

University of Florida
College of Public Health & Health Professions Syllabus
HSA 6939: Capstone Seminar in Health Administration (3 credit hours)
Spring 2025, Delivery Format: Lecture, E-Learning in Canvas

Instructor Name: Keith J. Benson, Ph.D., MHA, MBA
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Office Hours: Monday 3:00-4:00 pm or by appointment
Preferred Course
Communications: Email or Canvas Message

Textbooks None; **there** are required readings accessible via Canvas
Prerequisites Consent of Instructor

PURPOSE AND OUTCOME:

Course Overview

Analysis of cases dealing with administrative and policy issues in health services. Emphasizes problem-solving in ill-defined, multi-faceted situations. Students can transition classroom learning into practice by applying knowledge, skills, and competencies by leading and participating in consulting projects to address a current healthcare project, process, or problem. Specifically, students will identify critical issues through quantitative and qualitative analyses and work collaboratively to develop, propose, and present solutions to improve organizational performance.

Course Objectives and Goals

Upon successful completion of the course, students will be able to:

1. Conduct analyses of cases relating to the US Healthcare System
2. Propose and present solutions to cases relating to the US Healthcare System
3. Use and apply MHA Competencies

UF MHA Competency Attainment

Basic Competence (Level 1 - Knowledge and Memorization): The student demonstrates beginning-level knowledge and basic competency skills. The student demonstrates this by describing or explaining the basic steps, principles, content, and history related to this competency.

Intermediate Competence (Level 2 - Analysis and Application): The student demonstrates intermediate-level knowledge, skills, and abilities related to this competency. The student demonstrates this by analyzing and applying the skills associated with this competency.

Advanced Competence (Level 3 – Evaluation, Critique, and Synthesis): The student demonstrates mastery of the knowledge, skill, or ability related to this competency. The student demonstrates this through their ability to synthesize or integrate multiple ideas and evaluate content related to this competency.

UF MHA Competencies Covered in HSA 6939

Learning Objective	Learning Activity	MHA Competency	Assessment
1.0	Large group presentation and discussion on project planning and formal/informal power structures and classroom exercise on identifying formal/informal power structures	HEC-1, HOP-1, BAT-1	In-class team-based project synopsis discussion
1.1	Large group presentation on identifying stakeholders and a case study/team-based analysis on identifying key stakeholders	HOP-3	In-class team-based project synopsis discussion
1.2	Team-based work and presentation of the project synopsis and impact analysis (identifying the key stakeholders)	HOP-2, HEC-2	Project work plan presentation
2.0	Develop probing/powerful questions that elucidate and highlight the business opportunity and the potential pitfalls	HEC-1, HOP-4	Classroom exercises and problem and questions presentation
2.1	Class-based/interactive discussion on identifying information sources in different healthcare settings	HEC-1, HOP-3	Classroom exercises and project work plan presentation
2.2	Large group presentation and discussion on qualitative and quantitative information	HOP-1	Classroom exercises, problems, questions, and project work plan presentations
2.3	Class-based discussion on using data to support your assertions	BAT-3	Project work plan and analysis presentations
2.4	Classroom exercise on identifying the problem with changing or unclear variables	BAT-2, BAT-4	Classroom exercise and final presentation
3.0	Team meetings and facilitated classroom discussions	LP-4	Course instructor evaluations
3.1	Classroom exercises, peer presentations, and feedback	LP-2	Presentation to peers (peer evaluations) and presentation to HC Professionals
3.2	Accumulation of the classroom activities, peer presentations, and working on consulting projects	BAT-1	Recommendations, solutions, executive summary and presentations
4.0	Leadership and followership experiences	LP-3, LP-1	Project updates/presentations
4.1	Competency Portfolio Presentations	All MHA Competencies	Peer, professional, and instructor feedback
4.2	Team-based work and presentation of consulting projects	LP-1	Evaluations and final presentation

DESCRIPTION OF COURSE CONTENT:

Topical Outline/Course Schedule

All reading assignments, including supplemental readings, should be read before class to facilitate your learning and class discussions. If you miss class, you must obtain notes, handouts, and a summary of the lesson/class activities from the missed class. The course schedule is subject to revision. Confirm deadlines in class and always check Canvas for updates.

Date	Topic(s) and Activities	Deliverables
1/16	Course Overview/Team Formation AHA Environmental Scan	
1/23	Overview of Consultant Projects 1 & 2 System Thinking – Mr. Ralph Horky	
1/30	MHA Healthcare Environment and Community Competencies Review MHA Healthcare Organizations and Performance Competencies Review	
2/6	Consultant Project 1 Presentation	Consultant Project 1
2/13	MHA Leadership and Professionalism Competencies Review UF Health Supply Chain Consulting Projects Overview	
2/20	Team Project Workday	
2/27	MHA Business Analytics and Techniques Competencies Review	
3/6	Consultant Project 2 Presentation	
3/13	Understanding your benefits and other professional/career issues	
3/20	Spring Break	
3/27	MHA Comprehensive Final Exam Review & Team Project Workday	
4/3	MHA Portfolio Meetings	
4/10	MHA Comprehensive Final Exam	
4/17	Consultant Project Presentation	Consultant Project Presentation to UF Health Leadership

Course Materials and Technology

Materials

Textbook: None required

Instructional materials for this course consist of only those materials specifically reviewed, selected, and assigned by the instructor(s). The instructor(s) is only responsible for these instructional materials.

Technology

Course materials are housed and available on CANVAS e-learning

For technical support for this class, please get in touch with the UF Help Desk. At:

- Learning-support@ufl.edu
- (352) 392-HELP - select option 2
- <https://iss.at.ufl.edu/help.shtml>

ACADEMIC REQUIREMENTS AND GRADING

Assignments Canvas Course Site: All Assessments will be housed in Canvas. Assignments will be posted in Canvas and completed before specified due dates.

Consulting Project for UF Health Enterprise:

This capstone project is designed to engage students in UF Health's transformation into a clinical enterprise. Students will work in teams to focus on the standardization of a specific medical supply. The project will begin with capturing the current state of supply usage, followed by research into market options and collaboration with physicians and clinicians to understand their needs and preferences. Each team will then develop a final recommendation for the supply standardization process, guided by Strategic Sourcing principles.

Each student team will act as a liaison for one of UF Health's four major markets—Shands, Jacksonville, St. Johns, and Central Florida—and will have the opportunity to collaborate with Kaufman Hall and Vizient consulting partners. This project offers students a hands-on experience in strategic sourcing, key stakeholder engagement, and non-labor expense management.

Grading

Requirement	Due date	Points or % of final grade (% must sum to 100%)
Consultant Projects	TBD and will be posted on Canvas	40
Homework/In-class Assignments	Instructions will be posted on Canvas	20
Competency Portfolio	Instructions will be posted on Canvas	20
MHA Comprehensive Final Exam		20

The 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 acceptable for graduate students. The GPA for graduate students to graduate must be 3.0 or higher.

Letter Grade	A	A-	B+	B	B-	C+	C	C-	D+	D	D-	E	WF	I	NG	S-U
Grade Points	4.0	3.67	3.33	3.0	2.67	2.33	2.0	1.67	1.33	1.0	0.67	0.0	0.0	0.0	0.0	0.0

For greater detail on the meaning of letter grades and university policies related to them, see the Registrar's Grade Policy regulations at <http://catalog.ufl.edu/ugrad/current/regulations/info/grades.aspx>.

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.

Late Assignments:

Late submissions are not encouraged but will be accepted for up to 7 days, but with the following policies and penalty schedule: It may be possible to avoid a late penalty if you contact the instructor at least 24 hours in advance. In some cases, documentation may be requested. If a lateness allowance is agreed to, this applies to a single assignment. It does not allow you to delay future assignments.

If your assignment is late, you will lose 10% each day. Thus, if an assignment is worth 30 points, you will lose 3 points for each late day. "Late" begins one minute after the due time (e.g., an assignment due at 8:34 am is considered late at 8:35 am). Penalties are as follows:

1 minute to 24 hours late	10% of the maximum deducted from the achieved grade
One day + 1 minute late to 48 hours late	20% of the maximum deducted from the achieved grade
Two days + 1 minute late to 72 hours late	30% of the maximum deducted from the achieved grade
Three days + 1 minute late to 96 hours late	40% of the maximum deducted from the achieved grade
Four days + 1 minute late to 120 hours late	50% of the maximum deducted from the achieved grade
Five days + 1 minute late to 144 hours late	60% of the maximum deducted from the achieved grade
Six days + 1 minute late to 168 hours late	70% of the maximum deducted from the achieved grade
Seven days + 1 minute late or longer	100% of the maximum deducted from the achieved grade

Expectations Regarding Course Behavior

To succeed, attending all classes, taking detailed notes, and actively participating in class and group discussions are essential. It is also critical for students to work together effectively in a team. The course will go over common behaviors that make individuals good team members. Finally, students are expected to be engaged and respectful of the instructor and guest speakers.

Communication Guidelines

Please email the instructor with any questions that you have. Please allow a 1-day business response time.

If you have an urgent concern, please call my office line.

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. 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.”

Your responsibility is 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 the Graduate Student Website for further details: <https://catalog.ufl.edu/graduate/regulations/#text>

Please remember that cheating, lying, misrepresentation, or plagiarism is unacceptable and inexcusable. ChatGPT or Open AI are acceptable idea-generation tools but are insufficient to replace work products. If you use these products, use them as tools only, and you must cite your usage.

Online Faculty Course Evaluation Process

Students are expected to provide feedback on the quality of instruction in this course by completing online evaluations at <https://evaluations.ufl.edu>. Evaluations are typically open during the last two or three weeks of the semester, but students will be given specific times when they are open. Summary results of these assessments are available to students at <https://evaluations.ufl.edu/results/>.

SUPPORT SERVICES

Accommodations for Students with Disabilities

Suppose you require classroom accommodation because of a disability. In that case, it is strongly recommended that 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 you with accommodations documentation, which you must then give to me as the course instructor 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 personal and interpersonal issues that may interfere with their academic performance. Suppose you face problems that have the potential to or are already negatively affecting your coursework. In that case, you are encouraged to talk with an instructor and seek help through University resources available to you.

- The Counseling and Wellness Center 352-392-1575 offers various support services such as psychological assessment, intervention, and math and test anxiety assistance. Visit their website for more information: <http://www.counseling.ufl.edu>. Online and in-person help is available.
- You Matter We Care website: <http://www.umatter.ufl.edu/>. If you feel 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 available to UF Students. For more information, call the clinic at 392-0627 or visit their website 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>

Please come in and talk with us before you reach a crisis. We have helped many students through stressful situations impacting their academic performance. You are not alone, so feel free to ask for assistance.