

# Argosy University

## COURSE SYLLABUS

B6508

Managing Programs and New Initiatives in Healthcare

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### Faculty Information

**Faculty Name:**

**Campus:**

**Contact Information:**

**Office Hours:**

**Short Faculty Bio:**

### Course description:

Managing programs in healthcare is essential to assure quality outcomes and well managed programs. Also, implementing new strategic initiatives to improve performance are part of effective leadership. This course takes the focus of improving day to day operations and also analyzing, implementing and measuring new initiatives. Change management will also be emphasized to help plan successful implementation of programs and initiatives.

### Course Pre-requisites:

### Required Textbook:

**IMPORTANT: You are required to purchase a textbook for this course.**

Acthinson, T. A. & Bujak, J. S. (2001). *Leading transformational change: The physician-executive partnership*. Health Administration Press.

**Course length:** 7.5 Weeks

**Contact Hours:** 45 Hours

**Credit Value:** 3.0

### Program Outcomes:

#### 1. Communication

1.1. Oral/Written – Present business information orally and in writing using appropriate technology that is concise, clear, organized, supported, and persuasive in a professional manner appropriate to the business context

#### 2. Critical Thinking/Problem Solving

2.1. Critical Thinking – Incorporate and synthesize information, theory, and practice in order to implement appropriate business actions

- 2.2. Problem Solving/Decision Making – Given a business situation, diagnose the underlying causes of the situation, evaluate possible solutions, and determine and defend appropriate course of action
- 2.3. Information Literacy – Access information from a variety of sources, evaluate the credibility of the sources, and apply that information to solve business problems
- 3. Team**
  - 3.1. Leadership – Describe the requirements of team members and leaders to work effectively and creatively in achieving team goals
  - 3.2. Collaboration – Collect, categorize, and consider the views of all stakeholders
- 4. Ethics**
  - 4.1. Ethics – Identify the ethical principles related to personal and corporate behavior in specific business situations and explains the potential consequences
- 5. Diversity**
  - 5.1. Diversity – Identify the impact of both cultural and economic factors on the modern enterprise and explain the potential consequences
- 6. Analysis/Application**
  - 6.1. Applied Technology – Select and defend business technology solutions to typical business problems
  - 6.2. Integration – Describe the interrelationship of the functional business areas of statistics, accounting, finance, marketing, operations, and strategy within the context of specific organizational goals

### **Concentration**

#### **7. Sustainability Organizational Constructs and Strategy**



- 7.1. Given a business case related to sustainable business practice, create a strategy (s) to integrate sustainability principles into the operational functions of the organization. Analyze the potential effectiveness of the strategy (s) along with implementation plans, and evaluate opportunities for continued success.

### **Course Objectives:**

1. Explore how managers influence the quality of products, services, and the customer experience.
2. Analyze management behaviors that express the three principles of total quality: customer focus, continuous improvement, and teamwork
3. Apply quality improvement tools to improvement efforts in healthcare settings.
4. Identify underlying structures and determine how mental models or assumptions influence behavior in organizations.
5. Analyzing the factors that affect issues in the U.S. healthcare system and evaluate potential roadblocks to the implementation of the corresponding new rules for these issues for redesigning healthcare processes.
6. Examine best practices in the healthcare industry and the importance of project management.


## Assignment Table

	<b>Topics</b>	<b>Reading Assignments</b>	<b>Assignment/Assessment</b>
<b>1</b>	Managers influence on the quality of products, services, and the customer experience.	Chapters 1 and 2	<p>1. Think of an experience where you received or observed excellent quality. You may have had this experience as a customer, as a patient, as a provider, or as an employee. Describe the factors that made this an excellent experience and how you felt as a result of this experience. Include a description of management's influence on your experience. Do the same for a situation in which you experienced poor quality. Record your responses to the items listed below for these two scenarios.</p> <ul style="list-style-type: none"> <li>• Briefly describe the experience.</li> <li>• Describe what made this an excellent or poor quality experience.</li> <li>• How did you feel as a result?</li> <li>• What was management's role or influence?</li> </ul> <p>2. On the basis of the observations you recorded, describe why it is important for healthcare managers to understand quality.</p>
<b>2</b>	Principles of Total Quality	Chapters 3 and 4	<p>Instructions 1. Read the attached case study. 2. Describe at least one</p>

			<p>example of how management demonstrated the principle of customer focus in this case study.</p> <p>3. Describe at least one example of how management demonstrated the principle of continuous improvement in this case study.</p> <p>4. Describe at least one example of how management demonstrated the principle of teamwork in this case study.</p>  <p>Unit_2_Case_Study.doc</p> <p><b>Assignment:</b> Suggest one quality improvement project that motivates the staff in the 1000-bed hospital. The includes doctors, nurses, emergency services, billing services, information technology, and patient followup.</p>
3	Quality Improvement Tools	Chapters 5 and 6	<p>Discuss the changes in healthcare in next ten years specifically in USA. Prepare a 2-page word document/tpowerpoint summarizing your vision of healthcare by 2019.</p> <p>Assignment: Case Study</p>  <p>Unit 3 Case Study.doc</p>

<p>4 Influence of Mental Models and Assumptions on Organizational Behavior</p>	<p>Chapters 7 and 8</p>	<p>By now all of you have selected a healthcare project that would improve patient satisfaction or improve quality of healthcare or healthcare business profitability or healthcare process improvement. Every project has budgets, schedules, and achievable goals. Please post your course project here with its one-page synopsis in word document attachment. Your synopsis will include the following: Crisp title of your project, goals of the project, your plan of action to come up with tentative conclusions, and your efforts in collecting most recent research data.</p> <p>Click on the following link as a guide.</p> <p><a href="http://www.tin.nhs.uk/tools--techniques">http://www.tin.nhs.uk/tools--techniques</a></p> <p>Assignment: The emphasis in this assignment is to find quantitative measurements. Resaerch One Complex Healthcare project. . For that specific project you think of healthcare project measurements, such as Estimate Task Durations, Gather Project Requirements, Prepare Schedules, .Understand Risk Management, Resolve Conflicts and Propose Backup (Fall Back) Positions, and Solve Problems. For example,</p>
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			<p>you want to have a project that would be business joint venture between two countries, such as 1000-bed hospital here in the US and 500-bed hospital in China or India or UK. Both CEOs have agreed and there exist a Memorandum of Understanding (MoU). How do you measure up this project. You need to find a complex project similar to what I described above. It need not be that specific project but think of a complex healthcare project for this assignment.</p> <p>Your 2-page word document will include items suggested above.</p>
5	Ethics & Human Resource management	Go over chapters 7 & 8 in your text again -- this time focus on how to "apply" the concepts covered in this chapter and reflect them in you discussions.	Review issues listed in the middle column ( <i>Curent state of the U.S. healthfcare system</i> ) of the Underlying Structures Worksheet presented in Unit 4. (For your convenience, it is attached below). Evaluating potential roadblocks to the implementation of the corresponding new rules for these issues ( <i>column one of</i>

			<p><i>the Underlying Structures Worksheet</i>) recommended by The Institute of Medicine's (IOM) report, <i>Crossing the Quality Chasm: A New Health System for the 21st Century</i>, for redesigning healthcare processes.</p> <p>Prepare a substantive report that clearly explains the reasons for the results listed for each of these four issues -- do some research on the internet. Then, explain some of the potential roadblocks that might be encountered in trying to implement the new rules, address the question <b><i>what will it take for this rule to be successful?</i></b></p> <p> unit4_table.doc</p> <p>Course Project:</p> <p>Under what conditions your selected project would fail? What is your strategy in making sure that those weaknesses in your project are eliminated?</p> <p>Assignment: <a href="http://www.ismp.org/newsletters/acutecare/articles/20080424.asp">http://www.ismp.org/newsletters/acutecare/articles/20080424.asp</a></p> <p>If link does not open, then Cut and paste the link to your browser. Study the link. There are many Red Rules in the</p>
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			<p>hospital. You pick one of the many rules and discuss why that one red rule should not rule in the hospitals.</p>
6	Project Management in Healthcare	Chapters 9 and 10	<p>Discuss one large project under consideration or is in progress under the leadership or banner of World Health Organization (WHO). Please review your classmates discussion first so that you do not repeat the same project again. Everyone will discuss one project not discussed earlier by any of your classmates. You also participate in commenting on a minimum of any two of your classmates.</p> <p>For better discussion, bring specific and focused quantitative data and analysis. All projects are unique and have cost, schedule, quality, supply chain, and community service benefits.</p> <p>Use the following link for guidance:</p> <p><a href="http://www.google.com/search?hl=en&amp;q=WHO+PROJECTS&amp;btnG=Search&amp;aq=f&amp;oq=&amp;aqi=g1">http://www.google.com/search?hl=en&amp;q=WHO+PROJECTS&amp;btnG=Search&amp;aq=f&amp;oq=&amp;aqi=g1</a></p> <p>Cut and paste the link in your browser.</p> <p><b>Assignment:</b> Discuss one unique healthcare project with details you would personally like to undertake. Assume that you are given unlimited resources and laboratory facilities.</p>

7	Best Practices in Healthcare		<p>List at least five best practices in healthcare here and write one paragraph of no more than 100 words on one of the best practices. For example, one of the best practices is to acquire the funding before you start the project implementation in healthcare. Suggest several more best practices. Literature search is required. Quote at least one relevant reference. Respond to at least two of your classmates' input.</p> <p>Course Project: Your assignment for this week is to integrate all sections of your project, incorporate the feedback I gave you and post a well written and documented and draft for the course project. This is an important assignment There should be clear evidence of your research and effort in applying the guidelines given in the NHS website.</p>
8	Course Wrap Up		<p>Please share your perspectives on the following:</p> <p>As a healthcare professional, how will you manage multi-million / multi-billion dollars complex projects. Does this course prepare you for that? Explain. Share your parting thoughts.</p>

## Grading Criteria

### *Grading Scale*

<b>A</b>	100 – 93 %
<b>A-</b>	92 – 90 %
<b>B+</b>	89 – 88 %
<b>B</b>	87 – 83 %
<b>B-</b>	82 – 80 %
<b>C+</b>	79 – 78 %
<b>C</b>	77 – 73 %
<b>C-</b>	72 – 70 %
<b>F</b>	69 and below

### *Grading requirements*

<i>Attendance/participation/Discussion</i>	
<i>Weekly Assignments</i>	
<i>LASA 1</i>	
<i>LASA 2</i>	
	<i>100%</i>

## Library

*All resources in Argosy University's online collection are available through the Internet. The campus librarian will provide students with links, user IDs, and passwords.*

All resources in Argosy University's online collection are available through the Internet. Students can access the online collection by logging into the student portal and clicking on the library link. Library Resources: Argosy University's core online collection features over 48, 889 full-text journals and 23,000 electronic books and other content covering all academic subject areas including Business & Economics, Career & General Education, Computers, Engineering & Applied Science, Humanities, Science, Medicine & Allied Health, and Social & Behavior Sciences. Many titles are directly accessible through the Online Public Access Catalog at <http://library.argosy.edu>.

In addition to online resources, Argosy University's onsite collections contain a wealth of subject-specific research materials searchable in the Online Public Access Catalog. Catalog searching is easily limited to individual campus collections. Alternatively, students can search combined collections of all Argosy University Libraries. Students are encouraged to seek research and reference assistance from campus librarian.

## Academic Policies

Academic Dishonesty/Plagiarism: In an effort to foster a spirit of honesty and integrity during the learning process, Argosy University requires that the submission of all course assignments represent the original work produced by that student. All sources must be documented through normal scholarly references/citations and all work must be submitted using the current edition of the *Publication Manual of the American Psychological Association*. Students are encouraged to purchase this manual and become familiar with its content as well as consult the Argosy University catalog for further information regarding academic dishonesty and plagiarism.

Scholarly writing: The faculty at Argosy University is dedicated to providing a learning environment that supports scholarly and ethical writing, free from academic dishonesty and plagiarism. This includes the proper and appropriate referencing of all sources. You may be asked to submit your course assignments through “Turnitin,” ([www.turnitin.com](http://www.turnitin.com)), an online resource established to help educators develop writing/research skills and detect potential cases of academic dishonesty. Turnitin compares submitted papers to billions of pages of content and provides a comparison report to your instructor. This comparison detects papers that share common information and duplicative language.

### **Americans with Disabilities Act Policy**

It is the policy of Argosy University to make reasonable accommodations for qualified students with disabilities, in accordance with the Americans with Disabilities Act (ADA). If a student with disabilities needs accommodations, the student must notify the Director of Student Services. Procedures for documenting student disability and the development of reasonable accommodations will be provided to the student upon request.

Students will be notified by the Director of Student Services when each request for accommodation is approved or denied in writing via a designated form. To receive accommodation in class, it is the student’s responsibility to present the form (at his or her discretion) to the instructor. In an effort to protect student privacy, the Department of Student Services will not discuss the accommodation needs of any student with instructors. Faculty may not make accommodations for individuals who have not been approved in this manner.

### **The Argosy University Statement Regarding Diversity**

Argosy University prepares students to serve populations with diverse social, ethnic, economic, and educational experiences. Both the academic and training curricula are designed to provide an environment in which students can develop the skills and attitudes essential to working with people from a wide range of backgrounds.