

HL 511: Healthcare Leadership

School of Business and Management

3 Credits

Effective Date Fall 2019

Grading Type: Decimal

Access to the Internet is required.

All written assignments must be in Microsoft-Word-compatible formats.

See the library's APA Style Guide tutorial for a list of resources that can help you use APA style.

Faculty Information

Professional experience information for instructors is found under *Syllabus, Schedule, and Course Team* in the online course menu.

Contact Information

Contact information for instructors is found under *Syllabus, Schedule, and Course Team* in the online course menu.

Course Description

Students in this course examine organizational behavior as well as management roles and responsibilities within healthcare organizations through the macro (organization-wide) and micro (individual and team performance) perspectives. Students also focus on understanding organizational values, mission, and vision; management and leadership principles to help navigate change; and effective delivery of services in an increasingly global environment. Students will apply theories of organizational design, governance, and alternative organizational structures, and consider the theory and practice of managing individuals and groups through

motivation, communication, teamwork, leadership, organizational change, coalition building, negotiation, and conflict management and resolution.

Course Resources

Required and recommended resources to complete coursework and assignments are found on the course [Reading List](#). Access is provided through the *Reading List* link in your online course as well as from the library homepage (“Find Your Reading List” button).

Note: Required resources that must be purchased by the student are tagged “Purchase from a vendor of your choosing.” Required resources with a direct link, “Available through CityU Library”, are available electronically at no cost to students.

Students in Canada may purchase course resources from the [Canada Bookstore](#), and students outside the U.S. and Canada should contact their advisor or textbook coordinator for additional information.

Course Outcomes

This course will prepare students to:

- Compare the various components of healthcare delivery systems and the factors that affect leadership and operations of these systems.
- Apply theoretical and applied practices of leadership in healthcare organizations.
- Contrast leadership roles and styles that apply to varied healthcare settings.
- Analyze current and anticipated leadership opportunities and challenges that are likely to impact healthcare organizations.

Grading Scale

The grades earned for the course will be calculated using City University of Seattle’s decimal grading system, found in the current [University Catalog](#).

Grading rubrics with details on how each assignment will be graded are located under *Assignments* and/or in *My Grades* in the online course menu. Students should review the rubric for each assignment prior to completing their work in order to understand how it will be assessed.

Course Assignments and Grading

Assignments

Components of the U.S. Healthcare System Paper (20% of Final grade)

The U.S. healthcare delivery system is composed of four major components: regulators, payers, suppliers, and providers. Regulators control costs, access, and quality of care. Payers consist of insurance companies, both public and private, that pay for care. Suppliers provide the equipment, supplies, and medications needed to provide healthcare. Providers are the healthcare professionals that provide clinical care to their patients. In this 5-7 page paper, students will discuss how these four components interact, impact, and depend on one another in a high functioning way. Students will include an analysis of how a healthcare organization's leadership is involved in assuring the interaction between the four components is as seamless as possible. APA formatting and a minimum of five professional references are required. References should be less than five years old in order to reflect current information.

<i>Components</i>	<i>% of Grade</i>
Style and Mechanics	10%
APA Style (citations, references, formatting)	10%
Interaction of the Four Components	50%
Analysis of Leadership	30%
TOTAL	100%

Servant Leadership Paper (20% of Final grade)

Servant leadership is a style where the leader is driven by the desire to serve. This type of leader does not seek power over their employees, but instead demonstrates a commitment to the personal and professional growth of their team. In this 5-7 page paper, students will demonstrate the theories behind servant leadership and describe settings where it is best applied and where application of the techniques is most challenging. Inclusion of examples are encouraged. APA formatting and a minimum of five professional references are required. References should be less than five years old in order to reflect current information.

<i>Components</i>	<i>% of Grade</i>
Style and Mechanics	10%
APA Style (citations, references, formatting)	10%
Characteristics of the leadership style	25%
Application of theories	30%
Description of setting	25%
TOTAL	100%

Networking for Success Paper (20% of Final grade)

The benefits of networking with professionals both in and outside of a given field has proven advantageous to individuals working within healthcare. Students will write a 5-7 page paper that

illustrates the benefits of networking for the healthcare professional and the organization. Examples of how social media has and continues to shape the opportunities for networking should be included. APA formatting and a minimum of seven professional references must be included. References should be less than five years old in order to reflect current information.

<i>Components</i>	<i>% of Grade</i>
Style and Mechanics	10%
APA Style (citations, references, formatting)	10%
Benefits to the healthcare professional	30%
Benefits to the healthcare organization	30%
Description of social media opportunities	20%
TOTAL	100%

Team Building Paper (20% of Final grade)

Successfully forming and leading teams is vital for any healthcare leader. In this 5-7 page paper, students will contrast the roles of members of a team. These roles include the team leader, the facilitator, the recorder, the timekeeper, and the general members. The paper should include the stages teams go through for forming, storming, norming, and performing, including theories behind these stages in team performance. APA formatting and a minimum of seven professional references are to be included. References should be less than five years old in order to reflect current information.

<i>Components</i>	<i>% of Grade</i>
Style and Mechanics	10%
APA Style (citations, references, formatting)	10%
Team roles	25%
Stages in teamwork	25%
Theories behind team stages	30%
TOTAL	100%

Essays and Quizzes (20% of Final Grade)

Each week students will write a short (3-5 paragraph) essay on the topic provided in the classroom. Students will have a one-question quiz each week. The quiz is not timed and students may use their text or other materials to research the answer.

Course Policies

Professional Writing

Assignments require error-free writing that uses standard English conventions and logical flow of organization to address topics clearly, completely, and concisely. CityU requires the use of APA style.

University Policies

Students are responsible for understanding and adhering to all of City University of Seattle's academic policies. The most current versions of these policies can be found in the [University Catalog](#) that is linked from the CityU Web site.

Antidiscrimination

City University of Seattle and its staff and faculty are committed to supporting our students. We value equity, diversity, and inclusion as a way of life as well as the educational opportunities it provides. City U will not tolerate any form of discrimination based on race, color, ethnicity, sexual orientation, gender identification, socioeconomic status, or religious values. If you have experienced any discrimination based on any of the above, we encourage you to report this to the University. Please report this to your instructor. If you do not feel safe reporting this to your instructor, please report to the Provost or to the Vice President of Student Affairs.

Non-Discrimination & Prohibition of Sexual Harassment

City University of Seattle adheres to all federal, state, and local civil rights laws prohibiting discrimination in employment and education. The University is committed to ensuring that the education environment is bounded by standards of mutual respect and safety and is free from discriminatory practices.

In the U.S., the University is required by Title IX of the Education Amendments of 1972 to ensure that all of its education programs and activities do not discriminate on the basis of sex/gender. Sex include sex, sex stereotypes, gender identity, gender expression, sexual orientation, and pregnancy or parenting status. Sexual harassment, sexual assault, dating and domestic violence, and stalking are forms of sex discrimination, which are prohibited under Title IX and by City University of Seattle policy. City University of Seattle also prohibits retaliation against any person opposing discrimination or participating in any discrimination investigation or complaint process internal or external to the institution. Questions regarding Title IX, including its application and/or concerns about noncompliance, should be directed to the Title IX Coordinator. For a complete copy of the policy or for more information, visit the [Title IX](#) portal page or contact the Title IX Coordinator.

In Canada, in compliance with the British Columbia Human Rights Code, the Alberta Human Rights Act, WorksafeBC, and the Workers' Compensation Board of Alberta, the University believes that its environment should at all times be supportive and respectful of the dignity and self-esteem of individuals. Discrimination, harassment and bullying conduct, whether through person-to-person behaviour or via electronic communications such as email or social media is not acceptable and will not be tolerated. As an educational institution, it is our responsibility to cultivate an environment of excellence, equity, mutual respect and to recognize the value and potential of every individual. The University will take all necessary steps to meet or exceed the requirements of the law to prevent discrimination, harassment and bullying. The Respectful Workplace Policy for the prevention of discrimination, harassment and bullying policy and procedure can be found at the [CityU website](#) under the Policies section or at [CityU in Canada](#) website.

Religious Accommodations

City University of Seattle has a policy for accommodation of student absences or significant hardship due to reasons of faith or conscience, or for organized religious activities. The University's policy, including more information about how to request an accommodation, is available in the University Catalog and on the my.cityu.edu student portal. Accommodations must be requested by the 20% mark of this course (e.g. day 14 of a ten-week course, day 7 of a 5-week course) using the Religious Accommodations Request Form found on the student dashboard in the my.cityu.edu student portal.

Academic Integrity

Academic integrity in students requires the pursuit of scholarly activity that is free from fraud, deception and unauthorized collaboration with other individuals. Students are responsible for understanding CityU's policy on academic integrity and adhering to its standards in meeting all course requirements. A complete copy of this policy can be found in the [University Catalog](#) under *Student Rights and Responsibilities* on the page titled *Academic Integrity Policy*.

Attendance

Students taking courses in any format at the University are expected to be diligent in their studies and to attend class regularly.

Regular class attendance is important in achieving learning outcomes in the course and may be a valid consideration in determining the final grade. For classes where a physical presence is required, a student has attended if they are present at any time during the class session. For online classes, a student has attended if they have posted or submitted an assignment. A complete copy of this policy can be in the [University Catalog](#) under *Student Rights and Responsibilities* on the page titled *Attendance*.

Final Assignment Due Date

Final assignments for each class at CityU must be due on or before the final date of the course as indicated in the university's course information system. Due dates that extend beyond the final date of the course may negatively impact tuition funding for students.

Support Services

Disability Services Accommodations Statement

Students with a documented disability who wish to request academic accommodations are encouraged to contact Disability Support Services to discuss accommodation requests and eligibility requirements. Please contact Disability Support Services at disability@cityu.edu or 206.239.4752 or visit the [Disability Support Services](#) page in the my.cityu.edu portal.

Confidentiality will be observed in all inquiries. Once approved, information about academic accommodations will be shared with course instructors.

Library Services

CityU librarians are available to help students find the resources and information they need to succeed in this course. Contact a CityU librarian through the [Ask a Librarian](#) service, or access [library resources and services online](#), 24 hours a day, seven days a week.

Smarthinking Tutoring

CityU students have access to free online tutoring offered through Smarthinking, including writing support, from certified tutors 24 hours a day, seven days a week. Contact CityU's Student Support Center at mycityusupport@cityu.edu to request a user name and password.

Course Schedule

The Course Schedule is located in the online course shell in the Syllabus, Schedule, and Course Team module.