HCM410: Healthcare Operations Management

Credit Hours: 3

Contact Hours: This is a 3-credit course, offered in accelerated format. This means that 16 weeks of material is covered in 8 weeks. The exact number of hours per week that you can expect to spend on each course will vary based upon the weekly coursework, as well as your study style and preferences. You should plan to spend 14-20 hours per week in each course reading material, interacting on the discussion boards, writing papers, completing projects, and doing research.

Course Description and Outcomes

Course Description:
This course will introduce the student to healthcare management within a hospital or clinical setting. Students will gain an understanding of how to manage in the healthcare setting through planning, directing, and leadership responsibilities. Students will also learn about the importance of financing in achieving healthcare goals. Discussions will include managing hospital staffing, managing financial obligations in the present leadership roles in healthcare, integrating the higher level of patient care based on the current ACA standards, and understanding how older models of management and leadership practices can be blended into contemporary practices within today’s healthcare industry. Students will also gain knowledge of the moral and ethical implications impacting operational management decision-making practices.

Course Overview:
This class is intended to educate health care professionals to meet the challenges and take advantage of the opportunities found in healthcare. Many of the current challenges in healthcare today, such as increasing costs, decreasing profitability, inadequate access, and poor quality, to name a few, can be solved with more efficient operations. This class covers a broad spectrum of operations improvement programs and provides an overview of the significant environmental trends in the healthcare industry. This course will help you implement process improvement programs, techniques and tools in the healthcare environment, and help put processes in place to address the complex web of reimbursement systems, physician relations, workforce challenges, and governmental regulations. At the end of this course, the student will be able to identify methods to improve the management and delivery of healthcare to increase the effectiveness and efficiency of tomorrow’s healthcare system. Students will also have the opportunity to assess their personal strengths and career goals within healthcare operations management.

Course Learning Outcomes:

1. Explain the importance of budgeting and financial performance within healthcare operations management.
2. Evaluate how management and leadership practices in the U.S. healthcare setting are being used.
3. Compare and contrast various operations management models and their functions with healthcare settings.
4. Assess current healthcare policy and the implications of this policy on managing a healthcare facility.
5. Distinguish between the various roles of healthcare administration, executives, marketing strategies, and financial procedures within healthcare.

Participation & Attendance

Prompt and consistent attendance in your online courses is essential for your success at CSU-Global Campus. Failure to verify your attendance within the first seven days of this course may result in your withdrawal. If for some reason you would like to drop a course, please contact your advisor.

Online classes have deadlines, assignments, and participation requirements just like on-campus classes. Budget your time carefully and keep an open line of communication with your instructor. If you are having technical problems, problems with your assignments, or other problems that are impeding your progress, let your instructor know as soon as possible.

Course Materials

Textbook Information is located in the CSU-Global Booklist on the Student Portal.

Course Schedule

Due Dates

The Academic Week at CSU-Global begins on Monday and ends the following Sunday.

- Discussion Boards: The original post must be completed by Thursday at 11:59 p.m. MT, and Peer Responses posted by Sunday 11:59 p.m. MT. Late posts may not be awarded points.
- Opening Exercises: Take the opening exercise before reading each week’s content to see which areas you will need to focus on. You may take these exercises as many times as you need. The opening exercises will not affect your final grade.
- Mastery Exercises: Students may access and retake mastery exercises through the last day of class until they achieve the scores they desire.
- Critical Thinking: Assignments are due Sunday at 11:59 p.m. MT.

<table>
<thead>
<tr>
<th>Week #</th>
<th>Readings</th>
<th>Assignments</th>
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| 1      | Chapters 1 & 2 in *Healthcare Operations Management*  
Opening Exercise (0 points)  
Mastery Exercise (10 points) |
| 2 | • Chapters 3 & 4 in *Healthcare Operations Management*  
   • Opening Exercise (0 points)  
   • Mastery Exercise (10 points)  
   • Critical Thinking (70 points) |
|---|---|---|
| 3 | • Chapters 6 & 7 in *Healthcare Operations Management*  
   http://search.proquest.com.csuglobal.idm.oclc.org/view/1768357090/C9FEAAEA2A544708PQ/1?accountid=38569 | • Discussion (25 points)  
   • Opening Exercise (0 points)  
   • Mastery Exercise (10 points)  
   • Critical Thinking (100 points) |
| 4 | • Chapters 8, 9, & 10 in *Healthcare Operations Management*  
   • Opening Exercise (0 points)  
   • Mastery Exercise (10 points)  
   • Portfolio Milestone (50 points) |
| 5 | • Chapters 5 & 13 in *Healthcare Operations Management*  
   • Opening Exercise (0 points)  
   • Mastery Exercise (10 points)  
   • Critical Thinking (100 points) |
• Chapter 12 in *Healthcare Operations Management*  
| 7 | • Chapter 13 & 14 in *Healthcare Operations Management*  
| 8 | • Chapter 15 in *Healthcare Operations Management*  
Assignment Details

This course includes the following assignments/projects:

Module 1
PORTFOLIO PROJECT REMINDER
Be sure to review the Portfolio Project description and Portfolio Project rubric in the Module 8 folder for details.

Module 2
CRITICAL THINKING ASSIGNMENT (70 points)
Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option 1: Internships, Volunteering, and Certifications
There are two parts to this assignment; review the entire assignment before getting started.
Part 1. Conduct a search for internships or volunteer opportunities that pertain specifically to healthcare operations management. Start by looking in your local area; you may expand to other areas as needed/desired. Consider these questions as you conduct the search:
• What types of opportunities did you find?
• What specific qualities or skill set are organizations seeking in interns or volunteers?
• What personally interests you most or least in these opportunities?
Part 2. Conduct a search for professional certifications that might apply specifically to healthcare operations management. Consider these questions as you conduct the search:
• What certifications are available in your professional area of interest?
• Who are the sponsoring associations of these professional certifications?
• How are the certifications obtained?
• Are exams, fees, or proof of education or work experience required?
• How might these certifications benefit you in your career?
The paper should be well-written and meet the following requirements:
• 2-3 pages in length (excluding title and reference pages).
• Formatted according to the CSU-Global Guide to Writing and APA.
• Include at least three references from peer-reviewed articles. The CSU-Global Library is a good place to find peer-reviewed articles.

Option 2: Internships, Volunteering, and Certifications
There are two parts to this assignment; review the entire assignment before getting started.
Part 1. Conduct a search for internships or volunteer opportunities that pertain to healthcare administration and management as a whole. Start by looking in your local area; you may expand to other areas as needed/desired. Consider these questions as you conduct the search:
• What types of opportunities did you find?
• What specific qualities or skill set are organizations seeking in interns or volunteers?
• What personally interests you most or least in these opportunities?
Part 2. Conduct a search for professional certifications that might apply specifically to healthcare administration and management as a whole. Consider these questions as you conduct the search:
• What certifications are available in your professional area of interest?
• Who are the sponsoring associations of these professional certifications?
• How are the certifications obtained?
• Are exams, fees, or proof of education or work experience required?
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Module 3
CRITICAL THINKING ASSIGNMENT (100 points)
Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option 1: Failure-Mode Effects and Criticality Analysis (FMECA)
The deliverable for this assignment is a 3-5 page paper and a completed FMEA. First, identify a common operational challenge (such as emergency room waiting time, operating room turn-over, timely patient discharge) in healthcare organizations and use the FMECA tool to identify potential failure modes. Then for the top three modes, develop 2-3 tactics to prevent the failure.
The paper should be well-written and meet the following requirements:
• 2-3 pages in length (excluding title and reference pages).
• Formatted according to the CSU-Global Guide to Writing and APA.
• Include at least three references from peer-reviewed articles. The CSU-Global Library is a good place to find peer-reviewed articles.

Option 2: Force Field Analysis
The deliverable for this assignment is a 3-5 page paper and a completed force field analysis. First, identify a common operational challenge (such as emergency room waiting time, operating room turn-over, timely patient discharge) in healthcare organizations and use the force field analysis tool to identify potential issues. Then, for the top issues, develop 2-3 tactics to address the challenges.
The paper should be well-written and meet the following requirements:
• 2-3 pages in length (excluding title and reference pages).
• Formatted according to the CSU-Global Guide to Writing and APA.
• Include at least three references from peer-reviewed articles. The CSU-Global Library is a good place to find peer-reviewed articles.

Module 4
PORTFOLIO MILESTONE (50 points)
Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option 1: Topic Selection
Submit a paper that identifies your choice for the Portfolio Project and your operational management topic. Submit a brief outline of your paper and a list of at least three scholarly references that will be utilized for research. Format all references according to the CSU-Global Guide to Writing and APA.

Option 2: Topic Selection
Submit a paper that identifies your choice for the Portfolio Project and your operational management topic. Submit a brief outline of your presentation and a list of at least three scholarly references that will be utilized for research. Format all references according to the CSU-Global Guide to Writing and APA.
Module 5
CRITICAL THINKING ASSIGNMENT (100 points)
Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option 1: Project Management: Crashing
Review the information in the textbook and the following online article on Crashing in Project Management. After reviewing the material and reflecting on the content, write a paper that addresses the following questions:

• What is “project crashing”?
• When might it be appropriate to utilize project crashing?
• What are the potential downfalls of project crashing?
• Have you seen it used at your place of employment? If so, to what extent was it successful?
• What would you recommend as the first/best alternative to project crashing?

The paper should be well-written and meet the following requirements:
• 2-3 pages in length (excluding title and reference pages).
• Formatted according to the CSU-Global Guide to Writing and APA.
• Include at least three references from peer-reviewed articles. The CSU-Global Library is a good place to find peer-reviewed articles.

Option 2: Project Management: Setting-Up the Team
Review the information in the textbook and the following online article on Setting up a Project Team. Using the example of a mid-sized family practice clinic looking to change to a new electronic medical records system, write a paper that addresses the following questions:

• Who should be invited to participate in the project and why?
• Who are the stakeholders in the project?
• Why are these particular stakeholders important to the process?
• What is agile project management? (This may be a good question for which you conduct additional research in the CSU-Global library.)
• Would it be appropriate in this case?
• What should the formal communication plan include?

The paper should be well-written and meet the following requirements:
• 2-3 pages in length (excluding title and reference pages).
• Formatted according to the CSU-Global Guide to Writing and APA.
• Include at least three references from peer-reviewed articles. The CSU-Global Library is a good place to find peer-reviewed articles.

Module 6
CRITICAL THINKING ASSIGNMENT (100 points)
Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option 1: Memo
For this assignment, you will write a memo to the CEO that makes a cogent argument for a hospital to implement a “Discharge by Noon” project. The memo should identify the top three or four challenges and offer potential solutions.

The memo should be well-written and meet the following requirements:
• 2-3 pages (single-spaced) in length.
• Include at least three references from the peer-reviewed articles. The CSU-Global Library is a good place to find peer-reviewed articles.
• Reference list is expected and formatted according to the CSU-Global Guide to Writing and APA.

Option 2: Memo
The physician medical director for your hospital’s emergency department is convinced that building a 10-bed addition will address the over-crowding problem that has plagued the hospital for the last five years. Write a brief memo addressed to the hospital CEO and chief of the medical staff in which you argue that spending $6 million will not solve the problem. The memo should identify the root-causes of such issues and explain why a more comprehensive solution is needed.
The memo should be well-written and meet the following requirements:
• 2-3 pages (single-spaced) in length.
• Include at least three references from the peer-reviewed articles. The CSU-Global Library is a good place to find peer-reviewed articles.
• Reference list is expected and formatted according to the CSU-Global Guide to Writing and APA.

Module 7
n/a

Module 8
PORTFOLIO PROJECT (300 points)
Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option 1: Improving Patient Flow
Drawing from the concepts learned during this course, you will write a paper that explores and applies the relevant tools and techniques to address one of the two common operating issues presented below (do not address more than one).

It will be critical to identify the key contributing factors, which are often numerous and intertwined. In developing solutions, you must give due consideration to possible second- and third-order effects. Where possible, you are encouraged to examine a local healthcare organization; this may include interviewing organizational leaders and managers, examining issues and challenges, and analyzing data, for example.
Issue 1: A hospital’s imaging and laboratory department turn-around-times for providing results are not meeting the needs of the clinical staff (physicians and nurses).

OR
Issue 2: The ER staff feels like they are “pushing” admissions to the intensive care and medical-surgical units, and that nursing staff in these units are reluctant to accept new patients. The ICU and MS nurses counter that they “pull” admissions in when they can, except during times when census is high and staffing is tight.

Your paper should be well-written and meet the following requirements:
• 8-10 pages in length.
• Formatted according to the CSU-Global Guide to Writing and APA.
• Include at least six references from the peer-reviewed articles. The CSU-Global Library is a good place to find peer-reviewed articles.

Option 2: Improving Patient Flow
Drawing from the concepts learned during this course, you will create a PowerPoint presentation that explores and applies the relevant tools and techniques to address one of the two common operating issues presented below (do not address more than one).
It will be critical to identify the key contributing factors, which are often numerous and intertwined. In developing solutions, you must give due consideration to possible second- and third-order effects. Where possible, you are encouraged to examine a local healthcare organization; this may include interviewing organizational leaders and managers, examining issues and challenges, and analyzing data, for example.

Issue 1: A hospital’s imaging and laboratory department turn-around-times for providing results are not meeting the needs of the clinical staff (physicians and nurses).

OR

Issue 2: The ER staff feels like they are “pushing” admissions to the intensive care and medical-surgical units, and that nursing staff in these units are reluctant to accept new patients. The ICU and MS nurses counter that they “pull” admissions in when they can, except during times when census is high and staffing is tight.

The presentation must meet the following requirements:

- 16-20 slides in length (excluding title and reference slides).
- Each slide must provide detailed speakers notes—a minimum of 100 words. Notes must draw from and cite relevant reference materials.
- Presentations must adhere to academic integrity standards; limited use of direct quotes, proper paraphrasing, and citing sources, for example.
- Format citation sand reference list according to the CSU-Global Guide to Writing and APA.
- Include at least six references from the peer-reviewed articles. The CSU-Global Library is a good place to find peer-reviewed articles.

Course Policies

Grading Scale and Policies

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<thead>
<tr>
<th>Grade</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>A</td>
<td>95.0 – 100</td>
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<tr>
<td>A-</td>
<td>90.0 – 94.9</td>
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<tr>
<td>B+</td>
<td>86.7 – 89.9</td>
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<tr>
<td>B</td>
<td>83.3 – 86.6</td>
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<tr>
<td>B-</td>
<td>80.0 – 83.2</td>
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<td>C+</td>
<td>75.0 – 79.9</td>
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<tr>
<td>C</td>
<td>70.0 – 74.9</td>
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<td>D</td>
<td>60.0 – 69.9</td>
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<tr>
<td>F</td>
<td>59.9 or below</td>
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In-Classroom Policies

For information on late work and incomplete grade policies, please refer to our In-Classroom Student Policies and Guidelines or the Academic Catalog for comprehensive documentation of CSU-Global institutional policies.

Academic Integrity

Students must assume responsibility for maintaining honesty in all work submitted for credit and in any other work designated by the instructor of the course. Academic dishonesty includes cheating, fabrication, facilitating academic dishonesty, plagiarism, reusing/re-purposing your own work (see the CSU-Global Guide to Writing and APA for percentage of repurposed work that can be used in an assignment), unauthorized possession of academic materials, and unauthorized collaboration. The CSU-Global Library provides information on how students can avoid plagiarism by understanding what it is and how to use the Library and internet resources.
Citing Sources with APA Style
All students are expected to follow the CSU-Global Guide to Writing and APA when citing in APA (based on the APA Style Manual, 6th edition) for all assignments. For details on CSU-Global APA style, please review the APA resources within the CSU-Global Library under the “APA Guide & Resources” link. A link to this document should also be provided within most assignment descriptions in your course.

Disability Services Statement
CSU–Global is committed to providing reasonable accommodations for all persons with disabilities. Any student with a documented disability requesting academic accommodations should contact the Disability Resource Coordinator at 720-279-0650 and/or email ada@CSUGlobal.edu for additional information to coordinate reasonable accommodations for students with documented disabilities.

Netiquette
Respect the diversity of opinions among the instructor and classmates and engage with them in a courteous, respectful, and professional manner. All posts and classroom communication must be conducted in accordance with the student code of conduct. Think before you push the Send button. Did you say just what you meant? How will the person on the other end read the words?

Maintain an environment free of harassment, stalking, threats, abuse, insults, or humiliation toward the instructor and classmates. This includes, but is not limited to, demeaning written or oral comments of an ethnic, religious, age, disability, sexist (or sexual orientation), or racist nature; and the unwanted sexual advances or intimidations by email, or on discussion boards and other postings within or connected to the online classroom.

If you have concerns about something that has been said, please let your instructor know.