Course Description

Development and Strategic Planning in Health Care is an integrated capstone course which promotes understanding of the dynamics of strategic planning for medical organizations of all kinds. Students will cultivate skills in environmental assessment, diagnose organizational problems, identify opportunities for improvement, formulate and select strategic alternatives, and create strategic management action plans for effective implementation. Emphasized is the importance of leadership for effective strategic planning in health care organizations.

Course Textbook


Course Learning Objectives

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

1. Evaluate the importance and value of strategic planning for health care organizations.
2. Create a stakeholder analysis for a health care organization.
3. Develop vision and mission statements for a health care organization.
4. Identify problems and improvement opportunities within a health care organization.
5. Determine which issues should or should not be addressed within the strategic planning process.
6. Formulate strategies and plans within health care organizations.
7. Explain how entrepreneurial budgeting works within health care organizations.
8. Construct a strategic management action plan for your own health care organization or one which you plan to lead.
9. Discuss the importance of effective leadership within a health care organization.

Credits

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

Course Structure

1. **Unit Learning Objectives:** Each unit contains Unit Learning Objectives that specify the measurable skills and knowledge students should gain upon completion of the unit.
2. **Unit Lesson:** Each unit contains a Unit Lesson, which discusses unit material.
3. **Reading Assignments:** Each unit contains Reading Assignments from one or more chapters from the textbook. Supplemental Readings are provided in the unit study guides to aid students in their course of study. Chapter presentations are provided in each unit study guide as Supplemental Reading to aid students in their course of study.
4. **Key Terms:** Key Terms are intended to guide students in their course of study. Students should pay particular attention to Key Terms as they represent important concepts within the unit material and reading.
5. **Discussion Boards:** Discussion Boards are a part of all CSU term courses. Information and specifications regarding these assignments are provided in the Academic Policies listed in the Course Menu bar.
6. **Unit Assessments:** This course contains eight Unit Assessments, one to be completed at the end of each unit. Assessments are composed of written response questions.
7. **Unit Assignments:** Students are required to submit for grading Unit Assignments in Units V and VIII. Specific information and instructions regarding these assignments are provided below. Grading rubrics are included with the both Assignments. Specific information about accessing these rubrics is provided below.

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

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

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**CSU Online Library**

There is a virtual library with resources, including both journals and ebooks, to support your program and your course at Columbia Southern University. eResources are accessible 24 hours a day/7 days a week from the CSU Online Library gateway page. To access the library, log into myCSU, and then click on CSU Online Library. Resources are organized in the library by title, but if you click on Research Guides, you will find eResources arranged by subject.

The Library Reference service is available 7 days a week; you can reach CSU’s virtual librarians by emailing thevirtuallibrarian@columbiasouthern.edu. These professional librarians will be glad to help you develop your research plan or to assist you in any way in finding relevant, appropriate, and timely information.

Librarian responses may occur within minutes or hours, but it will never take more than 24 hours for a librarian to send a response to the email address you have provided. Replies to reference requests may include customized keyword search strategies, links to videos, research guides, screen captures, attachments, a phone call, live screen sharing, and meeting room appointments, as well as other forms of instruction.

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**Unit Assignments**

**Unit V Scholarly Activity**

For this assignment, please create actual mission, vision, and values statements for your own health care organization or department or one which you someday hope to lead. Explain your thought process in creating these statements. Your explanation should consist of at least 200 words.

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

**Unit VIII Final Project**

Throughout this course, you will be developing what is known as a strategic management action plan (MAP). When all the strategic planning is done and the written strategic plan document exists, then it is time for management action planning based upon our strategies. This is where so many health care organizations of all types fall short. The same level of effort that went into creating the strategic plan needs to continue as we take action, measure progress, and reassess over time. Management action planning is a step-by-step approach developed to help health care leaders plan the action steps that will lead to positive change for our organizations.

The strategic plan sets the direction for us, and our MAPs get the work done, turning strategy into reality. Developing a MAP is a six-step process, and you will actually be practicing this MAP process as you create your course project. Some suggested MAP topics are provided here, and you are certainly free to propose your own topic if you like, perhaps something which truly needs to be addressed in your own organization. You may even find the MAP to be a valuable tool as you lead your own organization.

By the time you reach Unit II, you should have determined your topic. In Units II through VII, you will learn about each step of the six-step process. It is suggest that you work on each part of your MAP during the week it is discussed to ensure that you complete your project on time. The completed project is due at the end of Unit VII and should be in one of the following formats: .doc, .docx, .rtf, .pdf, or .txt. The project should consist of a minimum of five double-spaced pages and should be in APA format. Remember to cite any outside sources used to avoid plagiarism.

Suggested HEALTH CARE topics include the following:

- Nursing Recruitment and Retention in Health Care
- Continuing Education Challenges
- Patient Care Technology
- Staff Safety on Duty
• Patient Safety in Hospitals
• Stakeholder Relationships
• Community Education Programs
• Disaster Preparedness
• Medical Director Involvement
• Quality Improvement Program for Health Care
• Patient Satisfaction
• Rural Health Issues
• Funding for Hospital Programs
• Neonatal/Pediatric Services

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

**APA Guidelines**

CSU requires that students use the APA style for papers and projects. Therefore, the APA rules for formatting, quoting, paraphrasing, citing, and listing of sources are to be followed. A document titled “APA Guide” is available for you to download from the APA Guide link, found in the Learning Resources area of the myCSU Student Portal. It may also be accessed from the Student Resources link on the Course Menu. This document includes examples and sample papers and provides links to The CSU Success Center and the CSU Online Library staff.

**Blackboard Grading Rubrics**

**Assignment Rubrics**

One or more assignments in this course utilizes a Blackboard Grading Rubric. A rubric is a tool that lists evaluation criteria and can help you organize your efforts to meet the requirements of an assignment. Your professor will use the Blackboard Grading Rubric to assign points and provide feedback for the assignment.

You are encouraged to view the assignment rubric before submitting your work. This will allow you to review the evaluation criteria as you prepare your assignments. You may access the rubric in "My Grades" through the "Tools" button in your course menu. Click the “View Rubric” link to see the evaluation criteria for the assignment. Upon receiving your assignment grade, you may view your grade breakdown and feedback in the rubric.

**CSU Grading Rubric for Papers/Projects**

The course papers will be graded based on the CSU Grading Rubric for all types of papers, *unless otherwise specified within assignment instructions*. In addition, all papers will be submitted for electronic evaluation to rule out plagiarism. Course projects will contain project specific grading criteria defined in the project directions. To view the rubric, click the Academic Policies link on the Course Menu, or access it 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.

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**

- Discussion Board (8 @ 2%) = 16%
- Unit Assessments (8 @ 3%) = 24%
- Scholarly Activity = 20%
- Final Project = 40%
- **Total** = 100%

**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.
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<th>Unit</th>
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<td>✔ Unit Study Guide</td>
<td>✔ Chapter 1: The Nature of Strategic Management</td>
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<td>Understanding and Analyzing the Environment</td>
<td>✔ Unit Study Guide</td>
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<td>III</td>
<td>Service Area Competitor Analysis</td>
<td>✔ Unit Study Guide</td>
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<td>✔ Discussion Board Response: Submit your response to the Discussion Board question by Saturday, Midnight (Central Time)</td>
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<td>Chapter 4: Internal Environmental Analysis and Competitive Advantage&lt;br&gt;Supplemental Reading: See Study Guide</td>
<td><strong>Discussion Board Response:</strong> Submit your response to the Discussion Board question by Saturday, Midnight (Central Time)&lt;br&gt;<strong>Discussion Board Comment:</strong> Comment on another student’s Discussion Board response by Tuesday, Midnight (Central Time)</td>
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<td>V</td>
<td>Directional Strategies</td>
<td>Unit Study Guide</td>
<td>Chapter 5: Directional Strategies&lt;br&gt;Supplemental Reading: See Study Guide</td>
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<td>VI</td>
<td>Developing and Evaluating Strategic Alternatives and Strategic Choice</td>
<td>Unit Study Guide</td>
<td>Chapter 6: Developing Strategic Alternatives&lt;br&gt;Chapter 7: Evaluation of Alternatives and Strategic Choice&lt;br&gt;Supplemental Reading: See Study Guide</td>
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<td>Read:</td>
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