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HSPM 6136 - Healthcare Management

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Georgia Southern University
Jiann-Ping Hsu College of Public Health

HSPM 6136: Healthcare Management
Fall 2017

Instructor: Samuel Tawiah Yaw Opoku
Office: Hendricks Hall 2013
Phone: (912) 478 6985
E-Mail Address: sopoku@georgiasouthern.edu
Office Hours: Tuesdays and Thursdays, 8am to 11.45am. Other times by appointment
Class Meets:

<u>Dates</u>	<u>Days</u>	<u>Times</u>	<u>Building</u>	<u>Room #</u>
14-AUG-17 - 13-NOV-17	TR	3:30 p.m. - 4:45 p.m.	Hendricks Hall	3001
14-NOV-17 - 14-NOV-17	T	3:30 p.m. - 4:45 p.m.	Info Technology Bldg	3204
15-NOV-17 - 07-DEC-17	TR	3:30 p.m. - 4:45 p.m.	Hendricks Hall	3001

Course Catalog available at:
<http://em.georgiasouthern.edu/registrar/resources/catalogs/>
under Jiann-Ping Hsu College of Public Health Programs

Prerequisites: N/A

FOLIO Access: <https://my.georgiasouthern.edu/portal/portal.php>

Catalog Description. This course is designed to provide a detailed understanding of the administrative and organization management of healthcare systems, including analysis of management problems, planning, evaluating, operations and policy analysis within the healthcare environment. Selected topics from the healthcare profession of management will also be covered.

Course Credit: This is a three-credit hour course.

Course Delivery Platform: Face to face Tuesdays and Thursdays 3:30-4:45pm

Required Textbooks: Managing Health Services Organizations and Systems, Sixth Edition, by Beaufort B. Longest, Jr. and Kurt Darr
Publisher: Health Professions Press. ISBN: 978-1-938870-00-2.

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; established in Spring, 2015):

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.

Course Learning Objectives:

Upon completion of this course students should be able to

1. Discuss and effectively apply traditional and current management and governance models (B1-3, C1). ^[L]_[SEP]
2. Develop a rationally based management/administrative style for use in your future careers (C1-6). ^[L]_[SEP]
3. Understand how healthcare organizations are governed, managed, and structured (C1-6). ^[L]_[SEP]
4. Describe effective functioning relationships among a Board of Directors; the CEO and ^[L]_[SEP] Senior Administration; with the Medical Board and the medical staff (C1-6).
5. Describe the structure, functions and relationships of the various components of health care organizations (C6). ^[L]_[SEP]
6. Describe the functions and roles of health care administrators in relation to internal and external environments (C1-3). ^[L]_[SEP]
7. Balance operational and strategic issues to effectively manage and lead health care ^[L]_[SEP] organizations (C2).
8. Apply the concept of service excellence in practical ways as a health services administrator (E2).
9. Understand how health reform is likely to change the external health care environment and how to appropriately position providers for success (D3).

Overview of the Content to be Covered During the Semester:

Note: This is a tentative schedule and subject to change.

Wk	Date	Topic	Readings	Other Assignment(s)
1	14 th -18 st Aug	Healthcare in the United States	Ch 1	Survey Assignment
2	21 st – 25 th Aug	Types and Structure of Health Services Organizations and Systems	Ch 2	Article Summary Due
3	28 th Aug – 1st Sept	Healthcare Technology	Ch 3	
		Ethical and Legal Environment	Ch4	
4	4 th -8 th Sept	The Practice of Management in Health Services Organizations and Systems	Ch 5	Quiz 1
5	11 th -15 th Sept	HURRICANE IRMA		
6	18 th – 22 nd Sept	The Practice of Management in Health Services Organizations and Systems	Ch 5	Draft of Group Work Paper Due
		Managerial Problem Solving and Decision Making	Ch 6	
7	25 th – 29 th Sept	The Quality Imperative: The Theory	Ch 7	
8	2 nd – 6 th Oct			Quiz 2
		The Quality Imperative: Implementation	Ch 8	
9	9 th – 13 th Oct	Strategizing	Ch 9	
10	16 th – 20 th Oct	Marketing	Ch 10	Article Summary Due
		Controlling and Allocating Resources	Ch 11	
11	23 rd – 27 th Oct	Designing	Ch 12	
		Leading	Ch 13	
12	30 th Oct – 3 rd Nov	Communicating	Ch 14	Quiz 3
13	6 th – 10 th Nov	Student Presentations		

14	13 th – 17 th Nov	Students Presentations	
20th – 24th Nov		Thanksgiving Break	
15	27 th Nov – 1 st Dec	Overview	Group Work Paper Due
16	4 th – 8 th Dec	Final Examination	Final Exam (Quiz 4)

Grading, Course Conduct, and Assignments:

Samples of your work may be reproduced for research 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.

Philosophy: This course is designed in a way that may be quite different than other courses that you have been exposed to because you will be asked to think critically about the subject matter throughout this semester. All of our activities will focus on helping you to better understand the logic of service management, human resources, and governance. You will begin to think like a healthcare administrator, like a rational human resources manager, like a rational healthcare employee, and like a rational consumer. You will be asked to continually engage your mind during class and while preparing for class. The textbooks will be used as a general resource for the course.

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, ask questions, make comments, and agree/disagree with the instructor. You must come to class prepared (read chapter and other readings for the week before class) to discuss issues, prepared and present to the class if called upon.

Summary of Articles: You will be assigned to read and summarize relevant articles during the course of the semester. Summaries should be no less than 1 page double spaced with a font size of 12. You are to submit your work through folio. Due dates can be found on the class schedule.

Quizzes: There will be three quizzes and a final exam in the course. The quizzes may utilize a variety of testing methods to include multiple choice, true and false, short answer and short essay. Information for the quizzes will come from the main points/topics in the text, lectures, and reading assignments. These assignments cover Course Objectives 1-9.

Group Work: You will be assigned to a group and provided with a health care management topic to research on. The deliverables for this group work include a final paper and class presentation of your work. Paper should be a minimum of 6 pages double-spaced and have a font size of 12. Students are also required to submit a draft of the final paper. The draft should consist of the title, major ideas to be developed and a minimum of 5 references to be used. The draft and

final paper are to be turned in through folio. The presentation of the work will be done in class at a schedule time.

Attendance: Federal regulations require attendance be verified prior to distribution of financial aid allotments. Attendance will be recorded and it will be difficult for you to do well in this course without attending on a regular basis.

Make-Up Policy: **Late assignments will not be accepted.** If you are aware ahead of time that you will be missing a class when an assignment is due, it is your responsibility to notify the instructor and turn in the assignment on time. Electronic submission is acceptable. Extenuating circumstances will be considered on a case-by-case basis.

Grading Scale:

A	90 - 100%
B	80 - 89%
C	70 - 79%
D	60 - 69%
F	0 - 59%

Evaluation	Percent of Grade
Quizzes (3)	15% each = 45%
Final Exam	25%
Group Work	15%
Article Summaries	5%
Class Participation	10%
Total	100%

NO EXTRA CREDIT PROJECTS WILL BE ASSIGNED

Academic Integrity: Students are expected to follow guidelines outlined in the *Student Conduct Code 2013-2014* policy regarding academic dishonesty. Any student found in violation of academic honesty will receive a grade of 'F' for the course. It is the student's responsibility to familiarize him/herself with the student policies and expectations set forth in the *GSU Student Conduct Code 2013-14*. The handbook can be found at <http://deanofstudents.georgiasouthern.edu/conduct/wp-content/uploads/sites/3/2013-2014-SCC-8.19.13.pdf>. You are also expected to follow guidelines set forth in the entire JPHCOPH Student handbook: <https://docs.google.com/file/d/0B2ms15eoGveqOHIEUW53X0ZSWVE/edit>

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 instructor on this issue; from this point forward, it is assumed that you will conduct yourself appropriately.

Plagiarism:

"According to the Academic Dishonesty Policy of GSU, Plagiarism includes (but is not limited to):

- A. Directly quoting the words of others without using quotation marks or indented format to identify them.
- B. Using published or unpublished sources of information without identifying them.
- C. Paraphrasing material or ideas without identifying the source.
- D. Unacknowledged use of materials prepared by another person or agency engaged in the selling of term papers or other academic material.

If you are accused of plagiarism by a JPHCOPH, the following policy, as per the Judicial Affairs website (<http://students.georgiasouthern.edu/judicial/faculty.htm>) will be enforced:

PROCEDURES FOR ADJUDICATING ACADEMIC DISHONESTY CASES

First Offense - In Violation Plea

1. If the professor and the Dean of Students agree that the evidence is sufficient to warrant a charge of academic dishonesty, the professor should contact the Office of Judicial Affairs to determine if this is a first violation of academic dishonesty. The incident will be reported via the following website: <http://students.georgiasouthern.edu/judicial/faculty.htm>
2. If it is a first violation, the professor should talk with the student about the violation. **If the student accepts responsibility in writing and the professor decides to adjudicate the case, the following procedures will be followed:**
 - a. The student will be placed on disciplinary probation for a minimum of one semester by the Office of Judicial Affairs.
 - b. The student will be subject to any academic sanctions imposed by the professor (from receiving a 0 on the assignment to receiving a failing grade in the class).
 - c. A copy of all the material involved in the case (Academic Dishonesty Report Form and the Request for Instructor to Adjudicate Form) and a brief statement from the professor concerning the facts of the case and the course syllabus should be mailed to the Office of Judicial Affairs for inclusion in the student's discipline record.

First Offense - Not In Violation Plea (student does not admit the violation)

If the professor and the Dean of Students agree that the evidence is sufficient to warrant a charge of academic dishonesty, the professor should contact the Office of Judicial Affairs to determine if this is the first or second violation of academic dishonesty. The student will be charged with academic dishonesty and the University Judicial Board or a University Hearing Officer would

hear the case. If the student is found responsible, the following penalty will normally be imposed:

- a. The student will be placed on Disciplinary Probation for a minimum of one semester by the Office of Judicial Affairs.
- b. The student will be subject to any academic sanctions imposed by the professor.

Second Violation of Academic Dishonesty

If the professor and the Dean of Students agree that the evidence is sufficient to warrant a charge of academic dishonesty, and if it is determined this is the second violation, the student will be charged with academic dishonesty and the University Judicial Board or a University Hearing Officer would hear the case.

If the student is found responsible, the following penalty will normally be imposed:

- a. Suspension for a minimum of one semester or expulsion.
- b. The student will be subject to any academic sanctions imposed by the professor.

NOT RESPONSIBLE FINDING

When a student is found not responsible of academic dishonesty, the work in question (assignment, paper, test, etc.) would be forwarded to the Department Chair. It is the responsibility of the Chair to ensure that the work is evaluated by a faculty member other than the individual who brought the charge and, if necessary, submit a final grade to the Registrar. For the protection of the faculty member and the student, the work in question should not be referred back to the faculty member who charged the student with academic dishonesty.

In the case of a Department Chair bringing charges against a student, an administrator at the Dean's level will ensure that the student's work is evaluated in an appropriate manner.

CONFIDENTIALITY

In accordance with provisions of the Family Educational Rights and Privacy Act of 1974 and the Georgia Open Records Act, any information related to a violation of academic dishonesty or the outcome of a judicial hearing regarding academic dishonesty, is prohibited and must be treated as confidential by members of the faculty."

University Calendar for the Semester

The University Calendar is located with the semester schedule, and can be found at:

<http://em.georgiasouthern.edu/registrar/>

Portfolio Inclusion

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.

One Final Note

The contents of this syllabus are as complete and accurate as possible. The instructor reserves the right to make any changes necessary to the syllabus and course material. The instructor will

announce any such changes in class. It is the responsibility of the student to know what changes have been made in order to successfully complete the requirements of the course.

ALL COURSE INFORMATION AND MATERIAL REMAIN THE PROPERTY OF THIS COURSE AND CANNOT BE UTILISED IN ANY FORM WITHOUT THE EXPRESS WRITTEN PERMISSON OF THE COURSE INSTRUCTOR.