NOTE to prospective students: This syllabus is intended to provide students who are considering taking this course an idea of what they will be learning. A more detailed syllabus will be available on the course site for enrolled students and may be more current than this sample syllabus.

Course Name: Advanced Topics in Healthcare Management
Course Number: H436
Credits: 3
Instructor name: Barbara Nicholas
Instructor email: nicholab@onid.oregonstate.edu
For more information, contact: SUNIL KHANNA or SHERYL THORBURN, 401 WALD, 541-737-2686

Course Description
Covers how health services are governed and organized; how health care organizations assess and adapt to change; constraints/opportunities in shaping organizational performance; leadership; strategic decision-making and the use of evidence-based management in health care. PREREQS: (H 210 and H 250) and junior standing.

Communication
Please post all course-related questions in the General Discussion Forum so that the whole class may benefit from our conversation. Please email your instructor for matters of a personal nature. The instructor will reply to course-related questions and email within 24-48 hours. The instructor will strive to return your assignments and grades for course activities to you within five days of the due date. The instructor will provide a cell phone number for texting questions between 8am-9pm.

Course Credits
This course combines approximately 90 hours of instruction, online activities, and assignments for 3 credits.

Technical Assistance
If you experience computer difficulties, need help downloading a browser or plug-in, assistance logging into the course, or if you experience any errors or problems while in your online course, contact the OSU Help Desk for assistance. You can call (541) 737-3474, email osuhelpdesk@oregonstate.edu or visit the OSU Computer Helpdesk online.

- COURSE DEMO
- GETTING STARTED

COURSE SITE LOGIN INFORMATION
Information on how to login to your course site can be found HERE.

Learning Resources
Required Textbooks:

“Hardwiring for Excellence” Quint Studer 2003, Firestarter Press

Optional:
“The Toyota Way to Healthcare Excellence” John Black and David Miller, 2008 Health Administration Press

**Note to prospective students:** Please check with the OSU Bookstore for up-to-date information for the term you enroll ([http://osubeaverstore.com/Academics](http://osubeaverstore.com/Academics) or 800-595-0357). If you purchase course materials from other sources, be very careful to obtain the correct ISBN.

**Canvas**
This course will be delivered via Canvas where you will interact with your classmates and with your instructor. Within the course Canvas site you will access the learning materials, such as the syllabus, class discussions, assignments, projects, and quizzes. To preview how an online course works, visit the [Ecampus Course Demo](http://ecampus.oregonstate.edu). For technical assistance, please visit [Ecampus Technical Help](http://ecampus.oregonstate.edu).

**Measurable Student Learning Outcomes**

**Student Learning Outcomes:**

- Discuss those things that allow an HCO to commit to excellent performance
- Explain the means by which HC managers align measurement with behavior
- Illustrate the ways that culture and service are connected
- Distinguish between the processes by that can be used to improve patient safety
- Outline multiple methods for enhancing employee satisfaction
- Diagram steps designed to enhance individual accountability in HCO’s
- Discuss means by which behaviors are aligned with organizational goals and values
- Develop and practice effective communication skills
- Outline steps required to recognize and reward success

**Program Competencies:** Academic Program competencies in BS in Public Health, Health Management and Policy option. Upon satisfactory completion of the BS in Public Health – Health Management and Policy Option, the student will have met the program competencies. The specific competencies can be found at the following link:

- **Baccalaureate Core**
  Successful completion of this course partially fulfills OSU’s Baccalaureate Core course requirements in the [Skills; Perspectives; Difference, Power and Discrimination; Synthesis] category under [subcategory].

**Evaluation of Student Performance**

- Discussions – 100 points (20 points each)
- Competency Mastery – 100 points (25 points each)
- Assignments – 200 points (25 points each)
- Total – 400 points
### Course Content:

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<thead>
<tr>
<th>Week</th>
<th>Topic</th>
<th>Learning Activities</th>
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<tr>
<td>1</td>
<td>Introduction to First Break All the rules: What the World’s Greatest Managers do Differently’</td>
<td>#1 Online discussion: Part 1 and 2</td>
</tr>
<tr>
<td>2</td>
<td>The four roles managers Play</td>
<td>Assignment #1 and #2</td>
</tr>
<tr>
<td>3</td>
<td>Buckingham’s final suggestions.</td>
<td>#2 Online Discussion. Assignment #3 Case Study Competency Mastery #1</td>
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<tr>
<td>4</td>
<td>“Hardwiring for Excellence” Purpose, Worthwhile Work, and Making a Difference”</td>
<td>#3 Online discussion Assignment #4</td>
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<td>5</td>
<td>Complete the Studer Principles</td>
<td>Assignment #5 Competency Mastery #2</td>
</tr>
<tr>
<td>6</td>
<td>“We are not in Kansas anymore Toto” The OZ Principle of Accountability</td>
<td>Assignment #6</td>
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<td>7</td>
<td>If Disney Ran Your Hospital 9 ½ things you would do differently.</td>
<td>#4 Online discussion Competency Mastery #3</td>
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<td>8</td>
<td>The Toyota Way to Healthcare Excellence</td>
<td>Assignment #7</td>
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<td>9</td>
<td>The five Principles of LEAN</td>
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<td>10</td>
<td>Lean Wrap Up</td>
<td>Final Competency Mastery</td>
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<tr>
<td>Finals</td>
<td></td>
<td>Course Reflection Discussion. (#5 online discussion) No final exam</td>
</tr>
</tbody>
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### Course Policies

#### Discussion Participation

Students are expected to participate in all graded discussions. While there is great flexibility in online courses, this is not a self-paced course. You will need to participate in our discussions on at least four different days, with your first post due no later than Wednesday evening 11:59 pm PST, and your second and third posts due by the end of each week, Saturday, 11:59 PST.

#### Exam Time Limits

Exams in this class are timed; if you exceed the time limit on an exam, you will be assessed a penalty of 10% for every five minute interval beyond the time limit. These exams are open book, open notes.

#### Incompletes

Incomplete (I) grades will be granted only in emergency cases (usually only for a death in the family, major illness or injury, deployment, or birth of your child), and if the student has turned in 80% of the
points possible (in other words, usually everything but the final competency). If you are having any difficulty that might prevent you completing the coursework, please don’t wait until the end of the term; let me know right away.

**Guidelines for a Productive and Effective Online Classroom**

Students are expected to conduct themselves in the course (e.g., on discussion boards, email) in compliance with the university’s regulations regarding civility.

Civility is an essential ingredient for academic discourse. All communications for this course should be conducted constructively, civilly, and respectfully. Differences in beliefs, opinions, and approaches are to be expected. In all you say and do for this course, be professional. Please bring any communications you believe to be in violation of this class policy to the attention of your instructor.

Active interaction with peers and your instructor is essential to success in this online course, paying particular attention to the following:

- Unless indicated otherwise, please complete the readings and view other instructional materials for each week before participating in the discussion board.
- Read your posts carefully before submitting them.
- Be respectful of others and their opinions, valuing diversity in backgrounds, abilities, and experiences.
- Challenging the ideas held by others is an integral aspect of critical thinking and the academic process. Please word your responses carefully, and recognize that others are expected to challenge your ideas. A positive atmosphere of healthy debate is encouraged.

**Statement Regarding Students with Disabilities**

Accommodations are collaborative efforts between students, faculty, and Disability Access Services (DAS). Students with accommodations approved through DAS are responsible for contacting the faculty member in charge of the course prior to or during the first week of the term to discuss accommodations. Students who believe they are eligible for accommodations but who have not yet obtained approval through DAS should contact DAS immediately at 541-737-4098.

**Accessibility of Course Materials**

All materials used in this course are accessible via Canvas and the Oregon State University Library. If you require accommodations please contact Disability Access Services (DAS).

Additionally, Canvas, the learning management system through which this course is offered, provides a vendor statement certifying how the platform is accessible to students with disabilities.

**Expectations for Student Conduct**

Student conduct is governed by the university’s policies, as explained in the Office of Student Conduct: Information and Regulations.

**Academic Integrity**

Students are expected to comply with all regulations pertaining to academic honesty. For further information, visit Avoiding Academic Dishonesty, or contact the office of Student Conduct and Mediation at 541-737-3656.

OAR 576-015-0020 (2) Academic or Scholarly Dishonesty:
a) Academic or Scholarly Dishonesty is defined as an act of deception in which a Student seeks to claim credit for the work or effort of another person, or uses unauthorized materials or fabricated information in any academic work or research, either through the Student's own efforts or the efforts of another.

b) It includes:

(i) CHEATING - use or attempted use of unauthorized materials, information or study aids, or an act of deceit by which a Student attempts to misrepresent mastery of academic effort or information. This includes but is not limited to unauthorized copying or collaboration on a test or assignment, using prohibited materials and texts, any misuse of an electronic device, or using any deceptive means to gain academic credit.

(ii) FABRICATION - falsification or invention of any information including but not limited to falsifying research, inventing or exaggerating data, or listing incorrect or fictitious references.

(iii) ASSISTING - helping another commit an act of academic dishonesty. This includes but is not limited to paying or bribing someone to acquire a test or assignment, changing someone's grades or academic records, taking a test/doing an assignment for someone else by any means, including misuse of an electronic device. It is a violation of Oregon state law to create and offer to sell part or all of an educational assignment to another person (ORS 165.114).

(iv) TAMPERING - altering or interfering with evaluation instruments or documents.

(v) PLAGIARISM - representing the words or ideas of another person or presenting someone else's words, ideas, artistry or data as one's own, or using one's own previously submitted work. Plagiarism includes but is not limited to copying another person's work (including unpublished material) without appropriate referencing, presenting someone else's opinions and theories as one's own, or working jointly on a project and then submitting it as one's own.

c) Academic Dishonesty cases are handled initially by the academic units, following the process outlined in the University's Academic Dishonesty Report Form, and will also be referred to SCCS for action under these rules.

Conduct in this Online Classroom
Students are expected to conduct themselves in the course (e.g., on discussion boards, email postings) in compliance with the university's regulations regarding civility.

Tutoring
NetTutor is a leading provider of online tutoring and learner support services fully staffed by experienced, trained and monitored tutors. Students connect to live tutors from any computer that has Internet access. NetTutor provides a virtual whiteboard that allows tutors and students to work on problems in a real time environment. They also have an online writing lab where tutors critique and return essays within 24 to 48 hours. Access NetTutor from within your Canvas class by clicking on the Tools button in your course menu.

OSU Student Evaluation of Teaching
Course evaluation results are extremely important and are used to help me improve this course and the learning experience of future students. Results from the 19 multiple choice questions are tabulated anonymously and go directly to instructors and department heads. Student comments on the open-ended
questions are compiled and confidentially forwarded to each instructor, per OSU procedures. The online Student Evaluation of Teaching form will be available toward the end of each term, and you will be sent instructions via ONID by the Office of Academic Programs, Assessment, and Accreditation. You will log in to “Student Online Services” to respond to the online questionnaire. The results on the form are anonymous and are not tabulated until after grades are posted.

REFUND POLICY INFORMATION

Please see the Ecampus website for policy information on refunds and late fees.