Students will learn the financial aspects of managing a health care organization, including operating and capital budgeting, issues relating to third-party payers, and planning. The course includes discussion of the financial implications of the Affordable Care Act.

# 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

# Program Learning Outcomes (PLO)

* **PLO1:** Students will effectively research and communicate in writing (in APA format) ideas and arguments associated with business leadership and management issues. (ULO 1, 3, 4)
* **PLO2:** Students will apply knowledge and skills to develop a comprehensive business plan that demonstrates competency in the following areas: management, operations, finance, and marketing. (ULO 2, 4)
* **PLO3:** Students will apply critical thinking to real-life work problems through the application of theoretical and experiential knowledge. (ULO 1, 2, 4)
* **PLO4:** Students will identify issues and strategies related to ethics and corporate social responsibility and its implications for business. (ULO 2, 3, 4)

# Course Learning Outcomes (CLO)

* **CLO1:** Explain the current health care environment, including types of business organizations and the third-party payer system.
* **CLO2:** Evaluate financial management concepts and operations, including assets, liabilities, revenue, expenses, and time–value analysis.
* **CLO3:** Assess the regulatory environment, laws, and policies related to the financing of health care services in the United States.
* **CLO4:** Compare the various means of financing capital assets.

# Student Expectations

Students are expected to:

* 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

Cleverly, W. O., Song, P. H., & Cleverly, J. O. (2018). *Essentials of health care finance* (8th ed.). Sudbury, MA: Jones & Bartlett Learning.

ISBN: 9781284094633

# Suggested Point Values

|  |  |  |
| --- | --- | --- |
| **Assessment** | **Point Value** | **Due** |
| **Week 1** |  |  |
| DQ 1.1: Factors Contributing to the Need for Financial Information | 25 |  |
| Week 1 Article Review: Medicare and Medicaid Costs, Quality, and Care | 25 |  |
| Week 1 Research Paper: Revenue Cycle Management Improvement | 75 |  |
| Week 1 Test | 15 |  |
| **Week 2** |  |  |
| DQ 2.1 Physician Undercoding and Upcoding | 25 |  |
| DQ 2.2 Sinking Springs Regional Hospital (SSRH) | 25 |  |
| DQ 2.3 Pricing Problem | 25 |  |
| DQ 2.4 Types of Health Plans | 25 |  |
| Week 2 Test | 15 |  |
| **Week 3** |  |  |
| DQ 3.1: Accounting End User Relevancy | 25 |  |
| DQ 3.3: ABC Hospital Post Reorganization Financial Statements | 25 |  |
| Final Paper: Capital Project Approval | 25 |  |
| Week 3 Test | 15 |  |
| **Week 4** |  |  |
| DQ 4.1: Trends in Hospital Financial | 25 |  |
| DQ 4.2: Financial Position Ratios | 25 |  |
| Week 4 Presentation: Strategic and Financial Planning | 115 |  |
| Week 4 Take-Home Quiz | 15 |  |
| **Week 5** |  |  |
| DQ 5.1: Budget Development | 25 |  |
| DQ 5.2: FTE Status Impact to Budget and Costs | 25 |  |
| DQ 5.3: Budgeting for Mercy | 25 |  |
| Week 5 Test | 15 |  |
| **Week 6** |  |  |
| DQ 6.1: Effective Health Care Budgeting and Forecast | 25 |  |
| DQ 6.2: Cash Budgeting | 25 |  |
| Week 6 Cash Formation Paper | 115 |  |
| Week 6 Test | 15 |  |
| **Week 7** |  |  |
| DQ 7.1 Time Value of Money | 25 |  |
| Week 7 Final Paper | 150 |  |
| Week Course Reflection | 15 |  |
| Week Test | 15 |  |
| **Total Points** | **1000** |  |

**Grading Scale**

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| --- | --- |
| **Grade** | **Range** |
| A | 93–100 |
| A- | 90–92 |
| B+ | 87–89 |
| B | 83–86 |
| B- | 82–80 |
| C+ | 77–79 |
| C | 73–76 |
| C- | 70–72 |
| D+ | 67–69 |
| D | 63–66 |
| D- | 60–62 |
| F | 59 |

# Course Schedule

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| --- | --- | --- |
| **Week** | **Start** | **End** |
| One | <insert start date> | <insert end date> |
| Two |  |  |
| Three |  |  |
| Four |  |  |
| Five |  |  |
| Six |  |  |
| Seven |  |  |

# Weekly Learning Modules

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| **Week One: Health Care Finance – Basic Overview** | | |
| ***Learning Objectives*** | ***Alignment*** | |
| * 1. Describe the importance of financial information in health care organizations. | CLO1 | |
| * 1. Explain the revenue cycle for health care firms. | CLO1, 2 | |
| * 1. Identify the major aspects of Medicare and Medicaid benefits. | CLO2, 3 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | ***Alignment*** | ***AIE*** |
| **Tutorials**  During this course you will be asked to use and participate in various technologies to complete activities and assignments.  **Review** the tutorials available on Blackboard as needed.  **Click** the **Student Resources** button from the menu on the left. | N/A | N/A |
| **Weekly Participation and Discussion**  The purpose of the weekly discussions is to provide you with a way to synthesize the concepts presented in this course. Each week, you will respond to the discussion questions with a substantive post that addresses all the prompts for the question by 11:59 p.m. EST of the listed due date. By the conclusion of each week, Sunday at 11:59 p.m. EST, you will make at least one substantive comment of 100-to 150-words to three of your classmates’ posts for each assigned discussion question. Your comments must further the discussion by following the RISE Model for meaningful feedback. It is recommended that you check in periodically throughout the week to ensure that you are meeting the participation requirement.  **Review** the RISE Model for Peer Feedback, located on Blackboard. |  |  |
| **Read** Ch. 1–3 of *Essentials of Health Care Finance*. | 1.1, 1.2, 1.3 |  |
| **AdobeConnect Live Session**  **Prepare** to review the homework questions and topics for this week in a 1-hour live class session via AdobeConnect, to be scheduled by the instructor. If you are unable to attend the conference call, a recorded version is available and posted by the instructor after the meeting.  *Note*: You should complete the weekly readings, lecture videos, and homework prior to this class session so you can ask questions that help prepare you for success in the weekly quiz. | 1.1, 1.2, 1.3 | Web Conference = **1hr.** |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | ***Alignment*** | ***AIE*** |

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| **DQ 1.1: Factors Contributing to the Need for Financial Information**  **Respond** to the following questions by Thursday 11:59 p.m. (EST). Provide specific examples to support your answers:   * Describe the 3 major factors contributing to the need for better understanding health care financial information. Which factor is the most important for making improved decisions? Why?   **Post** constructive criticism, clarification, additional questions, or your own relevant thoughts to 2 of your classmates' posts by 11:59 p.m. (EST) on Sunday. | | 1.1 | Discussion Board = **1hr.** |
| **Week 1 Article Review: Medicare and Medicaid Cost, Quality, and Care**  **Locate** a scholarly article (no older than 6 years) that addresses a cost, quality, or access to care problem in the Medicaid and Medicaid population.  **Write** a 450- to 500-word response to the article in which you address the following points, providing specific examples to support your answers:   * Summary of the article * A solution to the problem   **Attach** the article or provide a link in your response.  **Respond** to at least 2 students in a thought-provoking manner and ask questions to help you understand the material.  *Note:* Initial answers to the question are due by 11:59 p.m. (EST) on Thursday. All responses must be posted by 11:59 p.m. (EST) on Sunday. | | 1.1, 1.3 | Article Review = **2hrs.** |
| **Week 1 Research Paper: Revenue Cycle Management (RCM)**  **Write** a 950- to 1,000-word paper that describing why there is a need for improvement in health care RCM. Recommend 3 ways to improve RCM performance.   * Includerevenue cycle management outsourcing as an option. * Include 2 current (no older than 6 years) external resources. * Format your paper according to APA guidelines.   **Submit** your paper by 11:59 p.m. (EST) on Sunday | | 1.2 | Problem Solving = **2 hrs.** |
| **Week 1 Test**  **Complete** the Test by 11:59 p.m. (EST) on Sunday.  *Note:* Students have 90 minutes to complete the test and one attempt only. The test must be completed when started. There is no backtracking allowed. | | 1.1, 1.2, 1.3 | Test= **1.5hrs.** |
| **Total** |  |  | **7.5hrs** |

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| Week Two: Health Care Revenue and Insurance | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Evaluate how legal and regulatory issues impact the financial management of a health care organization. | | CLO3 | |
| * 1. Describe the factors that influence pricing within the health care industry. | | CLO1, 2, 3 | |
| * 1. Explain the five types of health plans and their characteristics. | | CLO1, 2 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Read** the following:   * Ch. 4, 6, & 7 of *Essentials of Health Care Finance*. * “Medicare Fraud & Abuse: Prevent, Detect, Report” | | 2.1, 2.2, 2.3 | Lecture Activity = **1hr.** |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **DQ 2.1: Physician Undercoding and Upcoding**  **Respond** to the following questions by Thursday 11:59 p.m. (EST). Provide specific examples to support your answers:   * Should hospitals and physicians undercode, or down code, Medicare patient stays and patient visits to reduce the possibility of being charged under the False Claims Act? Why or why not? * Explain the implication of physician upcoding.   **Post** constructive criticism, clarification, additional questions, or your own relevant thoughts to 2 of your classmates' posts by 11:59 p.m. (EST) on Sunday. | | 2.1 | Discussion Board = **1hr.** |
| **DQ 2.2 Sinking Springs Regional Hospital (SSRH)**  **Read** the real-world scenario on pp. 98 & 99 of the text.  **Respond** to the following question by Thursday 11:59 p.m. (EST). Provide specific examples to support your answers:   * What federal law would be most implicated by CIO Tiffany Technophile’s proposal? Identify at least two safeguards that could be employed by SSRH to avoid violation of the federal law.   **Post** constructive criticism, clarification, additional questions, or your own relevant thoughts to 2 of your classmates' posts by 11:59 p.m. (EST) on Sunday. | | 2.1 | Article Review = **1hr.** |
| **DQ 2.3 Pricing Problem**  **Respond** to the following questions by Thursday 11:59 p.m. (EST). Provide rationale to support your answers:   * A typical health care provider that increases its prices by 10% will usually realize a 10% increase in revenue. Do you agree or disagree? Explain your answer by utilizing examples. * As a financial manager for your hospital, you have reviewed competitors in your local area, and your prices are higher than your competitor’s prices. Should you decide to lower your prices or keep them the same? What would you do? What are the factors that you would consider in this scenario?   **Post** constructive criticism, clarification, additional questions, or your own relevant thoughts to 2 of your classmates' posts by 11:59 p.m. (EST) on Sunday. | | 2.2 | Problem Solving = **1hr.** |
| **DQ 2.4 Types of Health Plans**  **Respond** to the following questions by Thursday 11:59 p.m. (EST). Provide rationale to support your answers:   * High deductible health plans with a savings option (HDHP/SA) are gaining market share. What are the critical differences between HDHPs and the traditional plans (HMOs, PPOs, Indemnity, and POSs)? * What might the best option for a 25-year-old healthy male who is working full-time? Why?   **Post** constructive criticism, clarification, additional questions, or your own relevant thoughts to 2 of your classmates' posts by 11:59 p.m. (EST) on Sunday. | | 2.3 | Problem Solving = **1hr.** |
| **Week 2 Test**  **Complete** the Test by 11:59 p.m. (EST) on Sunday.  *Note:* Students have 90 minutes to complete the test and one attempt only. The test must be completed when started. There is no backtracking allowed. | | 2.1, 2.2, 2.3 | Test = **1.5hrs.** |
| **Total** |  |  | **6.5hrs** |

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| Week Three: Health Care Accounting and Financial Statements | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Differentiate between the functions and roles of financial and managerial accounting. | | CLO2 | |
| * 1. Apply the five principles of accounting and its functions in organizations. | | CLO2 | |
| * 1. Explain how financial operations are documented and managed within a health care facility. | | CLO2 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Read** Ch. 8 & 9 of *Essentials of Health Care Finance*. | | 3.1, 3.2, 3.3 |  |
| **Watch** the following videos:   * [Financial Accounting vs. Managerial Accounting](https://www.youtube.com/watch?v=Ep7DqVxFHaY) [8:17mins] * [Learn About the Different Types of Financial Statements](https://www.youtube.com/watch?v=B-mJ49mGCVo) [4:42mins] | | 3.1, 3.2 | Lecture Activity = **.5hr.** |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **DQ 3.1 Accounting End User Relevancy**  Accounting information can be utilized by many different end users; therefore, it is vital that the statements provided to each end user are relevant to specific user requirements.  **Imagine** yourself as a CFO of a community hospital.  **Respond** to the following below by Thursday 11:59 p.m. (EST). Provide specific examples to support your answers:   * List at least 5 examples of accounting information end users. * Describe the following for each of the 5 end users:   + Provide a summary of the types of information relevant to their needs, such as revenue, expenses, assets, liabilities, and net assets.   + Provide an explanation as to whether the information is considered financial or managerial accounting.   + What is your rationale on whether the information is an accrual or cash basis?   **Post** constructive criticism, clarification, additional questions, or your own relevant thoughts to 2 of your classmates' posts by 11:59 p.m. (EST) on Sunday. | | 3.1, 3.2, 3.3 | Discussion Board = **1.5hrs.** |
| **DQ 3.2 ABC Hospital Post Reorganization Financial Statements**  ABC Hospital has undergone a recent corporate reorganization. Figure 8-2, on p. 202 represents the current Income and Cash Flow,  **Respond** to the following below by Thursday 11:59 p.m. (EST). Provide specific examples to support your answers:   * What general accounting principle is represented? What operational difficulties might be experienced by ABC Hospital?     **Post** constructive criticism, clarification, additional questions, or your own relevant thoughts to 2 of your classmates' posts by 11:59 p.m. (EST) on Sunday. | | 3.3 | Problem Solving = **1.5 hrs.** |
| **Final Paper: Capital Project Approval**  **Review** the Week 7 final paper requirements located in Week 7.   * Describe the capital project venture that you will be pursuing for the Week 7 final project. Explain the type of benefits envisioned for the capital project.   **Format** your paper according to APA guidelines.  **Submit** your paper by 11:59 p.m. (EST) on Sunday.  *Note:*Instructor approval is required for the Week 7 paper. There will be no duplication of projects. | | 7.2 | Problem Solving = **1.5hrs.** |
| **Week 3 Test**  **Complete** the Test by 11:59 p.m. (EST) on Sunday.  *Note:* Students have 90 minutes to complete the test and one attempt only. The test must be completed when started. There is no backtracking allowed. | | 3.1, 3.2, 3.3 | Test = **1.5hrs.** |
| **Total** |  |  | **6.5 hours**. |

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| Week Four: Analyze Financial Ratios and Strategic Planning | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| **4.1** Evaluate the financial statements utilizing key financial ratios. | | CLO2 | |
| **4.2** Create a strategic and financial plan. | | CLO2 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Read** Ch. 11–13 of *Essentials of Health Care Finance*. | | 4.1, 4.2 |  |
| **Watch** [Assess a Company's Financial Performance in 5 minutes](https://www.youtube.com/watch?v=4TnC3437Vew) [10.:42]. | | 4.1, 4.2 | Lecture Activity = **.25hr.** |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **DQ 4.1 Trends in Hospital Financial Position**  Charles S. Lewis has just been named the CEO of Community Hospital, a 230-bed hospital located in an agricultural community of approximately 150,000 people. There is one other similarly size hospital in the community. The CFO told Mr. Lewis that the hospital is in excellent financial condition, but Lewis is not convinced. He requested and received summary financial statements presented in Table 11-5 on p. 281 of the text.  You, the Director of Financial Operations, have been asked to help Mr. Lewis identify the trends in financial position for the hospital in the last 5 years.  **Compute** the values for the following financial ratios for the last 5 years: ROE %, total margin %, financial strength index, nonoperating income days, and cash on hand.  **Provide** Lewis with your assessment of Community Hospital’s financial position. Attach a Microsoft Word document that includes a table to presenting your calculations over the 5-year period.    **Post** constructive criticism, clarification, additional questions, or your own relevant thoughts to 2 of your classmates' posts by 11:59 p.m. (EST) on Sunday. | | 4.1 | Discussion Board = **2hrs.** |
| **DQ 4.2: Financial Position Ratios**  **Respond** to the following by Thursday 11:59 p.m. (EST). Provide specific examples to support your answers:   * Choose 3 of the 6 items below. Describe the ratio and provide an example for each selection.   + Operating margin   + Days in accounts receivable   + Long-term debt to net assets   + Age of plant   + Fixed assets turnover ratio   + Days cash on hand   Use this activity to reinforce the concepts required in this week’s Analyzing Financial Position assignment.  **Post** constructive criticism, clarification, additional questions, or your own relevant thoughts to 2 of your classmates' posts by 11:59 p.m. (EST) on Sunday. | | 4.1 | Discussion Board = **1hr.** |
| **Week 4 Presentation: Strategic and Financial Planning**  **Review** the financial information for Megatropolis Hospital and Wynn Memorial, as well as the assignments related to these companies from this week.  **Choose** one of the hospitals above to complete this assignment. Strategic and financial planning is an essential part of any organization’s success. As CFO for the chosen company, you are tasked to create a presentation explaining how you plan to improve the ratios.  **Create** a PowerPoint presentation of at least 12 slides responding to the following:   * Identify the financial goals for the business. * Explain how the ratios will be utilized in developing a strategic and a financial plan that supports your goals. * Provide examples of plans that might be used to improve the ratios. * Format citations in your presentation according to APA guidelines.   **Submit** your presentation by 11:59 p.m. (EST) on Sunday | | 4.2 | Presentation = **2hrs.** |
| **Week 4 Take-Home Quiz**  **Download** and completethe Week 4 Take-Home Quiz**.**  **Submit** your completed quiz by 11:59 p.m. (EST) on Sunday. | | 3.1, 3.2, 3.3 | Test = **1.5hrs.** |
| **Total** |  |  | **6.75 hours** |

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| Week Five: Cost and Budget | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Analyze the impact of opportunities and threats to cost control. | | CLO2 | |
| * 1. Evaluate the various components involved in creating the budget control process and its impact on an organization’s budget.   2. Develop a strategy for how a company might integrate financial support for one of the Sisters of Mercy critical concerns. | | CLO2  CLO3 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Read** Ch. 14, 16, & 17 of *Essentials of Health Care Finance*. | | 5.1, 5.2 |  |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **DQ 5.1: Budget Development**  **Respond** to the following questions by Thursday 11:59 p.m. (EST). Provide specific examples to support your answers:   * The budget is one of the most important documents of a health care organization and is the central document of the planning and control cycle. When developing a budget, CFOs and department managers must make many assumptions. Imagine yourself as the CFO of your local hospital.   + What are the major assumptions made when developing a budget? Describe the assumptions, and then analyze how each assumption might affect the budget.   + What could negatively or positively affect your assumptions? Based on the given assumptions, would this budget aggressively or conservatively apply?   **Post** constructive criticism, clarification, additional questions, or your own relevant thoughts to 2 of your classmates' posts by 11:59 p.m. (EST) on Sunday. | | 5.2 | Discussion Board = **1.5hrs.** |
| **DQ 5.2: FTE Status Impact to Budget and Costs**  **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) [4:27mins].  **Respond** to the following questions by Thursday 11:59 p.m. (EST). Provide specific examples to support your answers:   * Why is it important for managers to understand the concept discussed in this video? As a CFO of a local hospital or nursing home, how would this affect cost? Why? Provide specific examples as support.   **Post** constructive criticism, clarification, additional questions, or your own relevant thoughts to 2 of your classmates’ posts by 11:59 p.m. (EST) on Sunday. | | 5.1  5.2 | Discussion Board = **1.5hrs.** |
| **DQ 5.3: Budgeting for Mercy**  **Review** [Sisters of Mercy Mission & Values](https://www.sistersofmercy.org/about-us/mission-values/).  **Select** one of the five critical concerns.  **Write** a 450- to 500-word response explaining the importance of integrating financial support for the concern you selected into the hospital’s operating budget, and recommend how it might be achieved. Defend your position.  **Respond** to at least 2students in a thought-provoking manner or ask questions to help you understand the material.  *Note:* Initial answers to the question are due by 11:59 p.m. (EST) on Thursday. All responses must be posted by 11:59 p.m. (EST) on Sunday. | | 5.1, 5.2, 5.3 | Article Review = **1 hr.** |
| **Week 5 Test**  **Complete** the Week 5 Test.  Note: Students have 90 minutes to complete the test and one attempt only. The test must be completed when started. There is no backtracking allowed. | | 4.1, 4.2, 5.1, 5.2 | Quiz = **1.5hrs.** |
| **Total** |  |  | **5.5hrs.** |

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| Week Six: Capital and Cash Management | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Analyze the capital formation and cash management of an organization within the health care industry. | | CLO2, 4 | |
| * 1. Identify the importance of cash budgeting. | | CLO2 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Read** Ch. 21–23 of *Essentials of Health Care Finance*. | | 6.1, 6.2 |  |
| **Review** [Traditional hospital budget systems are holding back innovation, experts say](https://www.healthcareitnews.com/news/traditional-hospital-budget-systems-are-holding-back-innovation-experts-say). | | 6.1, 6.2 | Lecture Activity **= 1 hr.** |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **DQ 6.1: Effective Health Care Budgeting and Forecasting**    **View** the attached presentation by Axiom EPM (n.d.), “[5 Approaches to Effective Budgeting & Forecasting in Healthcare.](https://docplayer.net/7292519-5-approaches-to-effective-budgeting-forecasting-in-healthcare-a-publication-from.html)”  **Imagine** you are the COO of a 300-bed hospital, and the CEO has asked you to evaluate the 5 approaches to determine their value in improving hospital performance.  **Respond** to the following by Thursday 11:59 p.m. (EST). Provide specific examples to support your answers:   * Evaluate the following five recommended industry best practices for health care budgeting and forecasting:   + Align rolling forecasts, multi-year plans, and detailed budgets.   + Embrace statistically driven approaches to enable efficient what-if modeling.   + Incorporate service line analytics to refine projections.   + Provide cross-departmental, initiative-based modeling.   + Promote feedback loops with management and executives via reporting.   Why are these important to improving hospital performance?  **Post** constructive criticism, clarification, additional questions, or your own relevant thoughts to 2 of your classmates' posts by 11:59 p.m. (EST) on Sunday. | | 6.1, 6.2 | Discussion Board = **2.5hrs**. |
| **DQ 6.2: Cash Budgeting**  **Respond** to the following question by Thursday 11:59 p.m. (EST). Provide specific examples to support your answers:   * A cash budget is usually thought of as a means of planning for future financing needs. Why would a cash budget also be important for a firm that has excess cash on hand?   **Post** constructive criticism, clarification, additional questions, or your own relevant thoughts to 2 of your classmates’ posts by 11:59 p.m. (EST) on Sunday. | | 6.2 | Discussion Board = **1.0 hrs**. |
| **Week 6 Cash Formation Paper**  **Imagine** yourself as the CFO of a 110-bed, 35-year-old nursing home. The building has been renovated over the years but is starting to look dated. The strategic planning committee has decided to update the facility once more, but this time they would also like to expand. They have envisioned building a new 50-bed dementia unit in the vacant lot next door, which the nursing home owns. Although they know what they want to do, they do not know how to finance the project. Therefore, they have asked for you to analyze and present a few options.  **Write** a 750- to 800-word, APA format paper that analyzes the project and recommends options for financing. Your paper should address the following:   * Describe at least 2 ways the organization could finance the project. * Identify the pros and cons of each financial option. * Make a recommendation on one of the financial options, and explain why the recommendation is the best choice.   **Submit** your paper by 11:59 p.m. (EST) on Sunday. | |  | Paper = **2.5hrs** |
| **Week 6 Test**  **Complete** the Week 7 Test by 11:59 p.m. (EST) on Sunday.  *Note:* Students have 90 minutes to complete the test and one attempt only. The test must be completed when started. There is no backtracking allowed. | | 6.1, 6.2 | Quiz = **1.5 hrs.** |
| **Total** |  |  | **8.5hrs** |

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| Week Seven: Value of Money | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Evaluate the time value of money. | | CLO2 | |
| * 1. Identify the key participants with a capital project analysis. | | CLO2, 4 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Read** Ch. 18 & 19 of *Essentials of Health Care Finance*. | | 7.1, 7.2 |  |
| **Financial Videos**  **Watch** the following videos:   * [Time value of money](https://www.khanacademy.org/economics-finance-domain/core-finance/interest-tutorial/present-value/v/time-value-of-money) [8:17mins] * [Introduction to present value](https://www.khanacademy.org/economics-finance-domain/core-finance/interest-tutorial/present-value/v/introduction-to-present-value) [10:20mins] * [Teach Me Finance-Annuities](http://www.teachmefinance.com/annuities.html) [3:25mins] * [Bailout 1: Liquidity vs. solvency](https://www.khanacademy.org/economics-finance-domain/core-finance/money-and-banking/bank-bailout/v/bailout-1--liquidity-vs--solvency) [11:26mins] | | 7.1 | Lecture Activity = **0.75** |
| **Financial Examples in Excel Videos**  **Review** the following videos and activities:   * [Finance Basics 6 - Present Value Examples in Excel - How much something is worth today](https://www.youtube.com/watch?v=J4J5o-1JM24) [7:49mins] * [Finance Basics 7 - Future Value Examples in Excel - How much something is worth in the future](https://www.youtube.com/watch?v=l2XuLtsIBgU&feature=relmfu) [8:40mins] * [Finance Basics 11 - Annuity Due Calculation in Excel - Present Value and Future Value](https://www.youtube.com/watch?v=GdJ0ITNrLA4&feature=relmfu) [8:05mins] * [Finance Basics 12 - Perpetuity Calculation in Excel](https://www.youtube.com/watch?v=FnczO-2QLgY&feature=relmfu) [5:10mins] | | 7.1 | Lecture Activity = **0.5hr.** |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **DQ 7.1: Time Value of Money**  **Respond** to the following questions by Thursday 11:59 p.m. (EST). Provide specific examples to support your answers:   * Time value of money is a very important concept. It can be utilized within a work environment or in a personnel situation. Provide 2 examples of using the time value of money calculation, and answer the following:   + 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?   **Post** constructive criticism, clarification, additional questions, or your own relevant thoughts to 2 of your classmates’ posts by 11:59 p.m. (EST) on Sunday. | | 7.1 | Discussion Board = **1.5 hrs.** |
| **Week 7 Final Paper: Capital Projects**  **Write** a 950- to 1,000-word, APA format paper addressing the following:   * Use the 4 stages of the decision-making process to illustrate how you arrived at the selected capital project. * Describe the different participants involved when developing a capital project. * Explain these participants’ roles and how they affect the decisions.   **Submit** your paper by 11:59 p.m. (EST) on Sunday. | | 7.2 | Problem Solving = **3 hrs**. |
| **Week 7 Course Reflection**  **Complete** the Course Reflection | | Varies | Reflection = **.5hr** |
| **Week 7 Test**  **Complete** the Week 7 Test by 11:59 p.m. (EST) on Sunday.  *Note:* Students have 90 minutes to complete the test and one attempt only. The test must be completed when started. There is no backtracking allowed. | | 7.1, 7.2 | Test = **1.5 hrs.** |
| **Total** |  |  | **7.75hrs** |

# Breakdown of Academic Instructional Equivalencies

|  |  |
| --- | --- |
|  | **AIE Hours** |
| **Week 1** |  |
| Required | 7.5 |
| Supplemental |  |
| **Week 2** |  |
| Required | 6.5 |
| Supplemental |  |
| **Week 3** |  |
| Required | 6.5 |
| Supplemental |  |
| **Week 4** |  |
| Required | 6.75 |
| Supplemental |  |
| **Week 5** |  |
| Required | 5.5 |
| Supplemental |  |
| **Week 6** |  |
| Required | 8.5 |
| Supplemental |  |
| **Week 7** |  |
| Required | 7.75 |
| Supplemental |  |
|  |  |
| **Total Required Hours** |  |
| **Total Supplemental Hours** |  |
| **Total Hours** |  |