Course Description

Introduces the field of modern healthcare management through a systematic analysis of the important areas of concern to the healthcare manager. Topics covered include the planning process and how planning is used in healthcare administration; the organizing process and job design; supporting and implementing decisions; building the quality of clinical service; and providing human resources and plant services.

Course Textbook


Course Learning Outcomes

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

1. Explain the emergence of the modern healthcare organization.
2. Describe how the design of healthcare organizations reflect their environment.
3. Analyze the structure of governing boards for healthcare organizations.
4. Outline the characteristics of the executive office.
5. Categorize marketing procedures in a healthcare organization.
6. Analyze the finance system in a healthcare organization.
7. Examine information services in a healthcare setting.
8. Evaluate ways to improve the quality and economy of patient care.
9. Compare and contrast clinical support services.
10. Explain how an effective human resource system operates.

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.
5. **Discussion Boards**: Discussion Boards are part of all CSU term courses. More information and specifications can be found in the Student Resources link listed in the Course Menu bar.
6. **Unit Assessments**: This course contains seven Unit Assessments, one to be completed at the end of Units I-VII. Assessments are composed of written-response questions.
7. **Unit Assignments**: Students are required to submit for grading Unit Assignments in Units II, V and VIII. Unit VIII contains two assignments. 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.
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.

**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.

**LibGuides**

Click [here](#) for the LibGuide for this course.

Think of a LibGuide (a Library Guide) as a mini-website to help you with your assignments. It has relevant information such as databases, ebooks, and websites specific to your courses. If you have any questions, please reach out to your friendly library staff.

**Unit Assignments**

**Unit II Project Topic**

In Unit VIII, you are required to submit a management action plan (MAP). The details for this assignment are provided in the syllabus. This can be either a “real world” management problem within your own healthcare organization or one of the scenarios shown below. For this assignment, please present a one paragraph summary of the problem to your instructor for approval by submitting it here in Blackboard.

1. Deciding on for-profit, not-for-profit, or public status for your hospital
2. Managing third-party payer relationships in health care
3. Implementing Healthy People 2020 standards in your community
4. Implementing evidence-based medicine in your hospital
5. Implementing CMS quality initiatives in your hospital
6. Developing a workplace safety plan for your hospital
7. Implementing telehealth services in your facility
8. Conducting a complete risk assessment for your facility
9. Developing an accountable care organization for your organization
10. Developing a marketing plan for your healthcare facility

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

**Unit V Article Critique**

Using the CSU Online Library’s Academic Search Complete database, please locate the following article:

After reading the article and briefly summarizing the purpose for the study, answer the following questions:

- What is the author’s main point?
- Who is the author’s intended audience?
- Do the author’s arguments support her main point?
- What evidence supports the main point?
- What is your opinion of the article? Do you agree with the author’s findings?
- What evidence, either from the textbook or additional sources, supports your opinion?
- What benefits and challenges were associated with the hospitals’ use of the failure modes and effects analysis (FMEA) process?

Your paper should be a minimum of two pages, not counting the title page and references. Make certain that all references and in-text citations are formatted according to APA style.

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

**Unit VIII PowerPoint Presentation**

Imagine that you are the marketing manager for a healthcare organization. You and your team would like to create a marketing message to target the organization’s primary market. It is your job to convince the governing board to give your team the funds it needs to produce the message.

Create a PowerPoint presentation of no less than five slides (not including the title slide and reference slides) in which you explain the value of creating and implementing a marketing plan for the organization, provide an example of an effective marketing message, and discuss various appropriate marketing vehicles for your organization.

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

**Unit VIII Management Action Plan**

By the end of this course, you will need to prepare and submit a management action plan (MAP) addressing a specific healthcare problem or scenario. This can be either a “real world” management problem within your own healthcare organization or a scenario from the list in the Unit II Project Topic assignment.

Please include documentation of all six steps shown below in your submission of the MAP assignment.

**I. Clarify the Problem or Opportunity for Improvement (OFI)**

Clearly describe the problem or OFI that you have selected for your MAP. Why is it important to resolve this problem right now? What are the consequences of not resolving this problem right now?

**II. Clarify your Measureable Goal**

Clearly describe the desired outcome from your MAP implementation. What are you trying to accomplish? How will successful MAP implementation be measured and assessed? What realistic constraints do you have as you begin creation of your plan? Consider limits on time, money, and other resources that are specific to your MAP.

**III. Prepare a List of Possible Actions**

Consider possible root causes of the OFI. Why do you believe the problem exists? Brainstorm and present a list of all possible actions that you may need to take in order to achieve your MAP goal. At this stage, focus on generating as many different options and ideas as possible. It is likely that not all of your ideas will make it into your final MAP. Write down your ideas just as they come to your mind, trying not to judge or analyze them at this stage.

In your brainstorming, be sure to consider ideas* involving the following:

- leadership,
- governance,
- clinical performance,
- physicians,
- nurses,
- clinical support services,
- knowledge management,
- human resources,
• financial management,
• internal consulting, and
• marketing.

*It is understood that some of these areas may not apply to your particular MAP, but all areas should at least be considered in this process.

IV. Organize your Key Action Steps into a Management Action Plan
Decide on the sequencing of your key action steps. For each key action step, what other steps must be completed before that specific action can be taken? Rearrange your key action steps into a sequence of ordered activity. Then, look at your plan once again. Are there any ways to simplify the plan further before presenting it?

V. Accountability
For each key action step, assign a responsible party or group within your organization (by position, department, or team name, not by individual name), and assign a suspense date by which the key action step must be completed. Then, based upon all of your key action steps and their suspense dates, provide a realistic completion date for the entire MAP.

VI. Measurement and Monitoring
Now, explain in detail how you will measure the success of your MAP following implementation and how you will monitor ongoing performance to prevent regression and loss of the positive change that has taken place.

Your plan should consist of no less than four pages, and any outside sources should be cited and referenced using APA formatting.

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) Discussion Board, (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 Discussion Board rubric can be found within Unit I’s Discussion Board 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 Discussion Boards, 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.

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>
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<tr>
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<tr>
<td>Unit Assessments (7 @ 6%)</td>
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<td>Unit II Project Topic</td>
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<td>Unit V Article Critique</td>
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<td>Unit VIII PowerPoint Presentation</td>
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<td>Unit VIII Management Action Plan</td>
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<td><strong>Total</strong></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.

### Unit I Introduction to Healthcare Management
#### Review:
- Unit Study Guide

#### Read:
- **Chapter 1**: The Balance of Good Administration
- **Chapter 2**: Types of Facilities and Services

#### Discuss:
- **Discussion Board Response**: Submit your response to the Discussion Board question by Saturday, 11:59 p.m. (Central Time)
- **Discussion Board Comment**: Comment on another student’s Discussion Board response by Tuesday, 11:59 p.m. (Central Time)

#### Submit:
- **Assessment** by Tuesday, 11:59 p.m. (Central Time)

### Unit II Financing and Quality for Health Care
#### Review:
- Unit Study Guide

#### Read:
- **Chapter 3**: Financing the Provision of Care
- **Chapter 4**: Quality of Care

#### Discuss:
- **Discussion Board Response**: Submit your response to the Discussion Board question by Saturday, 11:59 p.m. (Central Time)
- **Discussion Board Comment**: Comment on another student’s Discussion Board response by Tuesday, 11:59 p.m. (Central Time)

#### Submit:
- **Assessment** by Tuesday, 11:59 p.m. (Central Time)
- **Project Topic** by Tuesday, 11:59 p.m. (Central Time)

### Unit III Healthcare Safety and Technology
#### Review:
- Unit Study Guide

#### Read:
- **Chapter 5**: Workplace Safety
- **Chapter 6**: Health Care Technology

#### Discuss:
- **Discussion Board Response**: Submit your response to the Discussion Board question by Saturday, 11:59 p.m. (Central Time)
- **Discussion Board Comment**: Comment on another student’s Discussion Board response by Tuesday, 11:59 p.m. (Central Time)

#### Submit:
- **Assessment** by Tuesday, 11:59 p.m. (Central Time)

Notes/Goals:
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<th>Unit IV</th>
<th>Healthcare Food Services and Compliance</th>
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<tbody>
<tr>
<td>Review:</td>
<td>Unit Study Guide</td>
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<tr>
<td>Read:</td>
<td>Chapter 7: Institutional Food Services</td>
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<td>Chapter 8: Compliance Plans</td>
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Notes/Goals:

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<th>Unit V</th>
<th>Strategic Planning and Risk Management in Health Care</th>
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<tr>
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<td>Read:</td>
<td>Chapter 9: Strategic Planning</td>
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<td>Chapter 10: Risk Management</td>
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<td></td>
<td>Article Critique by Tuesday, 11:59 p.m. (Central Time)</td>
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Notes/Goals:

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<th>Unit VI</th>
<th>Crisis Management and Performance Improvement in Health Care</th>
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<tr>
<td>Review:</td>
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<td>Read:</td>
<td>Chapter 11: Crisis Management</td>
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<td>Chapter 12: Performance Improvement</td>
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Notes/Goals:
## Unit VII: Audits, Inspections, and Legal Issues

### Review:
- Unit Study Guide

### Read:
- Chapter 13: Audits and Inspections
- Chapter 14: Legal and Ethical Issues

### Discuss:
- **Discussion Board Response:** Submit your response to the Discussion Board question by Saturday, 11:59 p.m. (Central Time)
- **Discussion Board Comment:** Comment on another student’s Discussion Board response by Tuesday, 11:59 p.m. (Central Time)

### Submit:
- **Assessment** by Tuesday, 11:59 p.m. (Central Time)

## Notes/Goals:

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## Unit VIII: Marketing and Advertising

### Review:
- Unit Study Guide

### Read:
- Chapter 15: Health Care Marketing, Advertising, and Public Relations

### Discuss:
- **Discussion Board Response:** Submit your response to the Discussion Board question by Saturday, 11:59 p.m. (Central Time)
- **Discussion Board Comment:** Comment on another student’s Discussion Board response by Tuesday, 11:59 p.m. (Central Time)

### Submit:
- **PowerPoint Presentation** by Tuesday, 11:59 p.m. (Central Time)
- **Management Action Plan** by Tuesday, 11:59 p.m. (Central Time)

## Notes/Goals: