Course Description

Introduces key aspects of financial management for today's healthcare organizations, addressing diverse factors that impact the provision of medical services in our dynamic and competitive environment. Students will gain knowledge and skills in the various types of healthcare budgeting and financial reporting, applying these skills through practical case scenarios and problem-solving activities.

Course Textbook


Course Learning Outcomes

Upon completion of this course, students should be able to:

1. Explain the basic concepts of financial management in healthcare organizations.
2. Explain the aspects of managing short-term and long-term assets and liabilities in healthcare organizations.
3. Analyze agency relationships in healthcare and how organizations can ameliorate agency costs.
4. Explain the similarities and differences among the major approaches to valuation of healthcare firms.
5. Distinguish variable versus fixed, and direct versus indirect costs, for a healthcare service or process.
6. Calculate net present value, internal rate of return, and profitability indexes given assumed cash flows and discount rates in healthcare operations.
7. Compare and contrast the choices for external financing faced by healthcare organizations.
8. Evaluate the basic principles of working capital management as rooted in controlling opportunity costs in healthcare firms.
9. Discuss the financial approach to strategic healthcare planning and how managers can participate effectively in that process.
10. Describe key impacts of the Patient Protection and Affordable Care Act on the financial management of U.S. healthcare organizations, providers, patients, payers, and employers.

Credits

Upon completion of this course, the students will earn three (3) hours of college credit.

Course Structure

1. **Study Guide**: Each unit contains a Study Guide that provides students with the learning outcomes, unit lesson, required reading assignments, and supplemental resources.
2. **Learning Outcomes**: Each unit contains Learning Outcomes that specify the measurable skills and knowledge students should gain upon completion of the unit.
3. **Unit Lesson**: Each unit contains a Unit Lesson, which discusses lesson material.
4. **Reading Assignments**: Each unit contains Reading Assignments from one or more chapters from the textbook and/or outside resources.
5. **Suggested Reading**: Chapter presentations are provided in each unit study guide as Suggested Reading to aid students in their course of study.
6. **Unit Assessments**: This course contains six Unit Assessments, one to be completed at the end of Units I-VI. Assessments are composed of written-response questions.
Unit Assignments: Students are required to submit for grading Unit Assignments in Units VII and VIII. Specific information and instructions regarding these assignments are provided below. Grading rubrics are included with each assignment. Specific information about accessing these rubrics is provided below.

Ask the Professor: This communication forum provides you with an opportunity to ask your professor general or course content related questions.

Student Break Room: This communication forum allows for casual conversation with your classmates.

CSU Online Library

The CSU Online Library is available to support your courses and programs. The online library includes databases, journals, e-books, and research guides. These resources are always accessible and can be reached through the library webpage. To access the library, log into the myCSU Student Portal, and click on “CSU Online Library.” You can also access the CSU Online Library from the “My Library” button on the course menu for each course in Blackboard.

The CSU Online Library offers several reference services. E-mail (library@columbiasouthern.edu) and telephone (1.877.268.8046) assistance is available Monday – Thursday from 8 am to 5 pm and Friday from 8 am to 3 pm. The library’s chat reference service, Ask a Librarian, is available 24/7; look for the chat box on the online library page.

Librarians can help you develop your research plan or assist you in finding relevant, appropriate, and timely information. Reference requests can include customized keyword search strategies, links to articles, database help, and other services.

Unit Assignments

Course Project Introduction

You are required to complete a project for this course, which is due in Unit VII. The course project is a significant portion of your grade, so you should consider it a very important activity. Please review the assignment instructions below and begin by selecting your topic. Since this is a course project, it is expected that you will start working on the project early on in the course in order to submit it in Unit VII. Please contact your instructor if you have any questions regarding the assignment.

Unit VII Course Project

The course project must include at least the following sections; you may want to include others if you deem them appropriate:

1. Introduction
2. Challenges and Problems (associated with your topic)
3. Review of the Literature
4. Critical Analysis of Challenges/Problems
5. Recommended Solutions
6. Implementation of Solutions
7. Justification of Solutions
8. Conclusion
9. References

Some possible course project topics for your consideration are listed below:

- Managed care impacts on healthcare finance
- The Patient Protection and Affordable Care Act and healthcare finance
- Hospital ownership types and impacts on healthcare finance
- Presenting hospital financial statements
- Strategic financial planning for healthcare organizations
- Financial management of home health care
- Financial management of ambulatory surgery
- Financial management of clinics
- Financial management of physician practices
Flexible budgeting for healthcare organizations
Capital budgeting for healthcare organizations
Information management for healthcare organizations
Principles and practices for hospital auditing

The course project must be seven to ten pages, double-spaced, not counting the cover page and the references pages. You must use at least five outside sources for your course project beyond the course textbook. At least one reference must come directly from the CSU Online Library. Web resources and professional journal articles will be key sources in researching your topic.

All sources used, including the textbook, must be referenced; paraphrased and quoted material must have accompanying APA citations.

Information about accessing the Blackboard Grading Rubric for this assignment is provided below.

Unit VIII Reflection Paper

For this assignment, you are asked to prepare a reflection paper on the topic of the unit lesson. Discuss the need for hospital and physician professional liability coverage (malpractice insurance) in American health care today. Make sure to cover the following points:

- Why is malpractice coverage so extremely expensive today?
- Do you feel that the need for liability insurance adds to or detracts from the patient care that is provided?

Your response should be at least one page in length. All sources used, including the textbook, must be referenced; paraphrased and quoted material must have accompanying citations per APA standards.

Information about accessing the Blackboard Grading Rubric for this assignment is provided below.

APA Guidelines

The application of the APA writing style shall be practical, functional, and appropriate to each academic level, with the primary purpose being the documentation (citation) of sources. CSU requires that students use APA style for certain papers and projects. Students should always carefully read and follow assignment directions and review the associated grading rubric when available. Students can find CSU’s Citation Guide by clicking here. This document includes examples and sample papers and provides information on how to contact the CSU Success Center.

Grading Rubrics

This course utilizes analytic grading rubrics as tools for your professor in assigning grades for all learning activities. Each rubric serves as a guide that communicates the expectations of the learning activity and describes the criteria for each level of achievement. In addition, a rubric is a reference tool that lists evaluation criteria and can help you organize your efforts to meet the requirements of that learning activity. It is imperative for you to familiarize yourself with these rubrics because these are the primary tools your professor uses for assessing learning activities.

Rubric categories include: (1) Journal, (2) Assessment (Written Response), and (3) Assignment. However, it is possible that not all of the listed rubric types will be used in a single course (e.g., some courses may not have Assessments).

The Journal rubric can be found within Unit I’s Journal submission instructions.

The Assessment (Written Response) rubric can be found embedded in a link within the directions for each Unit Assessment. However, these rubrics will only be used when written-response questions appear within the Assessment.

Each Assignment type (e.g., article critique, case study, research paper) will have its own rubric. The Assignment rubrics are built into Blackboard, allowing students to review them prior to beginning the Assignment and again once the Assignment has been scored. This rubric can be accessed via the Assignment link located within the unit where it is to be submitted. Students may also access the rubric through the course menu by selecting “Tools” and then “My Grades.”
Again, it is vitally important for you to become familiar with these rubrics because their application to your Journals, Assessments, and Assignments is the method by which your instructor assigns all grades.

To view the rubrics, click the Student Resources link on the Course Menu or access them through the CSU Grading Rubric link found in the Learning Resources area of the myCSU Student Portal.

**Communication Forums**

These are non-graded discussion forums that allow you to communicate with your professor and other students. Participation in these discussion forums is encouraged, but not required. You can access these forums with the buttons in the Course Menu. Instructions for subscribing/unsubscribing to these forums are provided below.

Once you have completed Unit VIII, you MUST unsubscribe from the forum; otherwise, you will continue to receive e-mail updates from the forum. You will not be able to unsubscribe after your course end date.

[Click here for instructions on how to subscribe/unsubscribe and post to the Communication Forums.](#)

**Ask the Professor**

This communication forum provides you with an opportunity to ask your professor general or course content questions. Questions may focus on Blackboard locations of online course components, textbook or course content elaboration, additional guidance on assessment requirements, or general advice from other students.

Questions that are specific in nature, such as inquiries regarding assessment/assignment grades or personal accommodation requests, are NOT to be posted on this forum. If you have questions, comments, or concerns of a non-public nature, please feel free to email your professor. Responses to your post will be addressed or emailed by the professor within 48 hours.

Before posting, please ensure that you have read all relevant course documentation, including the syllabus, assessment/assignment instructions, faculty feedback, and other important information.

**Student Break Room**

This communication forum allows for casual conversation with your classmates. Communication on this forum should always maintain a standard of appropriateness and respect for your fellow classmates. This forum should NOT be used to share assessment answers.

**Grading**

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<td>Unit VIII Reflection Paper</td>
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**Course Schedule/Checklist** *(PLEASE PRINT)*

The following pages contain a printable Course Schedule to assist you through this course. By following this schedule, you will be assured that you will complete the course within the time allotted.
By following this schedule, you will be assured that you will complete the course within the time allotted. Please keep this schedule for reference as you progress through your course.

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<tr>
<th>Unit I</th>
<th>Introduction to Healthcare Finance</th>
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<tr>
<td>Review:</td>
<td>□ Unit Study Guide</td>
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| Read: | □ Chapter 1: January  
□ Suggested Reading: See Study Guide |
| Submit: | □ Assessment |

Notes/Goals:

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<tr>
<th>Unit II</th>
<th>Financial Statements and Strategic Financial Planning</th>
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□ Chapter 3: March  
□ Suggested Reading: See Study Guide |
| Submit: | □ Assessment |

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<th>Understanding the Patient Protection and Affordable Care Act</th>
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| Read: | □ Chapter 4: April  
□ Chapter 5: May  
□ Suggested Reading: See Study Guide |
| Submit: | □ Assessment |

Notes/Goals:
## BHA 4053, Financial Management in Health Care Organizations

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| Submit:   | □ Reflection Paper |

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