HCA 410 – Health Care Management and Organization
Fall 2016 Syllabus
(Subject to Change)

**Instructor:** Nathan Gerard, PhD
**Email:** nathan.gerard@csulb.edu
**Campus Phone:** 562/985-5364

**Course:** 1911 (Section 1)
**Class Meets:** Mondays & Wednesdays, 8-9:15am
**Class Room:** SPA-104

**Office Hours:** Mondays & Wednesdays, 10-11:30am (appointment recommended)
**Office Location:** Office #04 (in front of HHS1)

**Additional Contact Information:**
HCA Program Administrative Coordinator:
Deby McGill, deby.mcgill@csulb.edu
Tel. 562/985-5694; fax 562/985-5886

**Course Description**
Prerequisite: Open to Health Care Administration majors only.
Prerequisite/Corequisite: HCA 300.
Introduction to health care management practices and concepts. Planning, decision-making, influencing, controlling, effecting change. Effects of environment, technology and human behavior on organizational design.
Letter grade only (A-F). (Lecture)

**Teaching/Learning Objectives**
The Health Care Administration Department has adopted a competency-based curriculum, based on the American College of Health Care Executives (ACHE) Competencies Assessment Tool and the Healthcare Leadership Alliance (HLA) Competency Directory. This course is designed to develop competencies in HLA Domain 5, General Management, HLA Domain 2, Leadership Skills and Behavior, HLA Domain 1, Facilitation, and HLA Domain 3, Personal and professional accountability. The chart below describes course outcomes and how they will be met and measured (see Appendix for CSULB HCA Competencies).

<table>
<thead>
<tr>
<th>Learning Objective</th>
<th>Domain</th>
<th>Competency</th>
<th>Activity (A1), Assignment (A2) or Assessment (A3)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Define the functions of management in a health care setting</td>
<td>5</td>
<td>General Management</td>
<td>Weekly exercises, reflection, critical commentary for each major function, exam questions</td>
</tr>
<tr>
<td>Identify and discuss major behavioral science principles related to leadership</td>
<td>2</td>
<td>Leadership Skills and Behavior</td>
<td>Reading, competency and personality assessments and debrief activities, reflection essays</td>
</tr>
<tr>
<td>Plan and conduct effective meetings</td>
<td>1</td>
<td>Facilitation</td>
<td>Reading, conducting meetings, role plays &amp; team assignments</td>
</tr>
<tr>
<td>Work effectively as a team member or leader</td>
<td>3</td>
<td>Personal and Professional Accountability</td>
<td>Team presentation assignment and peer feedback</td>
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</tbody>
</table>
## CLASS SCHEDULE AND ASSIGNMENTS

<table>
<thead>
<tr>
<th>Session # &amp; Date</th>
<th>Topic</th>
<th>Readings</th>
<th>Deliverables</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. August 22</td>
<td>Course Introduction Weekly Exercise (WE)</td>
<td>Syllabus, Course Assignment Descriptions</td>
<td></td>
</tr>
<tr>
<td>August 24</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>2a. August 29</td>
<td>Organizations &amp; Organizational Effectiveness (WE)</td>
<td>Course Reader Chapter 1</td>
<td>ONLINE QUIZ DUE: 8/28</td>
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<tr>
<td>August 31</td>
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<tr>
<td>2b. September 5</td>
<td>NO CLASS – LABOR DAY</td>
<td>Course Reader Chapter 2</td>
<td>ONLINE QUIZ DUE: 9/4</td>
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<tr>
<td>September 7</td>
<td>Organizational Design (WE)</td>
<td></td>
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</tr>
<tr>
<td>3. September 12</td>
<td>Developing Self-awareness (WE)</td>
<td>Course Reader Chapter 3</td>
<td>ONLINE QUIZ DUE: 9/11</td>
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<tr>
<td>September 14</td>
<td></td>
<td></td>
<td>Beachboard Online Profile Due: 9/11</td>
</tr>
<tr>
<td>4. September 19</td>
<td>Time and Stress Management (WE)</td>
<td>Course Reader Chapter 4</td>
<td>ONLINE QUIZ DUE: 9/18</td>
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<tr>
<td>September 21</td>
<td></td>
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<tr>
<td>5. September 26</td>
<td>Building Relationships (WE)</td>
<td>Course Reader Chapter 5</td>
<td>ONLINE QUIZ DUE: 9/25</td>
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<tr>
<td>September 28</td>
<td></td>
<td></td>
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<tr>
<td>6. October 3</td>
<td>Cultural Competency and Diversity (WE)</td>
<td>Articles: (See Beachboard)</td>
<td>ONLINE QUIZ DUE: 10/2</td>
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<tr>
<td>October 5</td>
<td>CSULB Multi-Cultural Center visit (Oct 5)</td>
<td></td>
<td>Guest Speaker: TBD</td>
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<tr>
<td>7. October 10</td>
<td>Ethics in Healthcare Administration (WE)</td>
<td>Ethics Game Inventory Ethics Game Simulation</td>
<td>Online Inventory &amp; Simulation Due: 10/9</td>
</tr>
<tr>
<td>October 12</td>
<td></td>
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<tr>
<td>8. October 17</td>
<td>Managing Conflict (WE)</td>
<td>Course Reader Chapter 8</td>
<td>ONLINE QUIZ DUE: 10/16</td>
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<tr>
<td>October 19</td>
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<tr>
<td>9. October 24</td>
<td>Making Oral and Written Presentations Conducting Effective Meetings TEAM FORMATION (WE)</td>
<td>Course Reader Chapters 10 &amp; 11</td>
<td>ONLINE QUIZ DUE: 10/23</td>
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<tr>
<td>October 26</td>
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<tr>
<td>10. October 31</td>
<td>Motivating Others IN-CLASS TEAM MEETING (10/31) (WE)</td>
<td>Course Reader Chapter 7</td>
<td>ONLINE QUIZ DUE: 10/30</td>
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<tr>
<td>November 2</td>
<td></td>
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<td>Agenda for Team Meeting Due: 10/30</td>
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<tr>
<td>11. November 7</td>
<td>Building Effective Teams (WE)</td>
<td>Course Reader Chapter 9</td>
<td>ONLINE QUIZ DUE: 11/6</td>
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<table>
<thead>
<tr>
<th>Date</th>
<th>Subject</th>
<th>Reading Material</th>
<th>Due Date</th>
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<tbody>
<tr>
<td>November 9</td>
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<tr>
<td>12. November 14</td>
<td>Gaining Power and Influence Leadership in Healthcare (WE)</td>
<td>Course Reader Chapter 6 Article: Stefl &amp; Bontempo (2008)</td>
<td>ONLINE QUIZ DUE: 11/13 (quiz is on Chapter 6 only; not the Stefl &amp; Bontempo article)</td>
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<td>November 16</td>
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<tr>
<td>November 21</td>
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<td><strong>NO CLASS - FALL BREAK</strong></td>
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<tr>
<td>November 23</td>
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<tr>
<td>13. November 28</td>
<td>Team Presentation 1</td>
<td></td>
<td>Presentation (40 pts) – DUE (ongoing)</td>
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<tr>
<td>November 30</td>
<td>Team Presentation 2</td>
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<td>Team Presentation Ratings (1 pt each; total of 10 pts) – DUE (ongoing)</td>
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<tr>
<td></td>
<td>Team Presentation 3</td>
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<tr>
<td></td>
<td>Team Presentation 4</td>
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<td>14. December 5</td>
<td>Team Presentation 5</td>
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<td>Individual Reflection Write-Up (20 pts) – DUE 12/16</td>
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<tr>
<td>December 7</td>
<td>Team Presentation 6</td>
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<td>Team Member Ratings (10 pts) – Due 12/16</td>
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<td>Team Presentation 7</td>
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<tr>
<td></td>
<td>Team Presentation 8</td>
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<tr>
<td>15. December 12</td>
<td>Team Presentation 9</td>
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<tr>
<td>December 14</td>
<td>Team Presentation 10</td>
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</tbody>
</table>

**Instructor reserves the right to alter or change assignments.** Changes in the syllabus will be announced in class, via email and on BeachBoard. It is the student’s responsibility to remain up-to-date on course changes.

**Required Reading Materials**
- Custom Course Reader for HCA 410. ISBN 9781269298155 ($99.95) (available at the bookstore)
- Ethics Game Simulation and Inventory ($31.50) to be purchased through on line portal, instructions posted in "course content" on BeachBoard.
- Articles supplied by instructor, posted on BeachBoard and/or distributed in class. If you miss a class lecture it is your responsibility to procure materials distributed.

**Other Requirements**: E-mail address and Internet access to use the online BeachBoard course software system. If you have trouble with registration, contact the CSULB Technology Help Desk by phone at 562-985-4959 via e-mail at helpdesk@csulb.edu or in-person at the North Campus Center.
HCA 410 Methods of Evaluation

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Pts.</th>
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<tbody>
<tr>
<td>On-Line Quizzes .................................................................................. 110</td>
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<tr>
<td>Weekly Exercises (most sessions)....................................................... 130</td>
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<tr>
<td>Sign In Sheet ....................................................................................... 31</td>
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<tr>
<td>Networking &amp; Professional Association Membership .................................. 10</td>
<td></td>
</tr>
<tr>
<td>Ethics Lens Inventory .............................................................................. 25</td>
<td></td>
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<tr>
<td>Ethics Simulation ..................................................................................... 25</td>
<td></td>
</tr>
<tr>
<td>Team Presentation, Peer Feedback Survey, and Individual Write Ups ........... 100</td>
<td></td>
</tr>
<tr>
<td>Team Meeting Agenda (team) (10 pts).......................................................... 10</td>
<td></td>
</tr>
<tr>
<td>In-Class Team Meeting (team) (10 pts)....................................................... 10</td>
<td></td>
</tr>
<tr>
<td>Presentation (team) (40 pts).................................................................... 40</td>
<td></td>
</tr>
<tr>
<td>Team Presentation Ratings (10 x 1 pts)..................................................... 10</td>
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</tr>
<tr>
<td>Individual Reflection Write-Up (20 pts)................................................... 20</td>
<td></td>
</tr>
<tr>
<td>Team Member Ratings (10 pts).................................................................... 10</td>
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<tr>
<td>Role Play Assignment ............................................................................... 30</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong> .................................................................................................. 461</td>
<td></td>
</tr>
</tbody>
</table>

**Grade Thresholds**

A = 90% + (415 or more points)
B = 80-89% (369-414 points)
C = 70-79% (322-368 points)
D = 60-69% (276-321 points)
F = 59% - (0-275 points)

**HCA 410 Assignment Descriptions**

Due dates and updates will be posted on BeachBoard. It is the responsibility of each student to regularly check BeachBoard updates.

1. **On-Line Quizzes (110 pts):** Each weekly module will have a 10-item, online quiz to be completed as "homework" before the start of the week (Due dates posted on the syllabus and BeachBoard). Links and instructions will be posted on BeachBoard.

2. **Weekly Exercises (120 pts):** For the majority of weeks there will be a weekly exercise. Instructions for the exercise will be announced in class and/or posted on BeachBoard. Students are responsible for checking BeachBoard on a weekly basis. Sometimes the weekly exercise will be a team activity, in which case everyone on the team will receive the same score.

3. **Sign-in (30 pts):** 1 pt will be given for your name on the sign-up sheet for each class. This sheet will only be available before class. It will not be available for sign-in after 8am.

4. **Networking & Professional Association Membership (10 pts):** You earn points by developing a social media professional profile and participating in healthcare professional organizations. 5 points for
a **complete** BeachBoard professional profile (with your photo); 5 points for joining an organization (see due date on syllabus); See HCA department website for healthcare administration professional organizations; HCASF will count for this assignment, but not limited to. Proof of membership must be brought to class (see due date on syllabus).

5. **Ethics Game Inventory & Simulation (50 pts):** "The Ethical Lens Inventory™ (ELI) is a personal evaluation tool designed to help students understand the values that influence their choices. It identifies how they prioritize values when making ethical decisions. By understanding what values are most important to them and what values are most important to the other parties involved in an ethical situation, they can minimize unnecessary conflict, make better ethical decisions, and live their values with confidence and integrity. "EthicsGame simulations teach students how to recognize ethical situations, analyze multiple options for action, identify the best solution, pause for reflection and communicate the solution to interested stakeholders.

Performance data supports at least three learning outcomes:
- Students view an ethical dilemma from multiple perspectives
- Students learn to consider stakeholder impact while making an ethical decision
- Students articulate their own process for making a decision in a written assignment"

The instructions for purchasing these course materials are posted on BeachBoard in the "Ethics Module" on course content.
(Source: http://www.ethicsgame.com/exec/site/index.html)

6. **Team Presentation, Peer Feedback Survey, and Individual Write Ups (100 pts):** During the course you will be forming teams to create and deliver a presentation demonstrating your acquired knowledge about management processes and healthcare organizations. At the end of the course you will be giving a team presentation. As part of learning and demonstrating the management skill of “delegation” and the art of “division of labor,” each team member will be responsible for 1 or more aspects of the team presentation. This will be determined in your team setting by team members.

- **Team Meeting Agenda (10 pts):** In order for your meeting to be productive, you will need to complete an agenda ahead of time. This agenda must be sent to the professor before the scheduled in-class team meeting (agenda must be uploaded to Dropbox by November 1st).

- **In-Class Team Meeting (10 pts):** Your team will conduct a meeting during an in-class session. For this meeting to go well and be productive, you will need to plan ahead (e.g., Who will set and produce the agenda? Who will take-notes and capture the meeting minutes? Who will manage the time?). The designated class for the Team Meeting will be on November 2nd.

- **Team Presentation (40 pts):** The presentation should demonstrate not only the concepts, skill-sets and theories presented in course but also new information from the research literature not found in the text. These presentations will be 20-30 minutes (precise timing will be discussed in class session). Grading is based on content, clarity and style of presentation, and the degree of class involvement your presentation encourages. Class members will participate in rating each team presentation. **NOTE: The Presentation PowerPoint is a recommended E-portfolio assignment.**
• Team Presentation Ratings (10 pts): You will be asked to anonymously evaluate the Team Presentations of your peers (as an audience member in class). Hence, you will need to be present in class while other teams are presenting. Each completed rating form will be worth 1 pt (10 groups = 10 pts).

• Individual Reflection Write-Up (20 pts): The individual presentation “write up” should be unique and differentiated from your other team members. The reflection format will be posted in course content on BeachBoard. Grading is based on adherence to format, clarity of writing, use of proper grammar, organization of the material, your critical insights and your ability to reflect on your team experience.

• Team Member Ratings (10 pts): An anonymous team member rating form will be used to rate your team members.

Role Play Assignment (30 pts): You will read an article (posted on BeachBoard) that presents various conflict management scenarios in healthcare. Select a scenario and compose a "Role Play," involving 2 actors. Templates and Instructions will be posted on BeachBoard.

Extra Credit - Check-in (5 pts): Each student is encouraged, but not required, to meet individually with the professor at some point in the semester to check in. The meeting is non-evaluative and is intended to help you. Specifically, this is an opportunity to receive mentorship on your academic and career goals, as well as provide feedback to the professor on the course. Please email the professor to schedule a time.

HCA 410 Class Attendance and Participation

You are expected to engage with the material, ask questions, respond with answers and participate fully in the class session. In order to do this you need to be in class. There will be an attendance roster that you must sign each session. You are expected to have read the assigned readings before the class session, to be prepared to comment on the material (including the exercises) and to actively participate in class discussions. Lectures will cover highlights of the reading and include supplementary information. If you have trouble understanding what you read or hear, please ask for clarification in class or make an appointment to discuss the problem area(s). Disabled students requiring special accommodations, please advise instructor.

Course Attendance policy conforms to University policy: http://www.csulb.edu/divisions/aa/grad_undergrad/senate/documents/policy/2001/01/.

Class attendance is critical.

Each unexcused absence will lose 6 points for the day, per the grading assignments identified above (5 pts lost for 1/2 of the weekly exercise, 1 pt lost for sign-in). There will be no make-up opportunities for unexcused absences.

Excused absences will have the opportunity for a make-up assignment to regain the 6 lost points. Excused absences must conform to university policy. THERE WILL BE NO EXCEPTIONS. Make-up assignments and documentation for excused absences must be turned into the professor within 2 weeks of the absence date. It is
the student’s responsibility to provide documentation and meet with the professor for to obtain the make-up assignment.

**Attendance policy** conforms to University policy:


**Performance Expectations and Deadlines.** Assignments are due on the date specified. *Late assignments will be accepted at a loss of 10% of points for each day past the deadline.* ***NO LATE acceptance for online quizzes. These assignments are due by posted due date.***

**Withdrawal policy.**
Per Departmental policy, students who do not attend the first class will be dropped from the course. Again, this is departmental policy due to the high-demand for HCA courses.
Per University policy; see:

http://www.csulb.edu/divisions/aa/grad_undergrad/senate/documents/policy/2002/02/. Withdrawal after 2nd week and before the 3rd week is “permissible for serious and compelling reasons;” instructor will evaluate student withdrawal requests on a case-by-case basis.

**Classroom Rules**
- Turn off and put away cell phones or other electronic devices before class begins. Violation of this policy will result in 1) 1st time "verbal warning," 2) 2nd time excused for class session that day and written warning, 3) 3rd time 5 points deducted from course score and each violation thereafter.
- Arrive early, be ready for class in seat at 8am (sign-in sheet will be available until 8am).
- Bathroom breaks: Please try to refrain from breaks outside of the designated class time. Leaving class is disruptive not just to your own learning but also to your peers.
- Actively participate in all classroom activities and discussions.
- Be respectful of others’ opinions and perspectives.
- You are responsible for ALL assignments and are expected to have read the chapter prior to attending the lecture.
- Check BeachBoard regularly. If there is any discrepancy between the posted grades and your records, advise the instructor immediately.

**Student Responsibilities and University Policies**

Cheating and Plagiarism. Please be aware of and ensure that your behavior conforms to University Policy, as contained in the California State University, Long Beach Policy Statement 80-01:


Disabilities must be verified by the University. Instructor may require confirmation of disability and evaluation of accommodation request from Disabled Student Services. A reminder that it is the student's responsibility to notify the instructor in advance of the need for accommodations of a university verified disability”

Communications: Students are expected to check email and BeachBoard accounts regularly for class announcements and their standing in the course.

**Commitment to Inclusion.** California State University, Long Beach is committed to maintaining an inclusive learning community that values diversity and fosters mutual respect. All students have the right to participate
fully in university programs and activities free from discrimination, harassment, sexual violence, and retaliation. Students who believe they have been subjected to discrimination, harassment, sexual violence, or retaliation on the basis of a protected status such as age, disability, gender, gender identity/expression, sexual orientation, race, color, ethnicity, religion, national origin, veteran/veteran status or any other status protected by law, should contact the Office of Equity and Diversity at (562) 985-8256, University Student Union (USU) Suite 301, http://www.csulb.edu/depts/oed.

Additional Resources:

**Journal Articles**


**Contemporary Healthcare Management Textbooks**


**Classic Management Books**


On-Line Resources:

Academy of Management http://www.aomonline.org/
American College of Healthcare Executives, ache.org
American Hospital Association, aha.org
California Health Line, a service of California Health Care Foundation, daily Internet news on healthcare in California, www.chcf.org
Journal of Science and Health Policy, www.scipolicy.net
National Information Center for Health Services Administration, www.nichsa.org (web links to American College of Healthcare Executives, American Hospital Association, American Health Information Management Association)
Appendix

CSULB HCA COMPETENCIES - From ACHE Competencies Assessment Tool, 2010

The Healthcare Leadership Alliance (HLA) Competency Directory is comprised of 297 specific competencies, organized into 5 domains ([http://www.healthcareleadershipalliance.org/](http://www.healthcareleadershipalliance.org/)). CSULB’s Health Care Administration Department has adopted these competencies as the basis for its curriculum, effective 2010. The domains are listed and defined below, with the principal areas included in each domain. HCA graduates are expected to demonstrate competence in aspects of all five domain areas.

**Domain 1 – Communication and Relationship Management.** The ability to communicate clearly and concisely with internal customers, establish and maintain relations, and facilitate constructive interactions with individuals and groups.
- A. Relationship Management
- B. Communication Skills
- C. Facilitation and Negotiation

**Domain 2 – Leadership.** The ability to inspire individual and organizational excellence, create a shared vision and successfully manage change to attain the organization’s strategic ends and successful performance. According to the HLA model, leadership intersects with each of the other four domains.
- A. Leadership Skills and Behavior
- B. Organizational Climate and Culture
- C. Communicating Vision
- D. Manage Change

**Domain 3 – Professionalism.** The ability to align personal and organizational conduct with ethical and professional standards that include a responsibility to the patient and community, a service orientation, and a commitment to lifelong learning and improvement.
- A. Personal and Professional Accountability
- B. Professional Development and Lifelong Learning
- C. Contributions to the Community and Profession

**Domain 4 – Knowledge of the Healthcare Environment.** The understanding of the healthcare system and the environment in which healthcare managers and providers function.
- A. Healthcare Systems and Organizations
- B. Healthcare Personnel
- C. The Patient’s Perspective
- D. The Community and the Environment

**Domain 5 – Business Skills and Knowledge.** The ability to apply business principles, including systems thinking, to the healthcare environment.
- A. General Management
- B. Financial Management
- C. Human Resource Management
- D. Organizational Dynamics and Governance
- E. Strategic Planning and Marketing
- F. Information Management
- G. Risk Management
- H. Quality Improvement