Instructor: Jane C. Kaye, MBA  
jane.kaye@rutgers.edu

Date/Time: Thursday, 4:30 – 5:50 pm, Hybrid Class  
Scott 121

Office Hours: Email jane.kaye@rutgers.edu to arrange a date, time and location. Office hours can be a call, Skype, or in-person meeting

Academic Integrity Policy: [http://academicintegrity.rutgers.edu/academic-integrity-policy/](http://academicintegrity.rutgers.edu/academic-integrity-policy/)

William O. Cleverley, Paula H. Song, & James O. Cleverley

**Course Description (catalog):** Review of financial management tools for various health care delivery settings. Interpret financial information and understand the processes performed by financial departments of an institution.

**Learning Objectives:** Introduce financial aspects of the healthcare industry that provide a basis for:
- Understanding the current healthcare fiscal environment and the key issues that influence public policy makers.
- Appreciating the underlying economic, social, and demographic factors that impact the healthcare fiscal environment.
- Developing a basic understanding of the major healthcare provider organizations, including governance, management, regulatory, and financial statement issues.
- Learning how to interpret and analyze healthcare information, financial statements, and budgets.
- Exploring current high profile public health topics.

**Course Goal and Approach:** Provide a well-rounded understanding of the essential elements of financial management in healthcare organizations. You will be treated as adults and expectations will reflect work behaviors. This means:
- **No cell phones or devices in class** unless their use is related to the class. When you attend a meeting at work you will not be using your cell phone.
- **Be on time with assignments completed:** you never attend a work meeting unprepared.
- **No late assignments:** when your boss asks for a deliverable by a certain date, you always make the deadline. No credit will be given for assignments that are late. Exceptions may be made due to unusual or extenuating circumstances.
- **Ask questions:** if there is something you don’t understand, please ask.

**Grading:** Student grades will be determined as follows:

<table>
<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Weekly Quizzes</td>
<td>60%</td>
</tr>
<tr>
<td>2. Attendance/Class Participation</td>
<td>10%</td>
</tr>
<tr>
<td>3. Group Presentation</td>
<td>30%</td>
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</tbody>
</table>
1. **Weekly Quiz (60% of grade):** 1 textbook chapter will be covered each week. Quizzes for each chapter are **due the following week the night before class on Wednesday at 11:55 pm**, except during Thanksgiving week when the quiz is due **Monday night**. Quizzes are open book with a 1-hour time limit. **Do not work with others.** The lowest grade will be dropped and not included in the grade calculation.

**One article or video will be assigned each week.** Come prepared to discuss. Assignments may change if Congress takes action on healthcare legislation.

2. **Attendance/Class Participation (10% of grade):** Students are expected to attend all classes and participate in class discussions. Use the University absence reporting website [https://sims.rutgers.edu/ssra/](https://sims.rutgers.edu/ssra/) to indicate the date and reason for your absence. An email is automatically sent to me.

   Each week an article will be assigned and students should be prepared to discuss the article in class. Articles may be subject to change in reaction to current event.

3. **Group Presentation (30% of grade)**
   **Topic:** Medicare Payment Reform presentation
   **Presentation Date:** Oral and PowerPoint presentations **October 5th** during class
   **Due Date:** Posted to Sakai by **Wednesday October 4th** by 11:55 pm
   **Teams:** Will be posted to Sakai after drop/add period
   **Topics:** Will be assigned when teams are created
   **Presentation Length:** Approximately 15 minutes. This will be confirmed when teams are created

   **Please note the following for your presentation:**
   - Use PowerPoint or similar presentation software
   - Each member of the group should be responsible for their own slides
   - Each member of the group must present their section
   - Include NJ and national information if available and appropriate
   - This is a finance class so be sure to focus on finance, such as payment amounts, increases or decreases over time, number of hospitals impacted, etc.

   **Your Presentation Should Include:**
   - Identify subject and/or issue
   - Present background
   - Identify stakeholders
   - Current state: innovation, advancements, disagreements among stakeholders
   - Recommendation: is this a good initiative?
   - Don’t forget to support the presentation with financial facts and data

**Note:** Students are responsible for assuring that all electronic submissions are readable in common formats regularly used by Rutgers University. Most frequently, these common formats are Adobe
Acrobat's PDF and Microsoft's Word and Excel. Apple's word processing and spreadsheet programs, Pages and Numbers, are not common formats regularly used by the university; as such, documents created by Pages or Numbers are not acceptable for electronic submission. In all class of electronic submission, the risk is with the student to assure that the document or other electronic file opens and is readable as intended on commonly available operating systems and formats. Electronic submissions that fail to open (or open but display unreadable characters), and cannot be timely corrected under ordinary circumstances, are subject to a grade of F due to non-submission.

Team Presentation rubric:

<table>
<thead>
<tr>
<th>Points Range</th>
<th>Category</th>
<th>0-6 Presentation</th>
<th>7-13 Presentation</th>
<th>14-20 Presentation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Organization</td>
<td>Content lacks organization, transitions are missing or are abrupt</td>
<td>Organization of the content is congruent, and transitions are present</td>
<td>Organized logically with fluid transitions to capture and keep listener’s attention for entire presentation</td>
</tr>
<tr>
<td>2</td>
<td>Examples</td>
<td>Examples are limited or not present</td>
<td>Examples to illustrate the main idea are present</td>
<td>Relevant examples are used to interest the listener and develop the main idea</td>
</tr>
<tr>
<td>3</td>
<td>Content</td>
<td>Not enough information is present, content not accurate, and presenter demonstrates a very low level of mastery and familiarity</td>
<td>Content is reasonably accurate and presenter demonstrates a fair level of mastery and familiarity</td>
<td>Content is accurate and presenter demonstrates mastery and familiarity of content</td>
</tr>
<tr>
<td>4</td>
<td>Presentation Skills</td>
<td>Very little eye contact. Low level of energy and confidence</td>
<td>Presenter makes some eye contact. Moderate level of energy and confidence</td>
<td>Presenter makes eye contact. High level of energy and confidence</td>
</tr>
<tr>
<td>5</td>
<td>Work Cohesively as a team</td>
<td>Very little to no interaction among team members, who appear uncomfortable working together</td>
<td>Team works together at an adequate level. Transitions are imperfect. Group members appear somewhat comfortable working together</td>
<td>Team works very well together with fluid transitions from one topic to the next. Team members appear very comfortable working together</td>
</tr>
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**Rutgers University, Edward J. Bloustein School of Planning and Public Policy**  
**Financial Aspects of Health Administration**  
**Course Syllabus, Fall 2017**  
**10:501:333**

**Course Schedule**

*Note: The syllabus is subject to change based on national issues and feedback from instructor and students*

<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Topic and class overview</th>
<th>Read for the next class</th>
<th>Assignments DUE WEDNESDAY 11:55 PM BEFORE THE NEXT CLASS</th>
</tr>
</thead>
</table>
| 1    | 9/7  | Review course, assignments, testing, grade composition  
Financial Information and Decision-Making Process | Chapter 1: read  
**Article:** Difference Between NFPs and For-Profits are Marginal (Health Leaders) | Chapter 1: quiz  
**Article:** Be prepared to discuss differences and similarities between NFPs and For-Profits |
| 2    | 9/14 | Billing and Coding for Health Services | Chapter 2: read  
**Article:** Those Indecipherable Medical Bills? (New York Times) | Chapter 2: quiz  
**Article:** Be prepared to discuss |
| 3    | 9/21 | Financial Environment of Healthcare Organization  
Presentations: assign teams, review assignment, answer questions | Chapter 3: read  
**Read:** Summary of the Affordable Care Act  
**Read:** The Affordable Care Act’s Payment and Delivery System Reforms: A Progress Report at Five Years  
**Watch:** How Does the Affordable Care Act Work? | Chapter 3: quiz.  
**Note:** quiz due before next class on Wednesday 10/4 at 11:55pm  
**Group assignment:** ACA payment reform |
| 4    | 9/28 | No Class | **Prepare:** Group assignment ACA payment reform | See assignment and note above regarding Chapter 3  
**Group assignment:** ACA payment reform |
| 5    | 10/5 | Legal and Regulatory Environment  
Presentations: review assignment and answer questions | Chapter 4: read  
**Article:** DOJ Announces Charges Against 400 People for $1.3B in Healthcare Fraud (Washington Post) | Chapter 4: quiz |
<p>| 6    | 10/12 | <strong>Group Presentation:</strong> ACA payment reform | | |</p>
<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Topic</th>
<th>Reading/Watching</th>
<th>Quiz/Note</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td>10/19</td>
<td>• Revenue Determination</td>
<td><strong>Chapter 6:</strong> read Article: Hospitals Are Wrong About Shifting Costs to Private Insurers (New York Times)</td>
<td><strong>Chapter 6:</strong> quiz Article: Be prepared to discuss cost shifting vs. cross subsidizing</td>
</tr>
<tr>
<td>8</td>
<td>10/26</td>
<td>• Health Insurance and Managed Care</td>
<td><strong>Chapter 7:</strong> read Article: Why Private Health Insurers Are Losing Money on the Affordable Care Act (Woodrow Wilson School – Princeton)</td>
<td><strong>Chapter 7:</strong> quiz Article: Be prepared to discuss the individual mandate and penalty for no insurance. If eliminated, what is likely to happen to rates?</td>
</tr>
<tr>
<td>9</td>
<td>11/2</td>
<td>• General Principles of Accounting and Financial Statements</td>
<td><strong>Chapter 8:</strong> read <strong>Chapter 9:</strong> read Watch: YouTube video Accounting Basics 1.1</td>
<td><strong>Chapter 8 and Chapter 9:</strong> combined Chapters 8 and 9 quiz</td>
</tr>
<tr>
<td>10</td>
<td>11/9</td>
<td>• Analyzing Financial Position</td>
<td><strong>Chapter 11:</strong> read Article: 230 Hospital Benchmarks 2017 (Becker’s Hospital Review)</td>
<td><strong>Chapter 11:</strong> quiz Article: Choose one benchmark to discuss briefly in class.</td>
</tr>
<tr>
<td>11</td>
<td>11/16</td>
<td>• Financial Analysis of Alternative Healthcare Firms</td>
<td><strong>Chapter 12:</strong> read Watch: YouTube video Hospital-Owned Physician Practices Losing Money</td>
<td><strong>Chapter 12:</strong> quiz Note: quiz due before next class on MONDAY 11/20 at 11:55 pm Watch: Come with questions. We will review the concepts addressed in the video</td>
</tr>
<tr>
<td>12</td>
<td>11/21</td>
<td><strong>TUESDAY CLASS</strong> • Strategic Financial Planning</td>
<td><strong>Chapter 13:</strong> read Article/Watch: TBD</td>
<td><strong>Chapter 13:</strong> quiz</td>
</tr>
<tr>
<td>13</td>
<td>11/30</td>
<td>• Cost Concepts and Decision Making</td>
<td><strong>Chapter 14:</strong> read Article/Watch: TBD</td>
<td><strong>Chapter 14:</strong> quiz</td>
</tr>
<tr>
<td>14</td>
<td>12/7</td>
<td>• The Management Control Process</td>
<td><strong>Chapter 16:</strong> read Article/Watch: TBD</td>
<td><strong>Chapter 16:</strong> quiz</td>
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