

MIDSTATE COLLEGE
411 W. NORTHMOOR RD. PEORIA, IL 61614
(309) 692-4092 (800) 251-4299
HSM 240 Practice Management
Winter 2018

Course: HSM 240 Practice Management

Credit: Quarter Hours **Method of Delivery:** eLearning

Course Description: This course is designed to give knowledge about practice management and the responsibilities of the manager. The course will focus on the concepts and knowledge needed to manage, lead, and develop changes needed in medical practices. The challenges in healthcare have created the need for essential changes that are necessary for practice management. The student will become familiar with the domains of medical practice management, changes affecting the medical practices, the effects of the Affordable Care Act, emergency planning, and the future of medical practice innovations.

Prerequisite: ENG 116, ENG 117

Text(s) & Manual(s): Fundamentals of Medical Practice Management

Author(s): Wagner, S.L.

Publisher: Health Administration Press, Chicago, IL.

Materials needed for this course:

Additional Supplies:

Hardware/Software and Equipment:

Topics: Domains of knowledge for practice management, duties and responsibilities of managers, regulatory requirements, laws affecting practice management, strategic planning, leadership and management.

Learning Objectives: Upon completion of this course, the student will be able to:

1. Explore the eight domains of medical practice management.
2. Develop a perspective on the changes affecting medical practice.
3. Understand the duties and responsibilities of the practice manager.
4. Characterize the relationships between physicians and healthcare institutions.
5. Articulate meaningful use and other regulatory requirements.
6. Understand seriousness of Stark Law.
7. Appreciate the nature and aspects of strategic planning.
8. Acknowledge effects of Affordable Care Act on medical financing.
9. Describe the range of human resource functions in medical practices.
10. Comprehend difference between leadership and management.
11. Recognize the need for emergency planning and management in medical practice.
12. Anticipate the future and medical practice innovations.

Midstate Grading scale:

90 - 100 A

80 - 89 B

70 - 79 C

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60 - 69 D
0 - 59 F

Academic Integrity:

Academic integrity is a basic principle of the College's function. Midstate College students are expected to maintain a high level of academic honesty. Contrary actions may result in penalties such as failure of the assignment(s), a lesser grade on assignment(s), failure of the course and/or suspension from the College. The course instructor will review all submitted documents and supporting evidence in connection to the infraction. The course instructor will also review the student's personal file for other notifications of academic dishonesty before determining the level of action to be applied. The course instructor will complete the Academic Dishonesty Report form to document and describe the incident and actions taken, then kept on file. The student may appeal the decision to administration, whose decision will be final.

The following (plagiarism, cheating, deception, sabotage, computer misuse and copyright infringement) are included in the actions Midstate College considers behavior contrary to the academic integrity policy; however, the policy is not limited to these examples. Further discussion of consequences regarding academic dishonesty are addressed in the Student Handbook.

Plagiarism:

Plagiarism is using another person's words, either by paraphrase or direct quotation, without giving credit to the author(s). Plagiarism can also consist of cutting and pasting material from electronic sources by submitting all or a portion of work for assignment credit. This includes papers, computer programs, music, sculptures, paintings, photographs, etc. authored by another person without explicitly citing the original source(s). These actions violate the trust and honesty expected in academic work. Plagiarism is strictly against the academic policy of Midstate College. Its seriousness requires a measured, forceful response which includes consequences for inappropriate and/or no citation.

In courses containing writing assignments, the College promotes the use of Turnitin which compares the student's writing against previously submitted papers, journals, periodicals, books, and web pages. Students and instructors can use this service to reduce the incidence of plagiarism. This electronic resource has been found to conform to legal requirements for fair use and student confidentiality. It is able to provide a report to the student indicating the parts of the assignment that match.

Student Success and Tutoring:

Contact Student Success: Room 110; (309) 692-4092, ext. 1100;
studentsuccess@midstate.edu;

The Office of Student Success offers help in the following areas:

- Tutoring: Tutoring is encouraged for students who are doing their best to complete assignments yet still are experiencing difficulty in this course. Tutoring may be provided

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by the instructor outside of scheduled class times or through the office of Student Success.

- Writing assignment assistance: This may include learning how to conduct research; using proofreading tools such as Turnitin; outlining a topic; and applying MLA/APA standards.
- Math, accounting, and computer skills (including file management).
- Test-taking techniques.
- Note-taking skills development.
- Study skills development.
- Time management.

Instructor: Dr. Amber Schappaugh

Room/phone: 205/309-692-4092

Midstate email: aschappaugh@midstate.edu

Office Hours: 9:30a-2p Mon & Wed

1. All work is to be submitted on time. If you miss class, you are expected to use your course outline to determine what you missed. The grade will drop 10% for each week you delay in completing material. **Late work will NOT be accepted** without prior approval from the instructor. This includes homework and quizzes.
2. Academic dishonesty is never tolerated and will be referred to the Dean and Student Success.
3. The final exam must be completed. Failure to do so will result in failure of the course.
4. Initial discussion responses must be posted by Wednesday night at 11:59. In order to receive full credit for online discussion, you must also respond to at least two other students in a meaningful manner with either a value-added comment or an insightful question about the posting of your classmate by Sunday evening.
6. Attendance is expected, not suggested. Class is like having a job. Excessive absence will hurt your performance and your ability to pass this class. Excessive absence is 3 or more weeks of online classes.
7. Academic integrity is important at Midstate College, as stated in the catalog and student handbook. This not only includes prevention of cheating on exams and written research papers, but also discussion forum postings. Discussion postings must be in your own words and references must be cited.
8. The policy for eLearning is that course materials are available to students at noon each Monday and that students have until 7:59 a.m. Monday morning to complete the previous week's material. However, students are advised against waiting until the last minute or last day to submit their work for a variety of reasons. If you work on your eLearning course early in the week and experience computer problems, you have more time to find an alternate computer. Also, the discussion forums can be very beneficial learning tools in eLearning if utilized to their greatest potential. It is difficult to have an effective and meaningful "discussion" if nobody posts until the last minute.

Participation Requirements:

Students taking this course through web-based program must participate by posting to the Discussion Forum at least twice a week responding to discussion questions and actively participate with classmates. Initial discussion responses must be posted by Wednesday night at

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11:59. In order to receive full credit for online discussion, you must also respond to at least two other students in a meaningful manner with either a value-added comment or an insightful question about the posting of your classmate by Sunday evening.

Students will also have a weekly research assignment and homework as well as a final paper.

Methods of evaluating student performance:

Discussion, Assignments, Quizzes, Final exam, and Paper

Paper Assignment Instructions:

Throughout this course you will be learning about fundamental concepts and knowledge related to medical practice management. Most people in the United States agree that healthcare needs a change. This research paper should be your canvas to explore ways in which new practice management ideas could be utilized. There are a variety of roles a manager could play with changes that are needed due to many forces of change. What changes are anticipated and how can healthcare leaders help to mold the changes?

This paper should be at minimum 3 pages long.

Please do not use first person point of view.

Your paper will be graded with the rubric attached.

APA writing style should be adhered to.

Midstate College				
Writing Rubric				
Term:	Evaluator:	Student's Name and Degree Program:		
Date:				
General Education Objective 1: Optimize written and oral communication by composing coherent essays, critical analyses, research papers, and documents, and delivering organized and coherent speeches and presentations using appropriate language, grammar, and documentation.				
The following Area of Assessment (Dimension) targets: Thesis/Focus				
Dimension	Excellent (Worth 3 Points)	Competent (Worth 2 Points)	Needs Improvement (Worth 1 Point)	Rating of Dimensions
Thesis/Focus (1) Incorporates introduction	States objectives clearly; includes thesis statement with justification of the topic	Thesis and objectives are fairly clear and match the writing task	Does not state objectives clearly and/or no thesis statement	
Total: Thesis/Focus:				
The following Areas of Assessment (Dimensions) target: Presentation				
Dimensions	Excellent (Worth 3 Points)	Competent (Worth 2 Points)	Needs Improvement (Worth 1 Point)	Rating of Dimensions

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Presentation (1) Presents professional appearance	Neat and professional appearance	Acceptable neatness and professional appearance	Lacks neatness and professional appearance	
Presentation (2) Follows college writing standards Categories for writing standards include) 1. Page Headers 2. 12 Point Times New Roman 3. Double Space 4. 1 inch margins	Meets college writing standards (meets all of the following): Page Headers 12 Point Times New Roman Double Space 1 inch margins	Meets most college writing standards (meets at least 3 of the following): Page Headers 12 Point Times New Roman Double Space 1 inch margins	Does not follow college writing standards (meets 2 or fewer of following): Page Headers 12 Point Times New Roman Double Space 1 inch margins	
Presentation (3) Follows MLA or APA documentation and citation styles if required	Advanced MLA/APA skills	Acceptable MLA/APA skills	Does not apply MLA/APA styles correctly	

Total: Presentation

The following Areas of Assessment (Dimensions) target: Support Reasoning

Dimensions	Excellent (Worth 3 Points)	Competent (Worth 2 Points)	Needs Improvement (Worth 1 Point)	Rating of Dimensions
Support Reasoning (1) Provides evidence to support thesis	Substantial, logical, and concrete development of main ideas	Mostly logical and concrete development of main ideas	Undeveloped support of main ideas	
Support Reasoning (2) Demonstrates critical thinking	Synthesizes sources and personal opinion	Contains some synthesis of sources and personal opinions	Does not synthesize sources and personal opinion and/or overdependence on source material	
Support Reasoning (3) Sources	Incorporates legitimate source material if applicable	Sometimes incorporates legitimate source material if applicable	Does not incorporate legitimate source material when appropriate.	

Total: Support Reasoning

The following Areas of Assessment (Dimensions) target: Content

Dimensions	Excellent (Worth 3 Points)	Competent (Worth 2 Points)	Needs Improvement (Worth 1 Point)	Rating of Dimensions
Content (1) Organization	Transition devices are effective	Transition devices are mostly effective	Transition devices not used effectively or not at all	

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Content (2) Adheres to main points	Maintains focus on main points	Mostly maintains focus on main points	Does not maintain focus on main points	
Content (3) Demonstrates a logical flow of ideas	Flow of ideas is logical	Flow of ideas is mostly logical	Flow of ideas is not logical	
Content (4) Uses a variety of sentence structures	Includes a variety of sentence structures	Includes a few different sentence structures	Includes a limited variety of sentence structures	
Content (5) Concludes with summary of main idea	Conclusion clearly summarizes objectives and thesis	Conclusion does not include either a restatement of main ideas or thesis	Conclusion does not clearly summarize objectives and thesis	
Total: Content				
The following Areas of Assessment (Dimensions) target: Mechanics				
Dimensions	Excellent (Worth 3 Points)	Competent (Worth 2 Points)	Needs Improvement (Worth 1 Point)	Rating of Dimensions
Mechanics (1) Uses correct grammar	Zero grammatical errors	Minimal grammatical errors	Excessive grammatical errors	
Mechanics (2) Spells correctly	Zero spelling errors	Minimal spelling errors	Excessive spelling errors	
Mechanics (3) Demonstrates proper use of punctuation	Zero punctuation errors	Minimal punctuation errors	Excessive punctuation errors	
Mechanics (4) Incorporates appropriate word choice	Appropriate word choice	Some appropriate word choice	Inappropriate word choice	
Total: Mechanics				
Total Rating of Competency Levels				
Total Rating of Dimensions →				

Week 1:

Topics: Origins and History of Medicine and Medical Practice

Objectives: Appreciate the history of the medical practice, understand the forces of change affecting medical practice, importance of the practitioner, 8 domains of practice management

Assignments: Worksheet

Weekly Research: Research one of the challenges in today's medical practices. What did you find out, how can we tackle the challenge to ensure growth in healthcare industry.

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Discussion: Discuss with classmates how the metaphor “the perfect storm” has been used to describe the changes in healthcare. What does it mean in the context of healthcare?

Week 2:

Topics: Practice Models and Legal Organizations

Objectives: Describe the range of medical practice models, characterize the relationships between physicians and health organizations, understand duties and responsibilities of practice manager, appreciate the mission, vision, and values of the practice.

Assignments: Worksheet

Weekly Research: How might organizational culture affect practice management?

Discussion: Discuss with others the operational, internal, and external functions of the practice.

Week 3:

Topics: Information technology and management

Objectives: Assess information technology needs of a practice, consider challenges of the application of information technology in the practice, articulate meaningful use and other regulatory requirements.

Assignments: Worksheet

Weekly Research: What does meaningful use mean and how has HITECH provided for more meaningful use?

Discussion: Discuss the important purposes of an electronic records system

Week 4:

Topics: Regulatory Issues, Law, and Practice Management

Objectives: Appreciate the regulations affecting the practice, understand the nature of contracting, describe contracting prohibitions for practice contracts, articulate legal requirements for valid contracts, and understand Stark Law

Assignments: Worksheet

Weekly Research: Compare and contrast the Anti-kickback statute and Stark Law.

Discussion: Discuss why HIPAA is considered an important law in relation to privacy.

Week 5:

Topics: Strategic Planning, Practice Management, and Marketing

Objectives: Understand why medical practices market services, reasons practices add ancillary services, appreciate and describe the nature and aspects of strategic planning and project management in a medical practice.

Assignments: Conduct a SWOT analysis on your life. Discuss what you learned about yourself and complete the worksheet.

Weekly Research: Who are the stakeholders in medicine?

Discussion: Discuss the 4 P's of marketing

Week 6:

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Topics: Third-Party Payers, Revenue Cycle, and the Medical Practice

Objectives: Articulate function of medical financing, complexity of medical billing, the medical billing process, medical reimbursement system, effects of the ACA on medical finance.

Assignments: Analyze the two different insurance plans and identify which you would choose if you had to make a choice for you and your family. How did you make the decision? What factors were considered? Complete the worksheet.

Weekly Research: Look at the area hospitals/medical practices and see what information they share about their charity care options. Did you learn enough to know how someone would qualify and how they would access the information?

Discussion: Discuss the parts of Medicare and their functions, how might you make changes that would benefit both cost and the consumer

Week 7:

Topics: Financial Management and Managerial Accounting

Objectives: Nature of cost behavior, importance of financial management, budgeting, variance analysis and metrics, physician compensation.

Assignments: Worksheet

Weekly Research: What are the major items that affect a practices financial plan?

Discussion: What is the purpose of budgeting? How is budgeting for a business different than budgeting your household?

Week 8:

Topics: Human Resources

Objectives: Functions of human resources, steps in hiring, regulations specific to employment, managing change,

Assignments: Worksheet

Weekly Research: Often, physicians are not assessed on a regular basis. Do you think regular assessments should be required for physicians? Why or why not?

Discussion: What is professional burnout? Have you personally ever experienced it? What are some ways that management could address professional burnout?

Week 9:

Topics: Leading, Managing, and Governing; Quality Management

Objectives: Types of leaders and leadership styles, dyad management model, difference between leadership and management, managing disruptive behaviors, performance management and improvement, Triple Aim, process improvement.

Assignments: Worksheet

Weekly Research: Compare the transformational and transactional leadership styles.

Discussion: Give an example of disruptive workplace behavior that you have experienced. How was it handled? Do you agree or disagree with how management handled the situation and what would have done differently?

Discussion 9.2: How do Lean and Six Sigma differ? Do you have any experience with either?

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Week 10:

Topics: Emergency Management

Objectives: Comprehend the need for emergency management, connection between practice and community, key resources, steps of emergency plan and its functions.

Assignments: Worksheet

Weekly Research: In your community identify the entities that would be contributing during a mass emergency.

Discussion: What are some ways that practices could prepare for an emergency situation?

Week 11:

Topics: The Future of Medical Management

Objectives: Anticipated changes in medicine, significance of big data and data analytics, expectations of precision medicine, volume based versus value based medicine, role of practice manager.

Assignments: Worksheet

Weekly Research: Research examples in your community of physician practice outreach efforts to connect and serve the community beyond the office.

Discussion: If you had a magic wand, what would you do to ensure healthcare in the future was accessible to all?

Week 12:

Topics: Final Exam and Paper Due