Masters in Healthcare Administration 5050
Management of Healthcare Organizations and Systems
Syllabus Fall, 2022

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Virtual Office Hours: E-mail anytime

Office Hours   M   9:00 am –10:00 am
                      T/Th 9:00 am-9:30 am and 11:00–11:30 am
                      W   10:00 am-noon
                            Or by appointment

Description:
   This course allows the student to examine the roles and
   responsibilities of administrators, managers, and employees in
   developing and operating a healthcare service, human
   performance programs, or related organization in the public or
   private sector.

Level and Credit
   Graduate course with three (3) semester hours of credit.

Purpose
   Facilitate the student effort in their goal to be best prepared as an
   administrator in the health service field. The course introduces
   material that will be new to some students, but is sufficiently in
   depth to expand the competencies of those with more background.

General Objectives
   With preferably 100% but at least 70% competence student shall
   demonstrate an understanding of or explain as related to health
   care:
   a. How healthcare is delivered in the U.S., models, organizations,
       and financing, and differentiating public and private systems.
   b. Role of leaders and managers in the organization

c. Healthcare environment, types of organizations, regulations, associations, and accreditation.
d. Compare global systems in access, affordability, and quality
e. Advantages and disadvantages of organizational designs and how health services and health systems are organized
f. Role of technology and its effect on healthcare organizations.
g. Managerial functions of planning, organizing, directing, staffing, and controlling
h. Problem solving and decision making
i. Strategic planning processes and tools
j. Quality assurance and continuous improvement
k. Legal environment of healthcare including laws like the Affordable Healthcare Act of 2010
l. Managing conflicts of interest, approaching ethical dilemmas, and role of groups in ethics

Objectives Related to Competencies
Learning objectives and competencies are grouped by domain. All competencies are level1 unless otherwise indicated. M refers to module.

Domain 1: Knowledge of Healthcare Systems
    Competency: Healthcare Systems and Organizations
    Objective: Recognize and explain healthcare systems and organizations.
    Location: M1
    Assessed by: M1 assignment, website critiques Joint Commission and ACHE, and Exam 1

    Competency: Healthcare Environments
    Objective: Explain the structures and nature of the U.S. healthcare environment
    Location: M1
    Assessed by: M1 assignment; website critiques KFF, DHHS, HIPAA, and Exam 1

    Competency: Patient and Provider Experience
    Objective: Apply knowledge of patient and provider quality and interactions to resolving a case.
    Location: M4, in Chapters 8 and 9

Assessed by: M4 assignment, cases in Chapters 8 and 9, Exam 1

Domain 2: Communication
Competency: Communication Skills
Objective: Apply knowledge of communicating in healthcare environment to case situations.
Location: M4 Chapter 9
Assessed by: M4 assignments, Exam 2, Chapter 9 cases

Competency: Conflict Management and Negotiation
Objective: Critique and ethical conflict in a case situation involving a dilemma.
Location: M7 Chapter 13 case 3
Assessed by: M7 assignment, Ch. 13 case 3, Exam 2.

Domain 4: Management and Business Skills
Competency: General Management
Objective: Recognize and explain the general principles of decision-making, problem solving, organizing, and staffing.
Location: M3 and M6
Assessed by: M3 and M6 assignments, Exams 1 and 2, Discussion Board 'Why administrators need broad background'

Competency: Strategic Management
Objective: Recognize and explain the principles and terms in healthcare strategic planning
Location: M5
Assessed by: M5 assignment, Exam 2

Competency: Financial Management
Objective: Assess an organization's financial position using ratio analysis
Location: M4, Ch. 7
Assessed by: M4 assignment, Ch. 7 case 3, Exam 2

Competency: Information Management
Objective: Explain the principles and process of controlling in healthcare
Location: M7, Chapter 14

Assessed by: M7 assignment, Exam 2

Domain 5: Leadership, Professionalism, Ethics
    Competency: Leadership
    Objective: Recognize and explain principles of leadership and ethics
    Location: M7, Ch. 13
    Assessed by: M7 assignment, Ch. 13, Exam 2

    Competency: Organizational Culture
    Objective: Apply knowledge of organizational culture to a case study
    Location: M7, Ch. 13, case 1
    Assessed by: M7 assignment, Ch. 13, case 1

Textbook
    Darr, Kurt, and Nowicki, Michael. *Managing Health Services Organizations and Systems, 7th* edition. Health Professions Press, 2021. ISBN 978-1-938870-90-3

Technical Requirements
    Computer with Internet capability, Microsoft Word, Microsoft PowerPoint. Students must have computer skills sufficient to use a course management system like D2L or Blackboard, access web sites, use e-mail with attachments, and to prepare and present reports in MSWord and PowerPoint.

Instructional Procedures
    Readings with problem solving assignments in form of questions and cases, website critiques, discussion boards, and exams.

General Educational Goals
    Reading, writing, and listening skills needed to complete reading assignments, participate in online class discussions, take exams, and do exercises.

Grading

Exams	= 140 points
Text Questions and Cases	= 280
Discussion Boards/	

| Website critiques | = 80 |
| Total | 500 |

Grade Computations

Grade		Points
A	=	450-500
B	=	400-449
C	=	350-399
D	=	300-349
F	=	Below 300

Expectations

- Obtaining a textbook for the course is the student's responsibility, not the bookstore or instructor's. Obtain a book from any source in time to submit the first assignments by the due dates. Not having a text is not an acceptable reason to be untimely in submitting an assignment.
- Exams will cover the materials assigned.
- There will be no points earned for assignments submitted late, as the D2L Assignments receives no submissions after the due date and time. Submitting partially completed assignments before the due time is a better alternative to submitting nothing.
- An online course represents a convenience of not having to commute to or attending class physically. However, students are expected to be available during the window of availability to sit for timed exams. Students are also expected to stay current with assignments and readings so the limitation on time to take exams is not a barrier to performance.
- There are no make-up exams or bonuses in this 8-week course. Students missing exams or assignments may consider their best option is to withdraw and/or repeat the course, if too many points are lost.
- Read the syllabus and the information in D2L Contents and other areas to fully understand an assignment. Submit assignments into the D2L Assignments box provided. Assignments submitted by email, mail, or into the wrong D2L Assignment will not be graded and not earn points toward the final grade.

- Check in on the D2L announcements every day to stay up to date and get information about changes in the exams, assignments, or discussion boards.
- The instructor will attempt to respond to e-mails within 24-72 hours.

Covid19 Information

APSU's Boyd Health Services is a resource. Contact them at (931) 221-7107.

Disability

Any student with a disability that may affect his or her academic performance is encouraged to discuss this matter by email with the course professor or by contacting the Office of Disability Services @ telephone 931-221-6230, voice 221-6278.

Conduct

Open discussion is encouraged. However, demeaning, abusive, or derogatory language regarding race, gender, age, nationality, religious, or sexual preference is not acceptable and may result in postings into Discussion Boards being deleted by the instructor.

Minors in the classroom (as applicable):

Minors (any non-student under the age of 18 accompanying staff, faculty, students or visitors on campus are not permitted in the classroom.

Plagiarism

The use of another person's ideas and /or writings without proper acknowledgement is not tolerated in the Department of Health and Human performance or at Austin Peay State University. Penalties for plagiarism range from earning no credit on an assignment to expulsion from the University. Submitting work copied from others on websites is plagiarism. Such work will not be accepted for grading.

- Each enrolled student is expected to contribute through online interactive features of the course, such as e-mail, discussion forums.

- Discussion Forums will be announced in advance. This will allow participation in posting comments on a topic related to our studies. Assessment of your postings will be based on frequency, focus, number of other postings read, and usefulness of the posting. Each Forum will allow you an opportunity to earn points. The instructor has the capacity to establish frequency, and timeliness of postings to determine points to be awarded. For private matters, students are encouraged to use e-mail to the instructor, not discussion forums.

Coursework

Students are expected to conduct their interactions in a professional manner and commensurate with the Academic Honor Code and personally complete course requirements. Failure to complete all course requirements will be grounds for assigning a failing grade. There is no "make up" for failing to post in discussions during the allowed time period.

How to complete and submit regular Chapter assignments

1. Text chapters assigned to be read may be listed in the Syllabus and D2L. Due dates and times are in specific Assignments in the D2L. After reading the text chapter assigned, complete the Discussion Questions and Cases specifically assigned for that chapter or module. These are listed in the Syllabus or listed in D2L. Identify your work with your name and mark responses to Questions and Cases with the same number that corresponds to the number of the question or case/question. Failure to identify the question will result in no feedback or feedback not identified with a question. Re-typing the question as listed in the text is helpful, but not required. You will find it helpful to have the question handy as a study guide. Be concise, but comprehensive in your response. Use complete sentences. Phrases or poorly written sentences will not be counted for credit if they do not fully explain an answer.

2. Responses to all the text assignment Discussion Questions must be typed.

3. **All text assignments regardless of number of chapters assigned are to be submitted (questions and all case responses in order by chapter) as *one* continuous Microsoft word file attachment into the Assignment provided in D2L. Non-Microsoft word files that will not open will not earn credit. Identify each case and set of questions, but include all of an assignment as one file. Do not try to write out the question in the D2L Assignment or submit it as an email attachment via email. Submissions not following these instructions will not be graded and result in no points earned. Website critiques have their own Assignment and due dates.**

4. Assignments are due by the due date and time in D2L Central Standard Time (CST). Each assignment has its own Assignment. Submitting an assignment into a D2L Assignment not designated for it will result in no points earned.

5. The due dates for assignments are announced in advance and sometimes "fixed" for the same day to allow the student to plan and work ahead if necessary or preferred. If the time of day does not suit your schedule or is inconvenient to your work schedule, then submit the assignment earlier, but no late assignments will be accepted. The cycle of reading, doing, and submitting your assignments may require reading the text several days before the assignment is actually assigned. Assignments may be filed early, but assignments submitted after the due date will earn no points. This allows you to make your own accommodation for holidays and breaks and accommodate any work or other responsibility. There are no "no class" days online. D2L locks Assignments after the due date, and no assignments may be submitted after the due date and time. Students with confirmed cases of Covid19 may request accommodation on assignments.

Text Topics

Chapter	Topic	
One	Healthcare in the U.S.	1
Two	Ethical and Legal Environment	2
Three	Healthcare Economics	3
Four	Quality Imperative-Theory	4
Five	Technology	5
Six	Problem Solving and Decision Making	6
Seven	Financial Management	7
	Exam (ch 1-7)	
Eight	Quality--Implementation	8
Nine	Communicating	9
Ten	Planning	10
Eleven	Organizing	11
Twelve	Staffing	12
Thirteen	Directing	13
Fourteen	Controlling	14
	Final Exam (Ch 8-14)	

Schedule of Text Assignments

Module	*Chapter*	*Questions*	*Cases*

Module	Chapter	Questions	Cases
One	1	4, 8, 9	1
	2	6, 7, 10, 12	3
Two	3	1, 4, 6, 7, 8	2
	4	2, 3, 5	1
Three	5	3, 7	2
	6	7	1, 2
Four	7	2, 3	3*, 4
		Exam (ch 1-7)	
	8	4, 10	4, 5
Five	9	3, 12	2
	10	4, 5, 10	1, 2
Six	11	5, 7, 9	1, 2
	12	7, 8, 9, 10	3, 4
Seven	13	6, 11, 12	1, 3, 4
	14	6, 7	-
		Final Exam (Ch 8-14)	

Module is the assignment unit.
Chapter refers to the number of the text chapter.
Questions refer to the Discussion Questions at the end of the chapters needing responses.
Cases refer to the cases at the end of each chapter needing their questions answered.

Due dates are Central Standard Time of the day listed. Note that numbers with hyphens like 1-5 means numbers inclusive 1 to 5 or 1, 2, 3, 4, 5.

*A text error on p. 259, table 7.8: The total margin ratio should be calculated by excess revenue over expenses divided by total operating revenue.

Website Critiques

During the semester you will review, critique, and file a report on these websites that should be of use to you as a professional in the field. The names of the sites are posted here. Due dates are in the D2L Assignment and links to the resources are in contents under website resources. Specific instructions for doing critiques are found in the Contents of D2L.

KFF website
DHHS
Joint Commission
ACHE
CMS
HIPAA

The above schedule and procedures are subject to change in the event of extenuating circumstances as determined by the professor.

8/9/22 GM