

HPEM 6310 Reimbursement & Budgeting Credit Hours: 3

Semester: Fall Year: 2022

Class Days/Times: Thursday 5:30 – 8:00 – Class Location: Tyler – Online

Tyler

Instructor of Record: Michael E. Morris, PhD, MPH, CHFP Associate Professor

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Office Hours: M/W from 2:00 – 4:30 pm: Call first to confirm. Other times by

appointment.

Course Description:

This course focuses on learning key concepts and techniques related to healthcare reimbursement, employed provider contracting and operational budgeting. Course content is divided into three sections: value and reimbursement, provider contracting, and operational budgeting. Traditional and emerging payment models and compensation models for employed physicians will be discussed in depth from the provider perspective. Different budgeting techniques and their uses in operational budgeting will be covered.

Prerequisite: None Co-requisite: None

Student Learning Outcomes (SLO or "course objective"): Upon successfully completing this course, the student will be able to:

- 1. Explain the evolution of the US health insurance system.
- 2. Explain the stages and components of the revenue cycle.
- 3. Explain value-based care and describe value-based payment models.
- 4. Explain and apply the concepts of provider contracting.
- 5. Describe the components and processes involved in budgeting.
- 6. Develop a simplified budget for a healthcare organization.
- 7. Develop and apply budget analysis techniques.
- 8. Assess Managed Care Contracts for Financial Impact on the organization

Course Assessment/Methods of Evaluation:

Assignments	Number	Percentage
Quizzes	5	15
Exam 1	1	25
Exam 2	1	25
Homework Sets	3	15
Healthcare Finance Paper	1	20
Total		100%



Linked MPH Program Learning Outcomes:

The student learning outcomes listed above address the following MPH Program PLOs:

- PLO1 The student will demonstrate mastery in each of the five core knowledge areas in public health: Biostatistics, Epidemiology, Social & Behavioral Sciences, Health Policy and Management, and Environmental Health Sciences.
- PLO3 The student will demonstrate proficiency in using multiple informational resources to gather, analyze, apply and report solutions to public health problems with a special emphasis on rural community health.
- PLO4 The student will demonstrate proficiency in English communication in both oral (public speaking) and written forms as they pertain to conveying key concepts in public health.
- PLO5 The student will demonstrate proficiency in using computers and other forms of digital technology and media as they pertain to research, office management and public health issues.
- PLO6 The student will demonstrate independent and critical thinking skills.

Linked MHA Program Learning Outcomes:

The student learning outcomes listed on pp. 1 and 2 address the following MHA Program PLOs:

- PLO A.1 The student will identify appropriate sources and gather information, effectively and efficiently.
- PLO A.2 The student will appraise literature and data critically that enhances community health
- PLO A.3 The student will develop, understand and use data from performance, surveillance or monitoring systems.
- PLO A.5 The student will understand and apply basic statistical methods relevant to public health and health administration practice.
- PLO A.10 The student will implement a decision-making process that incorporates evidence from a broad analysis that includes uncertainty, risk, stakeholders, and organizational values.
- PLO B.1 The student will speak and write in a clear, logical, and grammatical manner in formal
 and informal situations; prepare cogent business presentations; facilitate an effective group
 process.
- PLO B.2 The student will receive, process, and respond appropriately to information conveyed by others.
- PLO B.3 The student will perceive and respond appropriately to the spoken, unspoken, or partly expressed thoughts, feelings, and concerns of others.

Required Textbook:

HFMA (2021) Certified Revenue Cycle Representative Course. Accessed on line through your HFMA account. (an explanation of the process is included in the class canvas)

Thomas K. Ross (2019) A Comprehensive Guide to Budgeting for Health Care Managers. First Edition. Jones and Bartlett Learning. Burlington. MA.

Other Required Readings: As assigned. These articles will be posted on Canvas in the week to which they are relevant.

**It is required that you join HFMA as a student member, you will be utilizing multiple resources from them, including the Certified Revenue Cycle Representative course materials.



https://www.hfma.org/membership/overview.html#benefits

Assignment Descriptions:

Quizzes

Short (5 to10 question) quizzes will be posted in Canvas and are used throughout the CRCR component of the class. The questions will be multiple choice and will focus on the content of the material covered up until that point in the course with an emphasis on the most recent material. The intent is to help you prepare for Exam 1 (the CRCR certification exam). **Quizzes must be completed by 11:59 pm of the due date.**

Homework Sets

These assignments will vary in content from solving computational problems at the end of the book chapters to completing a business case analysis. Homework sets are due by 11:59 pm of the due date.

Exams

The two exams will cover material covered in the readings, lectures and in class exercises. The first exam will cover material up to week 6 of the course (the end of the CRCR modules) and is the official certification exam from HFMA. The second exam will cover material from week 7 to the end of the class and will be an exam that I create. **Exams are due by 11:59 pm of the due date.**

Healthcare Finance Paper

The areas of healthcare payment, costing, contracting, and budgeting are enormous topics that could easily each be courses. Because of this fact, the healthcare finance paper assignment is intended to allow students to take a deeper look at a topic within those areas that is of interest to them. The paper should be 5 to 7 pages single spaced utilizing a business brief style of presentation. An example brief will be provided. It is the intent of this assignment that the student addresses the topic that they chose providing an explanation of the topic, a discussion of the importance of the topic to provider or payor organizational financial condition/performance, and consideration of changes/evolutions that are on the horizon.

Course Content:

Schedule	Assigned Readings
Week 1 (August 21)	
The Patient Centric Revenue Cycle Part I	CRCR Unit 1 1.1 thru 1.6
Week 2 (August 28) The Patient Centric Revenue Cycle Part II Quiz #1 Due	CRCR Unit 1 1.6 thru 1.10



Week 3 (September 4)		
Pre-services Financial Care	CRCR Unit 2 2.1 thru 2.7	
Quiz #2	2.1 0.10 2.1	
Week 4 (September 11)		
Point of Service Financial Care	CRCR Unit 3	
Quiz #3	3.1 thru 3.7	
Week 5 (September 18)		
Post Service Financial Care Part I	CRCR Unit 4	
Quiz #4	4.1 thru 4.5	
Week 6 (September 25)		
Post Service Financial Care Part II	CRCR Unit 4 4.5 thru 4.9	
Quiz #5		
Week 7 (October 2)		
Exam 1 (Due Sunday October 9 th 11:59 pm)	None	
Week 8 (October 9)		
Assessing Managed Care Contracts	Canvas Readings 8	
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Week 9 (October 16)		
Provider Compensation Models	Canvas Readings 9	
Homework Set #1		
Week 10 (October 23)		
Management and Budgeting	Canvas Readings 10	



Canvas Readings 11
Canvas Readings 12
Canvas Readings 13
Canvas Readings 14

Other Class Policies:

Adding/Dropping:

The official deadline for adding and dropping courses is as published in the academic calendar and Graduate Bulletin (typically the day before Census Day). However, students are strongly encouraged to meet with their graduate advisor or the Program Coordinator prior to adding/dropping courses. Movement into and out of classes after the 4th class day requires approval of the Program Director. Students can drop until mid-semester without a WP or WF. Drops after mid-semester require approval of the Dean. Each student is responsible for their own enrollment status with the university.

Disability Accommodations:

UTHSCT abides by Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act, which mandate reasonable accommodations be provided for students with documented disabilities. If you have a disability and may require some type of instructional and/or examination accommodations, please contact me early in the semester so that I can provide or facilitate provision of accommodations you may need. If you have not already done so, you will need to register with the



Student Services Office (located on the UT Tyler Campus). You may call 903-566-7079 for more information.

Note: The Instructor retains the right to change this syllabus.