to critically analyse your literature that was used in your research proposal developed in the research plan unit. You are to assess the level, quality, and relevance of evidence you have drawn upon.

The report is required to include:

1. Introduction and overview of critical analysis. This includes the purpose of the report, why quality and relevance of evidence is important in research, and the report structure (2 marks, approx. 150 words)
2. Summary of literature drawn upon in the research proposal (3 marks, approx. 200 words)
3. Analysis of the literature drawn upon in the research proposal, applying the modified version of the AACODS (see section 6), identifying the strengths and limitations of the selected literature (18 marks, approx. 1,150 words). The modified AACODS version can be found on MyLO in the Assessment section.
4. Identification of areas for improving the literature review (7.5 marks, approx. 400 words)

5. Conclusion that succinctly summarises the report discussion (2 marks, approx. 100 words)

6. Appendix: include a table showing the reference list for your literature review in your research proposal and a table showing the application of the AACODS checklist in your analysis.**

7. Quality of presentation and academic writing (2.5 marks)

Note: **Section 6 is not included in the word count, and does not have individual weighting for marking. Not providing the information required in this section, however, will result in failure to address the assessment requirements.

<table>
<thead>
<tr>
<th>Criterion</th>
<th>Measures Intended Learning Outcome:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Criterion 1</td>
<td>Provide a comprehensive and succinct summary of the literature.</td>
</tr>
<tr>
<td></td>
<td>1, 4</td>
</tr>
<tr>
<td>Criterion 2</td>
<td>Critically analysed the quality and relevance of all references from the literature review.</td>
</tr>
<tr>
<td></td>
<td>1, 3</td>
</tr>
<tr>
<td>Criterion 3</td>
<td>The description of the issues are accurate and precise, taking into account the study’s context, and supported by a wide range of credible and relevant sources.</td>
</tr>
<tr>
<td></td>
<td>3, 4</td>
</tr>
<tr>
<td>Task length</td>
<td>2,000 words</td>
</tr>
<tr>
<td></td>
<td>10% +/- word count. Any other variance will attract a penalty. The word count includes such items as headings, quotes, and in-text citations. It does not include the table of contents, any appendices, and the reference list at the end of the assignment. An executive summary is not required for this task.</td>
</tr>
<tr>
<td>Due by date</td>
<td>2:00pm AEST Monday 6 August 2018 (Week 4)</td>
</tr>
</tbody>
</table>
## Assessment task 2: Project Evaluation

<table>
<thead>
<tr>
<th>Task description</th>
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</thead>
<tbody>
<tr>
<td><strong>Task description</strong></td>
</tr>
<tr>
<td>You are to use the principles of managerial epidemiology to evaluate your project design and study outcomes. A key question to address is: what are the implications of the research findings for your healthcare organisation and the community(ies) it serves.</td>
</tr>
</tbody>
</table>

The report is required to include:

1. An executive summary of the report** (2 marks).
2. Introduction and overview of the research project, including organisational setting, link to organisational strategic direction, study aim(s) or question(s) statement, project design, and data analysis methods (2 marks, approx. 350 words).
3. Explanation of the community(ies) the health organisation serves, who the community(ies) services are for and the population(s) who access these services, and how the services are accessed (2.5 marks, approx. 150 words).
4. Evaluation of your project design and data analysis methods through applying the principles of managerial epidemiology and related concepts (10 marks, approx. 750 words).
5. Critique of the research outcomes against the principles of managerial epidemiology and related concepts (10 marks, approx. 750 words).
6. Consider the challenges in the research outcomes informing health organisation management. In relation to the research outcomes, conceptualise the organisational and strategic issues for the organisation and the community it services, addressing but not limited to: the stakeholders, governance, leadership, communication, and service delivery (14 marks, approx. 900 words).
7. Conclusion that succinctly summarises the report discussion (2 marks, approx. 100 words).
8. Quality of presentation and academic writing (2.5 marks).

Note: **The executive summary is not included in the word count but must be provided.
<table>
<thead>
<tr>
<th>Criterion</th>
<th>Measures Intended Learning Outcome:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Criterion 1</strong></td>
<td>A comprehensive and succinct summary of the community(ies) the health organisation serves, who the services are for, the population(s) who accesses these services, and how the community(ies) services are accessed.</td>
</tr>
<tr>
<td><strong>Criterion 2</strong></td>
<td>Critically analysed the project design and data analysis, including evaluating the precise and logical application of the principles of managerial epidemiology and related concepts, and the identification of relevant strengths and limitations of the project design and data analysis.</td>
</tr>
<tr>
<td><strong>Criterion 3</strong></td>
<td>Critically analysed the research outcomes, including evaluating the precise and logical application of the principles of managerial epidemiology and related concepts, and the identification of relevant strengths and limitations of the research outcomes.</td>
</tr>
<tr>
<td><strong>Criterion 4</strong></td>
<td>Clearly conceptualised the organisational and strategic issues for the organisation and the community it services, addressing but not limited to stakeholders, governance, leadership, communication, and service delivery.</td>
</tr>
<tr>
<td><strong>Task length</strong></td>
<td>3,000 words 10% +/- word count. Any other variance will attract a penalty. The word count includes such items as headings, quotes, and in-text citations. It does not include the executive summary, table of contents, any appendices, and the reference list at the end of the assignment.</td>
</tr>
<tr>
<td><strong>Due by date</strong></td>
<td>2:00pm AEST Monday 10 September 2018 (Week 8)</td>
</tr>
</tbody>
</table>
### Assessment task 3: Short Communication

#### Task description

You are required to present a research translation plan in the form of a short PowerPoint presentation. The plan, incorporating the evidence informed decision-making principles, is to demonstrate how your research project will inform and improve organisational decision-making and the delivery of services. The plan is to be delivered in a PowerPoint format with an embedded voice recording.

The plan must address:

1. Overview of the research project, including study aim(s) or question(s) statement, participants and methods (1 marks, 1 slide)
2. Description of the organisational study setting and research significance related to the organisational strategic direction (2 marks, 2 slides)
3. Explanation of the community(ies) the health organisation serves, who the community(ies) services are for and the population(s) who access these services, and how the services are accessed (2 marks, 2 slides)
4. Detail strategies from your research outcomes to inform and improve organisational decision-making and the delivery of services, including: governance/accountability; change management issues; policy and procedures; performance measures; resource impacts; ongoing monitoring and evaluation processes (10 marks, max. 10 slides)
5. Oral presentation: embedded continuous voice presentation (5 marks)

The presentation may also include a cover slide at the start (title, name), and a reference list slide at the end in addition to the 15 slides.

<table>
<thead>
<tr>
<th>Criterion</th>
<th>Measures Intended Learning Outcome:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Criterion 1</td>
<td>Provide a comprehensive and succinct summary of the organisational study setting and research significance related to the organisational strategic direction.</td>
</tr>
<tr>
<td>Criterion 2</td>
<td>A comprehensive and succinct summary of the community(ies) the health</td>
</tr>
<tr>
<td>organisation serves, who the services are for, the population(s) who accesses these services, and how the community(ies) services are accessed.</td>
<td></td>
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<tr>
<td>---</td>
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</tr>
<tr>
<td><strong>Criterion 3</strong></td>
<td>A comprehensive and succinct summary of the strategies from the research outcomes to inform and improve organisational decision-making and the delivery of services, including governance and accountability, change management issues, policy and procedures, performance measures, resource impacts, and ongoing monitoring and evaluation processes.</td>
</tr>
</tbody>
</table>
| **Task length** | 10 min length, max. 15 slides  
There is no variance above 17 slides allowed with this assessment task. |  |
| **Due by date** | 2:00pm AEDT Friday 12 October 2018 (Week 12) |  |

**WHAT LEARNING OPPORTUNITIES ARE THERE?**

**Resources**

**Required readings**

There is no prescribed text for this unit. There are a set of recommended and supplementary readings available in the learning content section of MyLO.

**Recommended readings**

There is a set of recommended and supplementary readings available in the learning context section of MyLO.

**Reading Lists**

Reading Lists provide direct access to all material on unit reading lists in one place. This includes eReadings and items in Reserve. You can access the Reading List for this unit from the link in MyLO, or by going to the Reading Lists page on the University Library website.

**Equipment, materials, software, accounts**

In addition to the texts/software recommended above, you are also expected to be familiar with the key academic journals in the discipline from which useful insights
may be derived. In particular, you are encouraged to review regularly the relevant papers that are published in:

**HSM**
Journal of Healthcare Management
Journal of Health Organization and Management
International Journal of Healthcare Management
Health Services Management Research
The Asia Pacific Journal of Health Management
Australian Health Review
International Journal of Health Policy and Management

**HIM**
Health Information Management Journal
Health Information Management - Interchange
Perspective in Health Information Management
Journal of AHIMA
Journal of the American of Medical Informatics Association (JAMIA)
Journal of Medical Systems
Journal of Medical Internet Research
International Journal of Medical Informatics

**Activities**

**Details of teaching arrangements**

Master-classes

There are three half day master-classes associated with this unit and the other core research unit in Semester 2. Master-classes are voluntary. They are designed to expose students to industry leaders in their field and are highly valued. The lecturers will employ a range of teaching techniques to foster participation and critical and applied thinking around the topic. There will be a particular emphasis on practical and problem-based-learning. Class discussions will begin with practice examples and then apply critical and theoretical reasoning to the problems faced. Master-classes are not specifically designed to address the assessment tasks. The topics, format and guest lecturers will be announced early in the session.
The dates and topics of each master class is as follows:

Friday 1 June 8-11am: Document collection strategies and management

Friday 13 July 8-11am: Data analysis

Saturday 1 September 9am-12pm: Discussion and thesis writing

The master-classes will be held at the Rozelle Campus, University of Tasmania, Sydney. Details of the class will be posted via MyLO once semester has started. Students should make arrangements to attend the master-class as soon as possible.

Online tutorial

There will be online tutorials arranged around the learning modules and an orientation tutorial. These will be held using the web conferencing facility available in MyLO and will be on nominated Mondays at 6:30pm AEST (or ADST where applicable), except where this falls on a public holiday. Some tutorials may include a guest speaker whilst others will focus on an upcoming assessment. Whilst these are not compulsory and are recorded, in the event that no student attends the live session, the tutorial will be closed for that session. Low attendance will reduce the value of the discussion. Attendance allows you to ask any questions you have and receive an immediate response. The dates for these online tutorials can be found in the Study Schedule at the end of this unit outline.

Specific attendance/performance requirements*

As the average study time recommended for a unit in the Master program is approximately 10 hours per week (though this can vary considerably from student to student), you might expect to devote around 130 hours during the semester. The master-classes represent 9 hours of this total. This means that the remaining time should be allocated to reading, participating in MyLO discussion forums, and completing assessment tasks.

In this unit, your active engagement will be monitored in the following way:

1. Submission of Assessment 1.
2. Weekly access in the MyLO site.

If you do not demonstrate evidence of having engaged actively with this unit by completing these two activities by Week 4 of semester, your enrolment may be cancelled or you may be withdrawn from the unit.
# Unit schedule

<table>
<thead>
<tr>
<th>WEEK</th>
<th>DATE BEGINNING</th>
<th>MODULE</th>
<th>ONLINE TUTORIAL 5.30 – 6.30PM</th>
<th>DUE DATES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>MASTER CLASS (1) 1 June 2018</strong></td>
<td></td>
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<tr>
<td>O-Week</td>
<td>Monday 9 July</td>
<td>Orientation – log into MyLO and familiarise yourself with the unit</td>
<td>Pre-recorded</td>
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<tr>
<td><strong>MASTER CLASS (2) 13 July 2018</strong></td>
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<tr>
<td>1</td>
<td>Monday 16 July</td>
<td>Module 1: Overview of evidence informed decision making</td>
<td>Online tutorial 1 Monday 16 July 6:30pm</td>
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</tr>
<tr>
<td>2</td>
<td>Monday 23 July</td>
<td>Module 2: Methods for data interpretation</td>
<td>Online tutorial 2 Monday 23 July 6:30pm</td>
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<tr>
<td>3</td>
<td>Monday 30 July</td>
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<tr>
<td>4</td>
<td>Monday 6 August</td>
<td>Module 3: Managerial epidemiology</td>
<td>Online tutorial 3 Monday 13 August 6:30pm</td>
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<tr>
<td>5</td>
<td>Monday 13 August</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>6</td>
<td>Monday 20 August</td>
<td></td>
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<tr>
<td>7</td>
<td>Monday 27 August</td>
<td>Module 4: Targeting research to address organisational and clinical issues</td>
<td>Online tutorial 4 Monday 27 August 6:30pm</td>
<td></td>
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<tr>
<td><strong>MASTER CLASS (3) 1 September 2018</strong></td>
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<tr>
<td>MID-SEMESTER BREAK 3 – 9 SEPTEMBER 2018 (INCLUSIVE)</td>
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<tr>
<td>8</td>
<td>Monday 10 September</td>
<td>Module 4 (Cont.)</td>
<td>Assessment 2: Critical Analysis Monday 6 August</td>
<td></td>
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<tr>
<td>9</td>
<td>Monday 17 September</td>
<td></td>
<td>Online tutorial 5 Monday 17 September 6:30pm</td>
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<tr>
<td>10</td>
<td>Monday 24 September</td>
<td>Module 5: Evidence informed change</td>
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<tr>
<td>11</td>
<td>Monday 1 October</td>
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ACCREDITATION

AACSB Accreditation

The Tasmanian School of Business and Economics (TSBE) is currently in the process of applying for business accreditation with the Association to Advance Collegiate Schools of Business (AACSB) – the lead program for accrediting business schools globally. AACSB seeks to connect educators, students, and business to achieve a common goal – to create the next generation of business leaders.

By joining AACSB and going through the accreditation process, TSBE is joining a global alliance committed to improve the quality of business education around the world, and to share the latest innovations in business education. Gaining Business Accreditation with AACSB is a multi-year process involving TSBE demonstrating our performance against the 15 accreditation standards.

Once complete, TSBE will join a select community of accredited business schools, with only 7% of all business schools globally having completed the AACSB process. This will further enhance the reputation of TSBE, and further enhance the global recognition of your qualifications. To find out more about AACSB click here.