Course Title – MGMT 6341
Hospital Operations (3.0)
Fall 2018, Wednesdays 6PM to 8:50PM

Instructor: Bryan Horner, MHA, CPA
Email: bryan.horner@angelo.edu
Office Hours: 5PM to 5:45PM on Wednesday before Class

Course Description/Overview

The goals of the course are to provide a solid foundation of applying managerial knowledge of operations with the healthcare industry. The student will demonstrate the knowledge in a professionally competent manner conducive to healthcare operations in the local community. Specific process and business principles for managing operations in interdependent and multi-disciplinary healthcare organizations are explored.

Prerequisite Knowledge
Requires a 3.0 GPA or above in all courses. Understanding of Healthcare Financial Management or Accounting helpful.

Technical Support
The Technology Service Center (TSC) may be contacted by calling (325) 942-2911 or 1-866-942-2911 or by email at helpdesk@angelo.edu

Course Objectives

Learning Objectives:
Upon completion of this course, students will be able to...

1. Apply an overall understanding of hospital operations
2. Describe evolution of hospitals in the US
3. Differentiate the value of cost vs outcomes of US healthcare systems
4. Evaluate and analyze tools for hospital operations improvements
5. Describe the changing healthcare industry as to financing methods and identifying consumer expectations.
Course Topics, dates and assignments

8/29  Introduction, Course Overview, Expectations.
     US healthcare outcomes vs. The Organization for Economic Co-
     operation and Development
     Read Chapter 1 and 2

9/ 5  Mission, Vision, Values. Balanced Scorecards, Strategic Planning
     Read Chapter 4 and materials on Blackboard

9/12  Introduction to Operations Tools
     Read Chapters 5,6,7,8,10 and 11

Class will not meet to allow time to read assignments for 9/12, 9/18 and 9/25

9/19  Introduction to Operations Tools, continued
     Read Chapters 12 and 13
     Read materials on Blackboard

9/26  Introduction to Operations Tools, continued

10/ 3  Ethics, Law, Fraud and Abuse in Healthcare
     Read Materials on Blackboard

10/10 Information Technology; Financing Healthcare
     Read Chapter 14
     Read materials on Blackboard

10/17  Mid-Term Examination

10/24 People in Healthcare. Human Resources, Teamwork, Motivation
     Read materials on Blackboard

10/31 Service “The patient will see you (physician) now”
     Review CMS website, Medicare.gov/hospitalcompare
     Use San Angelo for the search criteria

Quality in Healthcare
     Read Chapters 2, 3 and 9

Class will not meet. Assignment will be given for student to complete after completing the above reading and research
11/7  Marketing, Market Share Growth Relationship to Operations
       Read materials on Blackboard

11/14  Population Health and Pay for Performance
       Read materials on Blackboard

11/21  NO CLASS

11/28  Emerging Issues in Healthcare
       Read Chapters 14 and 15
       Read materials on Blackboard

12/5   Review and Open Issues

12/12  Final Examination

Course Textbook and Required Readings

Also, can be purchased from American College of Healthcare Executives
Available from ASU bookstore

Other reading will be posted on Blackboard as well as other on-line reading from various sources.

Grading Policies

This course employs the following to measure student learning.

   (1) Class participation          10%
   (2) Quizzes from material presented in class  10%
   (3) Participation in discussion forums/group work    20%
   (4) Mid-Term Examination         30%
   (5) Final Examination            30%
Angelo State University employs a letter grade system. Grades in this course are determined on a percentage scale:

A = 90 – 100 %
B = 80 – 89 %
C = 70 – 79 %
D = 60 – 69 %
F = 59 % and below.

Response Time
My goal will be to respond to email, text (325-212-2720) and in person questions within 24 hours.

Course Policies

Academic Honesty and Integrity

Angelo State University expects its students to maintain complete honesty and integrity in their academic pursuits. Students are responsible for understanding and complying with the university Academic Honor Code, which is in both print and web versions of the ASU Student Handbook.

Academic integrity is expected. This includes, but is not limited to, any form of cheating, plagiarism, unauthorized sharing of work, or unauthorized possession of course materials. The professor assumes that all students can be trusted. Please do no violate this trust. Violation of academic integrity will result in a failing grade for the course.

It is the professor’s intention to be as fair and impartial as is humanly possible. Therefore, all students will be asked to adhere to the same set of guidelines and rules UNLESS there are disabilities or documented extenuating circumstances that have been discussed with the professor and the Student Life Office. Please make sure you inform the professor as soon as any situation arises. Do NOT wait until the problem is compounded by poor class performance, poor attendance, etc.

Code of Ethics

Students, faculty, administrators and professional staff of the College of Business should always:

- Be forthright and truthful in dealings with all stakeholders
- Take responsibility for one’s actions and decisions
- Serve as an example of ethical decision-making and behavior to others
- Admit errors when they occur, without trying to conceal them
- Respect the basic dignity of others by treating them as one would wish to be treated
**Courtesy and Respect**

Courtesy and respect are essential ingredients to this course. We respect each other's opinions and respect others points of view at all times while in our class sessions. The use of profanity and harassment of any form is strictly prohibited (Zero Tolerance), as are those remarks concerning one's ethnicity, lifestyle, religion, etc., violations of these rules will result in appropriate disciplinary actions.

**Accommodations for Disability**

ASU is committed to the principle that no qualified individual with a disability shall, on the basis of disability, be excluded from participation in or be denied the benefits of the services, programs or activities of the university, or be subjected to discrimination by the university, as provided by the Americans with Disabilities Act of 1990 (ADA), the Americans with Disabilities Act Amendments of 2008 (ADAAA), and subsequent legislation.

Student Affairs is the designated campus department charged with the responsibility of reviewing and authorizing requests for reasonable accommodations based on a disability, and it is the student’s responsibility to initiate such a request by emailing studentservices@angelo.edu, or by contacting:

Mrs. Dallas Swafford  
Director of Student Development  
Office of Student Affairs  
University Center, Suite 112  
325-942-2047 Office  
325-942-2211 FAX  
Dallas.Swafford@angelo.edu

**Student absence for religious holidays**

As stated in the Angelo State University Operating Policy and Procedures (OP 10.19 Student Absence for Observance of Religious Holy Day), a student who intends to miss class to observe a religious holy day should make that intention known in writing to the instructor prior to the absence. A student who is absent from classes for the observance of a religious holy day shall be allowed to take an examination or complete an assignment scheduled for that day within a reasonable time after the absence.

**Course Drop**

To view information about how to drop this course or to calculate important dates relevant to dropping this course, you can visit [http://www.angelo.edu/services/registrars_office/course_drop_provisions.php](http://www.angelo.edu/services/registrars_office/course_drop_provisions.php).

**Incomplete as a Course grade**

As stated in the Angelo State University Operating Policy and Procedure (OP 10.11 Grading Procedures), the grade "I" is given when the student is unable to complete the course because of illness or personal misfortune. For undergraduates, an "I" that is not removed before the end of the next long semester automatically becomes an "F". A graduate student will be allowed one year to remove a grade of "I" before it automatically becomes an "F". To graduate from ASU, a student must complete all "Is".
Grade Appeal Process

As stated in the Angelo State University Operating Policy and Procedures (OP 10.03 Student Grade Grievances), a student who believes that he or she has not been held to appropriate academic standards as outlined in the class syllabus, has experienced inequitable evaluation procedures, or inappropriate grading practices, may appeal the final grade given in the course. The burden of proof is upon the student to demonstrate the appropriateness of the appeal. A student with a complaint about a grade is encouraged to first discuss the matter with the instructor. For complete details, including the responsibilities of the parties involved in the grade appeal process and the number of days allowed for completing the steps in the process, see Operating Procedure 10.03 at: http://www.angelo.edu/content/files/14196-op-1003-grade-grievance.