HA 515: Health Services Administration
Syllabus

C5:2012

COURSE START DATE: July 9, 2012
ONLINE DATES: July 9 – 15; July 21 – August 17, 2012
ON CAMPUS DATES: July 16 – July 20, 2012
COURSE END DATE: August 17, 2012

COURSE DESCRIPTION

For more information on this course, including the official course description and any prerequisites, can be found in the GPS Catalog at http://www.sjcme.edu/gpscatalo
**COURSE OBJECTIVES**

Upon completion of this course, you should be able to do the following:

1. Discuss and effectively apply traditional and current management and governance models.
2. Develop a rationally-based management/administrative style for use in your future careers.
3. Understand how healthcare organizations are governed, managed, and structured.
4. Describe effective functioning relationships among a Board of Directors; the CEO and Senior Administration; with the Medical Board and the medical staff.
5. Describe the structure, functions and relationships of the various components of health care organizations.
6. Describe the functions and roles of health care administrators in relation to internal and external environments.
7. Balance operational and strategic issues to effectively manage and lead health care organizations.
8. Apply the concept of service excellence in practical ways as a health services administrator.
9. Understand how health reform is likely to change the external health care environment and how to appropriately position providers for success.
10. Utilize critical thinking skills to analyze and take logically based actions for real-life problems and challenges in health care management.

**COURSE FORMAT**

This is a hybrid course. There will be some pre-residency reading and preparation; a week of class work, in which there will be a combination of readings, lecture, case studies and simulations. During classes, students will be expected to do oral presentations with accompanying slide presentations and to hand in written work as assigned. Post-residency work includes readings and on-line assignments, including participation in a discussion board and written assignments. There will be a final assignment, which will include the evaluation of a facility utilizing Baldrige criteria (See Other Required Readings).
COURSE GUIDELINES

Students are expected to attend all on-campus classes and to complete assignments on time. Special circumstances for submission lateness must be discussed with the instructor the day prior to the due date. Likewise, students are also expected to send all on-line assignments on time, unless there has been prior communication with the instructor.

REQUIRED TEXT(s)

ISBN: 1932529357

Other Required Reference Material:


Other required material as assigned.

If you have any questions regarding your course materials, please contact your academic advisor and/or our book vendor EdMap. You can reach EdMap by phone 1- (800)-274-9104 or website at http://www.edmapbookstore.com/storefront/index/STJSP

CLASS SCHEDULE

Week 1 – Online
Topic: Introduction to the health care in the U.S.

Required Readings:
Text: Chapter 1
Assignments:

Listen to video and be prepared to discuss material in class (Week 2).


Listen to video and be prepared to discuss material in class (Week 2).

Respond to Discussion Board Posting provided by the Instructor.

Week 2 – Day 1 On campus
Topic: Development of an Effective Management Model

Required Readings:
Text, Chapter 2, pages 59-72 and Chapter 5
It is expected that prior to on-campus class one, you will have listened to the Umdenstock and Dowling presentations referenced above, as well the required readings for class 1.

Assignments:
Participation with in-class discussion and case study analysis

Week 2 – Day 2 On campus
Topic: Quality

Required Readings:
Text: Chapter 7; Chapter 10-pp. 455-466

Assignments:
Develop a 10-question Patient Satisfaction Survey
Develop a 10-question Physician Survey
Develop a 10-question Employee Survey
Be prepared to discuss your selected the questions you did.

Week 2 – Day 3 On campus
Topic:
Communication
Required Readings:
Text Chapter 13, Read Cases 1, 3 and 4 at end of chapter.

Assignments:
Respond to questions at end of each of the assigned cases

Week 2 – Day 4 On campus
Topic:
Strategic Planning and Control

Required Readings:
Text Chapter 8, Chapter 10-pp. 433-443

Assignments:
Applied Case and simulation material to be provided for analysis and class participation

Week 2 – Day 5 On campus
Topic:
Ethics and Decision Making

Required Readings:
Text Chapter 4 and 6

Assignments:
Applied Case and simulation material to be provided for analysis and class participation

Week 3 – Online
Topic: Controlling and Allocating Scarce Resources

Required Readings:
Text Chapter 10-pp 443 to end of chapter

Assignments:
Discussion Board: Do some outside research on current health reform efforts. Select and describe one element of health reform that is likely to have either a negative or positive effect on a health facility with which you are familiar. Describe how you believe the health facility will adapt to this external influence.

Written Assignment: Describe in detail how the budget process and the budget itself is/should be utilized as a means for planning, a statement of priorities and an effective mechanism of control.

Week 4 – Online
Topic:
Marketing
**Required Readings:**
Chapter 9

**Assignments:**
**Discussion Board:** Interview an administrator in a health care facility and ask his/her opinion of the marketing program in the facility. Ask him/her what makes the most sense on how to improve the program. Post the responses to the discussion board.

**Written Assignment:** Utilizing the material from the assigned reading and with the assistance of outside readings, develop a marketing plan for a health care facility or major program.

**Week 5 – Online**
**Topic:**
Leading versus Management

**Required Readings:**
Text: Chapter 5

**Assignments:**
**Discussion Board:** Post to the discussion your opinion of: Can a great manager be a poor leader? Can a poor manager be a great leader? Provide some research support for your own personal views.

**Written Assignment:** Evaluate an administrator you believe exhibits excellent leadership, utilizing a model from the text or from other research. Describe the leadership and traits and behaviors you believe contribute to the administrator's leadership style and also describe the methods the administrator utilizes to motivate others. The response should be approximately 4-5 pages in length.

**Week 6 – Online**
**Topic:**
**Final Paper:** Evaluation of a Health Services Organization

**Required Readings:**


**Assignment:**
The final assignment consists of a 15 page double-spaced paper, not including the title page, table of contents, references, or appendices (if any). The page requirement is based
on a 12-point Arial or Times New Roman font with one-inch margins on all sides. The paper must be written, utilizing APA format.

This paper is to be prepared in a scholarly manner. You are expected, as appropriate to use references in addition to the assigned readings and to properly cite those references. I expect you to label each section to match up with the identifiers provided in this requirement section.

COURSE POLICIES AND PROCEDURES

Current information regarding College policies affecting your course can be found on the Resources/Policy section of the course homepage. On this page, you will find vital information, including the following:

- Current Student Handbook, outlining course-specific policies
- Access to support resources, including advising and online tutorial services
- Student Success Guides

SUBMITTING ASSIGNMENTS

Assignments should be submitted via the Assignment Submission Form on your ANGEL course site.

EVALUATION

- Classroom Assignments’ Completion and Participation .........................60%
- On line Assignments’ Completion .........................................................40%
In 2003, I returned to being a part-time student and in 2006, earned my Doctorate in Education with a concentration in Educational Administration. I also possess an MPA with a major in Health Care Administration from Baruch College-City University of New York/Mt. Sinai School of Medicine.

For approximately 35 years I have been working for non-profit hospitals and health systems in both administrative and research/planning positions. My administrative positions range from VP level, with multiple departments to direct line supervision for ambulatory services. I was considered part of hospitals’ “senior administrative teams” for approximately 15 years. I regularly attended hospital board meetings for nearly 10 of those years and developed board member orientation and continuing education programs. My research/planning positions included population, strategic, master and operations planning. I have extensive grantwriting experience and have also served as the executive for a hospital-based physician-hospital organization. My career has also included long term care administration and research and regional planning functions for two county health departments.

For approximately 30 years I have been adjunct faculty at local colleges and universities on both a masters and undergraduate level. I am currently teaching three on-line courses for St. Joseph’s and also taught two masters courses at local universities during the Spring semester. For 20 years, I have been on the faculty of St. Joseph’s College in the Masters of Health Services Administration program. I also have developed and regularly teach workshops at our health system’s corporate university and have facilitated workshops for non-profit community-based organizations.

I currently sit on two county labor departments’ Workforce Investment Boards, which are devoted to overseeing Labor Department’s efforts to secure employment for the unemployed. Education and training programs play a major role in how this is accomplished and the WIBS are responsible for approving and monitoring education grants and programs. Last year, I was also appointed to the NYS Workforce Investment Board and was a participant in the development of the following this past fall:

HOW DO I ACCESS DISABILITIES SERVICES?

Anyone who would like information or needs access to accommodations or services related to disabilities should contact the college’s Accommodations Office. Please contact your Academic Advisor or refer to the Student Handbook for more information.

This course was developed by Saint Joseph’s College of Maine for the exclusive use of students enrolled in the College’s Division of Graduate and Professional Studies.

For more information on this course, including the official course description and any prerequisites, can be found in the GPS Catalog at http://www.sjcme.edu/gpscatalog/

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