

California State University, Chico
DEPARTMENT OF HEALTH AND COMMUNITY SERVICES

Course number: HCSV 430-01
Course title: Management of Health Services Organizations
Class meeting times: Tuesdays, 12:30- 3:20 pm

Semester: Fall 2006
Class location: Butte 327

Instructor: Peter L. Cruise, Ph.D.
Associate Professor, HCSV Dept.

Office Phone: (530) 898-6019
FAX: (530) 898-5107

Office: Butte 614
E-mail: pcruise@csuchico.edu

Office Hours: Tuesdays: 11:30- 12:30 pm; 4:00-6:00pm
Wednesdays: 9:00-11:00 am; 1:30-2:30pm

1. **Scope of Course:** This *WebCT Vista enhanced course* will apply management principles to specific health services organizations (e.g. acute care, ambulatory care, long-term care, managed care), including issues such as financing, legal issues, personnel issues, and quality management.

We will identify the specialized facilities, equipment, and personnel found in various types of health services organizations and discuss the laws and regulations related to health services organizations. We will investigate specific management applications, including information systems management, quality management, and performance measurement.

To further illustrate a number of the concepts and principles discussed in class, we will have several guest speakers from the health care industry. We will also visit several local health care facilities and will meet with various management staff members.

2. **Reading Materials**

Required Texts:

- John Griffith *The Well-Managed Healthcare Organization, 5th Edition* (Chicago: Health Administration Press, 2002). ISBN 1-56793-88-X.
- Jonathon S. Rakich, Beaufort B. Longest, and Kurt Darr *Cases in Health Services Management, 4th Edition* (Baltimore: Health Professions Press, 2004). ISBN 1-878812-89-0

Suggested texts:

- Diana Hacker *A Pocket Style Manual, 3rd Edition* (Boston: Bedford Books of St. Martin's Press, 2001). ISBN 0312401841.
- Vergil Slee, Debora Slee, and H. Joachim Schmidt. *Slee's Health Care Terms, 4th Edition* (Jones & Bartlett Publishers; 4th edition, 2001) ISBN: 1889458023

3. **Course Format:** Classes will combine brief lectures, group discussions, WebCT Vista assignments, guest speakers, field trips, and student presentations of group projects.

NOTE: a section of this class is based on WebCT Vista. To successfully complete certain assignments, students will need to access and work on the class homepage on WebCT Vista. Access is available via the Chico State Portal.

4. **Grading**

Tests

- Two tests (online on WebCT Vista)..... (@125 each) 250

Projects

- Long-term care group case study/project 150
- Ambulatory care group case study/project..... 150
- Managed care group case study/project 150
- Individual health care department assignment 150
- Individual health care facility visit responses (3 @ 50 points each)..... 150

Other

- Attendance..... 50 points **lost** for every in person session missed. One excused absence will be allowed.
- Late written assignments will be eligible for one-half credit, if received within one-week of the due date. No assignments will be accepted after one-week and no late presentations will be allowed.

Grades:

A.....930 - 1000	C+.....770 - 799
A-900 - 929	C.....730 - 769
B+.....870 - 899	C-.....700 - 729
B.....830 - 869	D+660 - 699
B-.....800 - 829	D.....600 - 659

5. **Projects and Activities**

- **Case studies:** Three group case study projects will be assigned. Each project will focus on one type of health services organization. Students will present the two of the group case studies in class on dates designated by the instructor.
- **Health care department assignment:** A written assignment about a specific department or activity within a type of health organization that will be based on one of the organizations focused on in class
- **Health care facility response assignment:** A reaction and response assignment completed after each visit to a health care facility.

- **Readings:** Students are expected to have read the assigned readings by the date indicated on the course schedule.
- **Class participation:** Attendance is expected. Participation means more than being present in class. Students are expected to actively participate in class activities and discussions.
- **Standard:** This syllabus includes descriptions of each of the written assignments. General standards are described in # 9 and 10, below. Students should ensure that assignments and presentations include all of the required items and meet these standards.

6. **Confidentiality:** During this course, the instructor, guest speakers, or students may share information regarding specific organizations or individuals. Such information should be treated as confidential and not discussed outside of the classroom. If you are in doubt regarding the confidentiality of any information, consult the instructor.
7. Students **must** ensure that appropriate credit is given for all materials. Ideas taken from other persons **must** be properly cited. Any direct quote **must** be enclosed in quotation marks **and** must be cited. Any failure to follow these rules will result in no credit for the assignment and may result in further disciplinary action.
8. You should be aware that this class will be harder than most classes that you have taken. This is a 400 level class--you are expected to analyze topics in your assignments presentations, and class discussions and not to merely describe them.

Assignments should be of the same quality that is expected of an employee in a professional position in the health care field. That means that grammar and spelling will be considered in grading assignments. It means that due dates and project specifications are taken seriously. It means that attendance is expected.

9. **Written assignments:** All written materials turned in for this course must comply with the following requirements;
 - **All written assignments for this course will be posted in the appropriate Assignment folder on the course homepage on WebCT Vista**
 - Assignments should be free of typographical and spelling errors and should be grammatically correct.
10. **Presentations:** The presentations that you make in this class must comply with the following:
 - Do not just read your assignment to the class. Dress professionally
 - Be prepared to respond to questions from the instructor and the class
 - Do not exceed the maximum time for the presentation
 - Use appropriate visual aids (e.g., a PowerPoint presentation) and/or handouts
 - One group grade will be assigned for all members of that particular group

Course Schedule and Assignments

G= Griffith text

Week	Topic(s)	Assignments
8/22	Introduction, Class Overview, Course Management	G=1
8/29	Health Services Organizations Overview Governance	G=2 and 3
9/5	Governance, continued The Executive Office	G=4
9/12	<i>WebCT Assignment-No Class Meeting</i>	HEALTH CARE DEPARTMENT PAPER SUBJECT & OUTLINE DUE on WebCT Vista
9/19	Nursing Services Clinical Support Services	G=9, 10
9/26	The Finance System	G=14
10/3	<i>Tour: Acute Care Hospital, RA due on WebCT Vista by 10/10</i>	
10/10	The Finance system, continued	
10/17	TEST # 1 on WebCT Vista	
10/24	Information Services	G=15 HEALTH CARE DEPARTMENT PAPERS DUE on WebCT Vista GROUP CASE STUDY # 1 DUE on WebCT Vista
10/31	<i>Tour: Ambulatory Care Center, RA due on WebCT Vista by 11/7</i>	
11/7	Ambulatory Care and Medical Group Management	G=8, 11
11/14	Performance Management Quality Management	G=6, 7 GROUP CASE STUDY # 2 DUE on WebCT Vista
11/20 - 11/24	THANKSGIVING HOLIDAY	NO CLASS
11/28	Long-Term Care Facilities	WebCT Vista reading on LTC facilities GROUP CASE STUDY #3 DUE on WebCT Vista
12/5	<i>Tour: Long-Term Care Facility, RA due on WebCT Vista by 12/12</i>	
12/12	TEST # 2 on WebCT Vista	

DATES AND TOPICS ARE SUBJECT TO CHANGE DUE TO SPEAKER AVAILABILITY AND FACILITY TOUR DATES

CASE STUDIES

Assignment: Students will be assigned three group case studies from the Rakich, Longest and Darr text. The instructor will assign the specific cases during the second week of class. Using the outline below, you and your group members will prepare a written report for the cases and will also present two of them to the class on the appropriate date. The written report due dates are noted on the syllabus. All students must read **ALL** cases and be prepared to discuss them in class. Here is the outline you must follow for your written case paper and presentation. Use each header exactly as listed. **ALL GROUP CASE REPORTS ARE TO BE POSTED IN THE APPROPRIATE ASSIGNMENT FOLDER ON WEBCT VISTA.**

a. Major Facts

Facts may be reported in narrative form or may be outlined. These should include the most important and pertinent incidents in the situation. Limit this section to no more than TWO paragraphs! DO NOT restate what is in the book. Summarize it instead.

b. Problems(s)

The facts of the case reveal one or more problems that require attention. Indicate those problems and briefly explain their importance. A good place to look for problems is to begin with structural questions: Has an organization chart been provided? If not, create one. What are the reporting relationships? Does the affected employee report to more than one person? Are written policies and procedures described? Is a legal issue involved, or is it primarily a problem of communication, conflict, roles, or other less tangible issues?

c. Alternative Solutions and Probable Outcomes

Analyze at least THREE optional courses of action and the probable outcomes of each. This is one of the most important parts of the analysis. Remember, a decision not to act or not to do something is always an alternative. However, doing nothing also has repercussions. You must identify at least **THREE** courses of action and their probable outcomes.

d. Recommended Solution and Probable Outcome

This section should include the recommended action, justification for the action, how that action would be implemented, and the probable outcome(s). **Your justification should include a reference to similar issues discussed in the textbook chapters and in class. This will show that you have a “backup” for your justification.**

While you will have already discussed some of this information earlier in your report, it is still important to present the recommendation in its final form and to justify why you selected it. Try to put yourself in the same situation as that found in the case. Can you see yourself recommending your solution to your boss? Can you see yourself having to implement it?

**LIST THE COMPLETE NAMES OF ALL GROUP MEMBERS ON THE
FINAL CASE REPORT**

**Remember, use the headers listed and follow the guidelines listed in # 9
above. Group presentations, following the guidelines in # 10 above,
should be approximately twenty-five minutes.**

DEPARTMENT ASSIGNMENT

Assignment: Select a health organization type that is focused on in class. Prepare a written assignment on a **SPECIFIC DEPARTMENT** within this organization (e.g., personnel, financing, plant facilities, etc.). Possible organizations include acute-care, mental health, home-health, physician clinics or emergency medical services.

Examples include (but are not limited to):

- Human resources department in home-health agencies
- Corporate compliance department in hospitals
- Marketing department in physician clinics
- Finance office for mental health clinics
- Risk management department for ambulance services

Subject/Outline: A brief description of your subject and an outline are due to be posted on WebCT Vista early in the semester (on 9/12/06). This outline should include

- A 2-3 sentence statement listing the organization and department and your reason for selecting them;
- The full citations for at least three references from professional sources that you will use for your paper. At least one source must be from a professional journal or organization that is specific to the subject of your paper. Another source, if possible, should be an interview with an individual who currently holds a position of responsibility in the type of organization and department in which you are interested.

Your final written assignment **MUST** address each of the following outline points:

1. Department description and function
2. Staffing levels
3. Reporting relationships (department and organization)
4. Physical location and space utilization issues
5. Budget information (revenue and/or expense)
6. Current management bios
7. Workload and performance measures used in the department
8. Department trends (recent past, present and near-term future; expansion or contraction plans)
9. Other issues not mentioned above

HEALTH CARE FACILITY VISIT RESPONSE ASSIGNMENT

Health Care Facility Visit: The class will visit three types of health care organizations during the semester. We will tour the facilities and will have an opportunity to speak with staff members.

Purpose: This assignment will introduce to you (or increase your familiarity with) a variety of health care organizations; allow you to observe and question professional health care staff; and will improve your writing skills related top medical and health topics.

Students should conduct themselves as health professionals during the visits, including wearing appropriate dress. Consideration for patients and facility staff is expected. Students **MUST** maintain absolute confidentiality with respect to any patient information.

Assignment: Prepare a written response assignment after each facility visit. Post the response assignment on WebCT Vista in the appropriate assignment folder by the due date.

Content: The response assignment should include:

1. General impression of the facility and the staff members to whom we spoke.
2. Specific comments regarding the physical layout, the facility's operation, the staff working conditions and patient living conditions. For example:
 - What surprised you?
 - What impressed you?
 - What bothered you?
 - What questions do you still have regarding the organization?
3. Areas of organization pride perceived by you
4. Areas of problems or frustrations perceived by you
5. The impact of the visit on your career goals. For example, would a career working in this type of facility be rewarding for you? Why or why not?
6. Other comments as appropriate.