

COURSE SYLLABUS

MHC685: Financial Management for Health Care Organizations

Course Description

This course provides students with a foundation for using modern techniques of financial decision-making, planning, directing, and controlling purposes in health care organizations. The course introduces students to selected financial topics such as cost concepts, costing systems, cost-volume-profit analysis, cost and revenue prediction, pricing strategies, budgeting, capital budgeting, accounting, sources of financing, and variance analysis. The use of information technology is stressed in all of the above. Examples are provided from a variety of providers, including health maintenance organizations, hospitals, physician practices, home health agencies, nursing units, surgical centers, and integrated health care systems.

General Course Information

Number of Units/Weeks/Sessions	5/5/10
#Hours Lecture/#Hours Laboratory/#Hours HWs*	50/0/100
Prerequisite(s)	None
Co-requisites (s)	None
Course Developer(s)	Carl Ewig, Ph.D.
Date Approved / Last Review	2011 / Aug. 2014

*Homework Projects

Learning Outcomes

- Examine the fundamentals of financial management, analysis, financial decision-making and their relationship to the broader context of health care.
- Produce health care financial statements and balance sheets.
- Analyze the financial implications of rising health care costs, the aging population, methods of cost control, and government-mandated dependence on information technologies.

Instructional Methods Employed in this Course

- Reading from required and suggested sources in preparation for lecture and discussion.
- Lectures, some supported by PowerPoint media and handouts.
- Examples from current events to support instructor or text-based content.
- Whole class discussions, generally correlated with lecture topics.
- Small group discussions, stimulated by instructor-provided case studies, scenarios and other materials.
- Peer-to-peer activities, in which students are paired to work together on common projects usually requiring research.
- Student presentations, as members of small teams, to highlight the results of work completed on an assignment.
- Students written assignments, to build in-depth understanding of the material and foster critical thinking and analysis, as well as relevant writing skills.
- Build on prior learning of students to enhance richness of class activities.

Information Resources for this Course

- **Textbook**
Gapenski, L. C. Fundamentals of Healthcare Finance. Health Administration Press. Chicago, 2009. ISBN: 978-1-56793-315-4
- **Other Materials**
Financial Calculator HP (Students may check these out from the Coleman University MBA Library)
- **Spreadsheet Formulas:**
 - ABC Company- 5-Year Trend Analysis
 - Break-Even Analysis
 - Cash Flow Analysis
 - Income Statement Analysis
 - Internal Rate of Return Analysis
 - Optimum Pricing Analysis
 - Lease Analysis
 - Net Present Value Analysis
 - Supply-Demand Analysis

Table/Topics & Assignments

Types of Assignments:

Lecture -

Considered Lecture Hours

Classroom Discussion -

Considered Lecture Hours

In Class Critique -

Considered Lecture Hours

Delivering Oral Presentations -

Considered Lecture Hours

In Class (IC) Exercise -

Considered Lecture Hours

Reading -

Considered Homework (HW), work done outside of class

WebClass lesson (non-online courses) –

Considered HW, work done outside of class

Lab Work -

Considered Lab Hours

Quiz, Midterm or Final -

Considered Lecture Hours

Session 1						
Type	Topic/Description	LEC Hours	LAB Hours	HW Hours	Point Value	Due
LEC 1A	Context of Health Care Financial Management	2	0	0	0	
IC EX 1A	Written Assignment 1	1	0	0	25	Session 2
IC EX 1B	Team Case Studies	1	0	10	140	Session 8
IC EX 1C	Team Case Studies Presentation Preparation	1	0	3	20	Session 10

HW 1A	Gapenski, Chapter 1	0	0	3	0	
HW 1B	Weekly Thesis Assignment 1	0	0	10	50	Session 3
HW 1C	Curricular Practical Training Activity	0	0	0	80	Session 8
IC EX 1D	In-class Participation	0	0	10	20	Session 1
Total Session 1		5	0	36	335	
Session 2						
Type	Topic/Description	LEC Hours	LAB Hours	HW Hours	Point Value	Due
LEC 2A	Health Care Financial Statements	2	0	0	0	
LEC 2B	Balance Sheets & Cash Flow	2	0	0	0	
IC EX 2A	Written Assignment 2	1	0	0	25	Session 3
HW 2A	Gapenski, Chapter 2	0	0	3	0	
IC EX 2B	In-class Participation	0	0	0	20	Session 2
Total Session 2		5	0	3	45	
Session 3						
Type	Topic/Description	LEC Hours	LAB Hours	HW Hours	Point Value	Due
LEC 3A	Principles & Practices of Health Care Accounting	2	0	0	0	
LEC 3B	Recording & Developing Statements	2	0	0	0	
IC EX 3A	Written Assignment 3	1	0	0	25	Session 4
HW 3A	Gapenski, Chapter 3	0	0	4	0	
HW 3B	Weekly Thesis Assignment 2	0	0	10	50	Session 5
IC EX 3B	In-class Participation	0	0	0	20	Session 3
Total Session 3		5	0	14	95	
Session 4						
Type	Topic/Description	LEC Hours	LAB Hours	HW Hours	Point Value	Due
LEC 4A	Financial Statement Analysis	2	0	0	0	
LEC 4B	Ratio Analysis	2	0	0	0	
IC EX 4A	Written Assignment 4	1	0	0	25	Session 5
HW 4A	Gapenski, Chapter 4	0	0	3	0	
IC EX 4B	In-class Participation	0	0	0	20	Session 4
Total Session 4		5	0	3	45	

Session 5						
Type	Topic/Description	LEC Hours	LAB Hours	HW Hours	Point Value	Due
LEC 5A	Working Capital Mgmt. for Health Care Providers	1	0	0	0	
LEC 5B	Cash Flow & Short-Term Investing	1	0	0	0	
LEC 5C	Health Insurance Portability & Accountability Act (HIPAA)	1	0	0	0	
IC EX 5A	Written Assignment 5	1	0	0	25	Session 6
HW 5A	Gapenski, Chapter 5	0	0	4	0	
HW 5B	Weekly Thesis Assignment 3	0	0	10	50	Session 7
EXAM 5A	Prepare for Mid-Term	1	0	0	0	
IC EX 5B	In-class Participation	0	0	0	20	Session 5
Total Session 5		5	0	14	95	
Session 6						
Type	Topic/Description	LEC Hours	LAB Hours	HW Hours	Point Value	Due
LEC 6A	Making Health Care Investment Decisions	2	0	0	0	
LEC 6B	Investment Analytic Methods	1	0	0	0	
IC EX 6A	Written Assignment 6	1	0	0	25	Session 7
HW 6A	Gapenski, Chapter 7	0	0	4	0	
EXAM 6A	Midterm Exam	1	0	0	100	
IC EX 6B	In-class Participation	0	0	0	20	Session 6
Total Session 6		5	0	4	145	
Session 7						
Type	Topic/Description	LEC Hours	LAB Hours	HW Hours	Point Value	Due
LEC 7A	Capital Financing for Health Care Providers	2	0	0	0	
LEC 7B	Debt Financing, Leases & Bond Issues	2	0	0	0	
IC EX 7A	Written Assignment 7	1	0	0	25	Session 8
HW 7A	Gapenski, Chapter 8	0	0	4	0	
HW 7B	Weekly Thesis Assignment 4	0	0	10	50	Session 9

HW 7C	Curricular Practical Training Activity	0	0	0	0	Session 8
IC EX 7B	In-class Participation	0	0	0	20	Session 7
Total Session 7		5	0	14	95	
Session 8						
Type	Topic/Description	LEC Hours	LAB Hours	HW Hours	Point Value	Due
LEC 8A	Budgeting	2	0	0	0	
LEC 8B	Development & the Relevant Types of Budgets	2	0	0	0	
IC EX 8A	Written Assignment 8	1	0	0	25	Session 9
HW 8A	Gapenski, Chapter 10	0	0	5	0	
IC EX 8B	In-class Participation	0	0	0	20	Session 8
Total Session 8		5	0	5	45	
Session 9						
Type	Topic/Description	LEC Hours	LAB Hours	HW Hours	Point Value	Due
LEC 9A	Provider Cost-Finding Methods	4	0	0	0	
HW 9A	Gapenski, Chapter 12	0	0	4	0	
EXAM 9A	Prepare for Final	1	0	0	0	
Total Session 9		5	0	4	0	
Session 10						
Type	Topic/Description	LEC Hours	LAB Hours	HW Hours	Point Value	Due
LEC 10A	Provider Payment Systems	2	0	0	0	
LEC 10B	Managed Care & Risk Sharing	2	0	0	0	
HW 10A	Gapenski, Chapter 13	0	0	3	0	
EXAM 10A	Final Exam	1	0	0	100	
Total Session 10		5	0	3	100	

Course Hours Summary

Session	Topic	LEC Hours	LAB Hours	HW Hours
1	The Context of Health Care Financial Mgmt.	5	0	36
2	Health Care Financial Statements	5	0	3
3	Principles & Practices of Health Care Accounting	5	0	14
4	Financial Statement Analysis	5	0	3

5	Working Capital Mgmt. for Health Care Providers	5	0	14
6	Making Health Care Investment Decisions	5	0	4
7	Capital Financing for Health Care Providers	5	0	14
8	Health Care Budgeting	5	0	8
9	Provider Cost-Finding Methods	5	0	4
10	Provider Payment Systems	5	0	3
Total		50	0	103

Table/Point Breakdown

Session	Assignment	Possible Points	Percent of Grade
1	Team Case Studies	140	14%
1	Team Case Studies Presentation	20	2%
1-8	Written Assignments 1-8	200	20%
1,3,5,7	Weekly Thesis Assignment 1-4	200	20%
6	Mid-Term Exam	100	10%
10	Final Exam	100	10%
1 - 8	In-class Participation	160	16%
8	Curricular Practical Training	80	8%
Total		1000	100%

Weekly Thesis Assignments

The primary purpose of the Weekly Thesis Assignments is to prepare each graduate student at Coleman University for the final Master's Thesis.

Each week, students will submit additional progress toward his or her chosen thesis topic. Progress toward the thesis will include a minimum of three (3) pages of new content toward the thesis and cite no fewer than three (3) scholarly sources.

Each weekly submission should include a highlighted section indicating the new content from the previous week. New content could either be completely new material, or revision to existing material based on feedback provided by your Thesis Mentor or Teaching Assistant.

At the end of Week 3, each student will provide an in-progress review submission to his or her Thesis Mentor via WebClass in the Thesis In Progress section. The Thesis Mentor will provide feedback regarding the framework and approach each student is taking and provide general guidance regarding completion. This in addition to the Weekly Thesis Assignment submission is graded by the course Teaching Assistant.

Your Grades for this Course

Your final grade for this course will be based on an assessment by the Instructor of your performance on a number of course activities, which may include objective

tests, classroom exercises, laboratory demonstrations, project papers, or other types of activities. The chart below indicates in what activities you will engage, how many possible points can be earned for each activity, and the percentage of your final grade that will be accounted for by each activity.

Students in this course should be graded following Coleman University assessment practices and policies. A point system is used in the University to indicate student performance on various required activities or projects. For this course, it is recommended that points be distributed as follows:

Coleman University Grade Assignment Policy:

Percent	Letter Grade	Grade Points
94-100	A	4
90-93	A-	3.67
87-89	B+	3.33
84-86	B	3
80-83	B-	2.67
77-79	C+	2.33
74-76	C	2
70-73	C-	1.67
67-69	D+	1.33
64-66	D	1
60-63	D-	0.67
N/A	INC	0
N/A	W	0
60 or above	CR	0
59 or below	NC	0
N/A	I	0
N/A	W	0
N/A	AU	0
N/A	TR	0
N/A	WV	0

Legend	
CR = Credit	NC = No Credit
I = Incomplete	W = Course Withdrawal
AU = Audit	TR = Transfer Credit
WV = Waiver	

Academic Accommodation / Adjustment Policy:

In accordance with Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act (ADA), Coleman University offers accommodations to students with documented physical, psychological, and/or cognitive disabilities. Coleman University will adhere to all applicable federal, state, and local laws, regulations, and guidelines with respect to providing reasonable accommodations as required to offer equal educational opportunities to qualified disabled individuals.

To qualify for an academic accommodation under ADA, the student must provide adequate documentation of a disability. Students seeking academic accommodations should contact the campus ADA Coordinator at 858-966-3953 or via email at ada@coleman.edu. The ADA Coordinator will review the documentation provided and verify ADA coverage. Students covered under ADA must meet with the ADA Coordinator at the beginning of every term to determine the appropriate academic accommodations. Failing to meet with the ADA Coordinator at the beginning of every term may impact the availability of accommodations.

After the academic accommodations have been determined, the students' instructors will be notified by the ADA Coordinator. If any problems or concerns regarding the provision of accommodations occur, the student must inform the ADA Coordinator. If the student feels accommodation is not being made appropriately, the student may follow the published Student Grievance Procedures.