# Course Description

Intensive examination of development and management of resources for health care through the budget and staffing process

# Course Outcomes

* **CLO1:** Evaluate financial statements.
* **CLO2:** Analyze the use of financial status within organizational strategic planning.

# Program Learning Outcomes (PLO)

* **PLO1**: The ability to clearly and effectively prepare written business communications. (ULO 1, 2, 4)
* **PLO2**: Business students will apply knowledge and skills to make appropriate business decisions. (ULO 1, 2, 3, 4)
* **PLO3**: The student will be able to apply ethical and moral decision-making principles to business situations. (ULO 2, 3, 4)
* **PLO4**: The student will demonstrate decision-support tools required for business professionals. (ULO 2, 3, 4)
* **PLO5:** The student will demonstrate the ability to find, evaluate, and apply sources of information relevant to business issues and situations. (ULO 1, 2, 4)

**University Learning Outcomes (ULO)**

* **ULO1:** Knowledge of Human Cultures and the Physical and Natural World
* **ULO2:** Intellectual and Practical Skills
* **ULO3:** Personal and Social Responsibility
* **ULO4:** Integrative and Applied Learning­
* **ULO5:** Immersed in the Critical Concerns of the Sisters of Mercy of the Americas

**Student Expectations**

Students are expected to do the following:

* Ask probing and insightful questions related to course content.
* Make meaningful and relevant connections and application to their own learning process.
* Be productive and contributing members of class discussions.

# Required Course Materials

Baker, J. J., & Baker, R. W. (2014). *Health care finance: Basic tools for nonfinancial managers* (4th ed.). Burlington, MA: Jones & Bartlett.

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# Suggested Point Values

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Assessment** | **Point Value** | **Due** |
| **Week 1** | |  |  |
|  | Participation | 2 | <insert due date> |
|  | Discussion Question 1 | 2 | <insert due date> |
|  | Discussion Question 2 | 2 |  |
|  | Week 1 Exercises | 3 |  |
|  | Nonfinancial Manager’s Role | 2 |  |
|  | Flowsheet Analysis | 2 |  |
|  | Week 1 Quiz | 3 |  |
| **Week 2** | |  |  |
|  | Participation | 2 | <insert due date> |
|  | Discussion Question 1 | 2 |  |
|  | Discussion Question 2 | 2 |  |
|  | Week 2 Exercises | 3 |  |
|  | Responsibility Centers | 2 |  |
|  | Article Response: Health Care Costs | 3 |  |
|  | Week 2 Quiz | 3 |  |
| **Week 3** | |  |  |
|  | Participation | 2 | <insert due date> |
|  | Discussion Question 1 | 2 |  |
|  | Discussion Question 2 | 2 |  |
|  | Week 3 Exercises | 4 |  |
|  | Trend Analysis | 3 |  |
|  | Week 3 Quiz | 3 |  |
| **Week 4** | |  |  |
|  | Participation | 2 | <insert due date> |
|  | Discussion Question 1 | 2 |  |
|  | Discussion Question 2 | 2 |  |
|  | Week 4 Exercises | 3 |  |
|  | Budgeting | 3 |  |
|  | Final Paper Outline and Citations | 1 |  |
|  | Week 4 Quiz | 3 |  |
| **Week 5** | |  |  |
|  | Participation | 2 | <insert due date> |
|  | Discussion Question 1 | 2 |  |
|  | Discussion Question 2 | 2 |  |
|  | Week 5 Exercises | 3 |  |
|  | Article Response: Technology in Health Care | 2.5 |  |
|  | Article Response Discussion | 0.5 |  |
|  | Final Paper | 20 |  |
|  | Week 5 Quiz | 3 |  |
| **Total Points** | | **100** |  |

# Course Schedule

|  |  |  |
| --- | --- | --- |
| **Week** | **Start** | **End** |
| 1 | <insert start date> | <insert end date> |
| 2 |  |  |
| 3 |  |  |
| 4 |  |  |
| 5 |  |  |

# Weekly Learning Modules

|  |  |  |  |
| --- | --- | --- | --- |
| Week 1: Overview of Health Care Finance | |  | |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Describe the role of the nonfinancial manager in health care finance management. | | CO2 | |
| * 1. Explain the structure and relationships within information systems. | | CO2 | |
| ***Required Learning Resources and Activities****: Students must complete any resources activities listed in this section as selected by the instructor.* | | ***Alignment*** | ***Pages/AIE/***  ***Generic*** |
| **Read** Ch. 1, 2, 9, & 28 of *Health Care Finance*. | | 1.1, 1.2 |  |
| **Watch** the following videos:   * “[Managerial Accounting vs Financial Accounting](https://www.youtube.com/watch?v=Ep7DqVxFHaY)” * “[Affordable Care Act Guidelines for Employers: What is a Full Time Employee (FTE)?](https://www.youtube.com/watch?v=_RPnv0UueRs&list=PLVfUTXSzQ5tkRrjcQDzMeUNUobPdGrqZw&index=15)”   **Post** any insights or questions you have from the videos in the Week 1 Questions discussion forum. | | 1.1 | Lecture Activity = 1hr |
| **Total** |  |  |  |
| ***Assignment****: Students must complete the weekly assignment(s).* | | ***Alignment*** | ***Points/AIE/***  ***Generic*** |
| **Discussion Question 1**  **Review** “[Affordable Care Act Guidelines for Employers: What is a Full Time Employee (FTE)?](https://www.youtube.com/watch?v=_RPnv0UueRs&list=PLVfUTXSzQ5tkRrjcQDzMeUNUobPdGrqZw&index=15)”  **Pos**t a response in 150- to 200-words on the following:   * Why is it important for managers to understand this concept? How is the calculation for FTEs different from what you learned in Ch. 9? As a nonfinancial manager, how would this affect your expenses? Why? Provide specific examples to support your answers.   *Note*: Initial answers to the question are due by 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least threestudents as to what you agree or disagree with in their answers. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | 1.1, 1.2 | Discussion Board = 1hr |
| **Discussion Question 2**  **Pos**t a response in 150- to 200-words on the following:  Describe your current role within your organization (or the role you are hoping to achieve), and then answer the questions below. Provide specific examples to support your answers. Each week, you will continue discussion about how the weekly topics may apply to your current workplace or the position you aspire to.   * Do you have experience reading finance reports?    + If so, describe your position, and explain which financials you currently view and how often you review them. What additional financial information would you like to see, and how often would you like to see it?   + If not, describe the managerial position you are looking to move into. What type of financial information do you think would be important for you to complete your job? How often should this information be provided? * Is there any nonfinancial information that may influence your finance management choices? If so, what is this information, and how would you assume this information would be retrieved?   *Note*: Initial answers to the question are due by 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least threestudents as to what you agree or disagree with in their answers. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | 1.2 | Discussion Board = 1hr |
| **Week 1 Exercises**  **Complete** the following exercises from *Health Care Finance*:   * P. 459: Ch. 1, Assignment Exercise 1-2 * P. 474: Ch. 9, Practice Exercise 9-I: FTE to Annualize Staffing   Assignments with questions, commentary, or case studies do not have to follow formal APA style, but should include logical arguments supported by at least one reference and documentation (calculations, graphics, worksheets, and so on). All assignments that require math calculations should be supported with calculation detail.  **Submit** your answers through Blackboard. | | 1.1, 1.2 | Problem Solving = 1hr |
| **Nonfinancial Manager’s Role**  **Review** the four elements of financial management described on pp. 5 & 6 of *Health Care Finance.*  **Write** a 2- to 3-page paper in which you address the following:   * Describe the role of the nonfinancial manager in determining staffing needs and resources. * What are some obstacles you may face in this process? How might you overcome them? * Briefly describe how the information systems structure dictate the reporting of staffing requirements and cost within an organization.   **Format** your paper according to APA guidelines.  **Submit** your paper through Blackboard. | | 1.1 | Problem Solving = 2hrs |
| **Flowsheet Analysis**  **Complete** the following exercise from *Health Care Finance*:   * P. 460: Ch. 2, Assignment Exercise 2-1: Health System Flowsheets   **Write** a 1- to 2-page paper in which you answer questions 2 & 3.  **Include** at least one reference from *Health Care Finance* to support your assertions.  **Attach** the flowsheet as an appendix to your paper.  **Format** your paper according to APA guidelines.  **Submit** your paper through Blackboard. | | 1.2 | Problem Solving = 1.5hrs |
| **Week 1 Quiz**  **Complete** the Week 1 Quiz. | | 1.1, 1.2 | Quiz = 1hr |
| **Final Paper (Preparation)**  **Review** the requirements of the final paper due in Week 5, and begin planning your time and milestones. Note that an outline and list of references are due in Week 4. | | 5.1, 5.2 | NA |
| **Total** |  |  | **8.5hrs** |
| **Notes** |  | | |

# Faculty Notes

Use this content outline to guide students through the course material:

1. Describe the role of the nonfinancial manager in health care finance management.
   1. Introduction to health care finance
      * History
      * Concept
   2. The elements of financial management
      * Planning
      * Controlling
      * Organizing and directing
      * Decision making
   3. Types of accounting
      * Financial
      * Managerial
   4. Staffing
      * Requirements
      * Staffing calculations: FTE
      * Analyzing
2. Explain the structure and relationships within information systems.
   1. Information flow
      * Structure of the information system
      * Function of flowsheets
   2. Basic system elements
      * Chart of accounts
      * Book and records
      * Reports
        + Management cycle

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| --- | --- | --- | --- |
| Week 2: Financial Operations | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Explain how financial operations are documented and managed within a health care facility. | | CO1, CO2 | |
| ***Required Learning Resources and Activities****: Students must complete any resources activities listed in this section as selected by the instructor.* | | ***Alignment*** | ***Pages/AIE/***  ***Generic*** |
| **Read** Ch. 3–7 of *Health Care Finance*. | | 2.1 |  |
| **Review** Ch. 28 of *Health Care Finance.* | | 2.1 |  |
| **Watch** the following video:   * “[Learn About the Different Types of Financial Statements](https://www.youtube.com/watch?v=B-mJ49mGCVo)”   **Post** any insights or questions you have from the video in the Week 2 Questions discussion forum. | | 2.1 | Lecture Activity = 1hr |
| **Total** |  |  |  |
| ***Assignment****: Students must complete the weekly assignment(s).* | | ***Alignment*** | ***Points/AIE/***  ***Generic*** |
| **Discussion Question 1**  **Write** a 150- to 200-word response to the following discussion question in the discussion board:  Review your answers from the Week 1 Discussion Question 2. This week’s discussion questions ask you to expand on your answers.   * Why is it important for nonfinancial managers to understand the revenue and expense cycle? What are some examples of the types of revenue and expenses you would be concerned with? What are some ways you would be able to monitor your revenue and expenses during the year? Provide specific examples to support your answers.   *Note.* Initial discussion question responses are due by 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least three students as to what you agree or disagree with in their answers. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | 2.1 | Discussion Board = 1hr |
| **Discussion Question 2**  **Write** a 150- to 200-word response to the following discussion question in the discussion board:  Review your answers from the Week 1 Discussion Question 2. This week’s discussion questions ask you to expand on your answers.   * Do you believe that contribution margins can help you manage in your current position? Why or why not? Do you think you would use break-even analysis? Why or why not? What do you think are the overall benefits of utilizing these analysis tools within a health care organization? Provide specific examples to support your answers.   *Note.* Initial discussion question responses are due by 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least three students as to what you agree or disagree with in their answers. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | 2.1 | Discussion Board = 1hr |
| **Week 2 Exercises**  **Complete** the following exercises from *Health Care Finance*:   * P. 460: Ch. 3, Practice Exercise 3-I * P. 462: Ch. 4, Assignment Exercise 4-1: Contractual Allowances * P. 463: Ch. 4, Assignment Exercise 4-2: Revenue Sources and Grouping Revenue * P. 464: Ch. 5, Assignment Exercise 5-1: Grouping Expenses by Cost Center * P. 465: Ch. 6: Practice Exercise 6-I: Identifying Direct and Indirect Cost * P. 467: Ch. 7, Assignment Exercise 7-1: Analyzing Mixed Costs   Assignments with questions, commentary, or case studies do not have to follow formal APA style, but should include logical arguments supported by at least one reference and documentation (calculations, graphics, worksheets, and so on). All assignments that require math calculations should be supported with calculation detail.  **Submit** your answers through Blackboard. | | 2.1 | Problem Solving = 1.5hr |
| **Responsibility Centers**  **Review** the Ch. 28 Case Study: Metropolis Health System beginning on p. 393 in *Health Care Finance.*  **Write** a ½- to 1-page paper in which you address the following:   * Designate the responsibility centers and the support centers for the organization. * Draw a visual diagram that represents the responsibility centers. * Rationalize the structure you have designed.   **Include** the diagram as an appendix to your paper.  **Format** your paper according to APA guidelines.  **Submit** your paper through Blackboard. | | 2.1 | Case Study = 1hrs |
| **Article Response: Health Care Costs**  **Locate** an article that addresses one of the topics below. Your instructor will provide additional guidance on selecting an appropriate article.   * Things managers are doing to control their cost within their organizations * Health care industry events that could increase cost for an organization   **Write** a 1- to 1½-page response to the article in which you address the questions below. Provide specific examples to support your answers.   * Briefly discuss the article, and describe how the events are affecting the cost within an organization or industrywide. * If you chose an article in reference to cost cutting: Would this be something your organization could utilize? Why or why not? * If you chose an article in reference to a cost increase: What are some things a manager could do to minimize the effects on the organization? How should a manager implement these things?   **Attach** the article as an appendix to your response.  **Submit** your article response through Blackboard by Day 4. | | 2.1 | Article Review = 1.5hrs |
| **Article Response Discussion**  **Review** at least two of your classmates’ responses and provide feedback by Day 7. There is not a required length to your feedback but ensure that your comments are appropriate. You may ask questions, as well. | | 2.1 | Article Review = 0.5hrs |
| **Week 2 Quiz**  **Complete** the Week 2 Quiz. | | 2.1 | Quiz = 1hr |
| **Total** |  |  | **8hrs** |
| **Notes** |  | | |

# Faculty Notes

**Article Response: Health Care Costs:** The article response due date is specified as Day 4 to give students sufficient time to review and comment on each other’s writing by Day 7. Faculty can change the due dates at their discretion.

Use this content outline to guide students through the course material:

1. Explain how financial operations are documented and managed within a health care facility.
   1. Balance sheet

* Assets, liabilities, and net worth
  1. Income statement
* Revenue
  + Revenue stream
  + Contractual allowance
  + Sources of health care revenue
* Expense
  + Expense versus cost
  + Cost centers
  + Cost classifications
    - * + Direct versus indirect
        + Product versus period
* Cost behavior and break-even analysis
  + Fixed, variable, and semi-variable cost
  + Contribution margin
  + Cost–volume–profit
  + Profit–volume ratio

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| --- | --- | --- | --- |
| Week 3: Financial Results | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Explain the application of tools, methods, and strategies for financial analysis. | | CO1, CO2 | |
| * 1. Calculate performance measurements. | | CO1, CO2 | |
| * 1. Discuss considerations in analyzing and applying the results of performance measurements. | | CO1, CO2 | |
| ***Required Learning Resources and Activities****: Students must complete any resources activities listed in this section as selected by the instructor.* | | ***Alignment*** | ***Pages/AIE/***  ***Generic*** |
| **Read** Ch. 10–13 of *Health Care Finance*. | | 3.1, 3.2, 3.3 |  |
| **Review** Ch. 28 of *Health Care Finance.* | |  |  |
| **Watch** the following videos:   * “[Time Value of Money Explained](https://www.youtube.com/watch?v=MdK-A1VQJls)” * “[Time Value of Money and Future Value](https://www.khanacademy.org/economics-finance-domain/core-finance/interest-tutorial/present-value/v/time-value-of-money)” * “[Introduction to Present Value](https://www.khanacademy.org/economics-finance-domain/core-finance/interest-tutorial/present-value/v/introduction-to-present-value)” * “[Annuities](http://www.teachmefinance.com/annuities.html)” * “[Liquidity vs Solvency](https://www.khanacademy.org/economics-finance-domain/core-finance/money-and-banking/bank-bailout/v/bailout-1--liquidity-vs--solvency)“   **Post** any insights or questions you have from the video in the Week 3 Questions discussion forum. | | 3.1, 3.2, 3.3 | Lecture Activity = 1.5hr |
| **Total** |  |  |  |
| ***Supplemental Learning Resources and Activities****: These resources and activities provide further exploration of content, supplemental information, and skill building. Students may complete items in this section on their own or as selected by the instructor.* | | ***Alignment*** | ***Pages/AIE/***  ***Generic*** |
| **Review** the following videos and activities:   * “[Finance Basics 6 - Present Value Examples in Excel](https://www.youtube.com/watch?v=J4J5o-1JM24)” * “[Finance Basics 7 – Future Value Examples in Excel](https://www.youtube.com/watch?v=l2XuLtsIBgU&feature=relmfu)” * “[Finance Basics 11 – Annuity Due Calculation in Excel](https://www.youtube.com/watch?v=GdJ0ITNrLA4&feature=relmfu)” * “[Finance Basics 12 – Perpetuity Calculation in Excel](https://www.youtube.com/watch?v=FnczO-2QLgY&feature=relmfu)” * “[College Cram - Extra help on time value of money](http://www.college-cram.com/study/finance/?breadcrumb)” | | 3.1, 3.2 | Lecture Activity = 1hr |
| **Total** |  |  |  |
| ***Assignment****: Students must complete the weekly assignment(s).* | | ***Alignment*** | ***Points/AIE/***  ***Generic*** |
| **Discussion Question 1**  **Write** a 150- to 200-word response to the following discussion question in the discussion board:  Time value of money is an important concept. It can be utilized within a work environment or in a personal environment, as well. Provide two or three examples of where you may utilize the time value of money calculation, either within your current job position or your personal life.   * What calculations would you use? * Why would the time value of money analysis be important in this situation? * Provide an example of the calculation. * What would be a favorable or an unfavorable result? How would you react to either one?   *Note.* Initial discussion question responses are due by 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least three students as to what you agree or disagree with in their answers. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | 3.1, 3.2 | Discussion Board = 1hr |
| **Discussion Question 2**  **Write** a 150- to 200-word response to the following discussion question in the discussion board:  Review your answers from the Weeks 1 & 2 discussion questions. This week’s discussion questions ask you to expand on your answers.   * As a nonfinancial manager, which performance measures would you utilize? Describe the measurement, and explain what information you can derive from the ratios. Provide specific examples to support your answers. * Read at least two of your colleagues’ responses. Provide specific examples on what could cause an unfavorable result and what type of response would be necessary to get a favorable result.   *Note.* Initial discussion question responses are due by 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least two students as to what you agree or disagree with in their answers. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | 3.3 | Discussion Board = 1hr |
| **Week 3 Exercises**  **Complete** the following exercises from *Health Care Finance*:   * P. 479: Ch. 10, Assignment Exercise 10-2: Components of Balance Sheet and Income Statement * P. 479: Ch. 10, Assignment Exercise 10-3: Components of Balance Sheet and Income Statement * P. 480: Ch. 11, Assignment Exercise 11-1: Liquidity Ratios * P. 481: Ch. 11, Assignment Exercise 11-2: Solvency Ratios * P. 481: Ch. 11, Assignment Exercise 11-3: Profitability Ratios * P. 482: Ch. 12, Assignment Exercise 12-1: Unadjusted Rate of Return * P. 486: Ch. 13, Assignment Exercise 13-1: Common Sizing * P. 486: Ch. 13, Assignment Exercise 13-2: Trend Analysis   Assignments with questions, commentary, or case studies do not have to follow formal APA style, but should include logical arguments supported by at least one reference and documentation (calculations, graphics, worksheets, and so on). All assignments that require math calculations should be supported with calculation detail.  **Submit** your answers through Blackboard. | | 3.1, 3.2, 3.3 | Problem Solving = 2hrs |
| **Trend Analysis**  **Review** the Ch. 28 Case Study: Metropolis Health System beginning on p. 393 in *Health Care Finance.*  **Perform** a complete trend analysis on the MHS statement of revenue and expenses.  **Write** a ½- to 1-page paper in which you discuss any conclusions or findings as a result of your trend analysis.  **Format** your paper according to APA guidelines.  **Submit** your trend analysis diagram and paper through Blackboard. | | 3.2, 3.3 | Case Study = 1.5hrs |
| **Week 3 Quiz**  **Complete** the Week 3 Quiz. | | 3.2, 3.3 | Quiz = 1hr |
| **Final Paper (Reminder)**  **Review** the requirements of the Final Paper due in Week 5, and be sure that you are meeting your timeline and milestones. Note that an outline and list of references are due in Week 4. | |  | NA |
| **Total** |  |  | **9hrs** |
| **Notes** |  | | |

# Content Outline

Use this content outline to guide students through the course material:

1. Explain the application of tools, methods, and strategies for financial analysis.
   1. Tools
      * Financial reports
        + Balance sheet
        + Income statement
        + Statement of cash flow
   2. Methods
      * Financial and operating ratios
      * Time value of money analysis
   3. Strategies
      * Analysis
        + Trend analysis
        + Common sizing
        + Forecast data
2. Calculate performance measurements.
   1. Financial ratios
      * Liquidity ratios
        + Current ratio
        + Quick ratio
        + Days cash on hand
        + Days receivable
      * Solvency ratio
        + Debt service coverage ratio
        + Liabilities to fund balance
      * Profitability ratio
        + Operating margin
        + Return on total assets
   2. Time value of money
      * Present value
      * Future value
      * Payback period
      * Internal rate of return
3. Discuss considerations in analyzing and applying the results of performance measurements.
   1. Trend analysis
   2. Common sizing
   3. Forecasted data

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| Week 4: Financial Status | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Construct operational and capital budgets. | | CO1, CO2 | |
| * 1. Perform and evaluate variance analyses. | | CO1, CO2 | |
| ***Required Learning Resources and Activities****: Students must complete any resources activities listed in this section as selected by the instructor.* | | ***Alignment*** | ***Pages/AIE/***  ***Generic*** |
| **Read** Ch. 15–18 of *Health Care Finance*. | | 4.1, 4.2 |  |
| **Review** Ch. 28 of *Health Care Finance.* | | 4.1, 4.2 |  |
| ***Assignment****: Students must complete the weekly assignment(s).* | | ***Alignment*** | ***Points/AIE/***  ***Generic*** |
| **Discussion Question 1**    **Write** a 150- to 200-word response to the following discussion question in the discussion board:  Review your answers from the Weeks 1, 2, & 3 discussion questions. This week’s discussion questions ask you to expand on your answers.   * What are some major assumptions you must evaluate when developing a budget for your department? What other departments, if any, within your organization might have some effect on your assumptions? Comment on at least one of your colleague’s assumptions by providing at least two different ways their assumptions could be either negatively or positively affected. Provide specific examples to support your answers.   *Note.* Initial discussion question responses are due by 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least three students as to what you agree or disagree with in their answers. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | 4.1 | Discussion Board = 1hr |
| **Discussion Question 2**  **Write** a 150- to 200-word response to the following discussion question in the discussion board:  Review your answers from the Weeks 1, 2, & 3 discussion questions. This week’s discussion questions ask you to expand upon your answers.   * What would be your reaction if you had a negative variance between your actual results and your budgeted results? Use at least two expenses within your department as examples to answer the following questions: What could affect the assumptions? What would be your reaction to minimize the effect on your department’s finance?   *Note.* Initial discussion question responses are due by 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least three students as to what you agree or disagree with in their answers. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | 4.2 | Discussion Board = 1hr |
| **Week 4 Exercises**  **Complete** the following exercises from *Health Care Finance*:   * P. 493: Ch. 15, Practice Exercise 15-I: Budgeting * P. 497: Ch. 16, Assignment Exercise 16-1: Capital Expenditure Proposals * P. 498: Ch. 17, Practice Exercise 17-I * P. 501: Ch. 18, Assignment Exercise 18-3: Benchmarking   Assignments with questions, commentary, or case studies do not have to follow formal APA style, but should include logical arguments supported by at least one reference and documentation (calculations, graphics, worksheets, and so on). All assignments that require math calculations should be supported with calculation detail.  **Submit** your answers through Blackboard. | | 4.1, 4.2 | Problem Solving = 1.5hr |
| **Budgeting**  **Complete** the following exercise from *Health Care Finance*:   * P. 495: Ch. 15, Assignment Exercise 15-4: Identified Versus Allocated Costs in Budgeting   **Write** a 1- to 2-page paper in which you complete the requirements of the problem. Use diagrams or other visuals, as appropriate.  **Format** your paper according to APA guidelines.  **Submit** your paper through Blackboard. | | 4.2 | Case Study = 2hrs |
| **Final Paper Outline and Citations**  **Write** an outline of your final paper.  **Provide** APA-formatted citations for at least four reputable resources you will be utilizing to support your paper. It is understandable that these resources may change as you write the final paper.  **Submit** your outline and citations through Blackboard. | | 2.1, 3.2, 3.3, 4.1, 5.1 | Case study = 1hr |
| **Week 4 Quiz**  **Complete** the Week 4 Quiz. | | 4.1, 4.2 | Quiz = 1hr |
| **Total** |  |  | **7.5hrs** |
| **Notes** |  | | |

# Content Outline

Use this content outline to guide students through the course material:

1. Construct operational and capital budgets.
   1. Operational budgets
      * Preparation
      * Construction
        + Assumptions
        + Computations
      * Flexible versus static budget
   2. Capital budgets
      * Cash flow versus outside funding
2. Perform and evaluate variance analyses.
   1. Variance analyses
      * Volume variance
      * Quantity variance
      * Price variance
   2. Sensitivity analysis
      * Contribution margin
      * Break-even point
   3. Measurement tools
      * Estimate
        + Timeliness considerations
        + Cost/benefit considerations
        + Data
        + Internal monthly statements
      * Benchmarking
      * Economic measures

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| Week 5: Strategic Planning and Technology in Health Care | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Analyze major components of a strategic plan. | | CO1, CO2 | |
| * 1. Describe the importance of technology within the health care industry. | | CO2 | |
| ***Required Learning Resources and Activities****: Students must complete any resources activities listed in this section as selected by the instructor.* | | ***Alignment*** | ***Pages/AIE/***  ***Generic*** |
| **Read** Ch. 22–24 & 29 of *Health Care Finance*. | | 5.1, 5.2 |  |
| **Review** Ch. 28 of *Health Care Finance.* | |  |  |
| ***Assignment****: Students must complete the weekly assignment(s).* | | ***Alignment*** | ***Points/AIE/***  ***Generic*** |
| **Discussion Question 1**  **Write** a 150- to 200-word response to the following discussion question in the discussion board:   * Do some career planning by doing a SWOT analysis of your present employment situation. What does the marketplace for your chosen career look like today? What skills do you have that will make you a winner in that type of career (strengths)? What weaknesses might you target to improve (weakness)? What are the opportunities (opportunities)? What are the threats to that career choice (threats)? Provide specific examples to support your answers.   *Note.* Initial discussion question responses are due by 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least three students as to what you agree or disagree with in their answers. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | 5.1 | Discussion Board = 1hr |
| **Discussion Question 2**  **Write** a 150- to 200-word response to the following discussion question in the discussion board:   * Why is the utilization of technology so important in the health care industry? Provide examples from your own work experience about how technology has helped you or how the lack of technology has hindered you. Can technology actually hurt your performance? Why or why not? Provide specific examples to support your answers.   *Note.* Initial discussion question responses are due by 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least three students as to what you agree or disagree with in their answers. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | 5.2 | Discussion Board = 1hr |
| **Week 5 Exercises**  **Complete** the following exercises from *Health Care Finance*:   * P. 506: Ch. 22, Optional Additional Assignment * P. 507: Ch. 23, Practice Exercise 23-I: Assumptions * P. 508: Ch. 24, Assignment Exercise 24-2   Assignments with questions, commentary, or case studies do not have to follow formal APA style, but should include logical arguments supported by at least one reference and documentation (calculations, graphics, worksheets, and so on). All assignments that require math calculations should be supported with calculation detail.  **Submit** your answers through Blackboard. | | 5.1, 5.2 | Problem Solving = 1hr |
| **Article Response: Technology in Health Care**  **Locate** a current article related to the use of technology in health care. Your instructor will provide additional guidance on selecting an appropriate article.  **Write** a ½- to 1-page response to the article in which you address the questions below. Provide specific examples to support your answers.   * Briefly describe the technology as described in the article. * Explain how the technology is affecting the health care industry. Overall, is it positive or negative?    + If the effect is positive: How is it facilitating work, patient care, or another aspect of health care? Do you foresee any issues with implementing this technology?   + If the effect is negative: Do you know of any alternative to technology that can be utilized, or is there anything that can be done to minimize the negative affect?   **Attach** the article as an appendix to your response.  **Submit** your article response through Blackboard by Day 4. | | 5.2 | Article Review = 1.5hrs |
| **Article Response Discussion**  **Review** at least two of your classmates’ responses and provide feedback by Day 7. There is not a required length to your feedback but ensure that your comments are appropriate. You may ask questions, as well. | | 5.2 | Article Review = 0.5hrs |
| **Final Paper**  **Review** Ch. 28 & 29 of *Health Care Finance.*  **Review** pp. 396–401 for financial statements used in this case study.  **Write** a 4- to 5-page paper in which you complete the following:   * Ratio analysis: Calculate ratios using the formulas on p. 122 of Ch. 11. Comment on the overall financial health of MHS. * Capital purchases: Choose two of the areas listed in item #11 on p. 395. Pick one capital purchase for each of the two areas selected: Make up the numbers and the items purchased. Evaluate your capital purchases by using net present value analysis and the payback period method as described in Ch. 16. * After reviewing the data in the mini case study in Ch. 29, do you think it is a good idea to add a retail pharmacy to a hospital in the Metropolis Health System? Why or why not? Cite financial statistics to support your conclusion.   **Support** your paper with a minimum of four reputable resources and provide an APA-formatted list of all references used.  **Attach** your ratio calculations as an appendix to your paper.  **Format** your paper according to APA guidelines.  **Submit** your paper through Blackboard. | | 2.1, 3.2, 3.3, 4.1, 5.1 | Case Study = 3hrs |
| **Week 5 Quiz**  **Complete** the Week 5 Quiz. | | 5.1, 5.2 | Quiz = 1hr |
| **Total** |  |  | **9hrs** |
| **Notes** |  | | |

# Faculty Notes

**Article Response: Technology in Health Care:** The due date is specified as Day 4 to give students sufficient time to review and comment on each other’s writing. Faculty can change the due dates at their discretion.

# Content Outline

Use this content outline to guide students through the course material:

1. Analyze major components of a strategic plan.
   1. Major components
      * Mission statement
      * Vision statement
      * Organizational values
      * Goals
      * Objectives
      * Action plan, performance plan, and initiatives
   2. Managers’ responsibilities
      * Planning
      * Decision making
      * Providing accountability
   3. Tools for strategic planning
      * Situational analysis and financial projections
        + SWOT (Strengths, Weaknesses, Opportunities, and Threats)
2. Describe the importance of technology within the health care industry.

# Breakdown of Academic Instructional Equivalencies

|  |  |  |
| --- | --- | --- |
|  |  |  |
| **Week 1** |  |  |
| Required |  | 8.5 |
| Supplemental |  |  |
|  |  |  |
| **Week 2** |  |  |
| Required |  | 8 |
| Supplemental |  |  |
|  |  |  |
| **Week 3** |  |  |
| Required |  | 8 |
| Supplemental |  | 1 |
|  |  |  |
| **Week 4** |  |  |
| Required |  | 7.5 |
| Supplemental |  |  |
|  |  |  |
| **Week 5** |  |  |
| Required |  | 9 |
| Supplemental |  |  |
|  |  |  |
|  |  |  |
| **Total Required Hours** |  | 41 |
| **Total Supplemental Hours** |  | 1 |
| **Total Hours** |  | 42 |