

**School of Health Professions**

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| **OFFICE HOURS:** By appointment | **SEMESTER:** Fall 2018 |

# COURSE NUMBER AND TITLE, CATALOG DESCRIPTION, CREDITS:

**HSA 4184 MANAGEMENT STRATEGIES OF HEALTHCARE ORGANIZATIONS (3 CREDITS)**

The course provides both a general description and analysis of the management practices for the various health care organizations including but not limited to hospitals, long term care facilities, diagnostic centers, and private physician practices.

# PREREQUISITES FOR THIS COURSE:

Admission into a Baccalaureate degree program; and prior to enrolling in any upper level course (course number beginning with a 3 or 4), students must complete the following courses with a grade of “C” or better: ENC 1101 English Composition I, ENC 1102 English Composition II, and three semester hours of college level mathematics; or permission from the appropriate academic Dean.

# CO-REQUISITES FOR THIS COURSE:

None

1. **GENERAL COURSE INFORMATION:** Topic Outline.

At the completion of this course the student should have developed facility with the following topics:

* + Functions of health care managers
  + Attributes of a good manager
  + Basics skills for a manager
  + Impact of managed care (ACA) on management
  + Attributes of an effective customer satisfaction system
  + Manager’s role in planning, organizing, controlling
  + The three classifications of plans
  + Manger’s role in policy development, implementation, and enforcement
  + Chronology of legislation affecting employment and the manager’s role
  + Manger’s role in recruiting, interviewing, orientating, and training new employees
  + Prevention of workplace violence and ensuing safety in the workplace
  + How managers coach, counsel, motivate, reward, recognize health professions employees
  + Importance of providing performance feedback
  + Cultural diversity in the workplace
  + Managing employees with problems and difficult employees
  + Retaining health professions personnel
  + Maintaining patient and employee privacy and confidentiality
  + Budgets and cost control in the managed care setting
  + Managing changes and staff development for health professionals
  + Learning how to delegate in the clinical setting
  + How to communicate both orally and in written documents
  + Developing time management skills
  + Coping with stress and burnout in the clinical environment
  + Navigating politics in the health professions workplace

# ALL COURSES AT FLORIDA SOUTHWESTERN STATE COLLEGE CONTRIBUTE TO THE GENERAL EDUCATION PROGRAM BY MEETING ONE OR MORE OF THE FOLLOWING GENERAL EDUCATION COMPETENCIES:

**C**ommunicate clearly in a variety of modes and media.

**R**esearch and examine academic and non-academic information, resources, and evidence. **E**valuate and utilize mathematical principles, technology, scientific and quantitative data. **A**nalyze and create individual and collaborative works of art, literature, and performance. **T**hink critically about questions to yield meaning and value.

**I**nvestigate and engage in the transdisciplinary applications of research, learning, and knowledge. **V**isualize and engage the world from different historical, social, religious, and cultural approaches. **E**ngage meanings of active citizenship in one’s community, nation, and the world.

# A. General Education Competencies and Course Outcomes

1. Listed here are the course outcomes/objectives assessed in this course which play an integral part in contributing to the student’s general education along with the general education competency it supports.

General Education Competency: **Research**

Course Outcomes or Objectives Supporting the General Education Competency Selected:

* + Compare and contrast the pitfalls and shortcomings encountered in employee performance evaluations
  + Define and discuss the advantage of improving promotability and marketability
  + Define and discuss the methods used to stimulate recruiting during periods of staff shortages

# Listed here are the course outcomes/objectives assessed in this course which play

**a *supplemental* role in contributing to the student’s general education along with the general education competency it supports.**

General Education Competency: **Communicate**

Course Outcomes or Objectives Supporting the General Education Competency Selected:

* + Define and discuss the common barriers to effective spoken communication
  + List and explain the importance of listening skills
  + Define and describe how the supervisor can become a good listener
  + Define and discuss the importance of using the telephone for communication
* Compare and contrast the appropriate channels for filling written communication

# DISTRICT-WIDE POLICIES:

**PROGRAMS FOR STUDENTS WITH DISABILITIES**

Florida SouthWestern State College, in accordance with the Americans with Disabilities Act and the College’s guiding principles, offers students with documented disabilities programs to equalize access to the educational process. Students needing to request an accommodation in this class due to a disability, or who suspect that their academic performance is affected by a disability should contact the Office of Adaptive Services at the nearest campus. The office locations and telephone numbers for the Office of Adaptive Services at each campus can be found at <http://www.fsw.edu/adaptiveservices>.

# REPORTING TITLE IX VIOLATIONS

Florida SouthWestern State College, in accordance with Title IX and the Violence Against Women Act, has established a set of procedures for reporting and investigating Title IX violations including sexual misconduct. Students who need to report an incident or need to receive support regarding an incident should contact the Equity Officer at [equity@fsw.edu.](mailto:equity@fsw.edu) Incoming students are encouraged to participate in the Sexual Violence Prevention training offered online. Additional information and resources can be found on the College’s website at <http://www.fsw.edu/sexualassault>.

# REQUIREMENTS FOR THE STUDENTS:

This course is presented in a web-based format.

Students will be responsible for completing and submitting all assignments listed in each lesson by the stated deadline. Discussion will take place through the use of discussion forum postings, e-mail, and telephone (if necessary).

Discussion forums are simply computerized versions of the cork bulletin boards with which we're all familiar. Just as with traditional message boards, users of electronic discussion forums may post new messages, read others' messages, and respond to others' messages. The CANVAS Discussion will be used in class for electronic discussions. Students are required to participate in class electronic discussions. In other words, they are required to post messages and reply to messages on the discussion forum.

Course Emails: All course emails must be sent through the CANVAS system only. Emails regarding questions about the course sent through Eagle mail will be returned requesting that the email be resent through CANVAS email.

# At the satisfactory completion of this course, the student will be able to:

* + Define and discuss what makes a good manager
  + Define and discuss what a manager is
  + Define and discuss the functions of a manager
  + Compare and contrast basics skills for a manager
  + Compare and contrast traits of an effective manager
  + List and explain the pitfalls managers face
  + List and explain the things need to have a successful career as a manager
  + List and describe the impact of managed care on the delivery of services
  + List and identify the elements of an effective customer satisfaction system
  + List and identify the elements of an effective customer satisfaction system
  + Define and discuss the benefits of planning
  + Compare and contrast the classification of plans
  + Compare and contrast the key elements of planning
  + Define and discuss the five steps of action plans
  + Define and discuss the different parts of organizing
  + Define and discuss the different parts of coordinating
  + Define and discuss the different parts of controlling
  + List and explain the tools of coordination
  + Compare and contrast mission statement and vision statement
  + Define and discuss the three classification of plans
  + Define and discuss reengineering
  + Define and discuss the impact of mergers in healthcare
  + Define and describe the purpose, elements, and proper use of the position description
  + List and explain the effects of the American with Disability Act on position description
  + Compare and contrast the different kinds of performance standards
  + Define and discuss the purpose and function of policies
  + Compare and contrast the differences between organizational and department policies
  + Identify and discuss problems with policies
  + Define and discuss the important to the workforce of selecting the correct employee
  + List and explain the sources normally used to locate appropriate job candidates
  + Define and discuss the methods used to stimulate recruiting during periods of staff shortages
  + Define and discuss the role of the supervisor in the recruitment process
  + Define and discuss the legal constraints of hiring new employees
  + Define and discuss the preparations needed for interviewing a job applicant
  + List and explain the different categories of questions to ask during a interview
  + List and explain question that should be avoided during an interview
  + List and explain the activities needed to complete the interview
  + Define and discuss the involvement of checking references
  + Compare and contrast global and department orientations
  + Define and discuss the general contents of orientations for all new employees
  + List and explain the department values to new employees
  + Define and describe the different types of teams that are found in organizations
  + List and explain the benefits and disadvantages of team leadership
  + List and discuss the characteristics of an effective team
  + Define and discuss the reasons teams fail
  + List and explain the responsibility of the team leadership
  + List and explain the stages in team formation and development
  + List and explain the principal causes of workplace violence
  + List and explain the effects of violence on the victims
  + Define and discuss the responsibility of leadership to provide a safe work environment
  + Compare and contrast the steps involved in creating a violence control program
  + Define and discuss the handling of violent incidents
  + Compare and contrast the differences between leading and managing
  + Compare and contrast the various styles of leadership
  + Define and discuss the common mistakes made by supervisors
  + Compare and contrast the characteristics of an effective coach
  + List and explain the pitfalls encountered by the supervisor as coach
  + Define and describe the role of a supervisor in enhancing employee self-sufficiency
  + List and explain coaching feedback
  + Compare and contrast the related concepts of morale and motivation
  + Define and describe the major factors affecting moral and motivation
  + Compare and contrast the financial rewards and nonfinancial rewards
  + Define and discuss the principles on which an effective reward system is based
  + Define and describe the character and potential uses of multisource feedback systems
  + Compare and contrast the pitfalls and shortcomings encountered in employee performance evaluations
  + Define and describe the characteristics of formal performance evaluations
  + List and explain the four phases of the evaluation interview
  + Define and discuss the elements of preparation for an employee counseling interview
  + List and explain the circumstances under which counseling should be used
  + Define and discuss the purpose of employee counseling
  + Define and discuss the defensive responses from the employee
  + List and explain the barriers to effective counseling
  + List and explain the reasons for employee counseling
  + Compare and contrast counseling and disciplining
  + Define and discuss progressive discipline
  + List and explain employees' responses to disciplinary action
  + Define and describe the disciplinary principles for the supervisor
  + Define and discuss the changing composition of the American workforce
  + Compare and contrast the difference between the cultural core values
  + Define and describe the essential elements of a diversity management program
  + List and explain the principle causes of conflict
  + Define and discuss the dangers of escalating or suppressing conflict
  + Define and describe the fundamental strategies for coping with conflict
  + Define and describe the supervisor's role in confrontations
  + Define and discuss the different types of marginal performers
  + List and explain the ways to handle marginal performers
  + Define and discuss the ways to reduce the abuse of using sick time
  + Define and discuss employee personal problems that can affect work performance
  + Compare and contrast the types of unethical behavior
  + Define and discuss the signs of employees exhibiting a negative attitude
  + Compare and contrast the characteristics of difficult employees
  + Compare and contrast the characteristics of hostile employees
  + List and explain the supervisor's role in addressing complaints
  + Define and describe the seven steps for handling complaints
  + Define and discuss sexual harassment in the workplace
  + Define and describe the appeals and grievance process
  + Define and discuss the changing composition of the American workforce
  + Compare and contrast the difference between the cultural core values
  + Define and describe the essential elements of a diversity management program
  + Define and discuss the reasons personnel retention is important
  + List and explain the principle reasons employees change jobs
  + List and explain the incentives used to retain employees
  + Compare and contrast the privacy issues in healthcare today
  + Define and discuss the Health Insurance Portability and Accountability Act (HIPAA)
  + List and explain the supervisor's responsibility in implementation and observance of HIPAA
  + Define and describe HIPAA's effects on health organizations
  + Define and discuss budgets and their function
  + List and explain how overtime is controlled
  + Define and discuss the ways to cut costs
  + Define and discuss shifts in healthcare paradigm
  + Define and describe how job enrichment contributes to employee satisfaction
  + Compare and contrast the principle of job redesign
  + Define and discuss the benefits of staff development programs
  + Define and describe the accountability for career development
  + Define and discuss educational planning
  + Define and discuss educational needs assessment
  + Define and discuss mentoring
  + Compare and contrast the creativity in employee development
  + Compare and contrast assigning verses delegating
  + Compare and contrast why supervisors may be reluctant to delegate
  + Compare and contrast why employees may be reluctant to accept delegated activities
  + Define and discuss the proper way to delegate
  + Compare and contrast the variations of delegation
  + Define and discuss the essentials of change
  + Define and discuss the barriers to change
  + List and explain the employees concern to changes
  + Define and discuss the steps involved in preparing for change
  + Define and describe how change is carried out
  + Define and discuss the employees response to change
  + List and explain the ways to overcome resistance to change
  + Define and discuss the common barriers to effective spoken communication
  + List and explain the importance of listening skills
  + Define and describe how the supervisor can become a good listener
  + Define and discuss the importance of using the telephone for communication
  + Compare and contrast the appropriate channels for filling written communication
  + Define and explain the steps involved in preparing a document
  + Define and discuss the role of facsimiles and e-mails in communication via written communication
  + Define and discuss the procedure for holding a meeting
  + Compare and contrast the principle components of a properly structured meeting
  + Define and discuss the preparations the chair of the meeting needs to make in advance
  + Define and discuss how attendees can be constructive participants
  + Define and discuss the importance of decision making
  + List and explain a generalized process for solving large and/or complex problems
  + Compare and contrast tools that are useful in problem-solving activities
  + Compare and contrast the usefulness in group problem-solving activities
  + Compare and contrast the four basic forms of negotiation
  + List and explain the guidelines in preparing for negotiation
  + Define and explain the steps involved in effective negotiation
  + Compare and contrast the barriers to successful negotiation
  + Define and explain how these barriers can be avoided
  + Define and discuss how the supervisor can negotiate with their supervisor
  + Define and discuss the common time wasters
  + List and explain how a supervisor can counter these
  + Define and discuss tips for time saving
  + List and explain the causes of stress
  + Define and discuss the guidelines for reducing stress
  + Define and discuss burnout
  + Compare and contrast the signs of burnout
  + Compare and contrast the criteria for success
  + Compare and contrast the characteristics of achievers
  + Define and discuss the advantage of improving promotability and marketability
  + Compare and contrast the steps to success that has worked for other people
  + List and explain the succession planning process
  + Define and explain politics in workplace
  + Define and discuss personal networks
  + Define and explain how to make and maintain appropriate contacts

# ATTENDANCE POLICY:

This course is an on-line course. All of the work will be done on-line. There will be assignments and discussion boards' postings due for specific modules throughout the semester. Each question on the discussion boards will relate to that week's topic. The assignments and postings must be submitted or made by the due date for each module, unless prior arrangements have been made with the professors. Each assignment will consist of multiple-choice or short answer questions. These questions will come from the reading assignments for that particular module. Each module assignment is to be completed on an individual basis. You are expected to complete the module assignment on your own without the assistance of others. Evidence of collaboration with other individuals will result in a grade of zero plus further sanctions for breach of academic honesty, which may result in suspension or expulsion.

**Attendance**— Attendance Verification: The student must complete all of the listed activities by 4:30 on the last day of the drop/add period, in order to have your attendance verified. If your attendance is NOT verified, this will affect your financial aid. Specifically, the three activities you MUST complete are as follows:

1. Discussion Board Guidelines/directions
2. Discussion board Quiz
3. Plagiarism tutorial
4. APA format help

Students will be responsible for completing all assignments listed in each module and submitting them by the stated deadline. Discussion will take place through the use of discussion forum postings, e-mail, and telephone (if necessary). Technology is not an excuse for late submission of assignments or postings to the discussion forum.

**Vacations:** Students choosing to go on vacation during the semester are responsible for submitting all assignments, discussion forum postings, projects, and examinations by the stated due dates. Lack of

Internet access is not an excuse for late submission.

At Florida SouthWestern State College, plagiarism is a serious academic offense that constitutes an act of academic dishonesty. According to Article IV, Academic Integrity, of Florida SouthWestern State College’s Student Code of Conduct, “Violations of student academic integrity include any actions which attempt to promote or enhance the academic standing of any student by dishonest means.” Plagiarism is one such violation. The FSW Code of Conducts state that:

Plagiarizing the words, ideas, or data of others by not properly acknowledging the source [violates academic integrity]. Plagiarism includes failing to identify verbatim statements as quotations and failing to give appropriate credit and citations of sources used. The principles of academic integrity require that all work submitted or presented without citation of sources will be the student’s own work, not only on tests, but in themes, papers, assignments, discussions and class presentations, unless it has been clearly specified that the work is a team effort.

All Florida SouthWestern State College students have an obligation to know and understand academic standards and expectations. The College expects all students to be honest in their academic endeavors.

The consequence for plagiarism in this course is a grade of 0 (zero) for the assignment or paper for the first offense. If a student is found to plagiarize more than once the student will receive a grade of “F” for the entire course.

All work is to be completed solely and independently by the student. Inclusion of facts, ideas, quotes, or other materials from outside sources **must be cited and referenced** in all work. Failure to cite references may constitute plagiarism. Evidence of cheating and plagiarism are cause for disciplinary action by Florida Southwestern State College. According to Florida Southwestern State College, plagiarism and cheating refer to the use of unauthorized books, notes, using the copy and paste function, or otherwise securing help in a test; copying tests, assignments, reports, or term papers; representing the work of another person as one's own; collaborating without authority with another student during an examination or in preparing academic work, or otherwise practicing academic dishonesty.

# All work submitted must be original and not used in any previous classes at Florida Southwestern State College. Any work that is submitted and does not follow this policy will be considered plagiarized and as a result, there may be consequences as stated in the above paragraph. Using Wikipedia as a resource is not allowed. Any paper submitted using this source will be returned to the student to be fixed and resubmitted. If this causes the paper to be late, the student's grade will be reduced by the amount indicated in the instructions for that assignment.

Students agree by taking the course all required papers may be subject to submission for textual similarity review to Turnitin.com for the detection of plagiarism. All submitted papers will be included as source documents in the Turnitin.com reference database solely for the purpose of detecting plagiarism of such papers. Use of the Turnitin.com service is subject to the Terms and Conditions of Use posted on the Turnitin.com site.

Zero-Tolerance Policy: Florida Southwestern State College maintains a zero tolerance policy for academic dishonesty. Any student found in violation of academic honesty will subject to sanctions, which may include up to receiving a grade of "F" in this course. Any School of Health Profession student that receives a grade of "F" for academic dishonesty in any course may be permanently dismissed from the program they are enrolled.

Essay assignments will be graded as they are submitted. The student‘s paper will be graded within 48 hours after submission. If there is going to be a delay, the instructor will notify student of the delay within the 48 hour window. Unless a student has prior permission from the professor, each assignment is to be submitted to the professor by stated due date. Any assignment submitted after the deadline will lose the amount of points stated in each assignment's directions. No assignment will be accepted that is more than four (4) days late. After that time, a zero (0) will be given for that assignment.

# GRADING POLICY:

Include numerical ranges for letter grades; the following is a range commonly used by many faculty:

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| --- | --- | --- |
| 90 - 100 | = | A |
| 80 - 89 | = | B |
| 70 - 79 | = | C **(Passing for this class)** |
| 60 - 69 | = | D |
| Below 60 | = | F |

|  |  |
| --- | --- |
| Discussion boards | 15% |
| Essays | 30% |
| Corrected essays | 5% |
| Weekly quizzes | 20% |
| Formal paper parts | 25% |
| Formal paper final | 5% |

Students have one (1) week to make up the Mid -term Exam with prior permission of the instructor. Any exam or assignment not made up within one week will result in a grade of “0” for the exam or assignment. Make up exams will be provided only with prior permission of the professor.

(Note: The “incomplete” grade [“I”] should be given only when unusual circumstances warrant. An “incomplete” is not a substitute for a “D,” “F,” or “W.” Refer to the policy on “incomplete grades.)

# REQUIRED COURSE MATERIALS:

McConnell, C.R. (2014) Umiker's Management Skills for the New Health Care Supervisor, Seventh Edition ISBN 9781284121322

The book can also be purchased as an e-book through Jones and Barlett by going

to [https://www.vitalsource.com/products/umiker-39-s-management-skills-for-the-new-health-care-](https://www.vitalsource.com/products/umiker-39-s-management-skills-for-the-new-health-care-charles-r-mcconnell-v9781284139228)  [charles-r-mcconnell-v9781284139228 (Links to an external site.)Links to an external site.](https://www.vitalsource.com/products/umiker-39-s-management-skills-for-the-new-health-care-charles-r-mcconnell-v9781284139228)

# RESERVED MATERIALS FOR THE COURSE:

None

# CLASS SCHEDULE:

Each module goes from Monday to Monday. Unless you have prior permission from the professor, each

assignment is to be submitted to the professor by stated due date. Any assignment submitted after the deadline will lose the amount of points stated in each assignment's directions. No assignment will be accepted that is more than 72 hours late late. After that time, a zero (0) will be given for that assignment.

Module 1 – Being a new manager

Module 2 - Planning, Organizing, Coordinating, and Controlling (all module 1 assignments due) Module 3 - Human resources (all module 2 assignments due)

Module 4 - Interviewing and training employees (all module 3 assignments due)

Module 5 - Team Leadership, safety, and workplace violence (all module 4 assignments due) Module 6 - Leading people: Counseling and Discipline (all module 5 assignments due) Module 7 - Leading people: Employees with problems (all module 6 assignments due) Module 8 - Leading people: Conflict, problems and difficult employees (module 7 essay due) Module 9 - Complaints, Retention, and Privacy (all module 8 assignments due)

Module10 - Budgets and Developing employees part 1 (all module 9 assignments due) Module 11 - Developing employees part 2

Module 12 - Communication and meetings (all module 11 assignments due) Module 13 - Decision making, problem solving, negotiation, and time management Module 14 - Self-enhancement for the supervisor

Module 15 - Project due

# ANY OTHER INFORMATION OR CLASS PROCEDURES OR POLICIES:

None

1. Office Hours

Monday: 8:30-12:00pm Tuesday: RET 2254 8:00-4:00

Wednesday: 8:00-12:00pm office hours. RET 2234C 1-4pm Thursday: Office Hours by appointment only

Friday: 11:30-2:00pm office hours