

WESTERN KENTUCKY UNIVERSITY
GRADUATE PROGRAM IN HEALTH CARE ADMINISTRATION

HCA 544-001 – HEALTHCARE SYSTEMS DESIGN AND BEHAVIOR
COURSE SYLLABUS – SPRING 2004

I. INSTRUCTOR:

Charles F. Wainright, III, MHA, Ph.D., FACHE
Classroom: 0404 STH
Room 410B, STH
Class Scheduled: 2:30-5:15 Wednesday
Office Hours: 1:00-2:00 M,T,W, & TH and by appointment.
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II. COURSE DESCRIPTION:

Systems approach to effective and efficient management of health services delivery. Application, analysis, and evaluation of organizational design and behavior principles to healthcare delivery components. Factors such as structure, work design, operations, and performance that affect decision-making are explored. Students with disabilities who require accommodations (academic adjustments and/or auxiliary aids or services) for this course must contact the Office for Student Disability Services (OFSDS), Garrett Conference Center, Room 101. The OFSDS telephone number is (270) 745-5004. You must have a letter of accommodation from the OFSDS prior to requesting an accommodation from the professor.

III. COURSE OBJECTIVES:

By the end of the course, the student should be able to:

- A. To gain an appreciation of individual, group, and organizational behavior.
- B. To gain insight into individual strengths and interpersonal dynamics.
- C. To become familiar with major theoretical and research traditions associated with organizational behavior and organizational theory.
- D. To become familiar with theoretical concepts related to motivating personnel and effective leadership as a basis for developing a philosophy of management and leadership.
- E. To become familiar with skills needed to work as a health care executive.
- F. To consider the relationship between structure, design, and organizational performance - especially in the area of quality management;
- G. To focus on the growing demand for accountability of all health services organizations and the ethical duties of health services managers to be accountable;

- H. To develop skills in organizational assessment and problem solving. Identify, comprehend, and discuss contemporary theories of personnel management that healthcare administrators may face in the complex environment.

IV. COURSE PREREQUISITIES:

HCA 540 or permission of instructor.

V. METHODOLOGY

A combination of instructional teaching and learning modes will be used including lecture, written examinations, group discussion, case studies, and student presentations. Students will be required to research, develop, and create a research paper/project on a healthcare topic approved by the professor that will be turned in at the end of the semester. Students will be asked to discuss their research project with the class for a grade.

VI. COURSE REQUIREMENTS/GRADING

- A. *Research Paper/Project and Presentation.* Each student will be required to submit a typed term paper. Student papers/projects will be approximately 15-20 pages in length on specific healthcare organizational behavior & design management topics as discussed in class. Students will select topics from an approved list. Papers/Projects are due NLT April 28th in APA Format or appropriate project format in hard copy and on 3.5" computer disk. Presentations will be 15 minutes in length and will be made during weeks 12-15. Academic integrity is expected. Research or other material previously used for course credit cannot be used for this course (see Appendix A).
- B. *Examinations.* Duration of the examination will be the entire examination period and will be given as in-class exams. There will be one exam (final exam) that will be scheduled at the end of the semester. The final exam is comprehensive, therefore students must understand all presented material during the semester because many of the concepts in healthcare human resources management build upon each other.
- C. *Class Participation.* Student attendance in class is necessary in order to participate in discussions, chapter material, and case studies. Student absences will be recorded each class period and will reflect on the student's credit for participation for that class period. Each student will be assigned a week and be responsible for leading the discussion of that week's readings and to provide a class outline. Each student will develop 10-15 questions related to the week's content material and provide them as discussion material for the class.

VII. METHOD OF EVALUATION

<i>Requirement</i>	<i>Percent of Grade</i>	<i>Session Due</i>
Written Research Paper/Project	40%	Wednesday, April 28th
Final Examination	40%	See Exam Schedule
Presentation of Paper/Project	10%	See Pres. Schedule
Class Participation in Discussion	10 %	Each class period

VIII. TEXTS:

Stephen M. Shortell and Arnold D. Kaluzny (2000). Health Care Management: Organization Design and Behavior, Fourth Edition, Delmar Publishers Inc.

OTHER READING SOURCES:

Rakich, Jonathon S., Longest, Jr., Beaufort B., Darr, Kurt (1995). Cases in Health Services Management, 3rd Edition. Baltimore, MD: Health Professions Press.

IX. SCHEDULE:

<u>CLASS</u>	<u>TOPIC</u>	<u>ASSIGNMENT</u>
1	Introduction/Organizational Theory and Health Services Management Course Orientation and Expectations & discussion of course requirements.	S & K (Intro. & Ch 1)
2	The Managerial Role	S & K (Ch 2) Supp Readings
3	Motivating People Management of Corporate Culture (Case Study)	S & K (Ch 3), (Handouts)
4	Leadership: A Framework for Thinking and Acting (Case Study)	S & K (Ch 4) (Handouts)
5	Conflict Management & Negotiation (group role play)	S & K (Ch 5) (Handouts)
6	Groups & Teams in HS/ Work Design (Case Study)	S & K (Ch 6&7), (Handouts)
7	Coordination & Communication (Case Study)	S & K (Ch 8), (Handouts)
*****	No class on March 3 (ACHE Annual Meeting)	Research Role Play (Assignment Work)
8	Power & Politics in HS (Class Exercise)	S & K (Ch 9), (Handouts)
9	Organizational Design (Case Study)	S & K (Ch 10), (Handouts)
10	Work Project Assignments	(Spring Break –No Class)
11	Organizational Innovation, Change, & Learning	S & K (Ch 12), (Handouts)
12	Organizational Performance	S & K (Ch 13),

13	Managing for Efficiency & Effectiveness Paper/Project Presentations	(Handouts)
14	Paper/Project Presentations	
15	Paper/Project Presentations Exam Review (Research Papers Due)	
16	Final Exam	In Class Exam

ANNEX A LITERATURE REVIEW PAPER

REQUIREMENT: Each student will write a research paper/project on a selected topic using a minimum of five scholarly journal articles or other primary health care sources. The topics for the papers will be selected from a designated list approved by the professor. Graduate students will present their papers for 10-15 minutes followed by group discussions in class.

PURPOSE: This requirement enhances the student's ability to acquire an increased understanding of U.S. health policy issues by reading and researching specific aspects within the health care system.

FORMAT: Each student will be required to submit a typed paper using the APA Style Manual only or appropriate format for project. Additionally, each student will be required to use and report a minimum of five refereed references for written paper/project. The textbook or class handouts may not be used as one of the minimum required references. Graduate student papers will be approximately 15-20 pages in length on specific health services organizations related to health delivery systems discussed in class. Topics will be provided by instructor to students in this class.

Papers are due -No Later Than (NLT) Wednesday April 28th in hard copy and on 3.5" computer disk. If not received by this date the research paper is considered late and points will be deducted.

CONTENT: The paper will consist of five (5) parts:

1. Introduction of the main theme and purpose of paper.
2. Literature review of the subject using the references.
3. Managerial Applications (Comparison & contrasting of strengths & weaknesses of the information from the various references and providing a consolidation of the main points and issues and the managerial applications of the theme. Future implications section indicating advancement of healthcare management in relation to your theme should be addressed.
4. Recommendations/Conclusions (Recommendations, final summary or conclusion)
5. References (Current references used in APA format)

EVALUATION: Evaluations will be based on the following criteria:

1. Content: Originality of thought and depth of analysis.
2. Context: Logical thought, structure of paper, and clarity of presentation.
3. Form & Style: Adherence to format and length requirements.
4. University level attention to grammar, spelling, syntax, and expression.
5. Synthesis of Information concerning the management process.

SOURCES FOR PROJECT/PAPER

SOURCES: To ensure currency and appropriate sources for article analyzes, the articles should be from journals dated 1997-2003. The following list of journals are considered appropriate graduate level sources for papers. Other scholarly journals in human resources management as well as human resources documents from various corporations may be used for the research paper.

Abstracts of Health Care Management Studies
American Academy of Political and Social Science Annals
American Economic Review
American Journal of Public Health
Business Week
Forbes
Harvard Business Review
Hastings Center Report
Health Affairs
Health Care Financing Review
Health Services Research
Inquiry
Journal of American Health Policy
Journal of the American Medical Association
Journal of Health Economics
Journal of Health Administration Education
Journal of Healthcare Management
Journal of Health and Hospital Law
Journal of Health and Social Behavior
Journal of Health Politics, Policy and Law
Journal of Legal Medicine
Journal of Long-Term Care Administration
Journal of Nursing Administration
Journal of Occupational Medicine
Journal of Rural Health
Medical Care
Medical Care Review
Medical Economics
Modern Healthcare
Milbank Quarterly
New England Journal of Medicine
Quality Review Bulletin (QRB)
Sloan Management Review
Topics in Health Care Financing
Wall Street Journal

*** Other similar refereed journal articles are considered appropriate for this research paper. If uncertain as an appropriate scholarly

HEALTHCARE SYSTEMS DESIGN AND BEHAVIOR
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Grading Procedure for Student Research Paper and Presentation

Written Research Paper/Project (Valued as 40% of grade) Score:20 Excellent
0 Poor

1. Conciseness and clarity of subject

Literature review/appropriate references/correct reference citations
Logical & original thought/issue identity
Synthesis of main points covered in article
Grammatical Usage, Spelling, and Syntax Structure
Conclusion and recommendations

In Class Presentation (Valued as 10% of Overall Grade) Score: 20 Excellent
0 Poor

1. Conciseness and clarity of presentation

Discussion of topics/main points including background information
Conciseness & logical presentation of material
Clarity of presentation (flow)

2. Professionalism

Quality of presentation & use of delivery mode (graphics, etc.)
Podium demeanor/presentation style/questions answered

3. In Class Presentation /Participation of Topical Material

(Class Presentation of text material 10% of Overall Grade & Class
Participation attendance and discussion 10%= total 20% of grade)

Score: 20 Excellent
0 Poor

a. Conciseness and clarity of presentation

Discussion of main topics/points including background information
Accuracy in reviewing discussion material
Appropriateness of selected questions to stimulate class discussion

b. Professionalism

Quality of presentation & discussion (bearing)
Presentation style/Delivery mode (handouts, notes, etc.)

Professor

Name_____Student

Name_____

HEALTHCARE SYSTEMS DESIGN AND BEHAVIOR PAPER TOPICS

- 1. New Communication mechanisms within a health care organization**
- 2. Workgroup redesign within the health services system**
- 3. Roles and Responsibilities of the Governing Board**
- 4. Competencies of a successful health services administrator**
- 5. New techniques or skills in managing conflict**
- 6. Committee structures within the health services organization**
- 7. Organizational Control in healthcare organizations**
- 8. Managing change and community relationships to the health services organization**
- 9. Power & influence in the health services organization**
- 10. The Role of the Chief Executive Officer in Health Services Delivery**
- 11. Efficiency, effectiveness & Performance Evaluation**
- 12. The Role of the Vice President for Nursing Services & Health Services Delivery**
- 13. Motivating and influencing the healthcare workforce**
- 14. Intraorganization coordination within the health care organization**
- 15. Creating & managing the future within the health care delivery system**
- 16. Assessing the internal environment of the health care organization**
- 17. Innovation & technology within the health services system**
- 18. Various organizational design models within the health services system**
- 19. Values and ethics in health services management**
- 20. The role of the middle manager within the health services organization**