

**Spring 2019**

**Course Number and name:** HSM 340 Management of Health Services I

**Credit Hours:** 4 quarter hours

**Method of Delivery:** eLearning

**Course Description:** A study of principles and methods utilized in the supervision of health care personnel and related activities or operations. Examines the supervisory process and its practical application in a variety of health care settings and situations. Management issues that distinguish health care organizations from other types of organizations will be identified and strategies for working through these issues will be discussed.

**Prerequisites:** ENG116 and ENG117

**Textbook :** *Health Care Management*, 3<sup>rd</sup> edition

**Author:** Buchbinder, S. B., & Shanks, N. H.

**Publisher:** Jones and Bartlett Learning

**ISBN Number:** 978-1-284-08112-1

**Topics covered:** Basic functions of management, delegation, time management, supervisory effectiveness, interviewing, relationships, leadership, motivation, performance appraisal, employee problems, and human resources.

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

1. Compare various management and supervisory techniques, which can be utilized in healthcare organizations.
2. Interpret definitions and approaches to health care management and the role of the manager in working with employees and in problem resolution techniques.
3. Have a general understanding of the organizational structure and design of health care systems and the role of managers in an ever-changing environment.
4. Appraise the various techniques used in management and supervision to increase one's ability to respond appropriately to a number of conditions and situations that occur.

These may include the following:

- a. Recruitment and hiring
  - b. Leadership characteristics, expectations, issues
  - c. Organizational and personnel conflicts
  - d. Disciplinary actions
5. Examine the importance of proper decision making, appraise techniques successfully employed by managers, evaluate the factors which impact and modify decision making and outcomes.

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<b>Midstate Grading Scale</b>		<b>Category Weights</b>	
90-100%	A	Project/Paper	40%
80-89%	B	Quizzes	30%
70-79%	C	Discussion	15%
60-69%	D	Assignments	15%
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

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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](mailto: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 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:** Leah A. Grebner, PhD, RHIA, CCS, FAHIMA

**Midstate email:** [lgrebner@midstate.edu](mailto:lgrebner@midstate.edu)

**Office Hours:** Posted on website

**Policies and Procedures:** All assignments must be completed on time. **No late work will be accepted unless there are extenuating circumstances and prior approval is granted by the instructor. The grade will drop 10% for each week you delay in completing material.**

Academic dishonesty will be referred to the Dean of Students. If a student is aware he/she will be absent he/she must make prior arrangements with the instructor.

**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.

**Computer Problems and Saving Work:**

Computers are known to break down and do other unpredictable things. You are responsible to take all precautions and have contingency plans in place in case of such mishap. Computer problems are NOT valid excuses for late work. It is recommended that you create and save back

up files to either a CD or another electronic storage device for every piece of work you complete for this class. Saving duplicate copies of your work to an external device will ensure that a computer glitch or a glitch in cyberspace won't erase your efforts. If you have problems, please contact Tech Support (692-4883) immediately.

**Extended Sickness and Personal Circumstances:**

Success in this course requires regular and consistent participation. If you find yourself in a situation in which this is a problem, you should contact the instructor as soon as possible to discuss your ability to complete the course. If necessary, you will be encouraged to meet with your advisor to discuss your options which may include withdrawing from the course and retaking it when your circumstances have improved.

**Methods of evaluating student performance:**

- Discussions
- Assignments
- Quizzes
- Paper/Project

**Course Outline**

**This is a two quarter-long course. The first quarter you will work on navigating through the chapters in the textbook. The second quarter you will complete the chapters in the text during the first half of the quarter and the second half you will complete case study assignments with detailed write-ups and case study discussions among your peers.**

**Week 1 –**

**Topics: An Overview of Health Care Management**

**Objectives:** Define healthcare management and the role of the health care manager; differentiate among the functions, roles, and responsibilities of health care managers; compare and contrast the key competencies of health care managers; and identify current areas of research in health care management.

**Assignments:**

- ☛ Read Chapter 1 in the Buchbinder & Shanks text
- ☛ Review the Chapter 1 Power Point
- ☛ Participate in the weekly discussion
- ☛ Complete the Chapter 1 quiz

**Week 2 –**

**Topics:** Chapter 2 – Leadership

**Objectives:** Distinguish between leadership and management, summarize the history of leadership in the U.S. from 1920s to current times, compare and contrast leadership styles, competencies, and protocols, summarize old and new governance trends, analyze key barriers and challenges to successful leadership, provide a rationale for why health care leaders have a greater need for ethical behavior, explore important new

initiatives requiring health care leaders' engagement, and discuss special research issues related to leadership.

**Assignments:**

- ☛ Read Chapter 2 in the Buchbinder & Shanks text
- ☛ Review the Chapter 2 Power Point
- ☛ Participate the weekly discussion
- ☛ Complete the Chapter 2 quiz

**Week 3-**

**Topics:** Chapter 3-Management and Motivation

**Objectives:** Conceptualize who and what motivates employees, examine the relationship between engagement and motivation, explain why motivation is important, differentiate between the different theories of motivation, compare and contrast extrinsic and intrinsic factors of motivation, analyze issues relating to motivating and managing across generations, and critique strategies to enhance employee motivation.

**Assignments:**

- ☛ Read Chapter 3 in the Buchbinder & Shanks text.
- ☛ Review the Chapter 3 PowerPoint.
- ☛ Participate in the weekly discussion.
- ☛ Begin working on your Part I Assignment/Project

**Week 4 –**

**Topics:** Chapter 4 – Organizational Behavior & Management Thinking

**Objectives:** Characterize organizational behavior and explain how thinking and soft skills relate to organizational behavior, critique how three management roles relate to organizational behavior and thinking, assess the importance of four key features of thinking, distinguish between three types of mental structures and how they affect thinking, differentiate between four information processing features and how they shape the way we think, compare and contrast the differences in the two modes of thinking, appraise three common distortions and how they affect social interactions in the workplace, apply techniques to counter negative self-talk and management emotions, assess how to develop empathy for others and how to manage social motivation in the workplace, and demonstrate how to increase the use of deliberate thinking processes in decision-making and organization-wide.

**Assignments:**

- ☛ Read Chapter 4 in the Buchbinder & Shanks text.
- ☛ Review the Chapter 4 PowerPoint.
- ☛ Participate in the Chapter 4 discussion.
- ☛ Complete the Chapter 4 quiz.
- ☛ Continue working on your Part I Assignment/Project

**Week 5 –**

**Topics:** Chapter 5 – Strategic Planning

**Objectives:** Critique strategic planning and sketch the strategic planning process, explain the importance of strategic planning as a dynamic process, analyze health care market powers and trends, and their potential impact on health services, conduct a SWOT analysis, compare and contrast methods to monitor and control strategy execution, and identify the role of the manager in the strategic planning process.

**Assignments:**

- ☛ Read Chapter 5 in the Buchbinder & Shanks text.
- ☛ Review the Chapter 5 PowerPoint.
- ☛ Participate in the Chapter 5 discussion.
- ☛ Complete the Chapter 5 quiz.
- ☛ **Submit Part I of Project/Final Paper**

**Week 6 –**

**Topics:** Chapter 6 – Healthcare Marketing

**Objectives:** Assess marketing and the progression of becoming a market-oriented organization, critique the critical link between strategic management and health care marketing, differentiate among the major components that are part of the marketing management process, compare and contrast several important marketing terms, including market segmentation, target markets, marketing mix, and positioning, evaluate consumer behavior and the decision making process as it relates to health care offerings and distinguish between marketing approaches, analyze how health care managers can integrate ethics and social responsibility into marketing strategy, create marketing tactics such as using social media related to the strategic goals of a health care organization.

**Assignments:**

- ☛ Read Chapter 6 in the Buchbinder & Shanks text.
- ☛ Review the Chapter 6 PowerPoint.
- ☛ Participate in the Chapter 6 discussion.
- ☛ Complete the Chapter 6 assignment
- ☛ Complete the Chapter 6 quiz.
- ☛ Begin working on Part II of Project/Final Paper

**Week 7 –**

**Topics:** Chapter 7 – Quality Improvement Basics

**Objectives:** Contrast prior definitions of health care quality with current ones, investigate the importance of quality in health care settings, apply key quality concepts,

describe the Baldrige criteria, assess the leading models of quality improvement, and apply tools used in quality improvement.

**Assignments:**

- ☛ Read Chapter 7 in the Buchbinder & Shanks text.
- ☛ Review the Chapter 7 PowerPoint.
- ☛ Participate in the Chapter 7 discussion.
- ☛ Complete the Chapter 7 quiz.
- ☛ Continue working on your Part II Assignment/Project

**Week 8 –**

**Topics:** Chapter 8 – Information Technology

**Objectives:** Distinguish between information systems common to all industries and those unique to health care, appraise key systems used by health care managers, differentiate between the electronic medical record (EMR) and the electronic health record (EHR), analyze the challenges to clinical system adoption, examine the concept of meaningful use and its implications for health care providers, assess the future of health-care information technology (HIT) and the vision of an integrated U.S. health care system, critique the impact of HIT on the health care manager, examine the impacts of HIPAA and other regulations, laws, and policies regarding confidentiality of patient information, and investigate sources of data for assessing the impact of electronic health record implementation.

**Assignments:**

- ☛ Read Chapter 8 in the Buchbinder & Shanks text.
- ☛ Review the Chapter 8 PowerPoint.
- ☛ Participate in the Chapter 8 discussion.
- ☛ Complete the Chapter 8 Quiz.
- ☛ **Submit Part II of Project/Final Paper**

**Week 9 –**

**Topics:** Chapter 9 – Financing Health Care and Health Insurance

**Objectives:** Analyze health care spending, how it has grown, and whether it is expected to continue to grow, critique the concepts of health care financing and payment for health care, provide an overview of how health insurance works, outline a brief history of how health insurance has evolved, assess the terms and characteristics of health insurance, compare and contrast the different types of private health insurance, differentiate the types of social insurance, evaluate data on health insurance coverage and lack thereof, characterize the uninsured, assess health care reform and changes to insurance resulting from it, explain the implications of health care financing and health insurance for management, and investigate sources of research on finance and health insurance.

**Assignments:**

- ☛ Read Chapter 9 in the Buchbinder & Shanks text.
- ☛ Review the Chapter 9 PowerPoint.
- ☛ Participate in the Chapter 9 discussion.
- ☛ Complete the Chapter 9 Quiz.
- ☛ Begin working on Part III Project/Assignment

**Week 10 –**

**Topics:** Chapter 10 – Managing Costs and Revenues

**Objectives:** Evaluate the importance, purpose, and major objectives of financial management in health care organizations, compare and contrast tax status implications of for-profit versus not-for-profit health care entities, assess the primary methods of reimbursement to providers, apply methods for classifying and controlling costs, evaluate determinants and initial processes considered by health care managers in setting charges/prices for products and services, appraise the purposes, primary sources, and major problems associated with managing working capital, analyze some of the important issues and major processes involved in managing accounts receivable in health care organizations, examine the importance, basic tenets, and commonly accepted methods for managing materials and inventory, and analyze the major characteristics and types of budgets utilized by health care managers.

**Assignments:**

- ☛ Read Chapter 10 in the Buchbinder & Shanks text.
- ☛ Review the Chapter 10 PowerPoint.
- ☛ Participate in the Chapter 10 discussion.
- ☛ Complete Week 10 Assignment
- ☛ Continue working on Part III of Project/Final Paper

**Week 11 –**

**Topics:** Chapter 11 – Managing Health Care Professionals

**Objectives:** Distinguish among the education, training, and credentials of physicians, nurses, nurses aides, midlevel practitioners, and allied health professionals, deconstruct factors affecting the supply of and demand for health care professionals, analyze reasons for health care professional turnover and costs of turnover, propose strategies for increasing retention and preventing turnover of health care professionals, create a plan to prevent conflict of interest in a health care setting, examine issues associated with the management of the work life of physicians, nurses, nurses' aides, midlevel practitioners, and allied health professionals, and investigate sources of data for health workforce issues.

**Assignments:**

- ☛ Read Chapter 11 in the Buchbinder & Shanks text.
- ☛ Participate in the Chapter 11 discussion.
- ☛ Complete Week 11 Assignment
- ☛ Continue working your final Part III project.

**Week 12 –**

**Topics:** Chapter 12 – The Strategic Management of Human Resources | Chapter 13 Teamwork

**Objectives:** Distinguish among the education, training, and credentials of physicians, nurses, nurses aides, midlevel practitioners, and allied health professionals, deconstruct factors affecting the supply of and demand for health care professionals, analyze reasons for health care professional turnover and costs of turnover, propose strategies for increasing retention and preventing turnover of health care professionals, create a plan to prevent conflict of interest in a health care setting, examine issues associated with the management of the work life of physicians, nurses, nurses' aides, midlevel practitioners, and allied health professionals, and investigate sources of data for health workforce issues.

**Assignments:**

- ☛ Read Chapter 12 & 13 in the Buchbinder & Shanks text.
- ☛ Review the Chapter 12 & 13 PowerPoint.
- ☛ Participate in the Chapter 12 & 13 discussions.
- ☛ **Submit (revised) Part I, (revised) Part II, and Part III of Project/Final Paper**

### Final Project

Every few weeks, you will be given an assignment that will be a part of a final project/paper for the course. On the weeks you are not given an assignment, you should be working on your project. This is NOT something you can do in one sitting; it is an ongoing assignment. You must budget your time accordingly.

This paper will require you to incorporate what you have learned in the chapter to develop your own practice. Because you will be focusing most of your work on your paper/project, you will not be given weekly assignments, rather expected to be working on your paper. YOU MUST APPLY YOUR KNOWLEDGE OF THE CHAPTERS AND ANY RESEARCH INTO THIS PAPER!!!!

At the end of the quarter, you will put all three parts into one final document. Part's I & II will be revised based on the feedback I give to you. Your final project/assignment must be edited and updated, have proper citation and be in paragraph format (not just answering questions). The paper/project is broken out into three parts:

**Part I – Covers Chapters 1-6 (DUE WEEK 5)**

**Part II – Covers Chapters 7-10 (DUE WEEK 8)**

**Part III – Covers Chapters 11-13 (DUE WEEK 12)**

**The purpose of this project is to develop your own medical practice. Your role will be the Practice Manager. This is a brand-new practice and it is up to you to decide on what type of medical practice this is. In this role, you will be responsible for all facets of the medical practice from creating a mission statement, to hiring staff/physicians, practitioners, etc. You will also be responsible for the budget and managing staff, strategic planning, motivating your employees, etc. You must incorporate what you have learned in the text as well as any other research you have conducted. Your paper must include proper MLA or APA citation (I do not mind which one you use) and provide a reference page. I will give more details on the format of the paper in a future document.**

**The outline in a separate document is an outline; do not just answer the questions!!! You need to show me you understand the concepts and create thoughtful and insightful paragraphs based on your answers. This is a paper, not a question and answer session!!!!**

# Midstate College

## Writing Rubric

MIDSTATE COLLEGE

Student's Name and Degree Program:

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Term:

Evaluator:

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
<b>Thesis/Focus (1)</b> 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	
<b>Total: Thesis/Focus:</b>				

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
<b>Presentation (1)</b> Presents professional appearance	Neat and professional appearance	Acceptable neatness and professional appearance	Lacks neatness and professional appearance	
<b>Presentation (2)</b> 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	
<b>Presentation (3)</b> 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	
<b>Total: Presentation</b>				

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
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<b>Support Reasoning (1)</b> 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	
<b>Support Reasoning (2)</b> 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	
<b>Support Reasoning (3)</b> 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
<b>Content (1)</b> Organization	Transition devices are effective	Transition devices are mostly effective	Transition devices not used effectively or not at all	
<b>Content (2)</b> Adheres to main points	Maintains focus on main points	Mostly maintains focus on main points	Does not maintain focus on main points	
<b>Content (3)</b> Demonstrates a logical flow of ideas	Flow of ideas is logical	Flow of ideas is mostly logical	Flow of ideas is not logical	
<b>Content (4)</b> 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	
<b>Content (5)</b> 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
<b>Mechanics (1)</b> Uses correct grammar	Zero grammatical errors	Minimal grammatical errors	Excessive grammatical errors	
<b>Mechanics (2)</b> Spells correctly	Zero spelling errors	Minimal spelling errors	Excessive spelling errors	
<b>Mechanics (3)</b> Demonstrates proper use of punctuation	Zero punctuation errors	Minimal punctuation errors	Excessive punctuation errors	
<b>Mechanics (4)</b>	Appropriate word choice	Some appropriate word choice	Inappropriate word choice	

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Incorporates appropriate word choice				
				<b>Total: Mechanics</b>
<b>Total Rating of Competency Levels</b>				
<b>Total Rating of Dimensions →</b>				