Rutgers, The State University of New Jersey
The Bloustein School of Planning and Public Policy
Department of Urban Studies and Community Health
Undergraduate Program in Public Health

Syllabus – Spring 2016

10:501:203:02
Thursday 6:40pm – 9:30pm
BRR-Room 4071

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President and CEO
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Phone- 848-228-9811 or 732-565-2513

Office Hours: Before class or by appointment

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. By the
end of this class, students will understand management and how to apply it to Health Care
Organizations.

This course is a (3) three credit, elective for Public Health and Health Administration 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.

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.

Learning Objectives:
  a. Provide an understanding of basic managerial skills and processes including leadership,
     planning, project management, financing and monitoring.
  b. Introduce organizational behavior, culture, and adaptation in health care systems.
  c. Identify and analyze the major elements that influence strategic thinking, policy and
     management decisions within healthcare systems.
  d. Compare & contrast governance, strategy, structure, functions and performance across
     various health care organizations.
  e. Apply managerial concepts and practices to health care organizations.
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 health care 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 bring in a health care article from a current newspaper or journal with a one paragraph typed summary.

The summary should comment on the relevant health care administrative issue, health care 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 health care 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 health care 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.
Grading:

Course Grades will be determined as follows:

 Attendance and Class Participation 20%
 Mid-Term Exam 30%
 Current Events and Homework 20%
 Final Exam 30%

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Homework:
May be required for most classes. Submission of the assignment is required at the beginning of the class. E-mail submissions will not be accepted. If submitted late, homework material will be deducted 50% of the grade assigned for each assignment. No late homework materials will be accepted.

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:
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 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: No make-up exams will be provided. Absences relating to extenuating circumstances will be considered.
VIII. Disability Accommodations:

Any student who believes that she/he may need an accommodation in this class due to a disability, should contact the office of Disability Services, Kreeger Learning Center, 151 College Ave; dfooice@rci.rutgers.edu: 732-932-2847. Students must have a letter of accommodation from the Office of Disability Services in order to receive accommodations.

IX. Office hours will occur prior to and by appointment. Should a student require assistance, additional meeting times can be arranged by calling the numbers listed above.

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: 1/21/16

- Course overview, objectives, expectations, format, and examinations
- Introductory discussion of health services and the health care 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 health care management and planning.

Week 2: 1/28/16

- Review and discuss current event topic
- Review and discuss assignment - Chapters #2 & #3
- Review health care 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 assignment, review and be prepared to discuss the topic of organizing.

Week 3: 2/4/16

- Review and discuss current event topic
- Review and discuss assignment - Chapter #4
- Review health services organizing, organizations, systems, factors that may impact

Assignment: Read Chapter #5, current event assignment, review and be prepared to discuss the topic of organizing.

Week 4: 2/11/16

- Review and discuss current event topic
- Review and discuss assignment – Chapter #5
- Discuss organization, structures, the governing body, linking with other organizations

Assignment: Read Chapter #6, current event assignment, review and be prepared to discuss the topic of organizing groups and teams.
Week 5: 2/18/16

- 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 assignment, review and be prepared to discuss the topic of healthcare employees and staffing.

Week 6: 2/25/16

- Review and discuss current event assignment
- Review Chapter #7
- Review the staffing process
- Discuss laws, regulations, designing jobs and work, hiring of staff.
- Review Chapters 1-7 for mid-term exam

Assignment: Read Chapter #9, current event assignment, review and be prepared to discuss leading

Week 7: 2/25/16

- Midterm
- Review and discuss current event assignment
- Review and discuss chapter #9
- Discuss what leadership is
- Discuss theories and models
- Discuss leading in a professional bureaucracy

Assignment: Read Chapter #8, current event assignment on healthcare worker safety

Week 8: 3/3/16

- Discuss retaining staff, training staff, performance evaluations,
- Discuss compensation staff
- Discuss protecting staff

Assignment: Be familiar with and prepared to discuss Chapter #10, leading, motivating and influencing
Week 9: 3/10/16

- 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, and current event assignment

Spring Recess - March 17

Week 10: 3/24/16

- Review of current event assignment
- Discussion on the recent election results and potential impact on the HCDS and healthcare reform.
- Discuss on Chapter #11 culture, definition of, managing and shaping
- Discuss ethics
- Review of topic of Medical Errors, Regulatory requirements

Assignment: Read Chapter #12, controlling and improving performance, current event assignment

Week 11: 3/31/16

- 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 Chapter #13, making decisions and solving problems, current event assignment review - notable healthcare decisions.

Week 12: 4/7/16

- Review current event assignment
- Discuss Chapter #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 assignment topic – recent changes in the Healthcare Organization
**Week 13: 4/14/16**

- 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: 4/21/16**

- Review current event assignment
- Discuss Chapter #15 Professionalism and Communication
- Discuss importance of professionalism and effective communication
- Review Chapters 8-14 for final exam

**Week 15: 4/29/16**

- Final presentations
- Final exam (to be confirmed)

**NOTE: Syllabus subject to additional revisions**