California State University, Chico
DEPARTMENT OF HEALTH AND COMMUNITY SERVICES

Course number: HCSV 430-01 Semester: Fall 2007
Course title: Management of Health Services Organizations
Class meeting times: Tuesdays, 2:00-4:50pm
Class location: Butte 209

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Office Hours: Tuesdays: 5:00-6:00pm
Wednesdays: 4:00-6:00pm

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.

Reading Materials

Required Texts:

- John R. Griffith and Kenneth R. White *The Well-Managed Healthcare Organization, 6th Edition* (Chicago: Health Administration Press, 2007). ISBN 13: 978-156793258-4

- 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 text:

- Diana Hacker *A Pocket Style Manual* (Boston: Bedford Books of St. Martin's Press, any edition from 1999-2004). ISBN 0312401841.

Course Format: Classes will combine brief lectures, group discussions and presentations, and guest speakers.

Grading

Tests

- Two tests ..... (@ 100 each) 200

Group Projects

- Seven group case project and presentations ……...(@ 100 each) 700
  (due dates are listed on the syllabus)

Department Paper

- Department paper (described below in the syllabus)……...(@ 100 each) 100

Other

- Attendance..... 50 points **lost** for every in person session missed. One excused absence will be allowed.

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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

GROUP ASSIGNMENTS

- Working successfully in groups and teams is an integral part of all modern organizations, including health care organizations. To operationalize this concept in class, each student will join in a group with three to four others to complete the work in this course. Groups consisting of no more than three to four members will collectively work through and complete assigned group projects throughout the semester. The "Group Manager" on WebCT Vista will assist in the group selection process and will track group activity throughout the class.

- Private group work space will be available on the WebCT Vista course homepage to assist with group communication and delegation of work. **ONLY THOSE MEMBERS ASSIGNED TO A GROUP CAN ACCESS OR SEE THEIR GROUP ACTIVITY. NO OTHER CLASS MEMBERS CAN VIEW WORK OUTSIDE THEIR OWN GROUP.**

- Group activities are due when indicated on the course outline. One grade for the entire group will be awarded based on the assignment submitted. Late group assignments will have a substantial point deduction imposed!

- Additional readings for each textbook topic will be found in the "Learning Modules" tab on the course homepage. Additional readings will be announced in your WebCT Vista group by the instructor.

INDIVIDUAL ASSIGNMENTS

There are three individual assignments in the course: the midterm and final examinations and the department paper. Students will complete these exams on their own during the time indicated on the course outline. **The exams will consist from material in the Griffith and White textbook chapters assigned for the course.**

NOTE: ALL WRITTEN ASSIGNMENTS FOR THIS COURSE MUST CONFORM TO ONE OF THE STYLE FORMATS FOUND IN THE HACKER GUIDE (LISTED IN THE "SUGGESTED TEXT" PART OF THE SYLLABUS.

Course Schedule and Assignments

G= Griffith/White text chapters

Week	Topic(s)	Assignments
8/28	Introduction, Class Overview, Course Management, Emergence of the Healthcare Organization	G=1
9/4	Relating Healthcare Organizations to Their Environment	G=2
9/11	***WebCT Class meeting*** The Governing Board	G=3
9/18	Managing the Healthcare Organization	G=4 Group Cases Presentations **HEALTH CARE DEPARTMENT PAPER SUBJECT DUE**
9/25	***WebCT Class meeting*** Clinical Performance	G=5
10/2	The Physician Organization	G=6 Group Cases Presentations
10/9	***WebCT Class meeting*** Nursing Organization	G=7
10/16	***TEST # 1***	
10/23	Clinical Support Services	G=8 Group Cases Presentations
10/30	***WebCT Class meeting*** Human Resources System	G=12
11/6	Information Services	G=10 Group Cases Presentations
11/13	Plant and Guest Services	G=13 Group Cases Presentations
11/19 - 11/23	**THANKSGIVING HOLIDAY**	**NO CLASS**
11/27	Planning and Internal Consulting	G=14 Group Cases Presentations
12/4	Marketing and Strategy	G=15 Group Cases Presentations

12/11	Department Paper Presentations	**HEALTH CARE DEPARTMENT PAPERS DUE**
12/18	***TEST # 2***	

DATES AND TOPICS ARE SUBJECT TO CHANGE DUE TO SPEAKER AVAILABILITY

GROUP ASSIGNMENTS

Assignment: Students will be assigned seven group case studies from the Rakich, Longest and Darr text. The instructor will assign the specific cases to the groups during the first 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.

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.

This is a CRITICAL requirement and the lack of this part of the analysis will result in a substantially lower grade!

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 above. Group presentations, following the guidelines above, should be approximately twenty-five minutes.

DEPARTMENT PAPER 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 of your paper are due early in the semester (on 9/18/07). 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

NOTE: THIS INDIVIDUAL REPORT MUST NOT DUPLICATE MATERIAL SUBMITTED FOR ANY OTHER HCSV COURSE DURING THE FALL SEMESTER 2007. IF IT IS DETERMINED THAT SUCH DUPLICATION HAS OCCURRED, A SUBSTANTIAL GRADE POINT PENALTY MAY RESULT.