MGMT 6341 – Healthcare Operations

Course Description/Overview

This is a course designed to provide a general orientation to management practices in the field of healthcare. The focus is on management concepts, processes, and theoretical content considered necessary for persons who intend to practice in a healthcare management position. Emphasis is placed on the differences in management of healthcare from other commodities and the importance of patient care and ethical issues. Trade-offs 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 8-week class, with each week beginning on Tuesday and ending on Monday. 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

Zachary L. Phillips, MBA
Adjunct Faculty Instructor, Marketing and Management
Office: No physical office; students should contact me via email.
Email: ZacharyPhillips@angelo.edu
Office Hours: By appointment only. I encourage students to email and schedule an appointment as needed. Additionally, please utilize on-campus resources for further assistance.

Course Objectives

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

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

Assessment Methods
Exams (midterm and final), 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>
</tr>
</thead>
<tbody>
<tr>
<td>Mid-Term Exam</td>
<td>17%</td>
<td>4th week of class</td>
</tr>
<tr>
<td>Final Exam</td>
<td>17%</td>
<td>8th week of class</td>
</tr>
<tr>
<td>Quizzes (6)</td>
<td>18%</td>
<td>Weeks 1,2,3,5,6,7</td>
</tr>
<tr>
<td>Weekly Discussion Forum Questions (7)</td>
<td>21%</td>
<td>Weekly</td>
</tr>
<tr>
<td>Institute for Healthcare Improvement (IHI)</td>
<td>12%</td>
<td>Weeks 1-6</td>
</tr>
<tr>
<td>online lessons and Certification (6)</td>
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</tr>
<tr>
<td>Case Studies (3)</td>
<td>15%</td>
<td>2nd, 4th, and 6th week of class</td>
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</table>

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 two business days; 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, Monday 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) 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  - 25% 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 5-8. 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 guidelines. 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.

Quizzes
Six (6) Quizzes will be used during the course, submitted through Blackboard. The Quizzes are comprised of ten T/F or Multiple-Choice questions. Each week’s quiz will open Tuesday morning at 12:30am and is due on Monday evening by 11:59pm.

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**

Courteous 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).
<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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</thead>
<tbody>
<tr>
<td>1</td>
<td>10/18</td>
<td>Welcome to Class. Review logistics of course</td>
<td>Review syllabus, grading rubrics, assignment requirements, and course schedule.</td>
<td>Read Chapters 1, 2, &amp; 3</td>
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<tr>
<td></td>
<td>– 10/25</td>
<td>Chapter 1: Overview of HCM</td>
<td>Register to take online virtual training/Certification at the Institute for Healthcare Improvement site (IHI).</td>
<td>Read Case Studies &amp; Guidelines pages 455-458</td>
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<td>Chapter 2: Leadership</td>
<td>Role of the Manager</td>
<td>Complete Quiz #1</td>
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<td>Chapter 3: Management &amp; Motivation</td>
<td>Leadership versus Management</td>
<td>Complete Discussion Board</td>
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<td>Motivation concepts &amp; theory</td>
<td>Begin working on Case Study #1</td>
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<td>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</td>
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<td>2</td>
<td>10/26</td>
<td>Chapter 4: Organizational Behavior and Management Thinking</td>
<td>The Field of Organizational Behavior</td>
<td>Read Chapters 4 &amp; 5</td>
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<td>– 11/1</td>
<td>Chapter 5: Strategic Planning</td>
<td>Purpose and Importance of Strategic Planning</td>
<td>Complete Quiz #2</td>
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<td>Complete Discussion Board</td>
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<td>Complete Case Study #1</td>
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<td>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</td>
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<tr>
<td>3</td>
<td>11/2</td>
<td>Chapter 6: Health Care Marketing</td>
<td>Key Marketing Concepts</td>
<td>Read Chapters 6, 7 &amp; 8</td>
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<td>– 11/8</td>
<td>Chapter 7: Quality and Performance Improvement Basics</td>
<td>Quality in Health Care</td>
<td>Complete Quiz #3</td>
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<td>Chapter 8: Health Information Systems &amp; Technologies</td>
<td>Health Information Systems for Managers</td>
<td>Complete Discussion Board</td>
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<td>Begin working on Case Study #2</td>
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<td>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</td>
</tr>
</tbody>
</table>
| 4 | 11/9 – 11/15 | Chapter 9: Financing Health Care and Health Insurance  
Chapter 10: Managing Costs and Revenues | Aspects of Health Care Insurance  
Financial Management and its Importance | **Read** Chapters 9 & 10  
**Complete** Discussion Board  
**Complete** Mid-Term Exam  
**Complete** Case Study #2  
**Complete** 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 |
| 5 | 11/16 – 11/22 | Chapter 11: Managing Health Care Professionals  
Chapter 12: Strategic Management of Human Resources | Managing the many functional job groups and Professionals in the Health Care Organization  
Key Functions of Human Resource Management | **Read** Chapters 11 & 12  
**Complete** Quiz #4  
**Complete** Discussion Board  
**Begin** working on Case Study #3  
**Complete** Q1 105: Leading Quality Improvement on the IHI website. Upload your Certificate in Blackboard in the week 5 module via the link provided |
| 6 | 11/23 – 11/29 | Chapter 13: Teamwork  
Chapter 14: Addressing Health Disparities: Cultural Proficiency | The Challenge of Teamwork in Health Care Management  
Addressing Health Care Disparities & Cultural Competence | **Read** Chapters 13 & 14  
**Complete** Quiz #5  
**Complete** Discussion Board  
**Complete** Case Study #3  
**Complete** 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 |
| 7 & 8 | 11/30 – 12/10 | Chapter 15: Law and Ethics  
Chapter 16: Health Care Regulation and Compliance | Legal and Ethical Concepts in Health Care Management | **Read** Chapters 15, 16, and 17  
**Complete** Quiz #6 |
<table>
<thead>
<tr>
<th>Chapter 17: Special Topics and Emerging Issues in Health Care Management</th>
<th>Legal Compliance with Federal Laws in Health Care Management</th>
<th>Complete Discussion Board</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Addressing Emerging Topics in Health Care Management</td>
<td>Complete Final Exam</td>
</tr>
</tbody>
</table>