Course Description

Promotes understanding of the dynamics of strategic planning for medical organizations of all kinds through an integrated capstone course. Students 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. Leadership for effective planning in healthcare organizations is emphasized.

Course Textbook


Course Learning Outcomes

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 their own health care organization or one which they 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 Outcomes**: Each unit contains Unit Learning Outcomes 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. Suggested 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 Suggested Reading to aid students in their course of study.
4. **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.
5. **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 both Assignments. Specific information about accessing these rubrics is provided below.
6. **Ask the Professor**: This communication forum provides you with an opportunity to ask your professor general or course content related questions.

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

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**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.

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**Unit Assignments**

**Unit V Scholarly Activity**

For this assignment, please create actual mission, vision, and values statements for your own healthcare 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 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 healthcare 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 healthcare 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 that 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 suggested 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 healthcare subjects include the topics below:

- 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 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) Assessment (Written Response) and (2) 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 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 Assessments and Assignments is the method by which your instructor assigns all grades.*

**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

<table>
<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Assessments (8 @ 5%)</td>
<td>40%</td>
</tr>
<tr>
<td>Unit V Scholarly Activity</td>
<td>20%</td>
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<tr>
<td>Unit VIII Final Project</td>
<td>40%</td>
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<tr>
<td>Total</td>
<td>100%</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.
## HCA 4320, Development and Strategic Planning in Health Care

### Course Schedule

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.

<table>
<thead>
<tr>
<th>Unit I</th>
<th>The Nature of Strategic Management</th>
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<tbody>
<tr>
<td>Review:</td>
<td>Unit Study Guide</td>
</tr>
<tr>
<td>Read:</td>
<td>Chapter 1: The Nature of Strategic Management</td>
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<tr>
<td></td>
<td>Suggested Reading: See Study Guide</td>
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<tr>
<td>Submit:</td>
<td>Assessment</td>
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<tr>
<td>Notes/Goals:</td>
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<thead>
<tr>
<th>Unit II</th>
<th>Understanding and Analyzing the Environment</th>
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<tbody>
<tr>
<td>Review:</td>
<td>Unit Study Guide</td>
</tr>
<tr>
<td>Read:</td>
<td>Chapter 2: Understanding and Analyzing the General Environment and the Health Care Environment</td>
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<tr>
<td></td>
<td>Suggested Reading: See Study Guide</td>
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<td>Submit:</td>
<td>Assessment</td>
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<td>Notes/Goals:</td>
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<thead>
<tr>
<th>Unit III</th>
<th>Service Area Competitor Analysis</th>
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<tbody>
<tr>
<td>Review:</td>
<td>Unit Study Guide</td>
</tr>
<tr>
<td>Read:</td>
<td>Chapter 3: Service Area Competitor</td>
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<tr>
<td></td>
<td>Suggested Reading: See Study Guide</td>
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<tr>
<td>Submit:</td>
<td>Assessment</td>
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<td>Notes/Goals:</td>
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<tr>
<th>Unit IV</th>
<th>Internal Environmental Analysis and Competitive Advantage</th>
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<tbody>
<tr>
<td>Review:</td>
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<tr>
<td>Read:</td>
<td>Chapter 4: Internal Environmental Analysis and Competitive Advantage</td>
</tr>
<tr>
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<td>Suggested Reading: See Study Guide</td>
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<td>Submit:</td>
<td>Assessment</td>
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<tr>
<td>Notes/Goals:</td>
<td></td>
</tr>
</tbody>
</table>
## HCA 4320, Development and Strategic Planning in Health Care

### Course Schedule

#### Unit V  Directional Strategies
- **Review:**  
  - [ ] Unit Study Guide
- **Read:**  
  - [ ] Chapter 5: Directional Strategies
  - [ ] **Suggested Reading:** See Study Guide
- **Submit:**  
  - [ ] Assessment
  - [ ] Scholarly Activity

**Notes/Goals:**

#### Unit VI  Developing and Evaluating Strategic Alternatives and Strategic Choice
- **Review:**  
  - [ ] Unit Study Guide
- **Read:**  
  - [ ] Chapter 6: Developing Strategic Alternatives
  - [ ] Chapter 7: Evaluation of Alternatives and Strategic Choice
  - [ ] **Suggested Reading:** See Study Guide
- **Submit:**  
  - [ ] Assessment

**Notes/Goals:**

#### Unit VII  Value-Adding Service Delivery and Support Strategies
- **Review:**  
  - [ ] Unit Study Guide
- **Read:**  
  - [ ] Chapter 8: Value-Adding Service Delivery Strategies
  - [ ] Chapter 9: Value-Adding Support Strategies
  - [ ] **Suggested Reading:** See Study Guide
- **Submit:**  
  - [ ] Assessment

**Notes/Goals:**

#### Unit VIII  Communicating Strategy and Developing Action Plans
- **Review:**  
  - [ ] Unit Study Guide
- **Read:**  
  - [ ] Chapter 10: Communicating the Strategy and Developing Action Plans
  - [ ] **Suggested Reading:** See Study Guide
- **Submit:**  
  - [ ] Assessment
  - [ ] Final Project

**Notes/Goals:**