MGMT 6341 – Healthcare Operations

Course Description/Overview

This is a course designed to provide a general orientation to management practices in the field of health care. The focus is on management concepts, processes, and theoretical content considered necessary for persons who intend to practice in a health care management position. Emphasis is placed on the differences in management of health care from other commodities and the importance of patient care and ethical issues. Tradeoffs between patient care issues and financial accountability are addressed.

Prerequisite Knowledge
No prerequisite classes are required. Understanding of Healthcare Financial Management or Accounting helpful.

Course Technology
Access course materials and online assignments and tests using Blackboard. You will need to purchase the online textbook or purchase in a hard copy format.

Class Meeting Times
This is an online 7-week class, with each week beginning on Thursday and ending on Wednesday. Content covered is equivalent to that of a full-term course that is typically covered in 15 weeks.

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

Faculty/Instructor Information

Edward Lisoski, PhD
Adjunct Faculty Instructor, Marketing and Management
Office: No physical office; students should contact me via phone or email.
Phone: (325) 234-3330 (mobile)
E-mail: Edward.Lisoski@angelo.edu
Office Hours: By appointment. I encourage students to email, text, or call me, or schedule an appointment on campus if you need further assistance.

Course Objectives

Learning Objectives:
Upon completion of the course, the student should be able to:

1. Analyze management of diversity issues in a changing health care environment.
2. Describe managing a health care facility with ethics and social responsibility.
3. Assess decision making and problem solving in human resources, strategic planning and other areas of health care.
4. Identify the fundamentals of planning in a health care setting.
5. Compare organizational cultures in a health care setting.
6. Formulate the fundamentals of leadership in health care, using communication and interpersonal skills.
7. Examine the use of information systems for healthcare management functions.
8. Compare managing for quality vs. managing for competitive advantage in health care.
9. Analyze the tradeoffs between patient care issues and financial accountability.
10. Investigate human resources management in health care organizations.

Assessment Methods
Exams (midterm and final), Individual papers, Individual Case Studies, Quizzes, Institute for Healthcare Improvement (IHI) online virtual courses/Certifications, and Discussion Board participation will be used to assess learning in this course.

HCM PROGRAM COMPETENCIES:
Through coursework, students will have the opportunity to successfully learn eight (8) competencies for health care managers as defined by the Healthcare Leadership Alliance, as well as the American College of Healthcare Executives, as follows:

- Knowledge of healthcare – Explains the delivery of health care services, and describes the structure, identifies key issues, appraises trends, and examines regulations health care industry
- Business/management skills – Applies management principles of human resources, finance, law, strategic planning and information technology
- Oral communications – Creates purposeful presentations and demonstrates effective delivery
- Written communications – Prepares carefully researched and documented work which is grammatically, organizationally, and conceptually aligned with the assignment given
- Teamwork – Works collaboratively towards goals, displays respectful interactions, and exhibits sufficient quality and quantity of contribution
- Professionalism - Exhibits the attitude and demeanor of professionals in the field; is prepared, punctual, and positive; demonstrates ethical behaviors and acceptance diversity
- Critical thinking – Assembles information, analyzes data, evaluates facts and perspectives and formulates a supported point of view and conclusions
- Personal growth and development – Demonstrate personal accountability, manages time, investigates opportunities, interested in learning and professional development
- Earn six (6) Certifications from the Institute for Healthcare Improvement (IHI), gaining knowledge and Certifications in Improvement Capability.

Course Textbook and Required Readings

Institute for Healthcare Improvement (IHI) modular access (free). A how-to Word document is provided to walk you through the process of accessing the website, registering, as well as how to access the six Certification learning modules required for the course. Click on the Institute for Healthcare Improvement tab in Blackboard to view the Word instructional document.

Other readings will be assigned in a timely manner as needed and will be provided to you as Adobe Acrobat PDF, in Microsoft Word format, or as a link to an online resource.
Grading Policies

This course employs the following to measure student learning:

<table>
<thead>
<tr>
<th>Grade Calculations</th>
<th>Percent of Grade</th>
<th>Due</th>
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<tbody>
<tr>
<td>Mid-Term Exam</td>
<td>15%</td>
<td>4\textsuperscript{th} week of class</td>
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<tr>
<td>Final Exam</td>
<td>15%</td>
<td>7\textsuperscript{th} week of class</td>
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<tr>
<td>Quizzes (6)</td>
<td>18%</td>
<td>Weeks 1,2,3,4,5,6</td>
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<tr>
<td>Weekly Discussion Forum Questions (7)</td>
<td>24%</td>
<td>Weekly</td>
</tr>
<tr>
<td>Institute for Healthcare Improvement (IHI) online lessons and Certification (6)</td>
<td>12%</td>
<td>Weeks 1-6</td>
</tr>
<tr>
<td>Case Studies (3)</td>
<td>16%</td>
<td>2\textsuperscript{nd}, 4\textsuperscript{th}, and 6\textsuperscript{th} week of class</td>
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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

Email questions will be responded to within one business day; assignments will be graded and posted within one week after the due date.

Missed/Late Work

All Discussion Board Forum assignments are required to be submitted by the end of the week in which they are due, Wednesday evening by midnight. **Don’t ask me to accept late Discussion Question responses submissions because you procrastinated, as my answer will be “No”. These are intended to motivate students to read each week’s chapter(s) and as well as aid in gaining knowledge necessary to do well on all other assignments by interaction with other students during each week of our course.**

Three (3) Written Assignments are required in this class. The Late Policy for these assignments is as follows:

- Submission 1-7 days late - 10% deduction from total possible points
- Submission 8-14 days late - 50% deduction from total possible points

No paper will be accepted fifteen (15) days or more after the original due date. The student will receive a grade of zero (0) for the assignment.
**Participation/Absenteeism**

Students must be actively engaged in the online class forum in order to learn the key concepts being presented each week and students are expected to complete all assignments within the required timeframe.

**Mid-Term & Final Exam**

A Mid-Term Exam will cover material reviewed in weeks 1-4, while the Final exam will cover material learned in weeks 5-7. Both tests will be taken online by the student at a time of their choice during the week they are assigned.

**Individual Papers**

Students will be required to complete three (3) papers in total. The assignments are to be written in accordance with APA formatting guidelines and should address all critical elements as defined in the Individual Paper Grading Rubrics. Each assignment will be submitted in Blackboard for grading, and may be checked by the Instructor using Turnitin to ensure it is an original work written by the student. Requirements for each assignment are provided in Blackboard, and students may review the requirements for all assignments at the start of our course. Additional detail on each assignment are provided in the Individual Paper Grading Rubrics which will be used to grade each student’s submission.

**Quizzes**

Six (6) Quizzes will be used during the course, submitted through Blackboard. The Quizzes are comprised of twelve T/F or Multiple-Choice questions. Each week’s quiz will open Thursday morning at 12:30am. It is strongly recommended that students complete each week’s Quiz in the week they are due.

**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 not 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.

**Plagiarism**

Plagiarism is a serious topic covered in ASU’s Academic Integrity policy in the Student Handbook. Plagiarism is the action or practice of taking someone else’s work, idea, etc., and passing it off as one’s own. Plagiarism is literary theft.
In your discussions and/or your papers, it is unacceptable to copy word-for-word without quotation marks and the source of the quotation. It is expected that you will summarize or paraphrase ideas giving appropriate credit to the source both in the body of your paper and the reference list.

Papers are subject to be evaluated for originality via Turnitin. Resources to help you understand this policy better are available at the ASU Writing Center.

Copyright Policy

Students officially enrolled in this course should make only one printed copy of the given articles and/or chapters. You are expressly prohibited from distributing or reproducing any portion of course readings in printed or electronic form without written permission from the copyright holders or publishers.

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, life style, 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 "I"s.

**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](http://www.angelo.edu/content/files/14196-op-1003-grade-grievance).

**Required Use of Masks/Facial Coverings by Students in Class at Angelo State University**

As a member of the Texas Tech University System, Angelo State University has adopted the mandatory [Facial Covering Policy](http://www.angelo.edu/content/files/14196-op-1003-grade-grievance) to ensure a safe and healthy classroom experience. Current research on the COVID-19 virus suggests there is a significant reduction in the potential for transmission of the virus from person to person by wearing a mask/facial covering that covers the nose and mouth areas. Therefore, in compliance with the university policy, students in this class are required to wear a mask/facial covering before, during, and after class. Faculty members may also ask you to display your daily screening badge as a prerequisite to enter the classroom. You are also asked to maintain safe distancing practices to the best of your ability. For the safety of everyone, any student not appropriately wearing a mask/facial covering will be asked to leave the classroom immediately. The student will be responsible to make up any missed class content or work. Continued non-compliance with the Texas Tech University System Policy may result in disciplinary action through the Office of Student Conduct.
## Course Outline

<table>
<thead>
<tr>
<th>Wk</th>
<th>Day</th>
<th>Topic</th>
<th>This Week’s Class Focus</th>
<th>Assignments</th>
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| 1   | 10/08 –10/14 | **Welcome to Class.** Review logistics of course  
Chapter 1: Overview of HCM  
Chapter 2: Leadership  
Chapter 3: Management & Motivation | Review syllabus, grading rubrics, assignment requirements, and course schedule.  
Register to take online virtual training/Certification at the Institute for Healthcare Improvement site (IHI).  
Role of the Manager  
Leadership versus Management  
Motivation concepts & theory | **Read** Chapters 1, 2, & 3  
**Read** Case Studies & Guidelines pages 455-458  
**Complete** Quiz #1  
**Complete** Discussion Board Questions  
**Begin** working on Case Study #1  
**Complete** Q1 101: Introduction to Health Care Improvement on the IHI website. Upload your Certificate in Blackboard in the week 1 module via the link provided |
| 2   | 10/15 –10/21 | Chapter 4: Organizational Behavior and Management Thinking  
Chapter 5: Strategic Planning | The Field of Organizational Behavior  
Purpose and Importance of Strategic Planning | **Read** Chapters 4 & 5  
**Complete** Quiz #2  
**Complete** Discussion Board Questions  
**Complete** Case Study #1  
**Complete** Q1 102: How to Improve with the Model for Improvement on the IHI website. Upload your Certificate in Blackboard in the week 2 module via the link provided |
| 3   | 10/22 – 10/28 | Chapter 6: Health Care Marketing  
Chapter 7: Quality and Performance Improvement Basics  
Chapter 8: Health Information Systems & Technologies | Key Marketing Concepts  
Quality in Health Care  
Health Information Systems for Managers | **Read** Chapters 6,7 & 8  
**Complete** Quiz #3  
**Complete** Discussion Board Questions  
**Begin** working on Case Study #2  
**Complete** Q1 103: Testing and Measuring Changes with PDSA Cycles on the IHI website. Upload your Certificate in Blackboard in the week 3 module via the link provided |
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<thead>
<tr>
<th>Week</th>
<th>Dates</th>
<th>Chapters</th>
<th>Topics</th>
<th>Assignments</th>
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<tr>
<td>4</td>
<td>10/29–11/04</td>
<td>Chapter 9: Financing Health Care and Health Insurance</td>
<td>Aspects of Health Care Insurance</td>
<td><strong>Read</strong> Chapters 9 &amp; 10</td>
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<td>Chapter 10: Managing Costs and Revenues</td>
<td>Financial Management and its Importance</td>
<td><strong>Complete</strong> Discussion Board Questions</td>
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<td><strong>Complete</strong> Mid-Term Exam</td>
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<td><strong>Complete</strong> Case Study #2</td>
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<td><strong>Complete</strong> Q1 104: Interpreting Data: Run Charts, Control Charts, and Other Measurement Tools on the IHI website. Upload your Certificate in Blackboard in the week 4 module via the link provided</td>
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<td>5</td>
<td>11/05–11/11</td>
<td>Chapter 11: Managing Health Care Professionals</td>
<td>Managing the many functional job groups and Professionals in the Health Care Organization</td>
<td><strong>Read</strong> Chapters 11 &amp;12</td>
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<td>Chapter 12: Strategic Management of Human Resources</td>
<td>Key Functions of Human Resource Management</td>
<td><strong>Complete</strong> Quiz #4</td>
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<td><strong>Complete</strong> Discussion Board Questions</td>
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<td><strong>Begin</strong> working on Case Study #3</td>
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<td><strong>Complete</strong> Q1 105: Leading Quality Improvement on the IHI website. Upload your Certificate in Blackboard in the week 5 module via the link provided</td>
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<td>6</td>
<td>11/12–11/18</td>
<td>Chapter 13: Teamwork</td>
<td>The Challenge of Teamwork in Health Care Management</td>
<td><strong>Read</strong> Chapters 13 &amp;14</td>
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<td>Chapter 14: Addressing Health Disparities: Cultural Proficiency</td>
<td>Addressing Health Care Disparities &amp; Cultural Competence</td>
<td><strong>Complete</strong> Quiz #5</td>
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<td><strong>Complete</strong> Discussion Board Questions</td>
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<td><strong>Complete</strong> Case Study #3</td>
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<td><strong>Complete</strong> Q1 201: Planning for Spread: From Local Improvements to System-Wide Change on the IHI website. Upload your Certificate in Blackboard in the week 6 module via the link provided</td>
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<td>7</td>
<td>11/19–11/24</td>
<td>Chapter 15: Law and Ethics</td>
<td>Legal and Ethical Concepts in Health Care Management</td>
<td><strong>Read</strong> Chapters 15,16, and 17</td>
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<td>Chapter 16: Health Care Regulation and Compliance</td>
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<td><strong>Complete</strong> Quiz #6</td>
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<td>Chapter 17: Special Topics and Emerging Issues in Health Care Management</td>
<td>Legal Compliance with Federal Laws in Health Care Management</td>
<td><strong>Complete</strong> Discussion Board Questions <strong>Complete</strong> Final Exam</td>
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