

SYLLABUS
HEALTH CARE MANAGEMENT
32.514.043/044 – FALL 2013

**NOTE: Please print out a copy of this syllabus for future reference
You will be notified if dates and/or room assignments need to change.**

INSTRUCTOR

Jody Daniels, MBA

LOCATION

FOR IN-PERSON CLASSES: Yankee Alliance Clark Board Room
138 River Road
Andover, MA 01810

Directions: <http://www.yankeealliance.com/content/contact-us>

CONTACT INFORMATION

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COURSE DESCRIPTION

Health Care Management provides a framework for addressing management problems in health care organizations. By the end of the course you will have been exposed to many management ideas, theories and applications.

COURSE OBJECTIVES

Health Care Management provides you with an overview of how health care institutions are organized and governed, the role of the management staff, physicians, nurses and other clinical and support staff in these organizations, and the management systems designed for their efficient and effective operation. The purpose of this course is to enable students to:

- Learn concepts and theories in health care management;
- Develop skills in using materials tools and/or technology central to health care mgt;
- Learn to understand perspectives and values of health care management ;
- Develop the basic management skills and ability to work productively with others;
- Learn to select, use, and critically analyze current HCMN research and literature;
- Integrate health care management theory with real world situations
- Develop the ability to work productively with others in diverse teams.

We will learn from each other through class discussion and review of materials in class and via online. Your business and healthcare experience is very relevant to your individual learning and to the learning of the class as a whole. Moreover, it is very important to view and analyze health care management problems from multiple perspectives. Each of you has a unique perspective based upon your prior learning and prior experience. We will spend a good deal of time discussing healthcare organizations as systems during the semester.

GENERAL INFORMATION

Health Care Management is being taught as a “blended” in-person and ONLINE course giving you the opportunity to experience the “best of both worlds.”

The class will meet on WEDNESDAY evenings for six (6) IN PERSON sessions and ONLINE for eight (8) sessions.

In person Wednesdays, 9/4, 9/25, 10/9, 10/30, **Online:** 7:30-9 pm: 9/11, 9/18, 10/2,
5:30-8:30 pm 11/20, 12/11 10/16, 10/23, 11/6, 11/13, 12

In order for this “blended” Health Care Management course to be successful, engagement, participation, and communication are essential. Discussion is the foundation of this course so *the more you’re involved and participate in all aspects of the class, the more you are likely to get out of it.*

REQUIRED TEXT:

There are two required textbooks. The books are the foundation on which the course is built and it is essential that you stay current with the assigned readings. The books can be purchased on the first night of class at the UMass Lowell Bookstore or you can order them directly online from Amazon, Barnes and Noble or other online book sellers.

- a. Buchbinder, S.B., & Shanks, N.H. (2012). **Introduction to Health Care Management.** Jones & Bartlett, Publishers, 2nd Edition
- b. Richard Brynteson. (2006) **Once Upon A Complex Time.** Sparrow Media Group. Farmington, MN.

IN PERSON CLASSES

The six in person classes will run much like in a traditional course. The classes will meet from 5:30 PM to 8:30 PM on six WEDNESDAY evenings.

It is important that you make very effort to attend each of the in person classes, as missing one of these means you miss three (3) hours of essential contact and networking with your fellow students and the instructor.

Absence from more than one (1) in person class may result in a lowering of your final course grade by one full letter grade. Absences from two (2) or more In person classes may result in a failing grade.

Wimba Online Classes

The Wimba online classes are one of the most important and unique parts of the course. On the eight (8) WEDNESDAY evenings when we don’t meet in-person, we will hold a class **online using your computer and the UMass ONLINE WIMBA software. We will meet online from 7:30 to 9:00 PM.**

Wimba is a software tool used for holding voice conferences over the Internet. It is fully integrated into the UMass Lowell Blackboard software that we are using for the course.

With Wimba, we will be able to have “real classroom discussions” by simply talking over the computer network. Using Wimba for voice communication makes each online class an easier, somewhat more enjoyable, and most importantly, a better learning experience.

Note: To use the online program you will **need a microphone and headphones** for your computer (speakers cause feedback when anyone except you is talking and is very distracting to the entire class).

Sign on to Wimba before the first class and follow the instructions for getting your computer ready for online discussions.

Contact the UMass Help Desk at **978 / 934-HELP** if you have any problems.

What happens if you have to miss a Wimba Session?

To help you keep up with the class and for your review, the online Wimba Sessions will be recorded and archived on the course web site.

If you can't participate in a given class, then I expect, at a minimum, that you'll listen to the archived Wimba session and review the PowerPoints or any other materials discussed during the session.

COURSE GRADING:

Your final grade will be based on attendance, participation, postings, readings, final paper. Evaluations and portions of the grade assigned to each of these areas are as follows:

Assignments are DUE on dates and at times noted

Under normal circumstances, late work will not be accepted without prior agreement, except in the case of an emergency. You should contact me directly via e-mail if you have difficulty submitting an assignment on time.

Academic Integrity Policy (Please Read and Understand)

The integrity of the academic enterprise of any institution of higher education requires honesty in all aspects of its endeavor. Maintaining academic integrity is, therefore, the responsibility of all faculty, staff, and students at the University of Massachusetts Lowell. Academic dishonesty is prohibited in all programs of the University. Sanctions may be imposed on any student who has committed an act of academic dishonesty. You may access the policy using the following link:

<http://www.uml.edu/Catalog/Graduate/Policies/Academic-Integrity.aspx>

It is your responsibility to review and understand this policy.

GRADING The following summarizes content weight:

In person class participation	20%
Online class participation	20%
Discussion board postings	30%
FINAL paper	20%
Final presentation and questioning	10%

Presentation scoring sheet for final class.

PRESENTATIONS SCORING SHEET	
Presentation Title & Author's Name	Your Name
Using a scale of 1 to 10, where 1 is poor and 10 is excellent,	
How well did the presenter:	Points
Indicate the purpose of the presentation and its relevance to the course	0
Ensure the presentation was relevant to the current situation being discussed	0
Demonstrate knowledge about the topic	0
Contribute to peer knowledge	0
Adhere to length constraints (15 minutes and 5 slides maximum, excluding references)	0
Use current references and cite properly in presentation	0
Provide appropriate main points	0
Use legible fonts with appropriate colors/background and graphics/images for slides	0
Accomplish the stated objectives	0
TOTAL	0
Comments	

Grading Guide **Online** Postings and Final One Page Paper

	A Level	B Level
Introduction (10 pts.)	The introduction *Was well organized *Smoothly pulled the reader into the topic *Presented the main focus of the paper *Adequate content for an introduction *Wrote for the correct audience (10 pts.)	The introduction had one limitation: * Disorganized *Not smooth * Did not present the main focus of the paper *Too detailed or too sketchy *Rocky first sentences (8 pts.)
Content (30 pts.)	The content of the paper *Was clear *Had a unified focus *Focused on important information *Adequately explained concepts * Systems thinking included. (20 pts.)	The content had one of these limitations: *Hard to understand *irrelevant or too much detailed information *Failed to explain concepts *Had a disjointed focus *incorrect information (17 pts.)
Paragraph Organization (20 pts.)	Paragraphs in the paper *Had clear topic sentences *Were about a single topic *Were organized at the paragraph level *Had transitions from one paragraph to another (20 pts.)	Paragraphs in the paper had one of these limitations: *Poor topic sentences *Run on paragraphs or Too brief paragraphs *Lacked organization within the paragraph *Lacked transitions between paragraphs. (17 pts.)
Paper Organization (20 pts.)	The paper's organization was *Easy to follow *Presented in a logical manner * Integrated information *Summarized information when needed (20 pts.)	The paper had one of the following limitations: *organization was not logical *information was not consistently integrated together *information was not summarized when needed (17 pts.)
Writing Style (10 pts.)	The style of writing is *professional *easy to understand *uses appropriate vocabulary *mature syntax style (10 pts.)	Writing is limited by: *jargon *wordiness *redundant phrasing *awkward syntax structures *choppy sentences, run-on sentences (8)
Writing Mechanics (10 pts.)	The paper is free of spelling, grammar and punctuation errors. (10 pts.)	The paper has fewer than 5 errors in spelling, grammar, or punctuation.(8)

Assignments

You will have assignments for each class as follows:

- i. **Introduction to Healthcare Management Reading Assignments** – For each class you will be reading assignments from the textbook. Reading assignments are not optional. You will get so much more out of the course if you prepare adequately for our time together. I encourage you to read assignments three times, preferably at different sittings. First, read the assignment quickly to get an overall perspective on what is covered and how the information is organized. Second, read the assignment slowly and carefully for comprehension. Third, quickly read the assignment once more, and highlight key points.
- ii. **A Systems Thinking Reading Assignment** – Each class will have a short reading assignment from Brynteson’s book **Once Upon a Complex Time**. The book and its vignettes are very useful tools which get you thinking about health care organizations from a systems perspective.
- iii. **Posting to Discussion Board** (30%) – **Due Sunday evenings**. Each week you are expected to review a study question and post your response to the course Discussion Board. These postings will be available for review by the entire class. You are required to read through everyone’s postings in preparation for class. Each week’s posting is due on the Sunday night before class. I recommend that you draft your posting offline and then “cut and paste” into the message box. Please do not attach your posting as a Word document.

Postings should be *as succinct as possible*. In responding to other students’ posting please make your response relevant. It is not necessary to post “good job” or similar supportive comments unless you are adding to the understanding of the comments.
- iv. **FINAL ASSIGNMENT** Submit a ONE page paper in the form of a memo to the Merged Hospitals Strategic Planning Team answering the seven (7) questions for the case **“The Merger of Two Competing Hospitals” in chapter 17 of Introduction to HCM**.

AND

Presentation of Paper. During the last class you will present your suggestions and your reasoning of the ideas for resolving the issues. You will have no more than 10 minutes to present your points.

14 Week Semester Assignments

Week	Topic	Assignments/Readings
1 SEPT 4 IN PERSON	Overview of HCM & Leadership	Review and be able to define plagiarism Provide WORKING email addresses CHAPTER 1 An Overview of Health Care Management CHAPTER 2 Leadership Discuss CHAP. 2 QUESTION 1: Difference between Management
2 SEPT 11 ONLINE	Management & Motivation	CHAPTER 3 Management and Motivation POSTING – CHAPTER 3 QUESTION 1- Motivation is not a new concept Brynteson Book: Quiet Suzy p 14
3 SEPT 18 ONLINE	OB & Management Thinking	CHAPTER 4 Organizational Behavior (OB) and Management Thinking POSTING-CHAPTER 4 QUESTION 3: Discuss the role of thinking..... Brynteson Book: “Smokestacks p 38
4 SEPT 25 IN PERSON	Strategic Planning & Health Care Marketing	CHAPTER 5 Strategic Planning CHAPTER 6 Health Care Marketing POSTING: CHAPTER 5 QUESTION 4: Summarize the SWOT Brynteson Book: “The Columbia Disaster” p 20
5 OCT 2 ONLINE	Quality Improvement	CHAPTER 7 Quality Improvement Basics POSTING: CHAPTER 7 QUESTION 5: discuss implication of overuse Brynteson Book: “Closed or Open” p 22
6 OCT 9 ONLINE	Information Technology	CHAPTER 8 Information Technology POSTING-CHAPTER 8 QUESTION 1: Explain how the delivery of healthcare
7 OCT 16 IN PERSON	Financing Health Care	CHAPTER 9 Financing Health Care and Health Insurance POSTING-CHAPTER 9 QUESTION 1: Compare and Contrast
8 OCT 23 ONLINE	Managing Costs & Revenues	CHAPTER 10 Managing Costs and Revenues POSTING- CHAPTER 10 QUESTION 7: Discuss the various ways
9 OCT 30 ONLINE	Managing Healthcare Professionals	CHAPTER 11 Managing Healthcare Professionals POSTINGS – CHAPTER 11 QUESTION 6: What is the NP databank? Brynteson Book: “Jousting with a Team Mate” p 28
10 NOV 6 IN PERSON	The Strategic Management of Human Resources	CHAPTER 12 The Strategic Management of Human Resources POSTING: CHAPTER 12 QUESTION 1: Describe why HR is comprised Brynteson Book: “Bad Barbara” p 32
11 NOV 13 ONLINE	Teamwork	CHAPTER 13 Teamwork POSTING – CHAPTER 13 QUESTION 3: Unique challenges associated Brynteson Book: “Fire the Bunch” p 30
12 NOV 20 IN PERSON	Cultural Proficiency	CHAPTER 14 Addressing Health Disparities: Cultural Proficiency CHAPTER 15 Ethics and Law POSTINGS – CHAPTER 15 QUESTION 6: Do you see the future of HC Brynteson Book: “the Ethics of Birth Control p 42
13 NOV 27 ONLINE	Fraud & Abuse	CHAPTER 16 Fraud and Abuse POSTINGS CHAPTER 16 QUESTION 5: Describe your responsibilities
14 DEC 4 IN PERSON	Final Class Paper and Presentation	Paper Submission and Presentation of Chapter 17. “The Merger of Competing Hospitals” all questions in narrative form.

