HL 546: Healthcare Strategic Planning and Implementation

School of Business and Management

3 Credits
Effective Date Winter 2020
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 examine the role of strategic planning in achieving organizational performance as well as the notion of planning as a cyclical process within a healthcare organization. Students also explore key concepts in strategic planning, including identifying the relationship of the plan to the organization's mission, values, and vision; assessing the competition; identifying external influences and resources; forecasting trends in organizational performance; setting goals;

selecting strategies; implementing marketing actions; identifying implications of the strategic plan on organizational finances and human resources; and evaluating the plan's progress.

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:

- Develop a plan for a healthcare organization using the stages of strategic planning.
- Forecast and identify the implications of change in the healthcare market.
- Incorporate strategic thinking into management routines.
- Assess the role of leadership in formulating and maintaining a strategic plan.
- Perform an environmental analysis to identify market trends.

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

Leadership and Strategic Planning Paper (25% of Final grade)

Strategic planning provides the structure to make day-to-day decisions that follow a larger vision, creates a direction for an organization, and maximizes options for influencing the healthcare environment. This blend of short- and long-term planning is developed and directed by leadership in healthcare organizations. In this 8-10 page paper, students will research the role of leadership in formulating and maintaining a strategic plan in a healthcare organization. Students should focus on the link between leadership roles and styles and the success or failure of formulating and maintaining a strategic plan. Students should include analysis of how short- and long-term planning are coupled together to support an organization's mission, vision, and goals. Inclusion of examples from the healthcare industry are strongly encouraged. APA formatting and a minimum of eight (8) professional references are required. References should be less than five (5) years old to reflect current data. Page number does not include cover sheet, abstract, or reference list.

Components	*% of Grade*
Style and Mechanics	10%
APA Style (citations/reference list)	10%
Short- and Long-Term Planning	20%
Leadership Roles and Styles	60%
TOTAL	**100%**

Strategic Planning Process Paper and Presentation (40% of Final grade)

In order to develop a successful strategic plan, leadership must take the time to collect and organize data, understand the goals of the organization, devise an appropriate strategy, and oversee implementation of that plan. In this 10-12 page paper, students will choose a healthcare organization to focus on for this assignment. Students will research this organization and choose a product or service this organization might develop as part of their strategic plan. Examples include, but are not limited to, opening a facility in a new location, adding a new product or service line, or extending hours. Once the student has chosen a product or service, students will then utilize the four stages of the strategic planning process. These stages include: analyzing the environment, determining the organizational direction, strategy formulation, and transition to implementation. This paper is to be written as if it is a proposal being submitted to the governing board of the healthcare organization. APA formatting and inclusion of a minimum of eight (8) professional references are required. Page length does not include the cover sheet, abstract, or reference list. In addition to the paper, students will create a PowerPoint presentation that summarizes their findings. This presentation must be no less than 12 slides and must contain a voice over feature. The presentation should be formatted as though it is being given to the board of the healthcare organization.

Components	% of Grade
Style and Mechanics	10%
APA Style (citations/reference list)	10%
Four Stages of Strategic Planning Process	60%
Presentation	20%
TOTAL	**100%**

Future Challenges in Strategic Planning Paper (20% of Final grade)

To be successful in the future healthcare organizations need to create a vision based on the best future assumptions they can identify. With any strategic planning effort it is important to have at its foundation key assumptions about how the world will be different. Organizations then can describe what they need to look like given those future assumptions, and then design a strategy to help them bridge the gap between where they are today and achieving that future success. In this 6-8 page paper, students will identify what they believe will be the top three (3) challenges healthcare organizations will face in strategic planning over the next decade. Student will include discussion on how healthcare organizations may prepare for those challenges. A strong link between research is required. APA formatting and a minimum of five (5) professional references is required. References should be less than five (5) years old in order to reflect current information. Page number does not include the cover sheet, abstract, or reference list.

Components	% of Grade
Style and Mechanics	10%
APA Style (citations/reference list)	10%
Top Three Challenges	35%
Prepare for Challenges	45%
TOTAL	**100%**

Reflection Essays and Knowledge Check Quizzes (15% 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.ed 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.