HCM460: Introduction to Healthcare Strategy

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 10-25 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 provide the student with an overall introduction to the healthcare strategic management process within a health-related facility. The course also discusses strategic marketing plans to address patient care and patient needs, offers suggestions on how to develop and translate a successful strategic plan assisting in daily operational functions within the healthcare setting, and offers practical applications to strategic management theory through the use of case studies.

Course Overview:

This course begins with an introduction to healthcare strategy and its significance to operational success. Topics include investigation of the healthcare environment through analysis tools to identify stakeholders, assess community healthcare needs, and examine competitors’ positions. The course will summarize the healthcare consumer and distinguish between consumer requirements and organizational obligations. You will formulate a healthcare strategic plan and demonstrate ability to monitor and evaluate your plan. Organizational structures will be identified. Finally, you will examine strategic management functions within the healthcare environment.

Course Learning Outcomes:

1. Illustrate the strategic management process as it relates to healthcare.
2. Generate strategic marketing plans to handle patient care issues that may arise.
3. Develop a strategic plan for a healthcare setting.
4. Describe the meaning of quality assurance in the healthcare setting.
5. Apply performance measurement to healthcare strategic management.
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 7 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.
- Live Classroom: Although participation is not required, Live Classroom sessions are held during Week 2 and Weeks 5 or 6. There are two total sessions.

<table>
<thead>
<tr>
<th>Week #</th>
<th>Readings</th>
<th>Assignments</th>
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</table>
| 1      | • Chapter 1 in *Strategic Healthcare Management: Planning and Execution*  
        • Opening Exercise (0 points)  
        • Mastery Exercise (10 points)  
        • Critical Thinking (40 points) |
| 2      | • Chapters 2 & 6 in *Strategic Healthcare Management: Planning and Execution*  
        • Opening Exercise (0 points)  
        • Mastery Exercise (10 points)  
        • Critical Thinking (60 points)  
        • Live Classroom (0 points) |
|---|---|
| 3 | Chapters 6, 7, & 8 in *Strategic Healthcare Management: Planning and Execution*

|   | Discussion (25 points)
- Opening Exercise (0 points)
- Mastery Exercise (10 points)
- Critical Thinking (50 points) |
| 4 | Chapters 8 & 10 in *Strategic Healthcare Management: Planning and Execution*


|   | Discussion (25 points)
- Opening Exercise (0 points)
- Mastery Exercise (10 points)
- Critical Thinking (55 points) |
| 5 | Chapter 12 in *Strategic Healthcare Management: Planning and Execution*

  - Bate, J.D. (2010). How to explore for innovation on our organization’s strategic frontier. *Strategy and Leadership, 38*(1), 32-36.
|   | Discussion (25 points)
- Opening Exercise (0 points)
- Mastery Exercise (10 points)
- Critical Thinking (55 points)
- Live Classroom Option 1 (0 points) |


|   | Discussion (25 points)
- Opening Exercise (0 points)
- Mastery Exercise (10 points)
- Critical Thinking (60 points)
- Live Classroom Option 2 (0 points) |
| 7 | Chapter 15 in *Strategic Healthcare Management: Planning and Execution*

  - Kash, B., Spaulding, A., Johnson, C., & Gamm, L. (2014, |
|   | Discussion (25 points)
- Opening Exercise (0 points)
- Mastery Exercise (10 points)
- Critical Thinking (50 points) |
<table>
<thead>
<tr>
<th>Chapter</th>
<th>Title</th>
<th>Journal/Volume</th>
<th>Pages</th>
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<tr>
<td>8</td>
<td>• Chapter 14 in <em>Strategic Healthcare Management: Planning and Execution</em></td>
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Assignment Details

This course includes the following assignments/projects:

Module 1

**Critical Thinking (40 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: Drivers of Change**

Healthcare is an evolving environment. The major drivers of change include healthcare technology, demographic shifts, political forces, and global forces.

Based on your Chapter 1 reading, develop an outline list that fulfills the following requirements for each of the three major change drivers:

1) Identify the change driver.
   a) Identify at least three examples that fall under that change driver.
      i) Provide the significance to healthcare strategy for each example.

2) Continue this same process for the other two major change drivers.

Project Requirements: Your outline should:

- Be well organized in a multi-leveled outline list and at least one page in length. Include your references.
- Follow the CSU-Global Guide to Writing & APA Requirements.

Review the grading rubric, which can be accessed from the Course Information page. Reach out to your instructor if you have any questions about the assignment.

**Option 2: Types of Strategies**

The two primary types of healthcare strategies are prospective and emergent. Each has different characteristics and factors that affect the desired outcome.

Based on your Chapter 1 reading, develop a Microsoft Word table that identifies at least three characteristics of each strategy type. Below this, include at least three factors that affect the type choice and, finally, provide an example of an organizational issue in which this type of strategy would be most successful.

Table example:

<table>
<thead>
<tr>
<th>Prospective Strategy</th>
<th>Emergent Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Characteristic 1</td>
<td>Characteristic 1</td>
</tr>
<tr>
<td>Characteristic 2</td>
<td>Characteristic 2</td>
</tr>
<tr>
<td>Characteristic 3</td>
<td>Characteristic 3</td>
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<tr>
<td>Factors Affecting Use 1</td>
<td>Factors Affecting Use 1</td>
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<tr>
<td>Factors Affecting Use 2</td>
<td>Factors Affecting Use 2</td>
</tr>
<tr>
<td>Factors Affecting Use 3</td>
<td>Factors Affecting Use 3</td>
</tr>
<tr>
<td>Example</td>
<td>Example</td>
</tr>
</tbody>
</table>

Project Requirements: Your table should:
Module 2

Critical Thinking (60 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: Stakeholder Analysis

In a well-written paper, determine and examine the healthcare stakeholders (both internal and external) for an acute care hospital. You should specifically address how the stakeholder benefits from the organization and the organization’s responsibility to their stakeholder.

Paper Requirements: Your paper should:

- Be well written.
- Consist of 2-3 double-spaced pages, not including the title and reference pages.
- Follow the CSU-Global Guide to Writing & APA Requirements.

Review the grading rubric, which can be accessed from the Module 2 folder. Reach out to your instructor if you have any questions about the assignment.

Option 2: Market Segments

In a PowerPoint presentation, identify five possible categories of “customer” that a medical supply vendor might think about in planning strategies to increase sales of its products. Provide an analysis of why you chose these five categories and how this market benefits the organization.

Requirements: Your presentation should:

- Use professional design and theme.
- Be well written and organized.
- Use one characteristic or variable per slide.
- Be 6-8 slides in length, not including the title and reference pages.
- Follow the CSU-Global Guide to Writing & APA Requirements.

Review the grading rubric, which can be accessed from the Module 2 folder. Reach out to your instructor if you have any questions about the assignment.

Portfolio Project Milestone Option #1 and Option #2 (25 points)

Submit Portfolio Project Topic

Select the healthcare organization for which you will develop a marketing plan. You may wish to choose the organization you work for currently or one you have worked for in the past. If you like, you may also create a fictional organization from research you have gathered about different organizations in the healthcare industry. You will need to be sure to provide sufficient detail and realistic information about this fictional organization to complete the assignment requirements.
Write a 150-200 word description of the organization, focusing on these areas:

- An overview of the organization
- Organizational strengths and strategic advantages
- Description of the consumer, key stakeholders, and market segment

Review the Portfolio Project Description and the Portfolio Project grading rubric, which are accessible from the Week 8 folder. Be sure to work on this project throughout the term.

Module 3

Critical Thinking (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: Mission Statement

The mission statement is a significant component of the strategic plan. In a well-written paper, define mission statement and discuss its significance, value, and characteristics. Discuss everything that should or should not be included in a mission statement, and explain why.

Then, write a mission statement for the organization you have selected for your portfolio project. You will use this mission statement in this final project.

Paper Requirements: Your paper should:

- Be well written and organized.
- Be 1-2 double-spaced pages in length, not including the title and reference pages.
- Follow the CSU-Global Guide to Writing & APA Requirements.

Option 2: Vision Statement

The vision statement describes the organization’s desired future state. In a well-organized presentation, define vision statement and discuss its significance, value, target stakeholders, and characteristics. Discuss everything that should or should not be included in a mission statement, and explain why.

Then, write a vision statement for the organization you have selected for your portfolio project. You will use this vision statement in this final project.

Presentation Requirements: Your PowerPoint presentation should:

- Be well written and organized, using professional themes and transitions,
- Be 6-8 slides in length, not including the title and reference pages and
- Follow the CSU-Global Guide to Writing & APA Requirements.

Review the grading rubric, which can be accessed from Module 3 folder. Reach out to your instructor if you have any questions about the assignment.

Portfolio Project Milestone Option #1 and Option #2 (25 points)
Submit Portfolio Project Topic

Determine the organization you are going to use for your portfolio project. In a paper ½-1 page in length, provide your instructor with the organization you have chosen, a brief description of why you chose this organization, and how the plan will add to healthcare organizational success.

Note: While you will not receive points for this Portfolio Project preliminary deliverable this week, it is worth 25 points to your final score.

Module 4

Critical Thinking (55 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: SWOT Analysis

Perform a SWOT analysis for the organization you have selected for your portfolio project. In a well-organized paper, describe the Strengths, Weaknesses, Opportunities, and Threats of the organization. In a brief discussion, analyze these findings as they relate to the future success of the organization. This analysis will be used in your Module 8 Portfolio Project.

Paper Requirements: Your paper should:

- Be well organized
- Contain one title page, one page of discussion, one page diagram/chart and one page reference (four pages total)
- Use the four-square display as indicated on page 185 of our text or download the free Microsoft SWOT analysis template
- Follow the CSU-Global Guide to Writing & APA Requirements.

Review the grading rubric, which can be accessed from the Module 4 folder. Reach out to your instructor if you have any questions about the assignment.

Option 2: Environmental Assessment

Perform a PEST external environmental for the organization you have selected for your portfolio project. In a well-organized paper, conduct the PEST analysis of this organization. Within these areas of Political, Economic, Social/Cultural and Technological, identify several items for each category. Examine the significance of these items and briefly discuss why these are important to this healthcare organization’s success.

Paper Requirements: Your paper should:

- Be well organized
- Use a multilevel outline format to address each of the PEST categories, and areas of significance for each
- Include a title page, reference page for four pages total
- Follow CSU-Global Guide to Writing & APA Requirements.

Review the grading rubric, which can be accessed from the Module 4 folder. Reach out to your instructor if you have any questions about the assignment.

Portfolio Project Milestone Option #1 and Option #2 (25 points)

Submit Portfolio Project Outline
Develop your outline for your Portfolio Project. On a one-page submission, provide your instructor with the formatted outline for each area you will discuss. Be sure to include an introduction, a conclusion, and a reference page on your outline.

Note: While you will not receive points for this Portfolio Project preliminary deliverable this week, it is worth 25 points to your final score.

Module 5

**Critical Thinking (55 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: Corporate Structure**

From what you have learned in Chapter 12 from the textbook on organization structure and impact on strategy, define the various structures and include discussion providing significance for planning, implementation, and success.

Paper Requirements:
- Your paper should be well written,
- Be 2-3 double-spaced pages in length, not including the title and reference pages
- Follow the CSU-Global Guide to Writing & APA Requirements.

Review the grading rubric, which can be accessed in the Module 5 folder. Reach out to your instructor if you have any questions about the assignment.

**Option #2: Five Forces Model**

Watch the Michael Porter video *The Five Competitive Forces That Shape Strategy*. Define Porter’s Five Forces Model, and include discussion providing a basis for use of this analysis in healthcare. For each of the five forces, provide the strategic benefit for the organization.

Paper Requirements: Your paper should:
- Be well written
- Be 2-3 double-spaced pages in length, not including the title and reference pages
- Follow the CSU-Global Guide to Writing & APA Requirements.

Review the grading rubric, which can be accessed in the Module 5 folder. Reach out to your instructor if you have any questions about the assignment.

Module 6

**Critical Thinking (60 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: Quality Improvement Organizations (QIO)**

Use the American Health Quality Association website to locate your state’s QIO activities (*Find Your QIO*). Locate the QIO that serves your state of residence.
Develop a professional PowerPoint presentation on the topic of QIO strategy implementation within your state. Identify providers, at least six separate areas of quality focus, and the QIO’s significance to the healthcare success of your state’s population.

Presentation Requirements:

- Your presentation should be well written and organized,
- Be at least 8-10 slides in length, not including the title and reference slides
- Follow CSU-Global Guide to Writing & APA Requirements.

Review the grading rubric, which can be accessed from the Module 6 folder. Reach out to your instructor if you have any questions about the assignment.

Option #2: Quality Improvement Readiness

Review the Health Resources and Services Administration web page, Readiness Assessment & Developing Project Aims (Part 4: Tools to Support Readiness Assessment). Locate the Organizational Readiness to Change Survey.

Review the survey tool as you think about your current employer organization or one in which you are a patient. In a professional PowerPoint presentation, discuss the topic of Quality Improvement (QI) change readiness, how the organization selects the planning team, how they prepare for change and identify importance of Aim Statements.

Presentation Requirements:

- Your presentation should be well written and organized
- Be at least 8-10 slides in length, not including the title and reference slides
- Follow CSU-Global Guide to Writing & APA Requirements.

Review the grading rubric, which can be accessed from Module 6 folder. Reach out to your instructor if you have any questions about the assignment.

Portfolio Project Milestone Option #1 and Option #2 (25 points):

Submit Annotated Bibliography

Generate your annotated bibliography for your Portfolio Project. Submit this bibliography to your professor with a description of how each reference supports your project and why you chose this resource.

Note: While you will not receive points for this Portfolio Project preliminary deliverable this week, it is worth 25 points to your final score.

Module 7

Critical Thinking: Networking (50 points)

For this assignment, you should first complete the following tasks:

- Build a 90% complete profile on LinkedIn.
- Research professional organizations within your degree field.
- Make a list of people who could serve as a professional mentor or career coach for you.

Then develop a well-written paper that includes the following:

- Describe the role that networking can play in your professional life.
- Explain what you’re doing to keep your “professional brand” consistent across social and professional platforms.
• List at least two professional organizations within your degree field and describe the value you could gain by becoming a member of these organizations.
• Discuss the steps you could take to developing a professional connection with a mentor or career coach.

Your paper should meet the following requirements:

• Be 2-3 pages in length
• Be formatted according to CSU-Global Guide to Writing & APA Requirements.

Include a screen shot of your LinkedIn profile that shows you have built a 90% complete profile.

Module 8

Portfolio Project (350 points)

Choose one of the following two assignments to complete for the Portfolio Project. Do not do both assignments. Identify your assignment choice in the title of your submission.

Portfolio Project Option #1: Strategic Marketing Plan

For the final Portfolio Project you will submit a written paper developing an organization’s strategic marketing plan that you could share with the organization’s board of directors. You may wish to choose the organization you work for currently or one you have worked for in the past. If you like, you may also create a fictional organization from research you have gathered about different organizations in the healthcare industry. You will need to be sure to have sufficient detail and realistic information about this fictional organization to complete the assignment requirements.

The paper components will include: assessing the organization’s environment, identifying the consumer market, developing a mission and vision statement, summarizing quality initiatives, developing a plan for marketing the organization, and creating a monitoring measurement metric to ensure future success of the organization. The project will consist of the following elements:

• An introduction of the organization
• A SWOT analysis identifying the organizational competencies and strategic advantages
• Identification of the consumer, key stakeholders or market
• A mission and vision statement
• A summary of quality initiatives for the organization
• Recommendations for monitoring measurements to ensure the success of the organization’s strategic plan.

Paper Requirements:

• Required length: 8 to 10 pages not including the title or reference page
• Include APA level headings
• Include all citations and references
• Follow CSU-Global Guide to Writing & APA Requirements.

Review the grading rubric, which can be accessed from the Module 8 folder. Reach out to your instructor if you have any questions about the assignment.

Portfolio Project Option #2: Strategic Marketing Plan

For the final Portfolio Project you will create a professional presentation (using MS PowerPoint or a similar application) developing an organization’s strategic marketing plan that you could share with the organization’s board of directors. You may wish to choose the organization you work for currently or one you have worked for in
the past. If you like, you may also create a fictional organization from research you have gathered about different organizations in the healthcare industry. You will need to be sure to provide sufficient detail and realistic information about this fictional organization to complete the assignment requirements.

The presentation components will include: assessing the organization’s environment, identifying the consumer market, developing a mission and vision statement, summarizing quality initiatives, developing a plan for marketing the organization, and creating a monitoring measurement metric to ensure future success of the organization. The project will consist of the visual representations of the following elements:

- An introduction of the organization
- A SWOT analysis identifying the organizational competencies and strategic advantages
- Identification of the consumer, key stakeholders and market
- A mission and vision statement
- A summary of quality initiatives for the organization
- Recommendations for monitoring measurements to ensure the success of the organization’s strategic plan.

Presentation Requirements:

- Required length: 12-16 PowerPoint slides
- Use professional themes and images, with no animation
- Include citations of information used in the presentation
- Include speaker’s notes for each slide
- Follow CSU-Global Guide to Writing & APA Requirements.

Review the grading rubric, which can be accessed from the Module 8 folder. Reach out to your instructor if you have any questions about the assignment.

Course Policies

### Grading Scale and Policies

<table>
<thead>
<tr>
<th>Grade</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>A</td>
<td>95.0 – 100</td>
</tr>
<tr>
<td>A-</td>
<td>90.0 – 94.9</td>
</tr>
<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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<tr>
<td>C+</td>
<td>75.0 – 79.9</td>
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<td>C</td>
<td>70.0 – 74.9</td>
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<tr>
<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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</tbody>
</table>

### 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 CSU-Global Guide to Writing and APA Requirements 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 Requirements 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 on your course’s Assignments page.

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.