MAN 6930.350 & MAN 6930.020
Healthcare Management
COURSE SYLLABUS

Semester: Fall 2023
Class Meeting Days: Asynchronous throughout the Fall 2 Semester
Class Meeting Time: N/A
Class Meeting Location: Online/Canvas
Instructor: Dr. Sandy Weiss DBA, MBA-HCM, RN, CPHQ, CPPS, CSM, PMP
Email:* ssweiss@usf.edu
LinkedIn: linkedin.com/in/DrSandyWeiss
Office Location: MS Teams Meeting
Office Hours: As needed, by appointment only
*Please see the section of the syllabus that outlines expectations for email etiquette.

I. University Course Description

This course explores management principles and how they are applied within various health care settings. Contemporary theories, critical perspectives, models, and best practices designed to foster performance excellence in the highly competitive health care industry are examined. Students will address the complexities and challenges of health systems and the role that managers play in achieving the goals of the organization.

II. Course Prerequisites

None.

III. Course Purpose/Objectives

Upon completion of this course, students should have the ability to:
- Demonstrate effective communication skills
- Identify the components of the healthcare delivery system and external environmental factors affecting the management of healthcare organizations
- Analyze laws, regulations, court decisions, and health policy that impact healthcare organizations and health services delivery
- Demonstrate ethical choices, values, and professional behavior in healthcare management roles/decision-making
- Analyze the responsibility and operations of a healthcare organization to identify and resolve problems and improve performance
- Use statistical reasoning in interpreting quantitative and qualitative research and organizational data
- Demonstrate critical thinking and effective decision making through financial management, strategic planning, economic analysis, and quality assessment and improvement

• Demonstrate an understanding of the roles, perspectives, and expectations of clinical practitioners, how they differ from nonclinical staff, and the challenges these differences present for management

IV. Course Format

This is an asynchronous online course with multiple weekly assignments to keep you engaged and connected to your peers. You are expected to complete all assignments timely and are encouraged to post initial discussion responses early to give your peers additional time to create thoughtful and robust responses to your initial post. This will encourage a collaborative learning environment. There are no lectures in this course, your professor will be highly engaged in the discussion posts. It is recommended that you focus your energy on reading and providing discussion posts and responses that help bring additional context to the discussion. Tap into your own professional experience to provide life to the discussion. There are also no test prep guides, as the exams are all open book. Remember, discussion posts/responses are worth >50% of your grade.

Rather than solely relying on the text, you are expected to tap into your personal/professional experience and discuss how these principles and readings can be applied to the real world. Your instructor works in industry and will frequently jump in to the discussion to provide additional information or ask questions. If you want limited engagement and an "easy A," this is not the course for you. While there are no live lectures or class meetings, the discussion posts are intended to bring a level of engagement to the class that is not typically found in an online asynchronous learning environment.

V. Student Learning Outcomes/Objectives

Business Program Learning Goals (Skill(s) and Perspectives)
Addressed in This Course:

1. Interpersonal and Communication Skills	2. Analytical and Critical Thinking Skills	3. Information Technology Skills	4. Reflective Thinking and Experiential Learning	5. Ethical and Social Consciousness	6. Multicultural Competence
5	5	2	5	3	2

Numbers indicate levels 0-5.

Interpersonal and Communication Skills – All weeks, all chapters
Analytical & Critical Thinking Skills – All weeks, all chapters
Reflective Thinking & Experiential Learning – All weeks, all chapters
Ethical & Social Consciousness – All weeks, all chapters
Multicultural Competence – All weeks, all chapters

VI. Required Texts and/or Readings and Course Materials

Darr, K. & Nowicki, M. (2021). Managing health services organizations and systems. Seventh Edition. Baltimore: HPP, Health Professions Press. ISBN 9781938870903

An electronic version of this textbook is allowed. All exams are open book. While we use Honorlock/Proctorio to take exams, the settings are edited to allow you access to your browser based textbook for the exam. Your screen will be monitored during the exam and Dr. Weiss does occasionally review the videos to ensure no one is "googling" the questions.

I cannot guarantee success with an older edition of the textbook. Please obtain the 7th ed.

VII.   Supplementary (Optional) Texts and Materials
Supportive learning material is provided in the table that reviews the weekly assignments. If you find links not working or have questions about any of the resources, please reach out to your professor.

VIII.   How to Succeed in this Course
Submit all assignments timely and stay engaged in the discussion posts. If you are struggling, communicate early and often with your professor. If you feel that you will struggle with deadlines and due dates or choose to not abide by the terms of this syllabus, please drop this course.

IX.   Academic Continuity
During any semester, there is a possibility the course may be disrupted, whether due to continued pandemic or hurricane season.

X.   Communication
There is a FAQ section/discussion in Canvas for you to post questions about the course that you have. Peers/classmates are encouraged to answer questions, if the answer is known. Please carefully review the syllabus before posting a question. If a question is personal in nature, or something you are not comfortable posting in FAQ, please email your instructor.

Please see professionalism section regarding email etiquette. While responses are generally within one business day, please allow up to three business days for a response. If by chance I do not respond, please do not take it personally, it is not intentional! If that occurs, please email me again! Also, make sure you have my email address correct ssweiss@usf.edu.

XI.   Grading Scale

Course Grade	Course Requirements
A	93% or 930 points (up to 1000 points)
A-	90% or 900 points (up to 929 points)
B+	87% or 870 points (up to 899 points)
B	83% or 830 points (up to 869 points)
B-	80% or 800 points (up to 829 points)
C+	77% or 770 points (up to 799 points)
C	73% or 730 points (up to 769 points)
C-	70% or 700 points (up to 729 points)
D	60% or 600 points (up to 699 points)
F	<60% or less than 600 points

XII. Grade Categories and Weights

Grading:

Assignment (n)	Points Per Assignment	Total Points	Overall Percentage (%)
Introduction Video (1)	100	100	10%
Discussion Post (6)	5 at 95, 1 at 85	560	56%
Quiz (9)	10	90	9%
Writing Assignment (1)	150	150	15%
Exam (1)	100	100	10%

There *may* be the opportunity for additional extra credit in this course. Your professor will let you know when or if that opportunity arises. Do not ask your professor for extra credit, that is not appropriate.

Weekly breakdown:

Week	Chapter(s)	Intro Video	Discussion Post	Quiz	Writing Assignment	Final Exam	Weekly Points
1	1	100		10			110
2	2 & 3		95	20			115
3	6 & 9		95	20			115
4	4 & 8				150		150
5	10 & 11		95	20			115
6	12		95	10			105
7	13		95	10			105
8	14		85			100	185
Totals	=	100	560	90	150	100	1000

Assignment Overview***

Late work is accepted in *some* cases with heavy penalty. It is in your best interest to turn assignments in timely. If you need to discuss a deadline, reach out to Dr. Weiss well in advance of the deadline.

Introduction (1):

Since this as an online course, our interaction is somewhat limited compared to a face-to-face classroom setting. We will kick the semester off by posting video introductions. Please introduce yourself; feel free to share any personal details you would like with the class (not mandatory), what your major is, what you hope to accomplish or learn by the end of the semester, any fears or concerns you have going into the semester, and what you are most excited to learn about! Please also include any academic or career goals that you would like to share with the class. **In addition to the video, you must provide a typed summary within the body of the discussion (or ensure that your video utilizes closed captioning).** This assignment is graded based on completion. While responses to other students are not required, they are strongly encouraged! Late submissions for this assignment will result in a zero, emailing the assignment to Dr. Weiss does not count as a submission. It is your responsibility to upload your assignment timely. If you have problems uploading your video, please reach out to IT.

Here are instructions on how to post a video within the discussion (you may also use your own YouTube account if you choose to):
https://community.canvaslms.com/t5/Instructor-Guide/How-do-I-record-media-using-the-Rich-Content-Editor-as-an/ta-p/864

Discussion Posts (6):
Discussion Posts (Initial Discussion Post and Post Responses):
Successful completion of this course requires that you actively participate in discussion posts (assigned in the module and post prompts are detailed in the table at the end of this document). Since we do not "meet" as a class, these discussion posts are designed to make the course engaging and highly interactive! You are expected to submit your initial post prior to midnight (eastern time zone) on Wednesday within the week of the specific module for which it is due, and you must respond to two classmates' posts prior to midnight on Sunday of that same week (11:59pm ET) unless otherwise noted in Canvas via announcement or post. *You must submit your post text within the discussion board, not as a Word doc, attachment, or email to the instructor.*

Posts must utilize references and be substantial, significant, and completely address all elements of the prompt. A few sentence initial post or post response is not acceptable, and your grade will reflect this. Aim to provide a minimum of two reference for initial posts and responses. You are expected to cite the textbook and any other supplemental material used as a resource in your post.

Please use APA formatting for citing sources in your posts:
https://owl.purdue.edu/owl/research_and_citation/apa_style/apa_formatting_and_style_guide/in_text_citations_the_basics.html

The earlier you post, the more time everyone has to create thoughtful, rich, and detailed post responses. It also allows your instructor additional time to read and assist with the development of a more robust understanding of the topic. You may post up to two weeks in advance; the modules will be open, and the discussion will be available to you ahead of time. **Late *initial posts* will be accepted until Sunday at 11:59pm of the week they are due, but there is a penalty (see rubric for details)! Late *post responses* will NOT be accepted.** You should anticipate seeing a grade approximately one week after the due date, though that is subject to change depending upon the instructor's schedule. If the posting of grades is significantly delayed, you will be notified via an announcement in Canvas.
CAREFULLY REVIEW THE RUBRIC (attached in the module).
If you are struggling with deadlines, please reach out to your instructor BEFORE reaching an assignment deadline.

Writing Assignment (1):
There is one (1) writing assignment throughout this course. Your assignment will automatically go through plagiarism review software, TurninIn. The assignment is due by Sunday at 11:59pm ET within the module that it is assigned. If you plagiarize, you receive an automatic zero without the ability to make up the assignment. **No late submissions will be accepted or considered for grading. If you anticipate a scheduling issue, please work ahead and submit early.**

Writing resources that you are encouraged to utilize:
USF Online Writing Tutoring

This resource receives your work and then takes 1-2 days to turnaround back to you. You will not be able to dialogue with the tutor who will spend an hour max on reviewing your work. Click the link below to see the instructions, submission format requirements, and more details about this resource. https://www.stpetersburg.usf.edu/student-life/student-success-center/writing/writing-tutoring.aspx (Links to an external site.)
If you have questions after receiving your work back, it is advised to schedule a live Academic Writing Session (link below). There are limited appointments, and for the month of November only the first three Wednesdays are currently available. If you think you will need assistance based on the feedback you received last week, we recommend you preschedule an appointment in anticipation of that.
Schedule a live Academic Writing Session with a USF St. Pete Online Tutor:
https://outlook.office365.com/owa/calendar/USFSPOnlineTutoringSummer2020@usfedu.onmicrosoft.com/bookings/s/m87g96dNwECST__T-UrwhQ2 (Links to an external site.)
Please schedule meetings in anticipation of needing assistance since there is limited assistance available.
Grammarly for grammar and spelling checks:
https://www.grammarly.com/ (Links to an external site.)
This is an automated resource you can submit your work to and receive instant feedback.
Citation Assistance
https://lib.stpetersburg.usf.edu/Citations (Links to an external site.)

Exams (1) & Quiz (6):
You are encouraged to not wait until the last day or final hours to take the exam or quizzes; they will be available for you to take approximately one week prior to the due date. It is the responsibility of the student to complete all assigned readings and be prepared! You must use Honorlock for these exams! These assessments will cover material from the chapters noted in the schedule. *You will NOT receive a study guide for exams or quizzes, but they are OPEN BOOK (electronic or paperback/physical copy OK).* While they are open book (book, notes, and PowerPoints), they are timed, so please complete readings before attempting to take the exam (time details noted in the module). The questions may be a mix of multiple choice and true/false.

The Quizzes:
If you experience technical difficulties, do not contact your instructor. You must reach out to Honorlock or USF IT (depending upon the issue). Note, this is another great reason to take the exam as early as possible. If you wait until the last minute to take the exam, then experience technical difficulties, you run the risk of failing the exam. There are NO study guides for these quizzes, they are not meant to be overly difficult. The Quizzes will prepare for you for final exam, which is also open book (very similar to the quizzes).

XIII. **Instructor Feedback Policy & Grade Dissemination**
Grades will be posted to Canvas as quickly as possible. Allow at least one week, up to two weeks, from the assignment due date. If grading will be significantly delayed, you will see an announcement in Canvas.

XIV. **Course Schedule.**
Please see table at the end of this document titled: **Tentative Schedule of Assignments**

XV.   Integration of This Course into Your Academic Experience
You should be aware that some of the work you complete this semester will be used for purposes other than calculating your final course grade. More specifically, different types of assessments are required for us to maintain our accreditation as a university and/or as a college of business. Most of these assessments are done as part of the course and will require no additional work from you as a student. If you have any questions or concerns about this please let me know.

XVI.   USF Core Syllabus Policies
USF has a set of central policies related to student recording class sessions, academic integrity and grievances, student accessibility services, academic disruption, religious observances, academic continuity, food insecurity, and sexual harassment that **apply to all courses at USF**. Be sure to review these online at: https://www.usf.edu/provost/faculty/core-syllabus-policy-statements.aspx

XVII. Course Policies: Grades

Late Work Policy:
There are no make-ups for writing, quizzes, or exams (any assignment in this course). Late initial posts are only accepted as outlined in the rubric, with substantial penalty. No late quizzes, exams, writing assignments, or discussion post responses are accepted in this course. Please work ahead and do not wait until the last minute to submit an assignment.

Extra Credit Policy: There may be the opportunity for extra credit in this course. Your professor will let you know when or if that opportunity arises. Do not ask your professor for extra credit, that is not appropriate.

If >90% of the class completes the end of semester evaluations sent out by the University, every student will receive 5 points extra credit (5 assignment points).

Grades of "Incomplete": (standard USF policy verbiage)
The current university policy concerning incomplete grades will be followed in this course.
<u>For undergraduate courses:</u> An "I" grade may be awarded to a student only when a small portion of the student's work is incomplete and only when the student is otherwise earning a passing grade. The time limit for removing the "I" is to be set by the instructor of the course. For undergraduate students, this time limit may not exceed two academic semesters, whether or not the student is in residence, and/or graduation, whichever comes first. For graduate students, this time limit may not exceed one academic semester. "I" grades not removed by the end of the time limit will be changed to "IF" or "IU," whichever is appropriate.

<u>For graduate courses:</u> An Incomplete grade ("I") is exceptional and granted at the instructor's discretion only when students are unable to complete course requirements due to illness or other circumstances beyond their control. The course instructor and student must complete and sign the "I" Grade Contract Form that describes the work to be completed, the date it is due, and the grade the student would earn factoring in a zero for all incomplete assignments. The due date can be negotiated and extended by student/instructor as long as it does not exceed two semesters for undergraduate courses and one semester for graduate courses from the original date grades were due for that course. An "I" grade not cleared within the two semesters for undergraduate courses and one semester for graduate courses (including summer semester) will revert to the grade noted on the contract.

Attendance Policy: Your professor does not take attendance, but the expectation is that you submit your weekly assignments timely and are an engaged member of the class. This is an online course that has weekly discussion posts, responses, and quizzes. Students are expected to participate and complete assignments timely, as outlined within this document.

Campus Free Expression: (standard USF policy verbiage)
It is fundamental to the University of South Florida's mission to support an environment where divergent ideas, theories, and philosophies can be openly exchanged and critically evaluated. Consistent with these principles, this course may involve discussion of ideas that you find uncomfortable, disagreeable, or even offensive.

In the instructional setting, ideas are intended to be presented in an objective manner and not as an endorsement of what you should personally believe. Objective means that the idea(s) presented can be tested by critical peer review and rigorous debate, and that the idea(s) is supported by credible research.

Not all ideas can be supported by objective methods or criteria. Regardless, you may decide that certain ideas are worthy of your personal belief. In this course, however, you may be asked to engage with complex ideas and to demonstrate an understanding of the ideas. Understanding an idea does not mean that you are required to believe it or agree with it.

Make-up Exams Policy: There are no makeup exams or quizzes. Please review the syllabus and schedule accordingly. If you foresee issues, please contact your instructor.

Rewrite Policy: There are no rewrites allowed in this course.

Group Work Policy: There are no group projects in this course, but all students are expected to collaborate through interaction in discussion posts.

Final Examinations Policy: All final exams are to be scheduled in accordance with the University's final examination policy.

XVIII. Course Policies: Technology and Media

Canvas:
This course will be offered via USF's learning management system (LMS), Canvas. If you need help learning how to perform various tasks related to this course or other courses being offered in Canvas, please contact USF's IT department at (813) 974-1222 or help@usf.edu.

Online Exam Proctoring: (standard USF policy verbiage)
All students must review the syllabus and the requirements, including the online terms and video testing requirements, to determine if they wish to remain in the course. Enrollment in the course is an agreement to abide by and accept all terms. Any student may elect to drop or withdraw from this course before the end of the drop/add period.
Online exams and quizzes within this course may require online proctoring. Therefore, students will be required to have a webcam (USB or internal) with a microphone when taking an exam or quiz. Students understand that this remote recording device is purchased and controlled

by the student and that recordings from any private residence must be done with the permission of any person residing in the residence.

To avoid any concerns in this regard, students should select private spaces for the testing. Students with concerns may discuss location of an appropriate space for the recordings with their instructor or advisor.

Students must ensure that any recordings do not invade any third-party privacy rights and accept all responsibility and liability for violations of any third-party privacy concerns. Students are strictly responsible for ensuring that they take all exams using a reliable computer and high-speed internet connection. Setup information will be provided prior to taking the proctored exam. To use Honorlock, students are required to download and install the [Honorlock Google Chrome extension](#). For additional information please visit the [USF online proctoring student FAQ](#) and [Honorlock student resources](#).

*A note from your professor: The above language is direct from the university. Please know that your professor understands that there may be a child, spouse, or animals in the background while you are testing. The purpose of video monitoring is to ensure students are not cheating. Common sense is applied here. I do not watch every video, I review ones that are "flagged" for suspicious activity.

XIX. **Course Policies: Student Expectations**

Title IX Policy: (standard USF policy verbiage)
Title IX provides federal protections for discrimination based on sex, which includes discrimination based on pregnancy, sexual harassment, and interpersonal violence. In an effort to provide support and equal access, **USF has designated all faculty (TA, Adjunct, etc.) as Responsible Employees, who are required to report any disclosures of sexual harassment, sexual violence, relationship violence or stalking.** The Title IX Office makes every effort, when safe to do so, to reach out and provide resources and accommodations, and to discuss possible options for resolution. Anyone wishing to make a Title IX report or seeking accommodations may do so online, in person, via phone, or email to the Title IX Office. For information about Title IX or for a full list of resources please visit: https://www.usf.edu/title-ix/gethelp/resources.aspx. *If you are unsure what to do, please contact Victim Advocacy – a confidential resource that can review all your options – at 813-974-5756 or va@admin.usf.edu.*

Course Hero / Chegg Policy: (standard USF policy verbiage)
The [USF Policy on Academic Integrity](#) specifies that students may not use websites that enable cheating, such as by uploading or downloading material for this purpose. This does apply specifically to Chegg.com and CourseHero.com – almost any use of these websites (including uploading proprietary materials) constitutes a violation of the academic integrity policy.

Professionalism Policy: Email Etiquette and Communication Expectations:
-Preferred method of contact is via USF email (ssweiss@usf.edu). Do not email your instructor from your personal email account. Your instructor will NOT respond to emails from personal email accounts!
-Please reference the course (MAN 6930 AND what section you are in- there are multiple sections of this course) in your email subject line
-Salutation should be professional (Hi Dr. Weiss, Dear Dr. Weiss, etc. Something along the lines of Hey, Hey Prof, Mrs. Weiss, or Sandy is not acceptable).

-Before asking a question, please review the syllabus to ensure that what you are asking is not addressed. Be very specific with your question/request. If the question is something that may benefit other students, post it in the course FAQ section in Canvas.
-Please allow up to three business days for a response

Here are a few links that provide additional guidance on email etiquette:
https://marktomforde.com/academic/undergraduates/Email-Etiquette.html
https://academicpositions.com/career-advice/how-to-email-a-professor

End of Semester Student Evaluations: (standard USF policy verbiage)
All classes at USF make use of an online system for students to provide feedback to the University regarding the course. These surveys will be made available at the end of the semester, and the University will notify you by email when the response window opens. Your participation is highly encouraged and valued.

A note from your professor: Extra credit- If the class reaches >90% evaluation completion, every student in that section will receive 5 assignment points. Your professor can not see who has completed the evaluation, but can see the overall completion %.

Turnitin.com: (standard USF policy verbiage)
In this course, turnitin.com will be utilized. Turnitin is an automated system which instructors may use to quickly and easily compare each student's assignment with billions of web sites, as well as an enormous database of student papers that grows with each submission. After the assignment is processed, as instructor I receive a report from turnitin.com that states if and how another author's work was used in the assignment. For a more detailed look at this process visit http://www.turnitin.com. Essays are due at turnitin.com the same day as in class. This should occur automatically when you submit your writing assignment. You should not have to do anything extra on your end to run it through Turnitin.

Netiquette Guidelines (standard USF policy verbiage)
1. Act professionally in the way you communicate. Treat your instructors and peers with respect, the same way you would do in a face-to-face environment. Respect other people's ideas and be constructive when explaining your views about points you may not agree with.
2. Be sensitive. Be respectful and sensitive when sharing your ideas and opinions. There will be people in your class with different linguistic backgrounds, political and religious beliefs or other general differences.
3. Proofread and check spelling. Doing this before sending an email or posting a thread on a discussion board will allow you to make sure your message is clear and thoughtful. Avoid the use of all capital letters, it can be perceived as if you are shouting, and it is more difficult to read.
4. Keep your communications focused and stay on topic. Complete your ideas before changing the subject. By keeping the message on focus you allow the readers to easily get your idea or answers they are looking for.
5. Be clear with your message. Avoid using humor or sarcasm. Since people can't see your expressions or hear your tone of voice, meaning can be misinterpreted.

XX. Learning Support and Campus Offices (standard USF policy verbiage)

Academic Accommodations

Students with disabilities are responsible for registering with Student Accessibility Services (SAS) in order to receive academic accommodations. For additional information about academic accommodations and resources, you can visit the SAS website.

SAS website for the Tampa and Sarasota-Manatee campuses.
SAS website for the St. Pete campus.

Academic Support Services

The USF Office of Student Success coordinates and promotes university-wide efforts to enhance undergraduate and graduate student success. For a comprehensive list of academic support services available to all USF students, please visit the Office of Student Success website.

Canvas Technical Support

If you have technical difficulties in Canvas, you can find access to the Canvas guides and video resources in the "Canvas Help" page on the homepage of your Canvas course. You can also contact the help desk by calling 813-974-1222 in Tampa or emailing help@usf.edu.
IT website for the Tampa campus.
IT website for the St. Pete campus.
IT website for the Sarasota-Manatee campus.

Center for Victim Advocacy

The Center for Victim Advocacy empowers survivors of crime, violence, or abuse by promoting the restoration of decision making, by advocating for their rights, and by offering support and resources. Contact information is available online.

Counseling Center

The Counseling Center promotes the wellbeing of the campus community by providing culturally sensitive counseling, consultation, prevention, and training that enhances student academic and personal success. Contact information is available online.
Counseling Center website for the Tampa campus.
Counseling Center website for the St. Pete campus.
Counseling Center website for the Sarasota-Manatee campus.

Writing Studio

The Writing Studio is a free resource for USF undergraduate and graduate students. At the Writing Studio, a trained writing consultant will work individually with you, at any point in the writing process from brainstorming to editing. Appointments are recommended, but not required. For more information or to make an appointment, email: writingstudio@usf.edu.
Writing studio website for the Tampa campus.
Writing studio website for the St. Pete campus.
Writing studio website for the Sarasota-Manatee campus.

XXI. Important Dates to Remember

All the dates and assignments are tentative and can be changed at the discretion of the professor. For important USF dates, see the Academic Calendar at http://www.usf.edu/registrar/calendars/

Tentative Schedule of Assignments

All assignments subject to change, please check Canvas for the most up-to-date assignments.

Week	Required Reading	Optional Reading	Assignment(s)	Assignment Due (within the week it's assigned)
One Oct. 16-22	Chapter 1. Healthcare in the United States	1) Chapter 1 PPT Slides 2) Agency for Health Care Administration (AHCA) is the chief health policy and planning entity for the state of Florida. You should be at least somewhat familiar with who they are and what they do/regulate- https://ahca.myflorida.com 3. The Centers for Medicare and Medicaid Services (CMS) https://www.cms.gov 4. The Joint Commission (TJC) https://www.jointcommission.org/en/ 5. Agency for Healthcare Research and Quality (AHRQ) https://www.ahrq.gov/ 6. National Quality Forum (NQF) https://www.qualityforum.org/Home.aspx 7. National Association for Healthcare Quality (NAHQ) https://nahq.org/	1) First Day Attendance Quiz	Thursday at 5:00pm ET **(YOU WILL BE DROPPED FROM THE COURSE IF YOU DO NOT COMPLETE THIS TIMELY)**
			2) Video Introduction Post	Sunday by 11:59pm ET
			3) Chapter 1 Quiz	Sunday by 11:59pm
Two Oct. 23-29	Chapter 2. Ethical and Legal Environments Chapter 3. Healthcare Economics	1. Chapter 2 & 3 PPT Slides 2. American Medical Association (AMA) Code of Medical Ethics overview https://www.ama-assn.org/delivering-care/ethics/code-medical-ethics-overview 3. American Nurses Association (ANA) The Code of Ethics for Nurses (The Code) https://www.nursingworld.org/practice-policy/nursing-excellence/ethics/code-of-ethics-for-nurses/ 4. Mayo Clinic Living wills and advance directives for medical decisions https://www.mayoclinic.org/healthy-lifestyle/consumer-health/in-depth/living-	1) Discussion Post	Initial post by Wednesday 11:59pm ET Respond to 2 classmates' posts by Sunday 11:59pm ET
			2) Chapter 2 & 3 Quiz	Sunday by 11:59pm

Week	Required Reading	Optional Reading	Assignment(s)	Assignment Due (within the week it's assigned)
		wills/art-20046303 5. Becker's Health IT and CIO Report https://www.beckershospitalreview.com/healthcare-information-technology/ 6. The Office of the National Coordinator Health Information Technology: Health IT Dashboard https://dashboard.healthit.gov/quickstats/quickstats.php		
Three Oct. 30-Nov. 5	Chapter 6. Managerial Problem Solving and Decision Making Chapter 9. Communicating	1. Chapter 5. Healthcare Technology (This is an excellent chapter, but we do not have the time to complete this entire textbook during this course) 2. Chapter 6 & 9 PPT Slides	1) Discussion Post	Initial post by Wednesday 11:59pm ET Respond to 2 classmates' posts by Sun 11:59pm ET
			2) Chapter 6 & 9 Quiz	Sunday by 11:59pm ET
Four Nov. 6-12	Chapter 4. The Quality Imperative: The Theory Chapter 8. The Quality Imperative: Implementation	1. Chapter 4 & 8 PPT Slides 2. Institute of Medicine (US) Committee on Quality of Health Care in America; Kohn LT, Corrigan JM, Donaldson MS, editors. To Err is Human: Building a Safer Health System. Washington (DC): National Academies Press (US); 2000. Available from: https://www.ncbi.nlm.nih.gov/books/NBK225182 / doi: 10.17226/9728 3. National Association for Healthcare Quality (NAHQ) https://nahq.org/ 4. National Quality Fourm (NQF) https://www.qualityforum.org/Home.aspx	**1) Writing Assignment**	Due by Sun 11:59pm ET

Week	Required Reading	Optional Reading	Assignment(s)	Assignment Due (within the week it's assigned)
		5. The Agency for Healthcare Research and Quality's (AHRQ) https://www.ahrq.gov/ 6. Institute for Healthcare Improvement (IHI) http://www.ihi.org/ 7. Institute of Medicine (US) Committee on Quality of Health Care in America; Kohn LT, Corrigan JM, Donaldson MS, editors. To Err is Human: Building a Safer Health System. Washington (DC): National Academies Press (US); 2000. Available from: https://www.ncbi.nlm.nih.gov/books/NBK225182/ 8. To have a better understanding of how CMS assess the impact and efficiency of quality measures, please review this website: https://www.cms.gov/Medicare/Quality-Initiatives-Patient-Assessment-Instruments/QualityMeasures/National-Impact-Assessment-of-the-Centers-for-Medicare-and-Medicaid-Services-CMS-Quality-Measures-Reports 9. Download and read this PowerPoint from the CMS website to gain a better understanding of what goes in to quality measure maintenance. https://www.cms.gov/Medicare/Quality-Initiatives-Patient-Assessment-Instruments/MMS/Downloads/Measure-Evaluation-During-Maintenance-and-the-CMS-National-Impact-Assessment-%E2%80%93-webinar.pptx		
Five Nov. 13-19	Chapter 10. Planning Chapter 11. Organizing	1. Chapter 10 & 11 PPT Slides 2. Consider These Three Decision-Making Criteria Before Tackling Any Change Effort https://www.forbes.com/sites/jeffboss/2015/05/11/consider-these-3-decision-making-criteria-before-tackling-any-change-effort/#2201d87f785b 3. What Is a Decision Matrix? Definition and Examples https://www.businessnewsdaily.com/6146-decision-matrix.html	1) Discussion Post	Initial post by Wed 11:59pm ET Respond to 2 classmates' posts by Sun 11:59pm ET
			2) Chapter 10 & 11 Quiz	Sunday by 11:59pm ET

Week	Required Reading	Optional Reading	Assignment(s)	Assignment Due (within the week it's assigned)
		4. Creating a Purpose-Driven Organization https://hbr.org/2018/07/creating-a-purpose-driven-organization		
Six Nov. 20-26	Chapter 12. Staffing	1. Chapter 12 PPT Slides	1) Discussion Post	Initial post by Wed 11:59pm ET Respond to 2 classmates' posts by Sun 11:59pm ET
			2) Chapter 12 Quiz	Sunday by 11:59pm ET
Seven Nov. 27 Dec. 3	Chapter 13. Directing	1. Chapter 13 PPT Slides 2. Why Emotional Intelligence is Important in Leadership https://online.hbs.edu/blog/post/emotional-intelligence-in-leadership	1) Discussion Post	Initial post by Wed 11:59pm ET Respond to 2 classmates' posts by Sun 11:59pm ET
			2) Chapter 13 Quiz	Sunday by 11:59pm ET
Eight Dec. 4-10	Chapter 14. Controlling	1. Chapter 14 PPT Slides	1) Final Exam	**Opens one week prior- DUE BY Wednesday 11:59pm ET**
			2) Discussion Post	INITIAL POST AND TWO RESPONSES DUE WEDNESDAY by 11:5pm ET. THIS IS SO GRADES CAN BE SUBMITTED TIMELY. NO LATE POSTS/RESPONSES WILL BE ACCEPTED.

You may notice that we omit chapters 5 and 7 from the required reading. Chapter 5 is on Healthcare Technology and chapter 7 is on Financial Management. Chapter 5 is listed as optional reading in week 3. You will have a Financial Statement Analysis course that will cover much of what chapter 7 entails. It is incredibly difficult to find balance between ensuring you get the desired level of information in this course without being entirely overburdening to you- 8 weeks is not enough time! Please reach out to me if you have questions within the chapters omitted from the course and we can discuss. You will not be tested on these chapters.