# Course Description

This course will provide students with an overview of the structure and current issues in the health care system. It will examine the relationships between patients, physicians, hospitals, insurers, employers, and the government. The course expands on three broad segments of the health care industry: the users, payers, and providers. This course will also provide an overview of health care delivery systems in other countries.

# 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 which demonstrates competency in the following areas: management, operations, finance, and marketing. (ULO 2, 4)
* **PLO3**: 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:** Evaluate the relationships among patients, physicians, hospitals, public and private insurers, employers, and the government.
* **CLO2:** Analyze the structure and challenges of the U. S. health care system.
* **CLO3:** Compare U.S. and international health care systems.
* **CLO4:** Articulate health care system performance improvement strategies.
* **CLO5:** Explain legal and regulatory implications in managing U.S. health care systems.
* **CLO6:** Recognize the health care delivery system financial management tools.
* **CLO7:** Design a performance improvement revenue cycle management model for the health care system.
* **CLO8:** Explain strategies to support the successful implementation of emerging health information technologies.

# 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

Shi, L. & Singh, D.A. (2019). *Delivering health care in America: A systems approach*. Burlington, MA: Jones &

Bartlett Learning.

ISBN: 978-1-284-12449-1

# Suggested Point Values

|  |  |  |
| --- | --- | --- |
| **Assessment** | **Point Value** | **Due** |
| **Week 1** |  |  |
| Discussion: Structure and Costs | 20 |  |
| Discussion: Financial Access to Health Care | 20 |  |
| Blog: Health care systems of other countries | 50 |  |
| Quiz: Week 1 Quiz | 25 |  |
| **Week 2** |  |  |
| Discussion: System Integration | 20 |  |
| Discussion: Health Care System Structure | 20 |  |
| Blog: System Integration | 50 |  |
| Quiz: Week 2 Quiz | 25 |  |
| **Week 3** |  |  |
| Discussion: Anti-Kickback & The Stark Law | 20 |  |
| Discussion: Legislative Committees and Subcommittees | 20 |  |
| Legal & Regulatory Environment Paper | 75 |  |
| Quiz: Week 3 Quiz | 25 |  |
| **Week 4** |  |  |
| Discussion: Financial Management Tools | 20 |  |
| Discussion: News and Views | 20 |  |
| Revenue Cycle Management Paper | 75 |  |
| Quiz: Week 4 Quiz | 25 |  |
| **Week 5** |  |  |
| Discussion: National Health IT Strategy | 20 |  |
| Leveraging Health IT Reform Paper | 75 |  |
| Quiz: Week 5 Quiz | 25 |  |
| **Week 6** |  |  |
| Discussion: Viewing the Health Care System as a CAS | 20 |  |
| Components of CAS Perspective Worksheet Assignment | 80 |  |
| Blog: U.S. Evolutionary Stages of CAS | 50 |  |
| **Week 7** |  |  |
| Discussion: PPACA Effectiveness | 20 |  |
| Discussion: Components of CAS Perspective Worksheet Peer Evaluation | 20 |  |
| Health Care System Performance Improvement Paper | 100 |  |
| Course Reflection | 80 |  |
| **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: International Health Care** | | |
| ***Learning Objectives*** | ***Alignment*** | |
| * 1. Describe the health care delivery system models around the world. | CLO3 | |
| * 1. Analyze the structure and costs associated with the U. S. health care delivery system. | CLO1, CLO2 | |
| * 1. Evaluate international health care system performance. | CLO3 | |
| * 1. Explain the value of studying other health care systems around the world. | CLO3 | |
| ***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 of 200-250 words 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 100-150 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. |  |  |

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| **Readings and Videos**  **Read** the followingsections of *Delivering Health Care in America:*   * Ch 1. “An Overview of U.S. Health Care Delivery” * Ch 2. “Beliefs, Values, and Health”   **Health Care Around the World**  **Watch** the PBS Frontlineepisode [Sick Around the World](http://www.pbs.org/wgbh/pages/frontline/sickaroundtheworld/) [56:19]  **U.S. Structure and Costs**  **View** the following modules explaining the high costs associated with the Affordable Care Act:   * [PPACA or “Obamacare](https://youtu.be/8nW9L7cSop4)” [7:13] * [Obamacare Explained Affordable Care Act](https://youtu.be/oQTj0MkVA-Q) [8:33] * [Final GOP Tax Bill Repeals Obamacare Mandate](https://youtu.be/5QgFcgNHpsI) [3:31] * [Health Care Costs in the U.S. vs. Europe](https://www.khanacademy.org/science/health-and-medicine/health-care-system/v/health-care-costs-in-us-vs-europe) [14:33] * [Medicare Basics Explained 2018](https://youtu.be/JPaUjwNNtew) [12:40] | | 1.1, 1.2, 1.3, 1.4 | Lecture Activity = **3 Hours** |
| **Watch** [International Medical Corps Health Care Workers Discuss Life at an Ebola Treatment Unit](https://www.youtube.com/watch?v=wSP5pyK7vW4) [2:20] | | ULO5 | Lecture Activity = **1 Hour** |
| ***Supplemental Resources and Activities***  *Explore these optional resources to deepen your understanding.* | | ***Alignment*** | ***AIE*** |
| **Adobe Connect Live Discussion**  **Review** [Adobe Connect Resources](https://sites.gmercyu.edu/student-resources/adobe-connect-resources/).  **Participate** in the scheduled live session with the course instructor. This session will provide an overview of the class and discuss the major assignments in the course.  **Prepare** to ask questions concerning the content of the week and the course as a whole.  *Note*: A recorded lecture will be made available to those who are unable to attend the live session. | |  | Live Discussion: lecture and discussion = **1 hour** |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **Discussion: Structure and Costs**  **Post** a clear and logical response in 250-270 words to the following and provide specific examples to support your answers**.**   * Based on your reading of Chapter 1 “Delivering Health Care in America,” what are the four basic functional components of the U.S. health care delivery system? What role does each play in the delivery of health care?   *Note*: Initial answers to the questions are due by 11:59 p.m. EST on Thursday.  **Respond** to at least one other student in a manner that is thought provoking and appropriately challenging or elevates the discussion. All responses must be posted by 11:59 p.m. EST on Sunday.  **All posts** require college-level writing and APA formatting. The quality of your responses affects your grade. See **Online Discussion Forum Posting Rubric**. | | 1.2 | Discussion: one post and replies to one other posts = **1 hour** |
| **Discussion: Financial Access to Health Care**  **The authors** in Ch. 2 of “Delivering Health Care in America” state, “The principle of market justice leaves the fair distribution of health care up to the market forces in a free economy. The free market implies that giving people something they have not earned would be morally and economically wrong.” (p. 74). On page 76, the authors state that “the equitable distribution of health care is a societal responsibility . . . Social Justice regards health care as a social good—as opposed to an economic good.”  **Post** a clear and logical response in 250-270 words to the following and provide specific examples to support your answers**.**   * Which model is the most effective for the U.S.? Why? Support your theory with an example from another country.   *Note*: Initial answers to the questions are due by 11:59 p.m. EST on Thursday.  **Respond** to at least one other student’s post in a manner that is thought provoking and that appropriately challenges the discussion. The minimum word response to another student’s post is 150 to 200 words.  **All posts** require college-level writing and APA formatting. The quality of your responses affects your grade. See **Online Discussion Forum Posting Rubric**. | | 1.2 | Discussion: one post and replies to one other posts = **1 hour** |
| **Blog: Health care systems of other countries**  **Write** a 350–400-word blog that incorporates the following:   * In the authors’ review of National Health Insurance (NHI), National Health System (NHS), and Socialized Health Insurance (SHI) systems of other countries, which country’s insurance model is the most effective and which one would be the most effective for use in the United States? Why?   **Respond** to at least one other student’s blog in a manner that is thought provoking and that appropriately challenges the discussion. The minimum word response to another student’s post is 250 words.  **All blogs** require college-level writing and APA formatting. The quality of your responses affects your grade. See **Online Discussion Forum Posting Rubric**.  *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. | | 1.4 | Blog = **1 Hour** |
| **Week 1 Quiz**  **Complete** the Week 1 Quiz.  **Due** by 11:59 p.m. EST on Sunday. | | 1.1, 1.2, 1.3, 1.4 | Quiz = **1 Hour** |
| **Total** |  |  | **8 Hours** |

# Faculty Notes

Week One is an introduction to the health care delivery systems of the world. The readings provide a broad introduction, while the videos provide a specific look into current health care initiatives at present. They also offer students the opportunity to complete some self-reflection in an assignment. Group students into pairs for CAS Worksheet activity for week 7 Peer Evaluation and post an announcement with those pairings before the beginning of week 7 so students know who they will be reviewing in week 7.

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| Week Two: U.S. Organized Delivery Systems | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Articulate the value in studying the evolution of the U.S. health care system. | | CLO 1, 2 | |
| * 1. Explain the organizational and financial relationships among health care service purchasers (federal and state governments, individuals, and employers), private insurance companies (managed care and indemnity), health care service providers (primary care physicians, specialists, hospitals, etc.), and the consumers (insured and uninsured). | | CLO 1, 2 | |
| **2.3** Analyze the effectiveness and intentions of managed care.  **2.4** Classify horizontal, vertical, and virtual delivery systems. | | CLO 1  CLO 2 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Readings**  **Read** the followingsections of *Delivering Health Care in America:*   * Ch 3 “The Evolution of Healthcare Services in the United States” * Ch 9 “Managed Care and Integrated Organizations” only p. 361-384 & p. 384-390   **Read** [Who really pays for health care? It might surprise you](https://www.usatoday.com/story/news/nation/2014/04/26/health-care-costs-obamacare-employers-medicare-insurance/8064239/) | | 2.1, 2.2, 2.3, 2.4 | Lecture Activity = **1.5 Hours** |
| **U.S. Health Care Systems Characteristics**  **View** thefollowing modules explaining the U.S. health care system characteristics:   * [Medicare Basics Explained](https://youtu.be/JPaUjwNNtew) 2018 [12:40] * [Medicare](https://www.khanacademy.org/partner-content/brookings-institution/introduction-to-healthcare/v/medicare) [14:24] * [What Is Medicaid?](https://www.youtube.com/watch?v=O3uY8ycWbrQ&feature=youtu.be) Explanation by a Board-Certified Elder Care Attorney [14:03] * [Private Health Insurance](https://www.khanacademy.org/partner-content/brookings-institution/introduction-to-healthcare/v/private-health-insurance) [12:58] * [Why the U.S. Pays More for Health Care Than the Rest of the World](https://www.youtube.com/watch?v=gXBPKE28UF0&feature=youtu.be) [9:24] | | 2.2 | Lecture Activity = **1.5 Hours** |
| **Visit** the website[Health Care for the Homeless](https://www.hchmd.org/)**.** Review what services they provide, as well as their mission statement and strategic plan. | | ULO5 | Lecture Activity = **1 Hour** |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **Discussion: System Integration**  **Post** a clear and logical response in 250-270 words to the following and provide specific examples to support your answers**.**   * What are the advantage and disadvantages of horizontal, vertical, and virtual integrated delivery systems?   *Note*: Initial answers to the questions are due by 11:59 p.m. EST on Thursday.  **Respond** to at least one other student in a manner that is thought provoking and appropriately challenging or elevates the discussion. All responses must be posted by 11:59 p.m. EST on Sunday. | | 2.4 | Discussion: one post and replies to three other posts = **1 hour** |
| **Discussion: Health Care System Structure**  **Consider** the concepts from week 1 about the health care crisis in the U.S. and what you have learned from this week’s learning resources and activities:  **Post** a clear and logical response in 250-270 words to the following and provide specific examples to support your answers**.**   * Is the structure of the U.S. health insurance effective? Why or why not? Include the characteristics of the U.S. health care system and the relationship among health care service purchasers, private insurance companies, health care service providers, and the consumers.   *Note*: Initial answers to the questions are due by 11:59 p.m. EST on Thursday.  **Respond** to at least one other student in a manner that is thought provoking and appropriately challenging or elevates the discussion. All responses must be posted by 11:59 p.m. EST on Sunday. | | 2.2, 2.3 | Discussion: one post and replies to one other posts = **1 hour** |
| **System Integration Blog**  **Refer** to your readings from this week.  **Write** a 400–450-word blog that incorporates the following:   * What is the intention of managed care? How did managed care change the relationships among the insured patients, payers, and providers? Has managed care been effective? Why or why not?   *Note*: Initial answers to the questions are due by 11:59 p.m. EST on Thursday.  **Respond** to at least one other student’s post in a manner that is thought provoking and that appropriately challenges the discussion. The minimum word response to another student’s posts is 250 words. Dueby 11:59 p.m. EST on Sunday. | | 2.2, 2.3 | Blog = **1 Hour** |
| **Week 2 Quiz**  **Complete** the Week 2 Quiz.  Dueby 11:59 p.m. EST on Sunday. | | 2.1, 2.2, 2.3, 2.4 | **Quiz = 1 Hour** |
| **Total** |  |  | **8 Hours** |

# Faculty Notes

Week Two begins the U.S.-centered health care focus on the financial and organizational relationships among insurance, health care providers, physicians, hospitals, and the insured and uninsured. Learning resources and activities are geared toward providing the student with the required knowledge sets to complete the weekly assignments. Weekly assignments provide the student an opportunity to develop their own ideas and expand upon them while also reviewing submissions of other students completing the assignment.

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| Week Three: Legal & Regulatory Implications of the U.S. Health Care System | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Explain the legal implications, including tax and personal liability, of business entities in the U.S. health care delivery system. | | CLO 5 | |
| * 1. Differentiate the various U.S. antitrust statutes and their penalties for violations. | | CLO 5 | |
| **3.3** Examine health care system legislation.  **3.4** Evaluate the importance of understanding the legal and regulatory implications associated with health care delivery and health insurance. | | CLO 5  CLO 5 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Readings**  **Read** the followingsections of *Delivering Health Care in America:*   * Ch. 13 “Healthcare Policy” * p. 190 * p. 500   **Read** the article [13 Legal Issues for Hospitals and Health Care Systems](https://www.beckershospitalreview.com/hospital-management-administration/13-legal-issues-for-hospitals-and-health-systems.html). | | 3.1, 3.2, 3.3, 3.4 | Lecture Activity = **2 Hours** |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **Discussion: Anti-Kickback & The Stark Law**  **Post** a clear and logical response in 250-270 words to the following and provide specific examples to support your answers**.**  In *Delivering Health Care in America*, p. 190 & 500, Shi and Singh outline the differences between the federal anti-kickback statute and the Stark Law.   * What is the intent of both statutes? * Describe the two important differences between the two statutes. * Reference at least one current news article (within the last 6 months).   *Note*: Initial answers to the questions are due by 11:59 p.m. EST on Thursday.  **Respond** to at least three students in a manner that is thought provoking and appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. EST on Sunday. | | 3.2 | Discussion: one post and replies to three other posts = **1 hour** |
| **Discussion: Legislative Committees and Subcommittees**  **Post** a clear and logical response in 250-270 words to the following and provide specific examples to support your answers**.**  In Ch. 13 of *Delivering Health Care in America*, Shi and Singh describe the roles of legislative committees and subcommittees of the House and Senate.   * Compare and contrast their roles and how it impacts health care legislation. * List and describe positive and negative outcomes.   *Note*: Initial answers to the questions are due by 11:59 p.m. EST on Thursday.  **Respond** to at least three students in a manner that is thought provoking and appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. EST on Sunday. | | 3.3, 3.4 | Discussion: one post and replies to three other posts = **1 hour** |
| **Legal & Regulatory Environment Paper**  **View** Video [Health Care Legislation Issues](https://www.youtube.com/watch?v=h9e-EIUb8t8) 2017 [37:21]    **Explain** why it is important to understand the legal and regulatory implications associated with the health care system (health care delivery and health insurance)?  **Include** examples to support your response.  **Write** a short response paper of 300-350 words incorporating your findings.  **Format** your reflection paper according to APA guidelines. Use the Research Paper Template to format your paper.  **Submit** the paper into Blackboard as a Microsoft Word attachment.  Dueby 11:59 p.m. EST on Sunday. | | 3.4 | Paper = **1 Hour** |
| **Week 3 Quiz**  **Complete** the Week 3 Quiz.  Dueby 11:59 p.m. EST on Sunday. | | 3.1, 3.2, 3.3, 3.4 | Quiz = 1 Hour |
| **Total** |  |  | **6 Hours** |

# Faculty Notes

Week three’s learning objectives are focused on the legal implications in the health care delivery process and regulatory requirements in the United States. This week’s readings and video learning investigate health care laws and politics of health care delivery in America.

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| Week Four: Financial Management of Organized Delivery Systems | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Identify the financial management tools used in U.S.-organized delivery systems. | | CLO 6 | |
| * 1. Construct a revenue cycle management model depicting the flow of clinical and financial management data among the following stakeholders: patients, providers, and payers. | | CLO 1, 2, 7 | |
| **4.3** Describe the challenges in managing the health care revenue cycle.  **4.4** Evaluate health care revenue cycle management performance and improvement strategies. | | CLO 1, 2, 4, 7  CLO 1, 4, 7 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Reading**  **Read** the followingsections of *Delivering Health Care in America:*   * Ch. 6 “Health Services Financing”   **Read** [Payers and Providers Lose Big with Inefficient Claims Processing](https://www.fiercehealthcare.com/payer/payers-and-providers-lose-big-inefficient-claims-processing). | | 4.1, 4.2, 4.3, 4.4 | Lecture Activity = **1 Hour** |
| **Videos**  **View** the following videos:   * [Challenges in Revenue Cycle Management](https://www.youtube.com/watch?v=K6PCFBxuQs4) [1:30] * [The Future of the Revenue Cycle](https://www.youtube.com/watch?v=gEpW1a6QP7s) [4:09] * [Adam Ruins Everything - The Real Reason Hospitals Are So Expensive](https://www.youtube.com/watch?v=CeDOQpfaUc8) [5:31] | | 4.1, 4.2, 4.3, 4.4 | Lecture Activity = **1 Hour** |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **Discussion: Financial Management Tools**  **Consider** the current health care business environment and what you have learned so far in this course.  **Post** a clear and logical response in 250-270 words to the following and provide specific examples to support your answers**.**   * What are the two most important financial management tools for managing the current health care business environment? Explain why.   *Note*: Initial answers to the questions are due by 11:59 p.m. EST on Thursday.  **Respond** to at least three students in a manner that is thought provoking and appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. EST on Sunday. | | 4.1 | Discussion: one post and replies to three other posts = **1 hour** |
| **Discussion: News and Views**  **Post** a clear and logical response in 250-270 words to the following and provide specific examples to support your answers**.**   * Post one current revenue cycle article (published within the last three to six months). When posting articles, explain how the article ties to the health care revenue cycle. Cite your source following APA formatting guidelines.   *Note*: Initial answers to the questions are due by 11:59 p.m. EST on Thursday.  **Respond** to at least three students in a manner that is thought provoking and appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. EST on Sunday. | | 4.2, 4.3, 4.4 | Discussion: one post and replies to three other posts = **1 hour** |
| **Revenue Cycle Management Paper**  **Write** a 1,250–1,500-word research paper describing the holistic health care revenue management system from the perspectives of the patients, providers (hospitals and physicians), and payers (insurance companies).  **Include** the following points:   * Definition of health care revenue cycle management * Visual representation or model (e.g., insert shapes or SmartArt from Word or PowerPoint) illustrating the holistic relationship among patients, providers, and payers and the flow of clinical and financial data (using directional arrows) in the U.S. health care system revenue cycle. The flow of relationship should include the following:   + Users (uninsured and insured patients) receiving services from the provider   + Providers billing for payment   + Insurance companies (public and private) reimbursing the provider for services * Explanation of the relationships depicted in your model * Description of the challenges associated with managing the revenue cycle from both the provider and payer perspective * Recommendations for revenue cycle management improvement   **Use** two external resources as support.  **Format** your research paper according to APA guidelines. Use the Research Paper Template to format your paper.  **Submit** the paper to Blackboard as a Microsoft Word attachment.  Dueby 11:59 p.m. EST on Sunday. | | 4.2, 4.3, 4.4 | Research Paper = **2 Hours** |
| **Week 4 Quiz**  **Complete** the Week 4 quiz.  Dueby 11:59 p.m. EST on Sunday. | | 4.1, 4.2, 4.3, 4.4 | Quiz = **1 Hour** |
| **Total** |  |  | **7 Hours** |

# Faculty Notes

Week Four focuses on the revenue cycle of health care delivery. This week’s learning assignments of current events and readings are designed to push the student to develop a thorough health care delivery cycle management paper.

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| Week Five: Health Care Information Technologies | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Describe the important precursors required before health care information technology (HCIT) can be leveraged for American health care reform. | | CLO 8 | |
| * 1. Summarize how the Department of Health and Human Services is leading the national health IT strategy. | | CLO 8 | |
| **5.3** Recognize the evolving and emerging health care information technologies empowering U. S. health reform.  **5.4** Explain the barriers associated with HCIT implementation and innovation. | | CLO 8  CLO 2, 8 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Reading**  **Read** the followingsections of *Delivering Health Care in America:*   * Ch. 5 “Medical Technology” p. 177-183   **Read** [Health Information Technology and Care Coordination: The Next Big Opportunity for Informatics?](https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4587058/)  **Read** [U.S. Department of Health & Human Services: Information Technology Strategic Plan FY 2017-2020](https://www.hhs.gov/sites/default/files/hhs-it-strategic-plan-final-fy2017-2020.pdf) p. 6-21 | | 5.1, 5.2, 5.3, 5.4 | Lecture Activity = **1 Hour** |
| **Video**  **Watch** and review [Where Do We See Barriers and Promise in Healthcare IT?](https://www.youtube.com/watch?v=j9kX1uzSvzA) [14:21] | | 5.1, 5.2, 5.3, 5.4 | Lecture Activity = **1 Hour** |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **Discussion: National Health IT Strategy**  The Department of Health and Human Services (HHS) Strategic Plan outlines the mission to “enhance the health and well-being of Americans by providing for effective health and human services and by fostering sound, sustained advances in the sciences underlying medicine, public health, and social services.”  **Post** a clear and logical response in 250-270 words to the following and provide specific examples to support your answers**.**   * Describe HHS’s five strategic goals. Explain what you think is the major obstacle to successful implantation. Please provide rationale in your response.   *Note*: Initial answers to the questions are due by 11:59 p.m. EST on Thursday.  **Respond** to at least three students in a manner that is thought provoking and appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. EST on Sunday. | | 5.2 | Discussion: one post and replies to three other posts = **1 hour** |
| **Leveraging Health IT Reform Paper**  **Write** a short response paper of 300-350 words that addresses the following:  Before health IT can be leveraged for American health care reform, identify three gaps that should be fulfilled. Which need do you think is the most pressing need? Why? Which barrier represents the greatest impediment to e-Health and HCIT innovation? Why?  **Format** your research paper according to APA guidelines. Use the Research Paper Template to format your paper.  **Submit** the paper to Blackboard as a Microsoft Word attachment.  Dueby 11:59 p.m. EST on Sunday. | | 5.1, 5.4 | Reflection Paper = **1 Hour** |
| **Week 5 Quiz**  **Complete** the Week 5 Quiz.  Dueby 11:59 p.m. EST on Sunday. | | 5.1, 5.2, 5.3, 5.4 | Quiz = **1 Hour** |
| **Total** |  |  | **5 Hours** |

# Faculty Notes

Week Five focuses on health care information technology (HCIT). With organizations working to remain competitive, health care IT has taken on many new facets that were once unattainable. This week’s activities open this subject to students so they can see strategies used, barriers to implementation, and the benefits of informatics.

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| Week Six: The U.S. Health Care System: A Complex Adaptive System (CAS) View | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Describe the characteristics and evolution of complex adaptive systems: systems theory, complexity theory, and chaos theory. | | CLO 2 | |
| * 1. Analyze the challenges in applying the complex adaptive system (CAS) to the U. S. health care system. | | CLO 1, 2 | |
| * 1. Explain strategies to manage change to ensure survival, growth, and progress in the health care system. | | CLO 1, 4, 8 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Reading**  **Read** the followingsections of *Delivering Health Care in America:*   * Ch. 14 “The Future of Health Services Delivery” pp. 566-573   **Read** the following articles:   * [Strategic Change Management: The Challenges Faced by Organizations](http://www.ipedr.com/vol4/108-F00035.pdf) * [Health Systems, Systems Thinking and Innovation](https://academic.oup.com/heapol/article/27/suppl_4/iv4/620794) * [Reframing the Challenges to Integrated Care: A Complex-Adaptive Systems Perspective](https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3601537/pdf/ijic2012-2012190.pdf) * [System Theories: An Overview of Various System Theories and Its Application in Healthcare](http://article.sapub.org/pdf/10.5923.j.ajss.20130201.03.pdf) | | 6.1, 6.2, 6.3 | Lecture Activity = **1 Hour** |
| **Theories**  **View** the following YouTube modules describing systems theory, complexity theory, chaos theory, and complex adaptive systems:   * [Systems Thinking](https://www.youtube.com/watch?v=AP7hMdnNrH4&list=PLsJWgOB5mIMC-frJibreOD-dybR2JPNMN) [3:30] * [Complexity Science: 2 Complexity Theory](https://www.youtube.com/watch?v=P00A9IZ7Pog&list=PLsJWgOB5mIMC-frJibreOD-dybR2JPNMN&index=2) [5:22] * [Complexity Theory Overview](https://www.youtube.com/watch?v=i-ladOjo1QA) [10:51] * [Chaos Theory](https://www.youtube.com/watch?v=JnlkKdDXk-I) [4:48] * [Complex Adaptive Systems Overview](https://www.youtube.com/watch?v=rl0yFwcGx_o) [4:53] | | 6.1 | Lecture Activity = **2 Hours** |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **Discussion: Viewing the Health Care System as a CAS**  **Post** a clear and logical response in 250-270 words to the following and provide specific examples to support your answers**.**   * The health care industry is characterized by rapid and often unpredictable change. How can viewing the health care system as a complex adaptive system (CAS) guide health care administrators to develop strategies to ensure system survival, growth, and progress?   *Note*: Initial answers to the questions are due by 11:59 p.m. EST on Thursday.  **Respond** to at least three students in a manner that is thought provoking and appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. EST on Sunday. | | 6.2, 6.3 | Discussion: one post and replies to three other posts = **1 hour** |
| **Components of CAS Perspective Worksheet**  **Review** this week’s readings and modules on YouTube to understand the characteristics of complex adaptive systems (CAS).  This assignment requires you to complete Part A before moving on to Part B. This consists of completing a worksheet and the next portion is a peer review of that worksheet.  **Part A**   * Introduction to Part A: By now you have had the opportunity to explore complex adaptive systems and develop some of your own ideas on how they relate to you, our society, or a health care system. Part A requires you to take a detailed look at CASs and provide both a description and an example of each theory. This is more than an assignment to look up definitions—it’s also an assignment that allows you to be creative in your examples of each theory.   **Complete** the Components of CAS Perspective worksheet. Use college-level writing when completing the worksheet.  **Submit** the completed worksheet to Blackboard as a Microsoft Word attachment.  **Part B**   * Introduction to Part B: You will evaluate a fellow student’s completed worksheet using the CAS Peer Evaluation Grid. This assignment gives you the opportunity to do something that is sometimes difficult to do in today’s business world: ask for and give constructive criticism. This assignment is designed to be non-punitive in nature—it’s another set of eyes, if you will. Evaluate your assigned student on all three criteria, be honest, and include specific constructive criticisms that are helpful and can provide direction to your fellow student. If you aren’t 100% sure it is helpful criticism, ask yourself, “Would this help me?” If you are honest, I guarantee you will learn from this assignment.   **Complete** the CAS Peer Evaluation Gridtoevaluateone other student’s work based on that student’s ability to demonstrate:   1. Efficient college-level writing 2. Effective knowledge and comprehension of the theories 3. Application of the principles through relevant, unambiguous, and clear examples   **Upload** the completed evaluation to the student as a Microsoft Word document in Blackboard.  **Format** any citations used according to APA guidelines.  **All** students will be graded on both the assignment and peer evaluation.  **Part A:** Dueby 11:59 p.m. EST on Sunday  **Part B:** Dueby 11:59 p.m. EST on the following Sunday | | 6.1 | Assignment = **2 Hours** |
| **U.S. Evolutionary Stages of CAS Blog**  **Write** a 350–400-word blog post applying the complex adaptive systems (CAS) theory to the health care industry.   * What are the three evolutionary stages of a CAS? In which evolutionary stage does the U. S. health care system reside? What are two major challenges associated with managing the U.S. system?   **Respond** to at least one other student’s post in a manner that is thought provoking and appropriately challenges the discussion. The minimum word response to another student’s post is 150 words.  *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. | | 6.1, 6.2 | Blog = **2 Hours** |
| **Total** |  |  | **8 Hours** |

# Faculty Notes

CAS Peer Evaluation: This assignment includes a peer evaluation element requiring you to have students review each other. Students will fulfill Part A of the assignment and submit this to you. Once you receive Part A (a worksheet) from students, match students with one another to complete peer evaluations. Explain that students should correspond through e-mail to exchange worksheets and use the CAS Peer Evaluation Grid to review each other’s work. The evaluation portion is Part B of the assignment, and once the evaluation worksheet is complete, students should e-mail the worksheet to the recipient, copying the instructor in the message. Provide additional direction as needed. Group students into pairs for CAS Worksheet activity for week 7 Peer Evaluation and post an announcement with those pairings before the beginning of week 7 so students know who they will be reviewing in week 7.

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| Week Seven: Health Care System Performance Improvement Strategies | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Evaluate the effectiveness of health reform initiatives such as Patient Protection and Affordable Care Act (PPACA) of 2010. | | CLO 1, 4, 7, 8 | |
| * 1. Explain the relationship among the three broad segments of the health care industry: the users, payers, and providers.   2. Determine why health care system performance improvement requires collaboration from all stakeholders: the users, payers, and providers.   3. Provide recommendations for health care industry stakeholders to improve system performance. | | CLO 1, 2, 4, 7, 8  CLO 1, 2, 4, 7, 8  CLO 1, 2, 4, 7, 8 | |
|  | |  | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Reading**  **Read** the following articles:   * [US Health Insurers: An Endangered Species?](https://healthcare.mckinsey.com/us-health-insurers-endangered-species) * [Resuscitating the Life Insurance Business Model](https://www.thinkadvisor.com/2014/02/12/resuscitating-the-life-insurance-business-model/?slreturn=20180708184041) * [Fewer, but Tighter, Payer Relationships Expected to Underpin Integrated Health System Strategies in the Future](https://www.questia.com/library/journal/1P3-3156199671/fewer-but-tighter-payer-relationships-expected-to) * [The Insurance Industry Is Dead... Long Live the Insurance Industry](https://www.forbes.com/sites/montymunford/2017/03/31/the-insurance-industry-is-dead-long-live-the-insurance-industry/#7b26f92a732a) * [Mission Possible: How Healthcare Can Achieve Both Higher Quality and Lower Cost](https://www.forbes.com/sites/robertpearl/2017/05/25/mission-possible-how-healthcare-can-achieve-both-higher-quality-and-lower-cost/#3ee7d18cc2e9) | | 7.1, 7.2, 7.3, 7.4 | Lecture Activity = **1 Hour** |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **Discussion: PPACA Effectiveness**  **Post** a clear and logical response in 250-270 words to the following and provide specific examples to support your answers.   * Has health reform legislation such as the Patient Protection and Affordable Care Act (PPACA) of 2010 been effective? Why or why not? Justify your opinion with principles taken from all the course readings throughout the weeks.   *Note*: Initial answers to the questions are due by 11:59 p.m. EST on Thursday.  **Respond** to at least three students in a manner that is thought provoking and appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. EST on Sunday. | | 7.1 | Discussion: one post and replies to three other posts = **1 hour** |
| **Discussion: Components of CAS Perspective Worksheet Peer Evaluation**  **Post** a clear and logical to the following by completing the following task:   * Upload your Components of CAS Perspective Worksheet into the discussion board * Use the CAS Peer Evaluation Grid to evaluate a student’s worksheet   *Note*: Initial answers to the questions are due by 11:59 p.m. EST on Thursday.  **Respond** to at least one student in a manner that is thought provoking and appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. EST on Sunday. | | 6.1 | Discussion: one post and replies to three other posts = **1 hour** |
| **Health Care System Performance Improvement Paper**  Over the last six weeks, we have examined multiple viewpoints for improving the management of health care delivery systems. Every stakeholder including the users (patients), payers (public and private insurers and employers), and providers in the health care system have a role to play in transforming health care system performance improvement to deliver high value (efficient access to high-quality care and cost-effective care).  **Write** a 1,450–1,500-word research paper explaining why health care system performance improvement requires collaboration among all stakeholders.  **Include** the following points in your explanation:   * Provide recommendations for each of the following stakeholders to improve system performance: users (patients), payers (public and private insurers, and employers), and providers. * Explain why incremental fixes such as improving health insurance financial administration efficiency, enforcing medical practice guidelines, making consumers better patients, implementing innovative health information technologies (HIT), and enforcing legislative mandates has not worked.   **Provide** at least two external resources as support.  **Format** your research paper according to APA guidelines. Use the Research Paper Template to format your paper.  **Submit** the paper to Blackboard as a Microsoft Word attachment.  Dueby 11:59 p.m. EST on Sunday. | | 7.2, 7.3, 7.4 | Research Paper = **2 Hours** |
| **Course Reflection**  **Complete** the Course Reflection  Dueby 11:59 p.m. EST on Sunday. | | ULO5 | Reflective Activity =**1 Hour** |
| **Total** |  |  | **6 Hours** |

# Faculty Notes

Week Seven is a culmination of the last six weeks of data collection, information viewing, and a development of ideas through assignments. This final week puts all aspects of health care delivery in perspective and requires students to demonstrate their knowledge through the development of a research paper.

# Breakdown of Academic Instructional Equivalencies

|  |  |
| --- | --- |
|  | **AIE Hours** |
| **Week 1** |  |
| Required | 8 |
| Supplemental | 1 |
| **Week 2** |  |
| Required | 8 |
| Supplemental | 0 |
| **Week 3** |  |
| Required | 6 |
| Supplemental | 0 |
| **Week 4** |  |
| Required | 7 |
| Supplemental | 0 |
| **Week5** |  |
| Required | 6 |
| Supplemental | 0 |
| **Week 6** |  |
| Required | 8 |
| Supplemental | 0 |
| **Week 7** |  |
| Required | 5 |
| Supplemental | 0 |
|  |  |
| **Total Required Hours** | 48 |
| **Total Supplemental Hours** | 1 |
| **Total Hours** | 49 |