HCM481 - Healthcare Strategic Management & Leadership

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 explores contemporary issues within the healthcare operating environment that impact the strategic management of healthcare organizations. As the capstone course for the program, it synthesizes concepts from all previous courses with special emphasis on economic and financial analysis, the legal and regulatory environment, ethical considerations, organizational theory and leadership, and quality improvement. The course will employ case studies that allow the student to explore various concepts and apply techniques in a holistic manner to develop innovative solutions for challenging problems in the industry.

Course Overview:
In this course, students will synthesize and apply what they’ve learned in the Bachelor’s of Healthcare Administration and Management program. The focus for this course is on the creation of a final project that is designed to integrate the components of organizational strategy development and execution.

Course Learning Outcomes:

1. Examine the implications that legal, political, economic, social, and technological changes have on the development of strategic plans.
2. Analyze the impact of cultural demographics on the healthcare market.
3. Assess the impact of government regulation on the healthcare industry.
4. Analyze the effect of healthcare reform on healthcare strategic planning.
5. Analyze and evaluate cutting-edge practices that leading healthcare organizations have implemented to address changes in their operating environments.

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.

<table>
<thead>
<tr>
<th>Week #</th>
<th>Readings</th>
<th>Assignments</th>
</tr>
</thead>
</table>
| 1      | Chapters 1, 2, 3, & 4 in Strategic Analysis for Healthcare: Concepts and Practical Applications  
Opening Exercise (0 points)  
Mastery Exercise (10 points) |
| 2      | Chapters 5, 6, 7, 8, 9, & 10 in Strategic Analysis for Healthcare: Concepts and Practical Applications  
Opening Exercise (0 points)  
Mastery Exercise (10 points) |
| 3      | Chapters 11, 12, 13, 14, 15, 16, & 17 in Strategic Analysis for Healthcare: Concepts and Practical Applications  
Opening Exercise (0 points) |
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Mastery Exercise (10 points)</td>
</tr>
<tr>
<td></td>
<td>Critical Thinking (95 points)</td>
</tr>
<tr>
<td></td>
<td>Chapters 22, 23, &amp; 24 in <em>Strategic Analysis for Healthcare: Concepts and Practical Applications</em></td>
</tr>
<tr>
<td></td>
<td>Mastery Exercise (10 points)</td>
</tr>
<tr>
<td></td>
<td>Portfolio Project Milestone (25 points)</td>
</tr>
<tr>
<td></td>
<td>Critical Thinking (95 points)</td>
</tr>
<tr>
<td>5</td>
<td>Chapters 18, 19, 20, &amp; 21 in <em>Strategic Analysis for Healthcare: Concepts and Practical Applications</em></td>
</tr>
<tr>
<td></td>
<td>Mastery Exercise (10 points)</td>
</tr>
<tr>
<td></td>
<td>Critical Thinking (90 points)</td>
</tr>
<tr>
<td>6</td>
<td>Chapters 25 &amp; 26 in <em>Strategic Analysis for Healthcare: Concepts and Practical Applications</em></td>
</tr>
<tr>
<td></td>
<td>Mastery Exercise (10 points)</td>
</tr>
<tr>
<td></td>
<td>Critical Thinking (95 points)</td>
</tr>
<tr>
<td>7</td>
<td>Chapters 25 &amp; 26 in <em>Strategic Analysis for Healthcare: Concepts and Practical Applications</em></td>
</tr>
<tr>
<td></td>
<td>Mastery Exercise (10 points)</td>
</tr>
<tr>
<td></td>
<td>Portfolio (325 points)</td>
</tr>
</tbody>
</table>
Assignment Details

This course includes the following assignments/projects:

Module 2

CRITICAL THINKING ASSIGNMENT (90 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 and PEST Analysis
For this assignment you will compare and contrast, as well as assess, the usefulness of SWOT and PEST analyses, which are frequently used by healthcare organizations in their strategic planning efforts. Your paper is expected to describe both tools briefly and explain how each is used in formulating strategy. In addition, your paper must describe the strengths, limitations, and challenges of each.

Your paper should be 3-4 pages in length, not including the title and reference pages, and conform to CSU-Global Guide to Writing and APA. Include at least three current scholarly references (e.g., peer-reviewed articles) in addition to the course textbook.

Option #2: Five Forces Framework and Strategic Industry Map
For this assignment you will compare and contrast, as well as assess, the usefulness of the five forces framework and the strategic industry map, which are frequently used by healthcare organizations in their strategic planning efforts. Your paper is expected to briefly describe both tools and explain how each is used in formulating strategy. In addition, your paper must describe the strengths, limitations, and challenges of each.

Your paper should be 3-4 pages in length, not including the title and reference pages, and conform to CSU-Global Guide to Writing and APA. Include at least three current scholarly references (e.g., peer-reviewed articles) in addition to the course textbook.

PORTFOLIO PROJECT REMINDER

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

Module 3

CRITICAL THINKING ASSIGNMENT (95 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: Which Model?
Scenario: You were recently hired as the Director of Planning for a mid-sized hospital, and the CEO has decided to hire a consultant to assist with the annual strategic planning process. Three different firms have submitted proposals, each uses a different approach:

• Firm A uses the Boston Consulting Group Matrix.
• Firm B uses the General Electric Matrix.
• Firm C uses the McKinsey 7S Model.

The CEO has asked you to write a brief memo that concisely describes each of these models. In addition to describing these models, this memo must compare and contrast the strengths and limitations of each model and offer a recommendation on which model to use.

The memo should be well-written and meet the following requirements:
Module 4

PORTFOLIO PROJECT MILESTONE (25 points)
Choose one of the following two Portfolio Project options which you will work on throughout this course, and then complete the assignment

Options #1 and #2: Submit a Bibliography
Review the requirements for the Portfolio Project. Prepare and submit a bibliography of research sources that you plan to use for the Portfolio Project. The bibliography should consist of at least 10 credible reference sources, including at least two peer-reviewed articles. The bibliography entries must be formatted per the CSU-Global Guide to Writing and APA.

This submission is worth 25 points of your Portfolio Project, which is due in Module 8. Additionally, you will be expected to account for the instructor’s feedback in the final version of the Portfolio Project assignment.

Module 5

CRITICAL THINKING ASSIGNMENT (90 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: Educational Flyer: Internal Factor Evaluation & Internal–External Matrix
Scenario: You are the Director of Strategic Planning for a large hospital. In three weeks, the senior leadership team will embark on its annual strategic planning cycle. The CEO has decided that the team needs a “refresher” on two important topics: Internal Factor Evaluation and Internal–External Matrix. She has asked you to develop a one-page “flyer” that compares them in a side-by-side format. The flyer should describe each tool and bullet the following items: How the tool is used, strengths of the tools, limitations of the tools, and challenges that organizations usually face in trying to use the tools.

The flyer should be well organized and written and meet the following requirements:
• One page in length (excluding reference list, which is required)
Option #2: Educational Flyer: Grand Strategy Matrix and SPACE Matrix

Scenario: You are the Director of Strategic Planning for a large hospital. In three weeks, the senior leadership team will embark on its annual strategic planning cycle. The CEO has decided that the team needs a “refresher” on two important topics: Grand Strategy Matrix and the SPACE Matrix. She has asked you to develop a one-page “flyer” that compares them in a side-by-side format. The flyer should describe each tool and bullet the following items: how the tool is used, strengths of the tools, limitations of the tools, and challenges that organizations usually face in trying to use the tools.

The flyer should be well organized and written and meet the following requirements:
• One page in length (excluding reference list, which is required)
• Include at least three current references from the peer-reviewed articles.

Module 6

CRITICAL THINKING ASSIGNMENT (95 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: Challenges for Hospitals in Strategic Planning
Scenario: You are the Director of Planning of a mid-size hospital in a suburban market. As the organization continues to move forward and prepare for its annual strategic planning retreat, the CEO has asked you to create a “white paper” (similar to a short research paper) that explains “best practices” in strategic planning. He has asked you to identify the top three challenges that healthcare organizations encounter in the planning process and to identify one method or technique for each challenge that other organizations have used to successfully address these challenges.

The “White Paper” should be well-written and meet the following requirements:
• 2 pages (single-spaced) in length
• Include at least three current references from the peer-reviewed articles
• Reference list is expected and formatted according to the CSU-Global Guide to Writing and APA.

Option #2: Challenges for Medical Groups in Aligning Strategy and Structure
Scenario: You are the Director of Planning of a large multi-specialty medical group in an urban market. As the organization continues to move forward and prepare for its annual strategic planning retreat, the CEO has asked you to create a “white paper” (similar to a short research paper) that explains “best practices” in strategic planning. He has asked you to identify the top three challenges that medical groups encounter when aligning / modifying the organizational structure so that the strategic plan can be implemented and the goals attained.

The “White Paper” should be well-written and meet the following requirements:
• 2 pages (single-spaced) in length
• Include at least three current references from the peer-reviewed articles
• Reference list is expected and formatted according to the CSU-Global Guide to Writing and APA.
• Here is a resource to help you write a White paper: https://contently.com/strategist/2012/02/10/how-to-write-a-white-paper/.

Module 8

PORTFOLIO PROJECT (325 points)
Choose one of the following two Portfolio Project options which you will work on throughout this course, and then complete the assignment. Do not do both assignments. Identify your assignment choice in the title of your submission.

**Option #1: Business Plan Presentation for Service Line or Program**

For this project, you are to assess an existing service line or program (such as a diabetes management program, comprehensive oncology center, etc.) for a real healthcare organization (you may select a hospital, large medical group, nursing home, or an ambulatory care facility) in your community. For the purpose of the assignment, assume that you are the Director of Strategic Planning for this organization, and the CEO has assigned you the responsibility for assessing where the program is in its life cycle and whether the organization should expand the program, continue the current strategy and maintain the program as is, or close the program. The summary of your assessment will be presented to the Board of Directors.

Your presentation should be organized according to the following structure and must contain the following elements:

- **Introduction:**
  - A brief description of the current program.
  - Alignment with the organization’s mission, vision and goals that support the project.

- **Assessment:** An evaluation of various factors that affect the feasibility and project development.
  - Where the program is in its life cycle.
  - Whether the organization should expand the program, continue the current strategy and maintain the program as is, or close the program.
  - Justification via a robust assessment of the internal and external environment, using at least two tools discussed in our course; such as SWOT+PEST, Five Forces, BCG, etc.
  - Consideration of organizational restrictions and constraints, mission, vision, values, capabilities, strengths and weaknesses.
  - Relevant organizational issues and context, and multiple perspectives and dimensions are considered.
  - Consideration of relevant market forces.

- **Action Plan:** Provide a summary of your recommendations and strategies for implementation.
  - Realistic strategies and tactics identified with sufficient detail for either growth, maintenance, or closure of the program.
  - Articulates the who, what, when, where and why.

- **Program Evaluation:** A brief discussion of how you will evaluate and benchmark the project, post-implementation.
  - Specifies measures that would be tracked and trended post-implementation to ensure the action was effective and efficient.
  - Relevant organizational issues and context, and multiple perspectives and dimensions are considered.

- **Conclusion:** This brief summary should pull together your assessment and recommendations and leave the audience with a clear sense of what can be done.

The presentation must meet the following requirements:

- 10-15 slides in length (excluding title and reference slides).
- Be submitted as a PowerPoint file; do not submit presentation as a PDF or MS Word file type.
- Each slide must provide detailed speakers notes – a minimum of 75 words. Notes must draw from and cite relevant reference materials.
- Presentations must adhere to academic integrity standards; limited use of direct quotes, proper paraphrasing, citing sources, etc.
- Format citations and reference list according to the CSU-Global Guide to Writing and APA.
- Include at least 10 current references from the peer-reviewed articles.

**Option #2: Business Plan Presentation for Large Hospital**

For this project, you are to assume that you are the Director of Strategic Planning for a large hospital in a metropolitan area. The CEO has assigned you the responsibility for identifying a new service line (such as a
diabetes management program, comprehensive oncology center, etc.) in your market place and developing a business plan for this new service line. The summary of the plan will be presented to the Board of Directors.

Your presentation should be organized according to the following structure and contain the following elements:

- **Introduction:**
  - A brief description of the current program.
  - Alignment with the organization’s mission, vision and goals that support the project.

- **Assessment:** An evaluation of various factors that affect the feasibility and project development.
  - Justification for the project via a robust assessment of the internal and external environment, using at least two tools discussed in our course, such as SWOT+PEST, Five Forces, BCG, etc.
  - Consideration of organizational restrictions and constraints, mission, vision, values, capabilities, strengths and weaknesses.
  - Consideration of organizational issues and context, and multiple perspectives and dimensions are considered.

- **Implementation:** Provide a summary of your recommendations and strategies for implementation.
  - Realistic strategies and tactics identified with sufficient detail.
  - Articulates the who, what, when, where and why.
  - Considers organizational restrictions and constraints, mission, vision, values, capabilities, strengths and weaknesses.
  - Relevant forces are adequately considered.

- **Program Evaluation:** A brief discussion of how you will evaluate and benchmark the project, post-implementation.
  - Specifies measures that would be tracked and trended post-implementation to ensure the action was effective and efficient.
  - Organizational issues and context, and multiple perspectives and dimensions are considered.

- **Conclusion:** This brief summary should pull together your assessment and recommendations and leave the audience with a clear sense of what should be done.

The presentation must meet the following requirements:

- 10-15 slides in length (excluding title and reference slides).
- Be submitted as a PowerPoint file; do not submit presentation as a PDF file.
- Each slide must provide detailed speakers notes – a minimum of 75 words. Notes must draw from and cite relevant reference materials.
- Presentations must adhere to academic integrity standards; limited use of direct quotes, proper paraphrasing, citing sources, etc.
- Format citations and reference list according to the CSU-Global Guide to Writing and APA.
- Include at least 10 current references from the peer-reviewed articles.
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 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.