**COPH SYLLABUS FOR**  
**ADVANCED HEALTH CARE ADMINISTRATION (CPH 641)**  
**SPRING 2011 Revised 12-21-10**

**Name and Number of Class:** Advanced Health Care Administration

**Semester and Year:** Spring 2011

**Time:** Tues 3:00 – 5:50 pm Tuesday, (there will be a 15 minute break half way through class)

**Location:** College of Medicine, Room #3230 (note room change)-Tucson  
T-Health Classroom #2306 – Phoenix  
*Please note: This class is videoconferenced between Tucson and Phoenix*

**Instructor:** Gail Barker, MBA, PhD

**Office Hours:** By Appointment

**Catalog Description:** This course will introduce students to the organizational structure of large complex health care organizations, compare them to other international health care systems and illustrate how regulatory and legal requirements contribute to administrative and management challenges.

**Course Prerequisites:** Must be enrolled in the MEZCOPH MPH or DrPH program or with permission of instructor.

**Course Objectives:** This course is intended to provide fundamental background necessary for a leadership position in health care. Students must demonstrate a breadth of understanding in:

- U.S. health care system outcomes, financing and administrative structure compared to other international health care systems with the goal of concept integration
- How U.S. health care finance and reimbursement mechanisms affect administrative and management decisions
- How the regulatory and legal structure of the US health care system affects administrative and management decisions
- Other administrative aspects of health care administrative and management to include human resources, marketing, ethics, planning, information systems and administrative and management engineering

**Course Notes:** Course notes will be distributed throughout the semester during class. They will also be available directly from the instructor.

*Text notes are available at bookstore, book purchase not necessary. Three days notice is required and cost is estimated at approximately $33 (plus a small shipping charge for the Phoenix students).*
Course Requirements: By the end of the semester students must demonstrate a breadth of understanding regarding the various elements of health care administration and administrative and management. Students must also illustrate a comprehension of how the U.S. health care system compares to other systems and how new concepts might be introduced into a large U.S. health care organization. Students are required to complete all assignments on the respective due date as detailed in the course schedule.

Public Health Policy and administrative and management Competencies Achieved:
1. Demonstrate an understanding of the difference between international health care delivery systems and the current U.S. system and illustrate how some international concepts could work in the U.S.
2. Comprehend the financial and reimbursement mechanisms of the U.S. health care system and how this affects administrative and management decisions.
3. Understand the administrative and management issues required to assuming a leadership role in health care organizations.
4. Understand the legal and regulatory environment in which the U.S. health care system operates and how it affects administrative and management decisions.
5. Demonstrate the ability to apply administrative and management concepts in a health care environment.

Grading/Student Evaluation:
90-100 = A
80-89 = B
70-79 = C
60-69 = D

Point Breakdown:
Attendance and class participation = 15 points
Weekly papers (5 pts each) = 65 points
Final course paper and presentation = 20 points

Class Attendance/Participation: Students are expected to read textbook assignments, attend 15 3-hour class sessions and actively participate in discussions, present their papers and share ideas. Each week students must complete all assignments. A minimum of 13 classes must be attended to obtain full course credit. For each unauthorized absence resulting in less than 13 classes attended, 50% of the week’s points will be forfeited. If two assignments are missed, the overall grade will be reduced by 1 level. If four assignments are missed the overall grade will be reduced by 2 levels. Be prepared to discuss/present your homework each week in class.
**Course Schedule:** (Dates of classes, topics, readings and assignments)

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<tr>
<th>Wk #</th>
<th>Assignment</th>
<th>Workload Points</th>
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<tbody>
<tr>
<td>1 – 1/18 (Tuc)</td>
<td>International health care systems. Guest Lecturer (Dalen) Read Chapter 1; Build a “model” health care plan using the information from the various health care programs in Chapter 1. This can be done as a matrix or a 2-3 pg report that includes structure, financing, initiatives, outcomes, model type, access, quality, life expectancy etc.</td>
<td>1 pt attendance &amp; participation; 5 pts matrix</td>
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<td>2 – 1/25 (Phx)</td>
<td>Organized Delivery Systems. Guest lecturer (Miron) Read Chapter 2; prepare a table/matrix on the pros and cons of the current health care system and compare it to the pros and cons of the proposed health care reform. Document your references.</td>
<td>1 pt attendance &amp; participation; 5 pts table</td>
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<tr>
<td>3 – 2/1 (Tuc)</td>
<td>Legal structure and ethical issues in health care. Guest Lecturer (DeRanitz.) Read Chapters 3 and 16; pick a legal or health care or investigational research ethical issue and interview a third party and summarize in a 2-3 page paper what you learned. Present both sides of the issue and at the end summarize your opinion.</td>
<td>1 pt attendance &amp; participation; 5 pts paper</td>
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<td>4 – 2/8 (Phx)</td>
<td>Strategic planning and understanding of strategic stakeholders in health care. Read Chapter 4; choose an organization that you are familiar with and draw a diagram of how stakeholders interact. Include a short narrative of the diagram.</td>
<td>1 pt attendance &amp; participation; 5 pts diagram</td>
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<td>5 – 2/15 (Tuc)</td>
<td>Administrative and management engineering (Q/A, Q/C, cost containment etc). Read Chapters 13 and 25; build a matrix of accrediting and regulatory agencies including name, area of oversight, functions, purpose etc. Determine which quality method is best used for each agency and why.</td>
<td>1 pt attendance &amp; participation; 5 pts matrix</td>
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<td>6 – 2/22 (Phx)</td>
<td>Financial management in health care. Read Chapter 5; interview a financial manager and prepare a 2½ -3 page paper how financial statements are used in decision making and describe what financial information you would want to see on a monthly dashboard if you were a CEO. Also identify a) at least 5 stakeholders who would be interested in financial statements and why and b) describe how quality processes could be helpful in improving financial performance.</td>
<td>1 pt attendance &amp; participation; 5 pts papers</td>
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<td>7 – 3/1 (Tuc)</td>
<td>Planning, development and financing of health care facilities. Guest Lecturer (Tierney). Read Chapters 9 and 10; prepare a 2-3 paper as follows: you are a facility planner for a NPO and need to plan a new facility. Please list 10 items and an estimated time line for the CEO and Board of Trustees to consider</td>
<td>1 pt attendance &amp; participation; 5 pts paper</td>
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<td>8 – 3/8 (Phx)</td>
<td>Health care information systems. Guest Lecturer (Silverman) Read Chapter 12; interview an information systems specialist and prepare information systems flow for a public health or healthcare program. Please describe your flow chart. Also develop a 1 pg implementation plan for the CEO to help change the culture of an organization from paper-driven to an IS centric or paperless environment.</td>
<td>1 pt attendance &amp; participation; 5 pts paper</td>
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<td>9 3/15</td>
<td>Spring break, no class</td>
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<td>10 3/22 (Tuc)</td>
<td>Marketing health care services. Guest Lecturer (Kreutz). Read Chapter 11; prepare a public health ad and describe how, when and where you will market your ad.</td>
<td>1 pt attendance &amp; participation; 5 pts ad</td>
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<td>11 – 3/29 (Phx)</td>
<td>Healthcare organization and management. Guest Lecturer (Vuturo) Read Chapter 19 and describe in 2 pages how you, as a new CEO, would structure your hospital management organization and team. Also in 1 page, prepare an agenda for your first management meeting.</td>
<td>1 pt attendance &amp; participation; 5 pts job descriptions</td>
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<td>Attendance &amp; Participation</td>
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<td>12-4/5</td>
<td>Managed Health Care. Guest Lecturer (McKnight). Read Chapter 15. Prepare a 2-3 page paper describing the current managed care environment in the U.S and the impact of the new health care reform on provider reimbursement</td>
<td>1 pt attendance &amp; participation</td>
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<td>13-4/12</td>
<td>Hospital outpatient reimbursement &amp; compliance. Read Chapters 14 and 24; prepare a 2-3 page compliance plan outline for a healthcare organization.</td>
<td>1 pt attendance &amp; participation</td>
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<td>14-4/19</td>
<td>Patient access through the health care process and human resources management. Guest Lecturer (Nicholson). Read Chapters 20 &amp; 6; write a 1-1 ½ page flow chart on how you would improve patient access and prepare a 1 – 1 ½ table of contents with a short description for a Human Resources manual.</td>
<td>1 pt attendance &amp; participation</td>
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<td>15-4/26</td>
<td>You are a consultant, using all the information you learned during the course, write a 5-8 page report to a new CEO of a large healthcare organization regarding the issues he/she should be aware of as (s)he starts his/her new job. Also prepare a powerpoint presentation to give to him/her.</td>
<td>1 pt attendance &amp; participation</td>
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<td>5/3</td>
<td>Final presentation and final papers</td>
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*Note: At least one outside reference must be cited for each assignment*

**Communications:** You are responsible for reading emails sent to your UA account from your professor and the announcements that are placed on the course web site. Information about readings, news events, your grades, assignments and other course related topics will be communicated to you with these electronic methods. The official policy can be found at: [http://www.registrar.arizona.edu/emailpolicy.htm](http://www.registrar.arizona.edu/emailpolicy.htm)

**Disability Accommodation:** If you anticipate issues related to the format or requirements of this course, please meet with me. I would like us to discuss ways to ensure your full participation in the course. If you determine that formal, disability-related accommodations are necessary, it is very important that you be registered with Disability Resources (621-3268; drc.arizona.edu) and notify me of your eligibility for reasonable accommodations. We can then plan how best to coordinate your accommodations. The official policy can be found at: [http://catalog.arizona.edu/2008%2D09/policies/disability.htm](http://catalog.arizona.edu/2008%2D09/policies/disability.htm)

**Academic Integrity:** All UA students are responsible for upholding the University of Arizona Code of Academic Integrity, available through the office of the Dean of Students and online: The official policy found at: [http://deanofstudents.arizona.edu/policiesandcodes/codeofacademicintegrity](http://deanofstudents.arizona.edu/policiesandcodes/codeofacademicintegrity)

**Classroom Behavior:** (Statement of expected behavior and respectful exchange of ideas) Students are expected to be familiar with the UA Policy on Disruptive Behavior in an Instructional Setting found at: [http://web.arizona.edu/~policy/distuptive.pdf](http://web.arizona.edu/~policy/distuptive.pdf) and the Policy on Threatening Behavior by Students found at: [http://web.arizona.edu/~policy/threatening.pdf](http://web.arizona.edu/~policy/threatening.pdf)

**Grade Appeal Policy:** [http://catalog.arizona.edu/2009-10/policies/gradappeal.htm](http://catalog.arizona.edu/2009-10/policies/gradappeal.htm)
Graduate Student Grievance Policy:
http://grad.arizona.edu/academics/policies/academic-policies/grievance-policy

Syllabus Changes: Information contained in the course syllabus, other than the grade and absence policies, may be subject to change with reasonable advance notice, as deemed appropriate.