GOVERNORS STATE UNIVERSITY
COLLEGE OF HEALTH PROFESSIONS
Division of Health Administration
SYLLABUS

COURSE TITLE: HEALTH CARE MANAGEMENT I
COURSE NUMBER: HLAD 755
CREDIT HOURS: 3.0
INSTRUCTOR: James L. Massey, Jr.
(708) 534-5000, ext. 2521
OFFICE HOURS: Monday: 2:00-4:30 p.m.
Thursday: 2:00-4:30 p.m.
Room F2107
TRIMESTER: Fall 1991

GOAL:
To provide students with a basic understanding of the management of health care and to give them the opportunity to analyze specific health care units, such as a hospital department, an outpatient clinic, a surgi-center, using both quantitative and qualitative data. The course is articulated with Health Care Management II which builds on these skills of analysis, using integrated case-study approaches.

CATALOG DESCRIPTION:
Presents the principal concepts of health care management through readings, case studies, examination of health care provider records, and analysis of hospital departments or businesses. The course addresses the historical evolution of the hospital and examines how the history of the community hospital is significant in management. The course includes a project analyzing a health care entity using quantitative and qualitative data. Attention is also given to other health care delivery units such as nursing homes, outpatient clinics, and home health agencies.

PREREQUISITES: Principles of Management (MGMT 301)

RATIONALE:
This course is designed to enable students to understand the complexity of hospitals and health care organizations, how they are organized, who is responsible for the delivery of care, and how to analyze operations. This course will help students recognize the key concepts in health care management and give them practice in the use of quantitative and qualitative data. These activities will be expanded in Health Care Management II.
INTENDED AUDIENCE:

This course is for graduate students and is one of six courses necessary for degree candidacy.

KEY CONCEPTS TAUGHT:

Vertical integration, consolidation, diversification, credentialing, responsibility, accountability, outcome assessment, quality assurance, departmental analysis, national standards, hospital systems, hospital organization, leadership and management in health services administration, hospital governance, organizational dynamics.

EXPECTED STUDENT OUTCOMES:

Upon completion of this course the student should be able to:

1. Explain how hospitals are organized and managed.
2. Summarize responsibility and accountability in health care organizations.
3. Communicate protocol in health care organizations.
4. Identify national minimum standards of care and their applicability in the delivery of health care.
5. Recognize the critical elements in the credentialing process.
6. Apply quantitative and qualitative data to the analysis of health care operations.
7. Recognize the impact of an increasingly turbulent environment on health care organizations.
8. Describe how hospitals develop strategies to manage change.

INSTRUCTIONAL ACTIVITIES:

The course will be based on lecture and discussion. Classes will also feature as guests recognized experts and practitioners in the health care field. Students will also be required to prepare and deliver oral presentations.

TEXTS:


The library reserve will have the following books for class projects:


TOPICS

September 5  Introduction to course.

Reading assignment for September 12:

TEXTS:  Darr and Rakich, pp. XXI-16.

Shortell, pp. 3-26.

Health Administration Education, Vol. 4, No. 4, Fall 1986, pp. 581-589.

PERIODICALS:


September 12

Current Overview of the Field Organization of health care institutions and accountability

January 30

National minimum standards for hospitals and health care organizations.

Review a copy of hospital bylaws, rules and regulations of the medical staff. Students will compare this to the standards in the 1991 JCAHO Accreditation Manual and note specific differences.

Reading assignment for September 19:

TEXT:
Darr and Rakich, pp. 144-162 and pp. 304-313.

PERIODICALS:


September 19

The credentialing process
Medical Staff Analysis

Reading assignment for September 26:

TEXT:

PERIODICALS:


September 28

Physicians in the Health Care Setting.

The management of patients in a time of scarce resources.

Physician
Registered Nurse

Assignment for October 3:

TEXT: Darr and Rakich, pp. 57-83.


Shortell, Stephen M. "New Director in Hospital Governance." Hospital and Health Services Administration, Vol. 34, No. 1, Spring 1989, pp. 7-23.

TEXT: Darr and Rakich, pp. 85-133.


Zuckerman, Howard S. "Redefining the Role of the CEO: Challenges and Conflicts." Hospital and Health Services Administration, Vol. 34, No. 1, Spring 1989, pp. 25-38.
PERIODICALS:

Alexander, Leslie M. "High-Cost Patients in a Fee-For-Service Medicaid Plan." Medical Care, Vol. 28, No. 2, February 1990, pp. 112-123.


October 17

Similarities and Differences in Managing Health Care Facilities
Reading assignment for October 24:


October 24  Quality Assurance

Reading Assignment for October 31:

TEXT:

Shortell, pp. 27-132.

PERIODICALS:


October 31  Change and adaptation in the hospital industry

Reading assignment for November 7:

TEXT:

Shortell, pp. 133-225.

November 7  Student Reports

Reading Assignment for November 14:

Shortell, pp. 229-279, pp. 301-327.

November 14  Competition and Success in the 90s.

November 21  Presentation of Analysis

November 28  Holiday

December 5  Presentation of Analysis

December 12  Final Examination

EVALUATION:

All students are required to pass at the 80% level. The course grade will be based on the following:

- Mid-Term Examination 30%
- Final Examination 30%
- Class Participation 15%
- Department/Business Analysis 25%
INCOMPLETE GRADE:

In accordance with University policy, an incomplete grade must be requested by a student to the instructor in writing before the final examination. The instructor will allow incomplete grades for personal or family hardships.

EXAMINATIONS:

A request to miss an examination must be made to the instructor prior to the examination. A make up for the final examination will not be given until the following trimester.

OPERATIONAL ANALYSIS:

Using books on reserve in the library, students prepare formula and plan for operational analysis of a department or service. Make arrangements with hospital or health care provider of your choice to visit. Obtain information necessary to complete written analysis. Make certain to include quantitative and qualitative data in the final written analysis. The report should be brief - approximately 2-3 pages.