Name and Number of Class: Health Systems Delivery  
Semester and Year: Spring 2016

Time: Tues 3:00 – 6:00 pm Tuesday

Location: College of Medicine, Room #3230 -Tucson
T-health Lecture Hall – Phoenix

Please note: This class is videoconferenced between Tucson and Phoenix

Instructor: Gail Barker, PhD, MBA  
barkerg@email.arizona.edu, office phone 602-827-2531

Office Hours: By Appointment

Catalog Description: This course will introduce students to the organizational structure of large complex health care organizations and illustrate how regulatory and legal requirements are an important part component to administration and management.

Course Prerequisites: None

Course Objectives: This course is intended to provide fundamental background necessary for a leadership position in health care. Students must demonstrate an understanding of:
- U.S. health care system outcomes, financing and administrative structure
- 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 marketing, ethics, planning, information systems, quality improvement and facilities management.

Public Health Practice and Policy and Management Competencies Achieved:
1. Comprehend the financial and reimbursement mechanisms of the U.S. health care system and how this affects administrative and management decisions.
2. Understand the administrative and management issues required to assuming a leadership role in health care organizations.
3. Understand the legal and regulatory environment in which the U.S. health care system operates and how it affects administrative and management decisions.
4. Demonstrate the ability to apply administrative and management concepts in a health care environment.

**DrPH Competencies Achieved:**
1. Apply the foundations of public health to decisions regarding public health programs and policies.
2. Develop appropriate approaches to addressing public health issues.
3. Designing culturally appropriate public health programs.

**Note:** In addition to the work described below, DrPH students must also propose a health systems delivery innovation designed to improve healthcare in the U.S. Please write a plan for implementation. Details are provided below.

**Course Notes:** Course notes where applicable will also be available directly from the instructor.


**Recommended Materials:** A complete AMA or APA internet tool or writing style handbook.

*It is recommended that all course reading be completed prior to the respective class the subject is scheduled.*

**Course Requirements:** By the end of the semester students must demonstrate a breadth of understanding regarding the various elements of health care administration and management. Students must also illustrate a comprehension of the integral components of 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.

**Co-Convened Courses:** DrPH students will perform all assignments and will also prepare an innovation paper on a chosen health systems topic.

**Grading/Student Evaluation:**

<table>
<thead>
<tr>
<th>Points</th>
<th>Grade</th>
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<tbody>
<tr>
<td>90-100</td>
<td>A</td>
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<td>70-79</td>
<td>C</td>
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<tr>
<td>80-89</td>
<td>B</td>
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<tr>
<td>60-69</td>
<td>D</td>
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**Point Breakdown:**
- Attendance and Team Assignments = 33%
- On-line Discussion Questions = 18%
- On-line Quizzes = 17%
- Mid-course Topic Paper* (due Feb 9) = 7%
- Final Course Paper* (due Mar 3) = 15%
- Peer Evaluations (due Mar 3) = 10%
- DrPH Health Innovations Paper* (due Mar 4) = 15 points (only applicable to DrPH students.)

*Paper Grading Breakdown:
  - Content = 75%
    - Thoroughness
    - Relevance
- Logic & thought/critical thinking
  - Presentation = 25%
    - Spelling
    - Grammar
    - Organization and Coherence

**Class Attendance/Participation:** Students are expected to read textbook assignments, attend class sessions and actively participate in assignments, discussions and quizzes both in class and on-line. Each week students must complete all assignments. No more than 1 class should be missed to successfully complete the course. Class absences will result in a loss of the week’s attendance and team assignment points. (Videoconferencing option might be available.) On-line discussion, quiz and papers’ points can still be earned. All assignments should be uploaded to course dropbox by the deadline to obtain full points. **Work should be well proofed, free of grammatical errors, include the minimum number of citations and illustrate critical thinking. Note: If an assignment is not turned in by the designated date and time, no points will be awarded.**

**Teams:**
Teams will be preassigned by location (Tucson and Phoenix). A list of teams and members will be posted by January 13. Teams will have weekly assignments to complete. Most weeks, class time will be available to at least start the team assignments. Many times not all of the work will be able to be completed by the end of the class. **All team assignments should be uploaded to the dropbox by 11:59pm Saturday.**

**Discussion Questions:**
There will be up to 3 discussion questions that must be addressed each week. Discussion groups will include 2-3 teams to ensure a comfortable discussion environment. Posts should be short, succinct and straight to the point. All posts should be free of grammatical and spelling errors. Students should issue an initial post of 100 - 150 words by Saturday at 11:59 pm following the Tuesday class. Initial posts should have at least one citation from a respected source, but not from the textbook. A response, between 50 – 100 words should be posted by the following Monday at 11:59 pm. Each student should have two posts per question each week (one initial and one response per question) to receive full discussion question points. No partial points will be awarded. You may post your answers any time before the respective due dates. Again, initial posts should be completed by Saturday at 11:59pm and responses should be posted by the following Monday at 11:59 pm.

**Quizzes:**
**Weekly Quizzes must be taken by the Monday at 11:59pm following the Tuesday class throughout the course session, except the final week. The final quiz for the course must be taken by Wednesday, 3/2 at 11:59pm.** You may take quizzes any time before the weekly due date and each quiz will be timed depending on the number of questions in the quiz. All quizzes are open book and should take between 10 and 20 minutes to complete.

**Paper Requirements:**
**Paper 1.** In groups of 2-3, choose a healthcare topic of interest. Research the topic and write an unbiased 2-3 page (max) paper that includes all perspectives. Assignment should be written using either APA or AMA style and include a minimum of 1 textbook citation and 3 external reference citations from a respected source. Please be sure you use proper formatting techniques. **Paper is due in class dropbox on 2/9 at 11:59 pm. All students should put their names on the assignment and upload the same paper individually.**
Paper 2. You are a consultant. Individually, using all of the information you learned during the course, write a 5-7 page report to a [fictitious] new CEO of a large healthcare organization regarding the issues he/she should be aware of as (s)he starts his/her new job in healthcare. Assignment should be written using either APA or AMA style and include a minimum of 5 textbook citations and 5 external reference citations from a respected source. Please be sure you use proper formatting techniques. Paper is due in class dropbox on 3/4 at 11:59 pm.

DrPH Paper: Doctoral students are also required to submit a Health Innovation paper. This paper should be a proposal for a new innovation for the U.S health delivery system. It can be an idea from another country, a new policy, an assessment, an education program etc. It should be a realistic proposal and please indicate resources needed. A budget is always appreciated but not required. The paper should be approximately 5 pages in length, be well referenced and well written using AMA or APA style. If included, a budget should be an appendix, not part of the 5 pages. Paper is due in class dropbox on 3/5 at 11:59 pm.

Peer Evaluations:
Due to the amount of group work in this class, we will conduct peer evaluations. The peer evaluations will represent 10% of the course grade and will be due at the end of the course, on 3/2, at 11:59pm. Failure to complete the evaluations will result in a 10% reduction in the student’s overall grade. There will be no midterm evaluations because the course length is so short. Peer Evaluation materials are posted both in the Week 1 and Week 7 content materials for your convenience.

Course Schedule: (Dates of classes, topics, readings and assignments)

<table>
<thead>
<tr>
<th>Wk #</th>
<th>Assignment</th>
<th>Workload Points</th>
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<tr>
<td>1 – 1/19 Phx</td>
<td>U.S. Healthcare &amp; Delivery Systems and Health Care Reform and Leadership I Guest lecturer: Humble (3:30 pm) Read Chapters 1 &amp; 2 and posted materials Discussion questions due 1/23, 11:59pm for initial post and 1/25, 11:59pm for response post Team assignments due 1/23, 11:59pm Quiz due 1/25, 11:59pm</td>
<td>1 pt attendance &amp; 4 pts team activities; 3 pts on-line discussion; 3 pts quizzes</td>
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<td>2-1/26 Tuc</td>
<td>Legal Environment and Compliance Guest Lecturer: Barraza (3:00 pm) Read Chapter 4 and posted materials. Discussion questions due 1/30, 11:59pm for initial post and 2/1, 11:59pm for response post Team assignments due 1/30, 11:59pm Quiz due 2/1, 11:59pm</td>
<td>1 pt attendance &amp; 4 pts team activities; 3 pts on-line discussion; 2.5 pts quizzes</td>
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<td>3 – 2/2 Phx</td>
<td>Quality Guest Lecturer: Gabriel (3:00 pm) Read Chapters 7 &amp; 8 and posted materials. Discussion questions due 2/6, 11:59pm for initial post and 2/8, 11:59pm for response post Team assignments due 2/6, 11:59pm Quiz due 2/8, 11:59pm Note: Topic paper is due next week, on 2/9.</td>
<td>1 pts attendance &amp; 4 pts team assignments; 3 pts on-line discussion; 2.5 pts quizzes</td>
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| 4 - 2/9 | **Strategic Planning and Marketing**  
Guest Lecturer: Schloss  
Read Chapters 9 and 10 and posted materials  
Discussion questions due 2/13, 11:59pm for initial post and 2/15, 11:59pm for response post  
**Strategic Planning and Marketing (Continued)**  
Team assignments due 2/13, 11:59pm  
Quiz due 2/15, 11:59pm  
**Topic Paper Due (groups of 2-3) at 11:59 pm**  
| 1 pts attendance & 4 pts team assignments; 3 pts on-line discussion; 2.5 pts quizzes  
| **Paper 7 pts** |
| 5 - 2/16 | **Controlling and Allocating Resources and Leadership II**  
Guest Lecturers: Campos-Outcalt and McKnight  
Read Chapter 11 and posted materials  
Discussion questions due 2/20, 11:59pm for initial post and 2/22, 11:59pm for response post  
Team assignments due 2/20, 11:59pm  
Quiz due 2/22, 11:59pm  
| 1 pt attendance & 4 pts team assignments; 3 pts on-line discussion; 2.5 pts quizzes  
Telemedicine tours  
Guest Lecturer: Pitt 9 (4:30-5:30pm)  
Read Chapter 3 and posted materials  
Discussion questions due 2/27, 11:59pm for initial post and 2/29, 11:59pm for response post  
Team Assignments due 2/27, 11:59pm  
Quiz due 2/29, 11:59pm  
| 1 pts attendance & 4 pts team assignments; 3 pts on-line discussion; 2.5 pts quizzes  
| 7 – 3/1 | **Facilities Planning and Design**  
Guest Lecturers: Bagnoche, Brigham, Souza (3:30pm)  
Read posted materials  
No discussion questions this week  
Quiz due 3/2, 11:59 pm  
Final papers due 3/3, 11:59pm  
| 3 pts attendance & class participation; 1.5 pts quizzes  
| 3/2 | **Peer Evaluations Due at 11:59 pm**  
**Final Course Paper Due (Individual) at 11:59 pm**  
**Final Dr.PH systematic review paper due at 11:59pm (DrPH students only)**  
| 10 points  
| 3/4 |  
| 3/5 |  

**Weekly Summary of Due Dates**

<table>
<thead>
<tr>
<th>Weekly Attendance</th>
<th>Tuesdays 3-6pm</th>
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<tr>
<td>Weekly Team Assignments</td>
<td>Saturdays 11:59pm</td>
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<tr>
<td>Weekly Discussion Ques 1st Post</td>
<td>Saturdays 11:59pm</td>
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<tr>
<td>Weekly Discussion Ques 2nd Post</td>
<td>Mondays 11:59pm</td>
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<tr>
<td>Weekly Quizzes (except Wk 7)</td>
<td>Mondays 11:59pm</td>
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<tr>
<td>Quiz Week 7 (Due 3/2)</td>
<td>Wednesday 11:59 pm</td>
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<tr>
<td>Peer Evaluations (Due 3/2)</td>
<td>Wednesday 11:59pm</td>
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<tr>
<td>Paper 1 – Group (Due 2/9)</td>
<td>Tuesday 11:59 pm</td>
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<tr>
<td>Final Paper – Individual (Due 3/4)</td>
<td>Friday 11:59pm</td>
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<tr>
<td>DrPH Final Paper (Due 3/5)</td>
<td>Saturday 11:59pm</td>
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**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/2015-16/policies/disability.htm](http://catalog.arizona.edu/2015-16/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/codeofacademicintegrity](http://deanofstudents.arizona.edu/codeofacademicintegrity)

**Classroom Behavior:** (Statement of expected behavior and respectful exchange of ideas) The Dean of Students has set up expected standards for student behaviors and has defined and identified what is disruptive and threatening behavior. This information is available at: [http://deanofstudents.arizona.edu/disruptiveandthreateningstudentguidelines](http://deanofstudents.arizona.edu/disruptiveandthreateningstudentguidelines)

Students are expected to be familiar with the UA Policy on Disruptive and Threatening Student Behavior in an Instructional Setting found at: [http://policy.arizona.edu/education-and-student-affairs/disruptive-behavior-instructional-setting](http://policy.arizona.edu/education-and-student-affairs/disruptive-behavior-instructional-setting)

and the Policy on Threatening Behavior by Students found at: [http://policy.arizona.edu/education-and-student-affairs/threatening-behavior-students](http://policy.arizona.edu/education-and-student-affairs/threatening-behavior-students)

**Grievance Policy:** Should a student feel he or she has been treated unfairly, there are a number of resources available. With few exceptions, students should first attempt to resolve difficulties informally by bringing those concerns directly to the person responsible for the action, or with the student's graduate advisor, Assistant Dean for Student and Alumni Affairs, department head, or the immediate supervisor of the person responsible for the action. If the problem cannot be resolved informally, the student may file a formal grievance using the Graduate College Grievance Policy found at: [http://grad.arizona.edu/academics/policies/academic-policies/grievance-policy](http://grad.arizona.edu/academics/policies/academic-policies/grievance-policy)

**Grade Appeal Policy:** [http://catalog.arizona.edu/2015-16/policies/gradappeal.htm](http://catalog.arizona.edu/2015-16/policies/gradappeal.htm)

**UA Smoking and Tobacco Policy:** The purpose of this Policy is to establish the University of Arizona’s (University) commitment to protect the health of University faculty, staff, students, and visitors on its campuses and in its vehicles. The latest version of the policy is available at: [http://policy.arizona.edu/ethics-and-conduct/smoking-and-tobacco-policy](http://policy.arizona.edu/ethics-and-conduct/smoking-and-tobacco-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.

**Instructor Email Communication:**

- Please contact me via email at: barkerg@email.arizona.edu
- You MUST complete the subject line of your email with the Course Number: CPH641
- Although I usually respond more quickly, please allow 48 hours for a response time. If I do not reply to you within 48 hours (including weekends), assume I did not get your email and resend.
- Please note, you must plan your questions with response times in mind

**Rules of Engagement for On-line Class Communications:**

On-line class behavior should not differ from in-person class behavior, even though techniques are different. Below are some rules of engagement for on-line class communication.

1. Always treat your colleagues with respect and keep all communications professional. Personal attacks or offensive language will not be tolerated.
2. Never make fun of someone’s ability to read, write or grasp concepts. Misspellings or grammar mistakes should be overlooked or gently corrected privately. Also remember English is not everyone’s primary language.
3. Always double check/edit your posts for proper addressee(s), tone, spelling and grammatical errors before hitting the send button. Remember, once sent, messages and posts are never completely “deleted.”
4. Do not dominate discussions and adhere to the class word limits for posts. Give other students an opportunity to join in the discussion.
5. Make sure all posts contribute to the conversation. Do not post “I agree” unless it is followed up with meaningful commentary. Present ideas succinctly.
6. Be cautious in using Internet language. For example, do not capitalize all letters since this suggests shouting. Avoid using vernacular and slang language or texting abbreviations.
7. Popular emoticons should not be used in the formal classroom discussions or assignments. Being clear and concise with your posts can omit the need for modifying your words with emoticons.
8. Be very careful when using humor as it can be misinterpreted. Sarcasm should always be avoided in the classroom.
9. We are all unique as individuals and as such we will have differing opinions and interpretations. Keep an “open-mind” and be willing to express even your minority opinion. In our class all points of view will be respected and encouraged. Differences of opinion create robust and interesting discussions.
10. Please share tips with other students and never hesitate to ask for feedback.

Adapted from: http://jolt.merlot.org/vol6no1/minu-wimsatt_0310.htm.