Introduction to Health Administration
Monday 6:40pm – 9:30pm
Tillett Hall – Room 257

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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 Health Administration course for 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
**Second Edition, copyright 2015**

**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. Describe the theories/models of leadership and management most effective to promote health and to lead in the current and future U.S. healthcare systems.

Provide insight into the day to day operations of healthcare including scenarios and the unique jargon used.

Introduce organizational behavior, culture, diversity and inclusion, equity of care, and adaptation in health care systems.

Identify and analyze the major elements that influence strategic thinking, policy, and management decisions within healthcare systems.
Compare and contrast governance, strategy, structure, functions and performance across various healthcare 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

V. Format of the course: The course will include lectures and active class participation with both the instructors and classmates. Lectures will follow the course syllabus which may require adjustment during 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 may be scheduled during the semester.

Students will be encouraged to develop knowledge of current events in Healthcare Administration. Students will be required each week to submit via Sakai a healthcare article from a current newspaper or journal with a one paragraph typed summary. The summary should comment on the relevant healthcare management issue, 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, short answer, essay and short essay.

VI. Grading:
Examination #1 – 100 points
Examination #2 – 100 points
Examination #3 – 100 points
Group Project - 100 points
Current Events – 140 points

Current event submission will be required each class. Submission of the assignment is required at the beginning of class via Sakai. If submitted late, homework assignments will be counted as 1 point vs. 10. Additionally, no homework assignments 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 540 points.

VII. Students are expected to come to class fully prepared and actively participate in the class discussion.

VIII. 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.

IX. Absence from class and Missed exams. Students are expected to attend all classes. If you expect to miss one or two classes, please use the University absence reporting website https://sims.rutgers.edu/ssra/ to indicate the date and reason for your absence. An email is automatically sent to 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.

X. Office Hours:

Mr. Jones’ Office hours: Tuesdays: 1:30 pm - 3:00 pm in Civic Square Building, Rm 551
Thursdays: 8:30 am - 9:45 am in Civic Square Building, Rm 551

Mr. Campbell’s Office hours: Mondays 5:30pm – 630pm, Tillett Hall, and additional hours are available upon request.

Additional meeting times can be arranged by calling Mr. Campbell or Mr. Jones.

NOTE: Please feel free to see the Instructor(s) with any special academic accommodation needs.

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

**Week 1** 9.11.2017
- Course overview, objectives, expectations, format, and examinations
- Introductory discussion of health, healthcare, healthcare organizations, health services and the healthcare delivery system (HCDS)
- Introductory discussion on regulatory overview of healthcare
- 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.
**Current Event topic:** Article on healthcare strategic planning.
**Assignment of Fall 2017 Semester Group Project:** Group project: group formation, topic assigned, project details reviewed

**Week 2** 9.18.2017
- 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 planning.
**Assignment:** read chapter #4 current event review - be prepared to discuss the topic of Organizing.
**Current Event Topic:** Health care organizations and the current state of HCDS jobs.
**Assignment Semester Project:** Group Project check in – 1st review session

**Week 3** 9.25.2017
- Group Project check in #1 – all groups
- Review and discuss current event
- Review chapter #4 Organizing jobs, departments.
- Review health services organizing, organizations, systems, factors that may impact
**Assignment:** current event topic: TBA
**Class discussion:** be prepared to discuss the topic of Organizing, Chapter #5

**Week 4** 10.2.2017
- Review and discuss current event
- Review and discussion of chapter #5, Organizing; Organizations
- 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  
10.09.2017  
**Exam #1** (Chapters 1-5, class discussions, regulatory review and class 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, current event topic – on Healthcare employees and staffing

Week 6  
10.16.2017  
- Group Project check in #2 – all groups  
- Review and discuss current event assignment  
- Review Chapter #7, review the staffing process  
- Discuss laws, regulations, designing jobs and work, hiring of staff.  
**Assignment:** read chapter #8, current event review - be prepared to discuss how hospitals are working to retain staff.

Week 7  
10.23.2017  
- Review and discuss current event assignment  
- Review and discuss chapter #8 discuss retaining staff, training staff, performance evaluations, discuss compensation staff  
- Discuss protecting staff  
- Discuss what is leadership vs. management  
- Discuss theories and models  
- Discuss leading in a professional bureaucracy  
**Assignment:** read Chapter #9, #10, Theories and Models, Motivating and Influencing  
**Current event topic:** TBA

Week 8  
10.30.2017  
- Review current event topic  
- Review Chapter # 9 - Theories and models within the HCDS  
- Review Chapter #10 – Motivating and Influencing  
**Assignment:** review for EXAM #2, Chapters 6-10, any handouts and topics reviewed in class.  
**Current event assignment:** HCDS and becoming a High Reliable Organization  
**Assignment:** Group project check in

Week 9  
11.06.2017  
- **EXAM #2** Chapters #6 - #10, materials reviewed in class and any handouts.  
- Review of current event,  
- Group Project check in #3 – all groups  
- HRO and the health care institution  
**Assignment:** read Chapter #12 - Controlling and Improving Performance.  
**Current event assignment:** HCDS performance standards

Week 10  
11.13.2017  
- Review of current event assignment  
- Review of Exam #2
- Discussion on the recent election results and potential impact on the HCDS, and health care reform.
- Discuss on 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 chapter #11, Leading Culture and Ethics
- **Current event assignment:** article on health care ethics
- **Class assignment:** prepare three healthcare related ethics questions

**Week 11 11.20.2017**
- Review current event assignment on Ethics.
- Review prepared student questions on ethics
- Discussion on Ethics in the HCDS
- Discussion on Risk Management in the HCDS
**Assignment:** read chapter #13 Making decisions and solving problems,
**Current event topic:** Article on notable major health care decisions
**Assignment update:** Group Project; Groups #1, #2 #3 presentations

**Week 12 11.27.2017**
- Review current event assignment on notable HCDS decisions.
- Group Project presentation – Groups #1, #2, #3
- Discuss chapter #13, Making decisions and solving problems,
- Discuss methods for making decisions, barriers, trends, conflict resolution
**Assignment:** read chapters #14 and 15; be prepared to discuss Managing Change
**Current event topic –** Recent changes in the Healthcare Organization

**Week 13 12.4.2017**
- Review current event assignment on Managing Change.
- Group Project presentations- Groups #4, #5, #6, #7
- 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 and review Chapter #15
**Current event topic:** Article on emergency management in the healthcare setting

**Week 14 12.11.2017**
- Review current event assignment on emergency management in the healthcare setting.
- Group Project presentations- Groups #8, #9, #10
- Submission of final group project summaries
- Emergency Management discussion
- Review chapter #15 Professionalism and Communication
- **Assignment**: prepare for EXAM #3 Chapters #10 thru #15, plus previously reviewed and highlighted materials. (HRO, Risk, Ethics)

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<td>- Exam #3</td>
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**CHANGES / UPDATES** – will be communicated to you via Sakai.