Fall 2016

HSPM 7338 - Contemporary Issues in Healthcare

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Prerequisites: Admission to the MHA Program

Catalog Description: Course examines operational issues in health care management. Topics include underlying of the U.S health system, systems analysis and continuous quality improvement [Lean Theory]. The goal is to instill an understanding of knowledge of accreditation bodies, professional societies and professional development. The goal is to instill an understanding of the language, applications, limitations with regarding to decision making and problem solving in healthcare organizations.


JPHCOPH (College Level) Student Learning Outcomes: At the completion of the M.H.A. degree program all students will be able to understand and apply concepts concerning:

1. Demonstrate proficiency and effectiveness in the communication of core public health principles and practices, both oral and written.
2. Demonstrate proficiency in the integration of the core public health disciplines (Biostats, Epid, Env Health, Hlth Policy/Mgt, & Social/Behav Sc) in practice & research.
3. Demonstrate proficiency in problem solving, critical thinking, and public health leadership.
Health Policy and Management (Departmental Level) Student Learning Outcomes: At the completion of the M.H.A. degree program all students will be able to understand and apply concepts concerning:

I. Analyze and evaluate the financial management of health organizations including structuring, marketing, and governance.
II. Evaluate the management of change in health organizations.
III. Conduct and interpret relevant health administration research using appropriate research designs and analytic techniques.
IV. Communicate health services administration principles and concepts to lay and professional audiences through both oral and written communication

Program Competencies: At the completion of the M.H.A. degree program all students will be able to (domains are listed first and competencies under each domain follow:

I. COMPETENCY DOMAINS
   A. Measurement and Analysis
      Measurement: Identify information needs, and gather and understand relevant data information in order to define a problem, to assess a situation, or to implement a set of metrics.
      Analysis: Organize, manipulate and use information to assess performance, to identify alternative courses of action, to investigate hypotheses, or to accomplish other strategic goals.
   B. Communication
      Receive and convey information in ways that encourage continued dialogue among stakeholders. Effective communication involves strong written and oral transmission skills, responsive listening, and use of creative strategies for exchanging information.
   C. Leadership
      Influence others to reach their highest level of effectiveness in achieving common goals, both as individuals and in teams. Establish direction and engage various constituencies to produce a shared vision of the future, motivating and committing them to action, and making them responsible for their performance.
   D. Law and Ethics
      Establish high ethical standards, create a culture of shared ethical values and legal understanding, and transform those ideals into visions and expected behaviors.
   E. Professional Development
      Required to excel professionally throughout one’s career and to make meaningful contributions to the field.

II. COMPETENCIES BY DOMAINS
Domain 1: Measurement and Analysis

Measurement:
A.1 Identify appropriate sources and gather information, effectively and efficiently.
A.2 Appraise literature and data critically that enhances community health.
A.3 Develop, understand and use data from performance, surveillance or monitoring systems.

Analysis:
A.4 Financial analysis: Understand and explain financial and statement; prepare and manage budgets; and make sound long-term investment decisions.
A.5 Statistical analysis: Understand and apply basic biostatistical methods relevant to public health practice.
A.6 Policy analysis: Understand the policy-making process and the role of public health politics; assess a problem and identify and compare potential policy solutions; and understand and critically assess methods to evaluate policy impact.
A.7 Economic analysis: Use basic microeconomic theory to understand how the incentives of consumers, providers, and payers affect behaviors, costs, and other outcomes; understand and apply basic econometric tools for the empirical study of issues in health economics.
A.8 Operational analysis: Analyze, design, or improve an organizational process, including the use of quality management, process improvement, marketing and information technology principles and tools.
A.9 Population health assessment: Understand and apply basic epidemiologic principles, measures, and methods to assess the health status of a population; identify risk factors in individuals and communities; evaluate the impact of population-based interventions and initiatives.
A.10 Decision Making: Implement a decision-making process that incorporates evidence from a broad analysis that includes uncertainty, risk, stakeholders, and organizational values.

Domain 2: Communication

B.1 Convey: Speak and write in a clear, logical, and grammatical manner in formal and informal situations; prepare cogent business presentations; facilitate an effective group process.
B.2 Listen: Receive, process, and respond appropriately to information conveyed by others.
B.3 Interact: Perceive and respond appropriately to the spoken, unspoken, or partly expressed thoughts, feelings, and concerns of others.

Domain 3: Leadership
C.1 Organizational Vision: Through effective governance, establish an organization’s values, vision, and mission; systematically enhance performance and human material and knowledge resources.
C.2 Strategic Orientation: Analyze the business, demographic, ethno-cultural, political, and regulatory implications of decisions and develop strategies that continually improve the long-term success, viability of the organization and focus on community health status.
C.3 Accountability: Hold self and others accountable to standards of performance; encourage commitment to the long-term good of the organization.
C.4 Change Leadership: Energize stakeholders and sustain their commitment to the organization while adapting to changes in the environmental factors.
C.5 Collaboration: Work collaboratively with others as part of a team or group, demonstrating commitment to the team’s goal and encouraging individuals to put forth their best effort.
C.6 Organizational awareness: Understand and learn from governance structures, formal and informal decision making structures, and power relationships in an organization, industry, or community.

Domain 4: Law and Ethics
D.1 Use legal reasoning as a tool for analysis, communication, strategy and planning.
D.2 Behave ethically and promote standards of ethical behavior throughout public and healthcare organizations and professional communities.
D.3 Develop an understanding of healthcare state and federal legislation as it affects healthcare organizations.

Domain 5: Professional Development
Self-Awareness:
E.1 Actively seek feedback from others, reflecting and learning from successes and failures of professionals in public health and healthcare.
E.2 Develop an accurate view of own strengths and developmental needs, including the impact one has on others.
**Learning Objectives**: At the completion of this course the student will be able to:

1. Describe the structure, organization and function of the United States healthcare system. (A.2, A.9, B.2, C2, C6)
2. Analyze regulations and governmental legislation and policies that affect healthcare organizations in the United States. (A6, D3)
3. Analyze the significant demographic and technological trends affecting healthcare organizations in the United States. (A1, A9, C3)
4. Describe the ability to develop and use analytical models in the Lean Theory to apply in healthcare operations. (A2, A5, A8)
5. Describe the various accreditation bodies and functions associated with healthcare organizations.
6. Develop a thorough understanding of what components are needed for professional development. (B1, B2, B3, E1, E2)

**Overview of the Content to be Covered During the Semester**:

<table>
<thead>
<tr>
<th>Week</th>
<th>Topic</th>
<th>Readings</th>
<th>Assignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Class Review History of U.S Healthcare</td>
<td>Chapters: 1 &amp; 3</td>
<td>As designated by instructor</td>
</tr>
<tr>
<td>2</td>
<td>Finance in U.S Healthcare</td>
<td>Chapters: 5 &amp; 6</td>
<td>As designated by instructor-Read article</td>
</tr>
<tr>
<td>3</td>
<td>Article Discussion Healthcare Workforce</td>
<td>Chapter: 4</td>
<td>As designated by instructor</td>
</tr>
<tr>
<td>4</td>
<td>Health Disparities and Exam</td>
<td>Chapter: 11</td>
<td>Exam 1-Read article</td>
</tr>
<tr>
<td>5</td>
<td>Recruiting Healthcare Professionals</td>
<td>Article</td>
<td>As designated by instructor</td>
</tr>
<tr>
<td>6</td>
<td>Construction Management and Exam</td>
<td>Material will be distributed</td>
<td>Exam 2</td>
</tr>
<tr>
<td>7</td>
<td>The Lean Method</td>
<td>Material will be distributed</td>
<td>As designated by instructor</td>
</tr>
<tr>
<td>8</td>
<td>The Lean Method</td>
<td>Material will be distributed</td>
<td>Exam 3</td>
</tr>
<tr>
<td>9</td>
<td>State Senate and House Representatives and Exam</td>
<td>Material will be distributed</td>
<td>Exam 4</td>
</tr>
<tr>
<td>10</td>
<td>Healthcare Accreditation Bodies</td>
<td>Material will be distributed</td>
<td>As designated by instructor</td>
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<tr>
<td></td>
<td>Healthcare Organizations Associations</td>
<td>Material will be distributed</td>
<td>As designated by instructor</td>
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<tr>
<td>11</td>
<td>Healthcare Professional Societies</td>
<td>Material will be distributed</td>
<td>As designated by instructor</td>
</tr>
<tr>
<td>12</td>
<td>Environmental Health and Exam</td>
<td>Material will be distributed</td>
<td><strong>Exam 5</strong></td>
</tr>
<tr>
<td>13</td>
<td>Professional Development</td>
<td>Material will be distributed</td>
<td>As designated by instructor</td>
</tr>
<tr>
<td>14</td>
<td>Professional Development</td>
<td>Material will be distributed</td>
<td>As designated by instructor</td>
</tr>
<tr>
<td>15</td>
<td>Thanksgiving Holiday- OFF</td>
<td></td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>Professional Development</td>
<td>Material will be distributed</td>
<td>As designated by instructor</td>
</tr>
<tr>
<td>17</td>
<td>Professional Development</td>
<td>Material will be distributed</td>
<td>As designated by instructor</td>
</tr>
<tr>
<td>18</td>
<td><strong>FINAL EXAM</strong></td>
<td>Content of entire course</td>
<td>Submit portfolio</td>
</tr>
</tbody>
</table>

Samples of your work may be reproduced for search purposes and/or inclusion in the professor’s teaching portfolio. You have the right to review anything selected for use, and subsequently ask for its removal.

**Instructional Methods:** Class meetings will be a combination of lecture, class discussion, and guest lecturers. Written homework assignments and examinations constitute the basis of student evaluation.

**Class Participation:** Class participation is an integral part of the learning process. Students will be expected to remain current with the readings, contribute to discussion of the week’s topics, have completed the current week’s assignments, ask questions, make comments, and agree/disagree with the professor. You must come to class prepared (read chapter and other readings for the week before class and do assignments), discuss issues, and review assignments.

**Final Examination:** Final Examination: December 7, 2015 **Note: 5:30 PM**

**Student Assessment:** Assessments are linked to learning objectives for this class. Each assessment below is linked to the learning objectives (LO1-10) on pages 2-3 of this syllabus. Weighting of assignments of grading will be as follows:
Exam 1 - U.S Health System (LOA1, 2-9, B2 & C2, 3, 6) 25 points
Exam 2 - Recruiting & Construction Mgt. (LO A8, 10, B1, B2, B3) 25 points
Exam 3 - The Lean Method (LOA2-5, 8) 25 points
Exam 4 - State Representatives (LOA6 & D3) 10 points
Exam 5 - Environmental Health (LOA2, C2, C5) 15 points
Final Exam (LOA1-10 & D3) 100 points
Class Participation 100 points

Total 300 points

<table>
<thead>
<tr>
<th>Grading Scale:</th>
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<tbody>
<tr>
<td>90-100%</td>
<td>A</td>
</tr>
<tr>
<td>80-89%</td>
<td>B</td>
</tr>
<tr>
<td>70-79%</td>
<td>C</td>
</tr>
<tr>
<td>60-69%</td>
<td>D</td>
</tr>
<tr>
<td>0-59%</td>
<td>F</td>
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</tbody>
</table>

For calculation of your final grade, all grades above will be included.

Your grades will not be posted. All exams and assignments will be graded and returned promptly so that students may accurately calculate their grades at any point in time during the semester.

There are times when extraordinary circumstances occur (e.g., serious illness, death in the family, etc.). In such circumstances, and/or if you need additional time to satisfactorily complete any course requirement, please consult with the professor within a reasonable amount of time. Nota Bene: Extensions are not guaranteed and will be granted solely at the discretion of the professor.

NO EXTRA CREDIT PROJECTS WILL BE ASSIGNED! NO LAPTOPS (UNLESS AUTHORIZED) NO WEB SURFING! NO CELL PHONE USE DURING CLASS! If a student is caught using a cell phone during class, the instructor may ask you to leave. If you are asked to leave class due to cell phone usage, it will be considered an unexcused absence, three or more unexcused absences will result in a failing grade.

**Academic Misconduct:** As a student registered at this University, it is expected that you will adhere to only the strictest standards of conduct. It is recommended that you review the latest edition of the *Student Conduct Code* book, as well as the latest *Undergraduate & Graduate Catalog* to familiarize yourself with the University’s policies in this regard. Your continued
enrollment in this course is an implied contract between you and the professor on this issue; from this point forward, it is assumed that you will conduct yourself appropriately.

Academic integrity relates to the appropriate use of intellectual property. The syllabus, lecture notes, and all materials presented and/or distributed during this course are protected by copyright law. Students are authorized to take notes in class, but that authorization extends only to making one set of notes for personal (and no other) use. As such, students are not authorized to sell, license, commercially publish, distribute, transmit, display, or record notes in or from class without the express written permission of the instructor.

**Academic Handbook:** Students are expected to abide by the Academic Handbook, located at [http://students.georgiasouthern.edu/sta/guide/](http://students.georgiasouthern.edu/sta/guide/). Your failure to comply with any part of this Handbook may be a violation and thus, you may receive an F in the course and/or be referred for disciplinary action.

**University Calendar for the Semester:** The University Calendar is located with the semester schedule, and can be found at: [http://www.collegesource.org/displayinfo/catalink.asp](http://www.collegesource.org/displayinfo/catalink.asp).

**Attendance Policy:** Federal regulations require attendance be verified prior to distribution of financial aid allotments. Attendance will be recorded for each class. Chronic attendance problems (missing two or more classes may lead to a reduction in your grade). Attendance is required and students are expected to attend every class.

**One Final Note:** The contents of this syllabus are as complete and accurate as possible. The professor reserves the right to make any changes necessary to the syllabus and course material. The professor will make every effort to inform students of changes as they occur. It is the responsibility of the student to know what changes have been made in order to successfully complete the requirements of the course.