

**California State University, Chico**  
**DEPARTMENT OF HEALTH AND COMMUNITY SERVICES**

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Course number: HCSV 430-01  
Course title: Management of Health Services Organizations  
Class meeting times: Mondays, 11:00am-1:50pm

Semester: Fall 2009  
Class location: Holt 359

Instructor: Robert Merenbloom, MS, MBA  
Part time instructor  
Health Services Administration

Office Phone: 898-4816

Office: Butte 628  
Office Hours: Wednesday: 2:00pm-4:00pm or by appointment

1. **Scope of Course:** This 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**

Texts:

- John Griffith *The Well-Managed Healthcare Organization, 6<sup>th</sup> 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:

- Diana Hacker *A Pocket Style Manual, 3<sup>rd</sup> Edition* (Boston: Bedford Books of St. Martin's Press, 2001). ISBN 0312401841.

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

#### 4. Grading

##### Exams

- Two Exams at 300 each ..... 600

##### Reading Quizzes

- Four Quizzes at 25 each ..... 100

##### Projects ..... 300

- Case Studies .....
- Health care department paper .....
- Health care facility visit response papers .....

##### Other

- Attendance ..... 50 points **lost**  
For every 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:** Case study projects will be assigned, two of which will be group projects. Each project will focus on one type of health services organization. Students will present the group case studies in class. 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**

- **Health care department paper:** A paper 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 paper:** A two-page reaction and response paper 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. **Reading quizzes** will be on Vista and are open from Sunday through the start of the class and will cover the assigned reading for that class.
  - **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 papers 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 200 level class--you are expected to analyze topics in your papers, 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 papers:** All written materials turned in for this course must comply with the following requirements;
  - Use 8 1/2" x 11" paper, with one-inch margins on all sides
  - Papers should be typed, with all text, including quotes, double-spaced
  - Do not use covers or cover pages
  - Do not exceed the maximum length for the assignment.
  - Papers 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 paper 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 handouts.

**Course Schedule and Assignments**

G= Griffith text

<b>Week</b>	<b>Topic(s)</b>	<b>Assignments</b>
8/24	Introduction, Class Overview, Course Management	G=1
8/31	Relating healthcare organizations to their environment	G=2
9/14	The Governing Board	G=3
9/21	Managing the Healthcare Organization	G=4
9/28	<b>No Class</b>	G=5
10/5	Clinical Performance	G=6
10/12	The Physician Organization	G=7
10/19	<b>EXAM</b>	
10/26	Nursing Organization	G=8
11/2	<b>No Class</b>	
11/9	Clinical Support Services	G=8, 11
11/16	Presentations	
11/24	<b>THANKSGIVING HOLIDAY</b>	
11/30	Long-term Care	
12/7	Departmental Paper presentation	
12/14	<b>EXAM</b> <b>Course Wrap Up</b>	

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

## CASE STUDIES

**Assignment:** Students will be assigned three case studies from the Rakich, Longest and Darr text. The instructor will assign the specific cases during the second week of class. Two of the case studies will be presented in a group format and one will be developed individually. Using the outline below, you and your group members will prepare a written report for two cases and will also present them to the class on the appropriate date. Each student will also prepare an individual written report for a third case. The written report due date is 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.**

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?

***Remember, the written case papers must be no longer than four pages, use the headers listed and follow the guidelines listed in # 9 above. It should be a maximum of four pages. In addition, attach copies of the overheads and/or handouts to be used in your presentation. Group presentations, following the guidelines in # 10 above, should be approximately twenty-five minutes.***

## DEPARTMENT PAPER

**Assignment:** Select a health organization type that is focused on in class. Write a paper on a **SPECIFIC DEPARTMENT** within this organization (e.g., personnel, financing, 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 early in the semester. This 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.

Papers will be a maximum of five pages (plus endnotes).

Your final paper **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
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 PAPER

**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 to 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 two page written response paper after each facility visit.

**Content:** The response paper 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.

Each paper should be a maximum of two pages.