



AHS 208 Health Management

Health Sciences Department

Fall Semester 2009

Catalog Course Description: This course is a study of management in a health career environment, including supervision, medically ethical decision making, medical team concepts, human resource management, supervision of medical professionals at various levels, & organizational structure in health care settings.

Prerequisite(s): AHS 102

Credit Hours: 3 credits

Departmental Website: <http://www.midlandstech.edu/healthsciences/>

Instructor: TBA

Office: Please see instructor addendum

Telephone: Please see instructor addendum

Program Assistant: Bonnie Wood 822.3432

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E-mail: Please see instructor addendum

Campus Mailbox: HSB 212

Office Hours: As posted or by appointment

Textbook(s): Health Care Management, 1st ed., by Donald J. Lombardi and John R. Schermerhorn

Additional Textbooks/Readings: N/A

Course Objectives: On completion of this course, the student should be able to:

1. To distinguish levels of management and respective responsibilities.
2. To understand the four core management functions.
3. To identify organizational tools used for communication, including mission, vision, and values in the health care system.
4. To understand the role of committees and teams.
5. To identify the steps in the strategic planning process.
6. To understand how position descriptions, performance standards and staff schedules are used as tools in human resource management.
7. To understand the importance of policy statements and how they relate to procedures.
8. To understand several techniques used in healthcare management such as policy and procedure development and the budgeting process.
9. To understand how job descriptions are used in recruitment and hiring
10. To identify effective steps in conducting an interview.
11. To understand the benefits of teamwork in an organization and to identify the steps in creating an effective team.
12. To understand the relationship among performance stands, performance review and performance counseling.
13. To identify the key steps the supervisor should take in performance counseling or in taking disciplinary action.
14. To understand the budget process and how it relates to organization and department goals and assumptions.
15. To analyze typical ethical dilemmas and the process in ethical decision making.
16. To understand the important components of a professional resume.

Course Outcomes and Competencies:

Intended Course Outcome 1: The student will be able to show an understanding of the fundamentals and principles of health management.

Course Competency: The student will demonstrate mastery through a grade of 75% or higher on the final exam.

Performance Measurement Instrument and Success Criteria: Student will obtain a passing average (75) on the cumulative final exam.

Intended Course Outcome 2: The student will demonstrate a mastery of the functions and principles of health management.

Course Competency: Student will submit an acceptable report (refer to criteria) which demonstrates competency in the principles of health management necessary to convey to a reader information as appropriate to the topic.

Performance Measurement Instrument and Success criteria: Student report will demonstrate an understanding of health management as demonstrated by earning a passing grade on the report submitted.

Course Attendance:

On Campus Courses:

The quality of your learning experience in this class is determined in large by your active participation in the learning process. Therefore, it is important that you make every effort to attend every class. Students are expected to attend all classes and are responsible for class work, homework, lecture notes, reading assignments, etc., whether or not you are present.

There is no such thing as an "excused absence". On certain occasions, circumstances may arise, such as illness, personal issues or transportation problems that prevent you from attending class. In light of that, the maximum number of absences (no matter what the reason is -such as illness, out of town, etc.) allowed is twice the number of meeting times per week.

Students should not be late to class. Students who come in late interfere with the class presentation and disturb the other students in the class. Likewise, students should not leave in the middle of class or before class is dismissed.

If you arrive after the roll has been taken, you will be marked absent. It is YOUR responsibility to see the instructor after class on THAT DAY so your absence can be changed to a tardy. Three tardies will be counted as one absence. Missing more than 10 minutes of class, (late arrival or early exit), will constitute an absence.

The student is responsible for keeping up with the number of classes missed.

Absences will be counted beginning with the first day of class

Additional items to consider:

- A. Incompletes are awarded only under extenuating circumstances, such as hospitalization, and require the permission of the instructor. All requests must be properly documented. Normally, the course work must be completed no later than the end of the following term.
- B. The instructor is not required to permit makeup work after the fact and may assign a grade of "0". Submitting makeup work for grades may be permitted at the discretion of the instructor provided you make arrangements with your instructor **prior to the due date** of the assignment in question.
- C. You are responsible for making sure all work reaches the instructor. All assignments should be submitted directly to the instructor; if assignments are submitted in any other way, they must be clearly labeled with the instructor's name.
- D. You are responsible for all material and announcements presented, whether you are present or absent.

Withdrawal: Should the maximum allowable absences be exceeded prior to midterm, a "W" will be submitted to the registrar to be recorded on the student's transcript. Should the maximum allowable absences be exceeded after midterm, a "W" will be submitted to the registrar if the student was passing the course at the time of withdrawal OR a "WF" will be submitted if the student was failing the course at the time of withdrawal.

Course Requirements: There will be four exams and a comprehensive final exam. In addition, the student will be required to submit a paper (See Addendum for Specific directions). Each student will give a 2-5 minute presentation. Five points will be deducted from the report if the student fails to give a presentation. Two points will be deducted if the student is absent from a classmate's presentation.

Course Grading: The final grade for this course will be determined as follows:
All four exams and the report will carry equal weight. The final exam will count as two exams.

Grading Scale:	92-100	A	Superior Work
	84-91	B	Good Work
	75-83	C	Average Work
	0-74	F	Unsatisfactory Work

Classroom Rules/Other:

Mastering the content of this course requires regular attendance in class, consistent study of text material and class notes, and preparation of homework assignments. Students are expected to BE PREPARED FOR and PARTICIPATE in every class meeting. Students are expected to have all assignments completed by the due date.

You are in college. You will be treated and respected as an adult. It is a violation of the MTC Student Code to interfere with the learning process in the classroom. Courteous, attentive behavior is expected at all times. Disruptive behavior in any form will not be tolerated. Students engaged in such behavior will be dismissed from class and subject to disciplinary procedures.

It is expected that all beepers and cellular telephones will be turned off or "set" to the silent mode during class. You may not receive or place telephone calls during class.

No electronic devices will be (including, but not limited to I-pods, MP3 players, etc) will be permitted in class. Tape recorders may be permitted at the discretion of the instructor. A Laptop computer is allowed only if the student uses it to take notes during class.

Be on time! It is inconsiderate to your classmates and disruptive to the class to arrive late. Students are expected to be in their seats ready to start class at the beginning of the class. Leaving during class should only be in case of an emergency. If you know you must leave early, please let the instructor know ahead of time.

Prior to each class, the student should review the previously covered material of the last class period. Additionally, the next chapter should be reviewed, in depth, for complete understanding and class participation.

Course Topic Outline/Course Calendar with Assignments:

WEEK	DATE	TOPIC	CHAPTER
		Stepping Into Management Meeting the Challenge	1
		Doing the Right Thing	2
		Part I Exam Organizing the Workplace	1, 2 3
		Managing Teams	4
		Managing Resources	5
		Part II Exam Managerial and Supervisory Planning	3, 4, 5 6
		Keeping Things in Check	7
		Making Major Choices	8
		Review Part III Part III Exam	6, 7, 8 6,7, 8
		Leading Others	9
		Motivating Others PAPERS DUE	10
		Change Leadership in the Workplace	11
		Communicating	12
		Part IV Exam Resumes (CVs)	9, 10, 11, 12
		Presentations	
		Presentations	
		FINAL EXAM	

Learning Objectives for AHS 208

Lecture Series 1

After Studying This Lecture Series, Students Should Be Able To:

- Describe the significant elements and trends of the current health care environment
- Understand the need to know who and where their patients are, how they are changing, and how they are reacting to an evolving health care environment
- Appreciate the multitask nature of a manager's job and the variety of challenges he or she faces
- Comprehend the basics of management function, both traditional and new-wave thinking

Lecture Series 2

After Studying This Lecture Series, Students Should Be Able To:

- Identify and define what constitutes ethical and socially responsible behavior
- Recognize the basic forms of ethical dilemmas
- Understand the elements to consider when evaluating an ethics-based argument in a health care setting
- Appreciate how personal ethics can be influenced
- Understand the various steps to follow when making an ethical decision
- Incorporate social responsibility when making ethics-based decisions

Lecture Series 3

After Studying This Lecture Series, Students Should Be Able To

- Understand how an organization structure facilitates the efficient coordination of resources
- Differentiate between the various types of formal and informal structures
- Appreciate the basic tools available to a manager in a health care setting
- Describe the parameters of an effective health care organization
- Recognize the value of teamwork

Lecture Series 4

After Studying This Lecture Series, Students Should Be Able To

- Describe the attributes of a team, including key characteristics
- Understand and explain ways to develop team cohesion including the five phases of development
- Describe methods to enhance performance and achieve effectiveness
- Identify the pros and cons of team decision making
- Understand how a manager effectively leads a team and the techniques to achieve positive outcomes

Lecture Series 5

After Studying This Lecture Series, Students Should Be Able To

- Understand the current demands placed on a human resource department
- Describe the selection process components
- Explain what it takes to develop, maintain, and retain a quality workforce
- Understand the various elements of a performance appraisal
- Recognize the signs and symptoms of office behavior

Lecture Series 6

After Studying This Lecture Series, Students Should Be Able To

- Understand the planning process and the benefits derived from good planning
- Identify the five steps of the planning process
- Assess the tools and techniques of planning including SWOT analysis
- Describe the various forms of planning: short- and long-range and strategic
- Identify a problem and execute the steps necessary To Whom It May Concern: implement a positive course of action

Lecture Series 7

After Studying This Lecture Series, Students Should Be Able To

- Understand the elements of control, measurement tools, and corrective steps
- Differentiate among the types of controls utilized within an organization
- Employ control strategies for effective management
- Identify which control processes are effective in an operational setting
- Describe an integrated planning process

Lecture Series 8

After Studying This Lecture Series, Students Should Be Able To

- Understand the various types of strategies that can be employed in making major decisions
- Explain how to go about formulating strategies
- Collect information that can help in developing strategies and making decisions
- Conduct an analysis of data gained from a variety of sources including environmental, functional, business, and historical
- Differentiate among the models of approach in developing operational changes
- Implement a strategic plan that involves all the stakeholders

Lecture Series 9

After Studying This Lecture Series, Students Should Be Able To

- Understand what it takes to become a leader
- Appreciate where power comes from and how to use it
- Assess their own abilities as leaders
- Recognize how leadership is achieved
- Appreciate the skills required of a leader
- Acknowledge the importance of having a sound moral and ethical basis

Lecture Series 10

After Studying This Lecture Series, Students Should Be Able To

- Define the concept of motivation
- Understand how to motivate personnel for positive outcomes
- Appreciate the concept of need as a psychological tool
- Explain the three theories of motivation
- Motivate through process, external forces, and job design
- Comprehend the use of alternative work arrangements as motivational tools

Lecture Series 11

After Studying This Lecture Series, Students Should Be Able To

- Understand the role of leadership in bringing about change
- Explain how to plan for change in a controlled environment
- Describe strategies to initiate change
- Appreciate how and why people resist change
- Explain the use of intervention strategies
- Understand how to handle stress in a changing environment

Lecture Series 12

After Studying This Lecture Series, Students Should Be Able To

- Recognize the key elements of effective communication
- Define what is effective and efficient communications
- Understand how communications can alter perceptions
- Recognize and employ communication strategies
- Employ conflict resolution techniques
- Identify negotiation techniques

Lecture Series 13

After Studying This Lecture Series, Students Should Be Able To

- Understand the important components of a professional resume.
- Construct a professional resume for themselves

PLEASE NOTE: Should change become necessary, the instructor reserves the right to adjust the requirements, pace, or scheduling of this course. Any change will be announced in class before it becomes effective.

GRADING RUBRIC – AHS 208 HEALTH MANAGEMENT

Description	0	1	2	3	Points		Weight		Score
Content: Subject matter Supported by data/statistic	No evidence of data/statistics	Limited evidence of data/statistics	Some evidence of data/statistics	Specific and detailed evidence of data/statistics	3	X	10	=	30
References Minimum of 3 3 yrs old or less Valid scientific Source	No valid references	One valid reference	Two valid references	Three or more valid references	3	X	10	=	30
Citations Accurate footnotes APA style	References not properly cited	Some errors in citations	Limited errors	No errors in citations	3	X	5	=	15
Grammar Spelling	Numerous grammar or spelling errors	Limited spelling and grammar errors	Minor spelling or grammar errors	No spelling or grammar errors	3	X	5	=	15
Style: 8 ½ x 11 white paper Double spacing Standard 12-point font One-inch Margins APA style	Did not follow instructions	Followed only one instruction	Followed two/three instructions	Followed all instructions	3	X	1	=	3
Length 450 words Title page Reference page MS-Word	Less than 450 words excluding title and reference pages	450 or more words Title page w/error Reference page w/errors Did not use MS-Word	450 or more words Title or reference page w/errors MS-Word used	Followed all instructions	3	X	1	=	3
Timely submission			Papers submitted on time		2	X	2	=	4
							SUB TOTAL	=	100

Timely submission: Papers submitted after due date will have five points deducted from overall score plus 2 points for each Points deducted _____

additional day late, including weekends and non-class days.

Presentation: Five points will be deducted from the paper grade for no presentation. Two points will be deducted from paper if student misses one or more presentations.

Points deducted _____

Credible evidence of plagiarism will result in zero points for the paper.

TOTAL POINTS _____

DATE RECEIVED _____

TOPIC: _____

Students are expected to read the student handbook and abide by its policies. Copies of the handbook may be obtained at various locations on campus and is located on the web:
<http://www.midlandstech.edu/planner/>

Academic Dishonesty: The Student Code addresses what constitutes academic dishonesty. All forms of dishonesty including, but not limited to, cheating on tests, plagiarism, collusion and falsification, will call for discipline.

CHEATING ON TESTS includes:

Copying from another student's paper.

Using materials during a test not authorized by the person giving the test.

Collaborating with any other person during a test without permission.

Knowingly obtaining, using, buying, selling, transporting, or soliciting in whole or part the contents of any un-administered test.

Bribing any other person to obtain information about tests.

Substituting for another student, or permitting another student to substitute for one-self.

PLAGIARISM is the appropriation of any other person's work and unacknowledged incorporation of that work in one's own work offered for credit.

Campus Emergency Protocol: Students and employees are asked to report safety concerns or suspicious activities to Campus Security at 7199 (on campus) or 738-7199 (cell phone or off campus). In the event of an emergency, employees and/or students should immediately call Campus Security or local 911. If an emergency occurs, the college will use a variety of methods to communicate additional information and instructions including the MTC Information Centers, campus loud speakers, MTC Alerts! (http://www.midlandstech.edu/Phone_Alert.htm), voice mail, email, college Intranet, and the MTC website homepage.

Inclement Weather Policy: In the event weather conditions or other emergencies cause the closing or a delayed start of Midlands Technical College, announcements will be made over local radio and TV stations, on the MTC Web site, and on the college's information line (803-738-8234). Notices will be sent to students via Campus Cruiser Mail when applicable. Separate announcements may be made for day and evening classes as weather conditions change during the day.

If the college closing or reopening means that there is at least 30 minutes of a class remaining, plan to attend that class. For example, if the college opens at 10:00 a.m. in TTH, classes that normally meet at 8:00 a.m. will not meet, but classes beginning at 9:30 a.m. will meet. If the college closes at 8:00 p.m., 6:00 p.m. classes will meet for their regular time, but 7:35 p.m. classes will not meet since there are fewer than 30 minutes remaining in class.

Student E-Mail Accounts: All MTC students are assigned a college e-mail account upon admission to the college. This account is called "Campus Cruiser Mail." Campus Cruiser Mail is the primary mode by which the college communicates with students. Students are responsible for checking their college e-mail on a regular basis for important information and announcements about registration, financial aid, cancelled classes, emergency announcements and other notices. Students can use their college e-mail accounts to communicate with faculty, staff, fellow students, and others, in support of their educational pursuits. In addition to e-mail, students will also have access to maintaining personal calendars and "tasks lists" through their Campus Cruiser e-mail account.

Student Evaluation of Instruction: Students have the opportunity to evaluate this course. The confidential evaluation process is conducted through MTC Online using the individual student's username and password. Announcements will be made during the term concerning how and when to complete the online evaluation. Students are encouraged to participate in this process.

Students Requiring Special Accommodations: If special accommodations are needed for a student with a disability, the student should go to Counseling Services on Beltline or Airport Campus for assistance. Documentation regarding a specific disability is required in order for special arrangements to be made. Confidentiality of information received will be maintained.