I Course Definition: Introduction of administrative theory to health care delivery, policy, and planning. Focus on managerial structures and functions and their application in the health care workplace.

This course is a three credit, elective for Public Health students interested in expanding their frame of reference to include the administration, management, and leadership of organizations providing health services in a wide range of settings.

II Required Textbook: Management of Healthcare Organizations
Peter C. Olden
Healthcare Administration Press

A number of additional readings will be assigned including handouts in class discussing management practices and theories as well as supplementing the related health care chapters and topics.

III Learning Objectives:

Provide an understanding of basic managerial skills and processes including leadership, planning, project management, financing and monitoring.

Introduce organizational behavior, culture, and adaptation in health care systems
Identify and analyze the major elements that influences strategic thinking, policy and management decisions within healthcare systems

Compare & contrast governance, strategy, structure, functions and performance across various health care organizations.

Apply managerial concepts and practices to health care organizations.

IV Core Competencies Addressed
Successful completion of this course satisfies the following core competencies under AUPHA, the accrediting agency for undergraduate health administration degrees:
- management and organizational theory;
- strategic thinking;
- human resource functions;
- governance, structure and roles;
- written and oral communications;
- critical thinking and analysis;
- application of theory to practice and
- leadership and teamwork

Format of the course: The course will include lectures and substantial class participation. Lectures will follow the course syllabus, which may require adjustment during the course of the semester. Any such changes will be communicated well in advance. Lectures will review assigned readings and highlight practical examples of healthcare administration and “real-life” tools and techniques of management. Guest speakers and possibly a class tour of a health care facility may be arranged and scheduled during the semester.

Students will be encouraged to develop knowledge of current events in Healthcare Administration. Students will be required each week to read a healthcare article from a current newspaper or journal, write a one paragraph typed summary and upload summary to the corresponding canvas drop box. The summary should comment on the relevant healthcare administrative issue, healthcare reform, and public health implications and highlight the management principles involved. Each week specific topics or areas will be assigned to correspond to the readings and lectures.

Oral presentations of the current event article will be given by several students each week. Students will be expected to learn the broad range of healthcare administration opportunities. Students will learn management principles applied in various health services organizations. Students will be expected to demonstrate knowledge of current events and future trends in healthcare administration. Handouts and current event topics may be included into the content of test material.

Exams: will include materials covered in the assigned text, materials discussed during class lectures and class discussions. The Exam format will vary and may include a combination of the following types of questions: true and false, multiple choice, complete the answer, essay and short essay.
IV. Grading:

Examination #1 – 50 points due 10-3
Examination #2 – 100 points due 10-31
Examination #3 – 100 points 12-19
Visit a health care setting- 50 points Interview a manager using assigned questions due 11-28
Term paper - 60 points Term paper on management application in Health Administration must include works cited upon submission of final paper due 10-24
Current Events – 140 points

Homework, will be required each class. Submission of the assignment is required at the beginning of class. E mail submissions will not be accepted. If submitted late, homework material will be deducted 50% of the grade assigned for each assignment. Additionally, no homework materials will be accepted later than 1 week of the class assignment. Homework grades will be considered final after the following week of class, with no further retro adjustments occurring.

The above five grades will be averaged together for the determination of the final grade worth a maximum of 500 points.

V. Each student is expected to come to class fully prepared and actively participate in the class discussion.

VI. Academic Misconduct (Academic Integrity Policy) The University’s Academic Integrity Policy can be found at: http://academicintegrity.rutgers.edu/files/documents/AI_Policy_9_01_2011.pdf Please note that penalties for misconduct range from failing an assignment/ exam to dismissal from the university.

VII. Absence from class, Missed exams. Students are expected to attend all classes; if you expect to miss one, please use email me.

Please note: Arrangements for missed exams are to be made within 24 hours of the missed class. Absences relating to extenuating circumstances will be considered.

VIII. Office hours will occur prior to and after class. Should a student require assistance, additional meeting times can be arranged.

NOTE: Please feel free to see the Instructor with any special accommodation needs.

NOTE: Any changes to the syllabus will be communicated to the students in advance.
Course Schedule:

Week 1  9/05/2017
- Course overview, objectives, expectations, format, and examinations
- Introductory discussion of health services and the healthcare delivery system (HCDS)
- Introductory discussion of health services administration, regulatory overview
- Discussion of health Services
- Review of Chapter #1
Assignment: read chapters #2 and #3, current event assignment, review and be prepared to discuss the topic of Healthcare Management and Planning.

Week 2  9/12/2017
- Review current event topic
- Review and discuss assignment - Chapter #2 & #3
- Review Healthcare Organizations and Health Services
- Discuss Management, history and evolution of Management Theory
- Discuss Planning, what it is, strategic planning, business plans.
Assignment: read chapter #4 current event review - be prepared to discuss the topics of Organizing.

Week 3  9/19/2017
- Review and discuss current event
- Review chapter #4
- Review health services organizing, organizations, systems, factors that may impact
Assignment: current event review, be prepared to discuss the topic of Organizing, Chapter #5

Week 4  9/26/2017
- Review and discuss current event
- Review and discussion of chapter #5, Organizing; Organization
- Discuss organization, structures, the governing body, linking with other organizations
Assignment: Review Chapter 1-5 for Exam #1, read chapter #6, current event review topic - be prepared to discuss the topic of Organizing groups and teams

Week 5  10/03/2017
Exam #1 (Chapters 1-5, class discussions, any handouts)
- Review and discuss current event assignment
- Review chapter #6 – Organizing Groups and Teams
Discuss purpose and structure of groups
Discuss the processes of groups and teams, effective teams

**Assignment:** read chapter #7 and #8, current event topic –on Healthcare employees and staffing

**Week 6** 10/10/2017
- Review and discuss current event assignment
  - Review Chapter #7 and #8
  - Review the staffing process
  - Discuss laws, regulations, designing jobs and work, hiring of staff.
  **Assignment:** read chapter #9, current event review - be prepared to discuss Leading

**Week 7** 10/17/2017
- Review and discuss current event assignment
  - Review and discuss chapter #9
  - Discuss what is leadership
  - Discuss theories and models
  - Discuss leading in a professional bureaucracy
  **Assignment:** read Chapter #8, Staffing current event article on healthcare worker safety

**Week 8** 10/24/2017
**TERM PAPER DUE**
- Discuss retaining staff, training staff, performance evaluations,
- Discuss compensation staff
- Discuss protecting staff
**Assignment:** review for EXAM #2, Chapters 6-9, regulatory review
  **Also,** be familiar with and prepared to discuss Chapter #10, Leading, motivating and influencing.

**Week 9** 10/31/2017
- **EXAM #2** Chapters #6 - #9 and the regulatory exercise
- Review of current event,
- **Review of Chapter #10,** Leading, motivating and influencing
- Discuss motivation, theory and models, power and politics
  **Assignment:** Be prepared to discuss Chapter #11 and the topic of leading, culture and ethics, current event

**Week 10** 11/07/2017
- Review of current event assignment  
- Discussion on the recent election results and potential impact on the HCDS, and health care reform.  
- Discuss on Chapter #11 culture, definition of, managing and shaping  
- Discuss ethics  
- Review of topic of Medical Errors, Regulatory requirements  
- Assignment: read chapters #12, Controlling and improving performance, current event

Week 11  
11/14/2017  
- Review and discuss current events  
- Review chapter #12 – Controlling and improving performance  
- Review management functions, styles in the different healthcare sectors  
- Discuss specific health administration issues, regulatory over-site  
Assignment: read chapters #13 Making decisions and solving problems, current event review - notable healthcare decisions.

Thanksgiving recess 11/21/2017

Week 12  
11/28/2017  
- Review current event assignment - visit a health care setting paper due  
- Discuss chapters #13, Making decisions and solving problems,  
- Discuss methods for making decisions, barriers, trends, conflict resolution  
Assignment: read Chapter #14 and be prepared to discuss Managing Change current event topic – recent changes in the Healthcare Organization

Week 13  
12/05/2017  
- Review the current event assignment  
- Review chapter #14 – Managing change  
- Discuss changes, resistance to change, and managing organizational change  
- Discussion on career paths with a Health Care CEO  
- Discussion of assuming personal responsibility for one’s own management self-development  
- Assignment: Read Chapter #15 Professionalism and Communication, current event assignment – communication and healthcare

Week 14  
12/12/2017  
- Review current event assignment  
- Discuss chapter #15 Professionalism and Communication  
- Discuss importance of professionalism and effective communication -  
Final Exam review

Final Exam #3 12/19/2017 8:00pm – 11:00pm, (to be confirmed)- in class

CHANGES / UPDATES – will be communicated to you