

Argosy University

COURSE SYLLABUS

PH6510

Change Implementation and Management in PH Systems

Faculty Information

Faculty Name:

Campus:

Contact Information:

Office Hours:

Short Faculty Bio:

Course description: This course provides an overview of various change management theories that are appropriate for public health systems. Students learn how properties of a system are impacted by change and identify internal and external change interactions at all levels of public health systems. Students identify predictive variables of change and integrate elements and interactions to achieve common goals. They learn to manage the influencing and causal factors of change in order to improve health outcomes and the well being of people and the community.

Course Pre-requisites: None

Required Textbook/Readings:

IMPORTANT: Effective Summer II (July 1, 2010): You are not required to purchase the textbook for this course. Your textbook will be available to you as an electronic book with your fully online or blended course on the eCollege platform.

Rowitz, L. (2009). Public health leadership: Putting principles into practice, (2nd Ed.). Jones and Bartlett. ISBN-13: 9780763750503, ISBN-10: 0763750506

Course length: 7.5 Weeks

Contact Hours: 45 Hours

Credit Value: 3.0

Program Outcomes:

1. Health Policy Management

- a. Examine public health problems and develop proposed policies that illustrate pertinent legislative issues, advocacy opportunities,

communication, media management and system issues to successfully pass, communicate, and implement the policy.

- b. Align policies that contribute and promote health and well being with local cultures and realities to guide effective practices that improve health status.

2. Healthcare and Organizational Management

- a. Assess organizational norms and values, and build coalitions and consensus around organizational vision, priorities, state and national health and wellness agendas with clear performance impacts.
- b. Manage and determine costs and implications for public health programs with un-met needs, and develop plans to meet customer needs and improve health outcomes.

3. Communication and Informatics

- a. Develop proposals for public health organizations to invest in and implement integrated information systems that collect, track, and share information across critical networks of providers and IT systems, to improve processes, quality of care, and service outcomes.
- b. Examine customer/community needs and apply a 'systems approach' in successfully addressing those needs by aligning the organization and customer needs with leading information technology and communicating the improvements to key stakeholders.

4. Systems Thinking

- a. Analyze the make-up of organizational systems and its characteristics, evaluating the impact of changes in the input, processes, and output on the health outcomes.
- b. Analyze the interrelations among public health systems and key stakeholders to influence the political, social, economic, and educational factors that impact public health systems.

5. Performance Improvement

- a. Propose a performance improvement system that includes assessment of the organizational capacity, culture, readiness, and planning to establish performance baseline, goals and performance management process for monitoring progress and continuous improvements.
- b. Integrate public health informatics, information systems and technology, and communication strategies in the design, implementation, evaluation,

and replication of best practices for monitoring and improving overall practice, performance, and outcomes of the program/organization.

6. Interpersonal Effectiveness

- a. Examine the importance of interpersonal relationships with key stakeholders to establish, build, and sustain effective alliances to successfully address priority health problems in the community.

Course Objectives:

1. Utilize models and theories of change management to evaluate planned and unanticipated organizational change processes. ST2;
2. Analyze factors influencing organizational readiness that support or inhibit sustained change. PI1;
3. Develop communication strategies to address change management implementation issues including resistance and conflict. C&I2
4. Assess specific internal and external resources for the change. HOM2;
5. Analyze the interplay of processes, systems, personal, and professional roles and their effects on organizational change and develop a comprehensive plan to manage the change. PI2
6. Monitor and evaluate quality, cost, and satisfaction outcomes of the change on the organization. PI2

Activities/Assignments/Assessments Table

	Topics	Resources
1	Models and Theories of Change Management <ul style="list-style-type: none"> • Drivers to change • Developmental, transitional, transformational changes. 	Reading Resources/Digital Assets: <ul style="list-style-type: none"> ○ Chapters 1 – 3, Course Text
2	Assessing Organizational Readiness for Change <ul style="list-style-type: none"> • Change in relationship to organizational mission, vision, values, and culture 	Reading Resources/Digital Assets: <ul style="list-style-type: none"> ○ Chapter 8, Course Text

	<ul style="list-style-type: none"> • Strategies to assess organizational strengths and weakness • Strategies to assess external threats and opportunities. 	
3	<p>Managing Resistance, Conflict and Resources for Change</p> <ul style="list-style-type: none"> • Ingredients of conflict • Conflict management strategies 	<p>Reading Resources/Digital Assets:</p> <ul style="list-style-type: none"> ○ Chapters 11, 14, Course Text <ul style="list-style-type: none"> • LAS Assessment 1 (15%) Given a scenario, identify challenges to change and propose how to manage and transform resistance into opportunities.
4	<p>Communication Strategies for Managing Change</p> <ul style="list-style-type: none"> • Components and importance of pre-negotiation, negotiation, and post-negotiation communications in conflict management • resolutions to common pitfalls in the communication process 	<p>Reading Resources:</p> <ul style="list-style-type: none"> ○ Chapters 11-12, Course Text.
5	<p>Multi-level Change Leadership</p> <ul style="list-style-type: none"> • Strategies for effective bi-directional change implementation • Methods for mentoring staff to become change agents 	<p>Reading Resources:</p> <ul style="list-style-type: none"> ○ Chapter 12, 16, Course Text

	within and throughout the organization	
6	<ul style="list-style-type: none"> Change Management Plan for a Learning Organization 	
7	<ul style="list-style-type: none"> Monitor and Evaluate Change Management Process and Outcomes 	<p>Reading Resources:</p> <ul style="list-style-type: none"> Chapters 17-18, course text. <ul style="list-style-type: none"> LAS assessment (all course outcomes; 30%) Develop a change management plan for a learning organization, addressing the interplay of processes, systems, personal and professional roles, resources needed to achieve expected outcomes.
8	<ul style="list-style-type: none"> Monitor and Evaluate Change Management Process and Outcomes 	

Grading Criteria

Grading Scale

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

Grading requirements

<i>Attendance/participation</i>	<i>10%</i>
<i>Weekly Assignments</i>	<i>50%</i>
<i>Formative Assessment(s)</i>	<i>40%</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.

Library Resources: Argosy University's core online collection features nearly 21,000 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>. Detailed descriptions of online resources are located at <http://library.argosy.edu/libweb/resources/>

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 librarians.

Information Literacy: Argosy University's Information Literacy Tutorial was developed to teach students fundamental and transferable research skills. The tutorial consists of five modules where students learn to select sources appropriate for academic-level research, search periodical indexes and search engines, and evaluate and cite information. In the tutorial, students study concepts and practice them through interactions. At the conclusion of each module, they can test their comprehension and receive immediate feedback. Each module takes less than 20 minutes to complete. Please view the tutorial at <http://library.argosy.edu/infolit/>

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), 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.