University of Florida
College of Public Health & Health Professions Syllabus
HSA 6115: Introduction to Management of Healthcare Services Organizations
FALL 2023 (3 Credits)
Delivery Format: In-Person
UF e-Learning: http://elearning.ufl.edu/

Instructor Name:	Keith Benson, Ph.D., MHA, MBA
Office:	HPNP 3106
Phone Number:	(352) 273-6069
Email Address:	keithbenson@phhp.ufl.edu
Office Hours:	Tuesday, Period 7 (1:55-2:45 pm) or by Appointment

Preferred Communication: <mark>Direct email</mark>.

Email Policy: Response within 24 hours to emails received on weekdays (M-F) and 48 hours to emails received over the weekend.

Prerequisites: None.

PURPOSE AND OUTCOME

Course Overview
As an introductory course, many of the broad concepts and skills of management will be covered. Students will learn the application of these techniques to health service organizations (HSOs). In addition, students will begin to understand the variability of management styles and personalities and develop their styles.

Course Objectives and Goals
Upon completion of the course, students are expected to be able to,
1. Understand the fundamental principles of management.
2. Discuss the current healthcare environment in which health services organizations operate.
2. Distinguish between the core functions of healthcare management, including strategy, marketing, controlling, and organizational design.
3. Clarify distinctions between leadership and management.
4. Accept the value of applying Emotional Intelligence principles to professional success.
5. Break down and describe the interrelationships between the fundamental departments of health services organizations and their contribution to the organizational mission

Instructional Methods
Readings, lectures, case studies, and client-based projects are the primary learning tools. The benefits you receive from this course are directly related to your class preparation and participation- in other words, to the effort you put into the course.

MHA Competencies Covered

This course is designed to provide fundamental knowledge of management of diverse health services organizations.

MHA Competencies Covered	MPH Competencies Covered
HEC-1 Perform needs assessments and environmental analyses in support of program and organizational development	4. Interpret results of data analysis for public health research, policy or practice
HEC-2 Analyze and synthesize government policies, laws, and regulations that affect the health care environment	6. Discuss the means by which structural bias, social inequities and racism undermine health and create challenges to achieving health equity at organizational, community and societal levels
HOP-2 – Understand diversity, equity, and inclusion and the cultural, ethnic, and social characteristics that can affect the design and delivery of programs and services	10. Explain basic principles and tools of budget and resource management
BAT-1 – Describe project management techniques and systems-thinking to plan and manage initiatives involving resources, scope, and impact	12. Discuss multiple dimensions of the policy-making process, including the roles of ethics and evidence
LP-1 – Organize a team with balanced capabilities and effective group processes to create team member accountability for collective results	16. Apply principles of leadership, governance and management, which include creating a vision, empowering others, fostering collaboration and guiding decision making
LP-2 – Apply effective and appropriate oral and written communication skills	18. Select communication strategies for different audiences and sectors
LP-4 – Model professional behavior, values, and ethics	19. Communicate audience-appropriate public health content, both in writing and through oral presentation

DESCRIPTION OF COURSE CONTENT

Course Schedule*

Week	Date	Topic(s)	Text Chapter
1	8/24	**Introduction, Course Overview, and Chapter 1. Foundations of Well-Managed Healthcare Organizations**	1
2	8/31	**Chapter 2. Creating and Sustaining a Transformational Culture and Chapter 3. Building Continuous Improvement**	2,3
3	9/7	**Understanding Types of HCOs & HSOs**	-
4	9/14	**Chapter 14. Internal Consulting**	14
5	9/21	**Chapter 13. Financial Management**	13
6	9/28	**Chapter 5. Foundations of Clinical Excellence and Chapter 6. The Clinical Staff Organization**	5,6
7	10/5	**Chapter 7. Nursing**	7
8	10/12	**Exam 1: Chapters 1, 2, 3, HCOs, 14, 13, 5, 6, & 7**	8
9	10/19	**Chapter 8. Clinical Support Services**	
10	10/26	**Chapter 9. Population Health**	9
11	11/2	**Chapter 4. Establishing Strategic Governance Chapter 10. Knowledge Management**	4,10
12	11/9	**Chapter 11. Human Resources Chapter 12. Environment of Care**	11,12
13	11/16	**Chapter 15. Marketing and Strategy**	15
14	11/23	NO CLASS (Thanksgiving)	
15	11/30	**Team Project Presentations**	
16	Finals Week	**Exam 2: TBD Exam 2: Chapters 8, 9, 4, 10, 11, 12, 15**	

* Schedule is subject to change. Students will be notified via email and/or Canvas Announcement of any changes to the syllabus schedule. For example, other assignments and homework may be modified as needed

Course Materials

> ➢ [Required] White, K. R. and J.R. Griffith, 2019. **The Well-Managed Healthcare Organization**. 9th Edition. HAP/AUPHA Publishers.
> ➢ Additional readings used for lectures will be posted on Canvas
> ➢ Lecture Slides will be posted on Canvas after class

Announcements: Class announcements will be sent via the announcements tool in eLearning. Depending on your CANVAS notification settings, you may or may not be notified via email; you are responsible for all information in these announcements whether or not you see them in your email.

For **technical support for the course eLearning site, activities, and assessments**, please contact the UF Help Desk at:
- Learning-support@ufl.edu
- (352) 392-HELP - select option 2
- https://elearning.ufl.edu/help.shtml

ACADEMIC REQUIREMENTS AND GRADING

Grading
Final grades will reflect your performance in these areas:

Requirement		Percent of Final Grade
Exams	Exam 1	25
	Exam 2	25
Assignments	Team Project Write-up and Presentation	25
	Homework	20
	Peer Assessment	5
Total percentage		100

Exam
This course has two exams: Exam 1 and Exam 2. Exam dates are given on the course schedule. Exams cover the course materials, including lectures and readings. Exam 2 is not cumulative. Both exams will comprise multiple choices, true/false, matching, and short answer questions.

Multiple homework assignments will be assigned throughout the semester.

Assignments: Late submissions will be penalized with 1 point deduction per day late

Team Semester-Long Projects: Health Care Management Career Path Project

The students will be divided into teams to complete the project. More information will be forthcoming concerning this assignment.

Extra Credit Assignment **– Informational Interview**
There is an opportunity to earn up to 6 extra homework points by participating in informational interviews. Here is a link to how to do an informational interview https://career.ufl.edu/wp-content/uploads/2020/03/Informational-Interview.pdf. More information will be forthcoming in a lecture.

Point system used (i.e., how do course points translate into letter grades):

Example:

Points earned	93-100	90-92	87-89	83-86	80-82	77-79	73-76	70-72	67-69	63-66	60-62	Below 60
Letter Grade	A	A-	B+	B	B-	C+	C	C-	D+	D	D-	E

Please be aware that a C- is not an acceptable grade for graduate students. The GPA for graduate students must be at least a 3.0 in all 5000 level courses and above to graduate. A grade of C counts toward a graduate degree only if a sufficient number of credits in courses numbered 5000 or higher have been earned with a B+ or higher.

There will be no rounding up for grade increments; for example, a 92.99 is an A-. Please be aware that a C- is not an acceptable grade for graduate students. The GPA for graduate students must be 3.0. in all 5000 level courses and above to graduate. A grade of C counts toward a graduate degree only if a sufficient number of credits in courses numbered 5000 or higher have been earned with a B+ or higher.

Letter Grade	A	A-	B+	B	B-	C+	C	C-	E	WF	I	NG	S-U
Grade Points	4.0	3.67	3.33	3.0	2.67	2.33	2.0	1.67	0.0	0.0	0.0	0.0	0.0

More information on UF grading policy may be found at:
http://gradcatalog.ufl.edu/content.php?catoid=10&navoid=2020#grades

Exam Policy

Policy Related to Make up Exams or Other Work
Please note: Any requests for make-ups due to technical issues MUST be accompanied by the UF Computing help desk (http://helpdesk.ufl.edu/)correspondence. You MUST e-mail me within 24 hours of the technical difficulty if you wish to request a make-up.

Only in extreme circumstances will the instructor accept late assignments. If you anticipate turning an assignment in late, please discuss with the instructor or teaching assistant beforehand. It is your responsibility to check that the correct assignment has been submitted to Canvas on time. Always review your submission after turning it in.

Policy Related to Required Class Attendance
Excused absences must be consistent with university policies in the Graduate Catalog (http://gradcatalog.ufl.edu/content.php?catoid=10&navoid=2020#attendance) and require appropriate documentation. Additional information can be found here:
https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx

Policy Related to Guests Attending Class:
Only registered students are permitted to attend class. However, we recognize that students who are caretakers may face occasional unexpected challenges creating attendance barriers. Therefore, by exception, a department chair or his or her designee (e.g., instructors) may grant a student permission to bring a guest(s) for a total of two class sessions per semester. This is two sessions total across all courses.

No further extensions will be granted. Please note that guests are not permitted to attend either cadaver or wet labs. Students are responsible for course material regardless of attendance. For additional information, please review the Classroom Guests of Students policy in its entirety. Link to full policy: http://facstaff.phhp.ufl.edu/services/resourceguide/getstarted.htm

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STUDENT EXPECTATIONS, ROLES, AND OPPORTUNITIES FOR INPUT

In this class, students learn about management and various management applications in healthcare organizations. Therefore, the professor will operate the classroom as an organization with the policies discussed below.

Administrator-in-training (AIT) – After entering the classroom, students are expected to take an active role in their learning. Examples include asking questions, offering statements of position, and providing feedback on the course. AIT's are expected to provide input on class structure and course content. In other words, AIT's are encouraged to become "co-owners" of HSA6115.

Expectations Regarding Course Behavior
You are expected to maintain a civil tone and respect the opinions of other persons. While commenting on others' posts is encouraged, aggressive or patronizing tone and language are unacceptable and may result in the loss of your posting and discussion privileges.

Netiquette Guideline
Please read the 'Netiquette Guideline' on Announcement carefully.

Communication Guideline
Preferred communication is via direct email. Response within 24 hours to emails received on weekdays (M-F) and 48 hours to emails received over the weekend. Response via Canvas Message may be delayed.

Professional Development - A critical part of the AIT development process is the internalization of professionalism. Examples of professionalism are arriving to class on time, not watching the clock, participating in classroom exercises, quality and thoughtfulness of comments, competition of assignments, and valuing and respecting your peers. Essentially this is a measure of the value you add to the class! Remember – in today's competitive job market, prospective employers are looking for reasons NOT to hire and not for reasons to hire. If you email me by 9:00 am, 9/1/2022 and in the subject line, put I read the syllabus, I will award you three extra homework points.

Academic Integrity
Students are expected to act in accordance with the University of Florida policy on academic integrity. As a student at the University of Florida, you have committed yourself to uphold the Honor Code, which includes the following pledge:

"We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honesty and integrity."

You are expected to exhibit behavior consistent with this commitment to the UF academic community, and on all work submitted for credit at the University of Florida, the following pledge is either required or implied:

"On my honor, I have neither given nor received unauthorized aid in doing this assignment."

It is your individual responsibility to know and comply with all university policies and procedures regarding academic integrity and the Student Honor Code. Violations of the Honor Code at the University of Florida will not be tolerated. Violations will be reported to the Dean of Students Office for consideration of disciplinary

action. For additional information regarding Academic Integrity, please see Student Conduct and Honor Code or the Graduate Student Website for additional details:

https://www.dso.ufl.edu/sccr/process/student-conduct-honor-code/

http://gradschool.ufl.edu/students/introduction.html

Please remember cheating, lying, misrepresentation, or plagiarism in any form is unacceptable and inexcusable behavior.

Online Faculty Course Evaluation Process

Students are expected to provide professional and respectful feedback on the quality of instruction in this course by completing course evaluations online via GatorEvals. Guidance on how to give feedback in a professional and respectful manner is available at https://gatorevals.aa.ufl.edu/students/. Students will be notified when the evaluation period opens and can complete evaluations through the email they receive from GatorEvals, in their Canvas course menu under GatorEvals, or via https://ufl.bluera.com/ufl/. Summaries of course evaluation results are available to students at https://gatorevals.aa.ufl.edu/public-results/.
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SUPPORT SERVICES

Accommodations for Students with Disabilities

If you require classroom accommodation because of a disability, it is strongly recommended you register with the Dean of Students Office http://www.dso.ufl.edu within the first week of class or as soon as you believe you might be eligible for accommodations. The Dean of Students Office will provide documentation of accommodations to you, which you must then give to me as the instructor of the course to receive accommodations. Please do this as soon as possible after you receive the letter. Students with disabilities should follow this procedure as early as possible in the semester. The College is committed to providing reasonable accommodations to assist students in their coursework.

Counseling and Student Health

Students sometimes experience stress from academic expectations and/or personal and interpersonal issues that may interfere with their academic performance. If you find yourself facing issues that have the potential to or are already negatively affecting your coursework, you are encouraged to talk with an instructor and/or seek help through University resources available to you.

The Counseling and Wellness Center 352-392-1575 offers a variety of support services such as psychological assessment and intervention and assistance for math and test anxiety. Visit their web site for more information: http://www.counseling.ufl.edu. On line and in person assistance is available.

You Matter We Care website: http://www.umatter.ufl.edu/. If you are feeling overwhelmed or stressed, you can reach out for help through the You Matter We Care website, which is staffed by Dean of Students and Counseling Center personnel.

The Student Health Care Center at Shands is a satellite clinic of the main Student Health Care Center located on Fletcher Drive on campus. Student Health at Shands offers a variety of clinical services. The clinic is located on the second floor of the Dental Tower in the Health Science Center. For more information, contact the clinic at 392-0627 or check out the web site at: https://shcc.ufl.edu/

Crisis intervention is always available 24/7 from:

Alachua County Crisis Center:
(352) 264-6789
http://www.alachuacounty.us/DEPTS/CSS/CRISISCENTER/Pages/CrisisCenter.aspx

Do not wait until you reach a crisis to come in and talk with us. We have helped many students through stressful situations impacting their academic performance. You are not alone so do not be afraid to ask for assistance.

Inclusive Learning Environment

Public health and health professions are based on the belief in human dignity and on respect for the individual. As we share our personal beliefs inside or outside of the classroom, it is always with the understanding that we value and respect diversity of background, experience, and opinion, where every individual feels valued. We believe in, and promote, openness and tolerance of differences in ethnicity and culture, and we respect differing personal, spiritual, religious and political values. We further believe that celebrating such diversity enriches the quality of the educational experiences we provide our students and enhances our own personal and professional relationships. We embrace The University of Florida's Non-Discrimination Policy, which reads, "The University shall actively promote equal opportunity policies and practices conforming to laws against discrimination. The University is committed to non-discrimination with respect to race, creed, color, religion, age, disability, sex, sexual orientation, gender identity and expression, marital status, national origin, political opinions or affiliations, genetic information and veteran status as protected under the Vietnam Era Veterans' Readjustment Assistance Act." If you have questions or concerns about your rights and responsibilities for inclusive learning environment, please see your instructor or refer to the Office of Multicultural & Diversity Affairs website: www.multicultural.ufl.edu

Recording Class Lectures

 "Students are allowed to record video or audio of class lectures. However, the purposes for which these recordings may be used are strictly controlled. The only allowable purposes are (1) for personal educational use, (2) in connection with a complaint to the university, or (3) as evidence in, or in preparation for, a criminal or civil proceeding. All other purposes are prohibited. Specifically, students may not publish recorded lectures without the written consent of the instructor.

 A "class lecture" is an educational presentation intended to inform or teach enrolled students about a particular subject, including any instructor-led discussions that form part of the presentation, and delivered by any instructor hired or appointed by the University, or by a guest instructor, as part of a University of Florida course. A class lecture does not include lab sessions, student presentations, clinical presentations such as patient history, academic exercises involving solely student participation, assessments (quizzes, tests, exams), field trips, private conversations between students in the class or between a student and the faculty or lecturer during a class session.

 Publication without permission of the instructor is prohibited. To "publish" means to share, transmit, circulate, distribute, or provide access to a recording, regardless of format or medium, to another person (or persons), including but not limited to another student within the same class section. Additionally, a recording, or transcript of a recording, is considered published if it is posted on or uploaded to, in whole or in part, any media platform, including but not limited to social media, book, magazine, newspaper, leaflet, or third party note/tutoring services. A student who publishes a recording without written consent may be subject to a civil cause of action instituted by a person injured by the publication and/or discipline under UF Regulation 4.040 Student Honor Code and Student Conduct Code."