

HL 660: Healthcare Administration

School of Business and Management

3 Credits

Effective Date: Spring 2017

Grading Type: Decimal

Pre-requisite: This course is the capstone for students in the Master of Science in Healthcare Administration. This course is the last and final course in the program and should not be taken until the student has completed HL 500, HL 511, HL 514, HL 530, HL 537, HL 543, HL 546, HL 550, HL 560, HL 570, HL 580 or their equivalent.

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

Through this course, students will demonstrate competency in their previous courses taken in this degree program. This course may consist of an externship, a group project, or an individual project.

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:

- Conduct data-driven business analysis and interventions, founded in accepted research methodologies, to improve operational performance
- Critically analyze healthcare-related data to assess the current state of an organization
- Demonstrate a broad and in-depth knowledge of the many facets of healthcare management, including marketing, human resources, and project management

- Design and conduct significant and unique projects that contribute to the knowledge of the healthcare administration field
- Evaluate healthcare systems and analyze how these systems serve stakeholders

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

Integration of Systems Plan Paper (25% of Final grade)

Using previously completed assignments in the MSHA program, students will examine the following from a leadership perspective and compose a unified plan to integrate these three discipline areas within a healthcare organization: 1) marketing plan; 2) overall project plan; and 3) analysis of human resource practices. This analysis should include an overview of how these three areas affect stakeholders within a healthcare organization. Students will compose an 8-10 page paper and follow APA formatting. A minimum of 8 authoritative sources are to be used.

Components	% of Grade
Style and Mechanics	10%
APA Style	10%
Analysis of leadership perspective	20%
Composition of Unified Plan	20%
Data-driven Analysis & Intervention	20%
Effect on Stakeholders	20%
TOTAL	100%

Process Improvement Plan Paper (25% of Final grade)

Students will research a healthcare organization that utilizes lean concepts to improve patient flow, patient safety, process improvement, and the removal of redundant or wasteful systems. Students will also research a healthcare organization that does not utilize lean concepts. In this 8-10 page APA-formatted paper, students will design a process improvement plan for any one process currently in place within the second organization, utilizing lean concepts and techniques. This process improvement plan should include a rationale for the proposed members of the process improvement team, steps this team should follow to examine the

process, and propose a plan of action for performing the process improvement analysis. A minimum of 10 professional references are required.

Components	% of Grade
Style and Mechanics	10%
Description of Lean Processes	20%
Process Improvement Plan	30%
Strategies for Change	15%
Contribute to Field	15%
APA Style	10%
TOTAL	100%

Healthcare Policy and Interest Groups Paper (25% of Final grade)

A significant feature of the health policy market and policymaking process is the presence of interest groups. These groups exist to serve the interests of their members by analyzing healthcare policy changes, and keeping members informed. These interest groups also work to sway the policymaking process to provide members with some advantage. In this 8-10 page paper, students will choose an interest group from this list: Association of American Medical Colleges, Association of University Programs in Health Administration, Biotechnology Industry Organization, or Pharmaceutical Research and Manufacturers of America. Students will conduct an analysis of the interest group to include the ways with which the group serves the interests of its members. APA formatting, and a minimum of 8 professional references are required.

Components	% of Grade
Style and Mechanics	10%
APA Style	10%
Analysis of Interest Group	60%
Description of the Interest Group	20%
TOTAL	100%

Accountable Care Organization Paper (25% of Final Grade)

Accountable Care Organizations (ACOs) are groups of doctors, hospitals, and other health care providers, who come together voluntarily to give coordinated high quality care to their Medicare patients. The goal of coordinated care is to ensure that patients, especially the chronically ill, get the right care at the right time, while avoiding unnecessary duplication of services and preventing medical errors. In this 8-10 page paper, students will analyze the process a healthcare organization must go through to become an ACP. This analysis should include, but not be limited to: how an organization evaluates their current readiness to become an ACO; the process of identifying organization-specific goals for achieving the three-part aim of improving care delivery, improving health, and reducing growth in costs through improvement; and the steps an organization must take to begin development of an action plan for establishing essential ACO functions. APA formatting and a minimum of 8 professional references are required.

Components	% of Grade
Evaluation of Readiness	20%
Identifying Organization-Specific Goals	20%
Development of an Action Plan	20%
APA Style	10%
Style and Mechanics	10%
Definition of an Accountable Care Organization	20%
TOTAL	100%

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.