

4. Evaluate the relationship between a health care delivery organization and its external environment. [A3, A8, C2, C6, D1]
5. Apply the principles of human resources management to health care delivery organizations.[C1]
6. Apply organizational design techniques to modern health care delivery organizations.[A3, A8]
7. Communicate the major issues challenging the delivery of health care services. [B1,B3]
8. Use quality and performance improvement theories to personnel and organizational performance concerns.[A8, A10]
9. Characterize the legal and ethical bases for public health and health care service.[D1,D3]

Course Assessment/Methods of Evaluation:

Assignments		
Written Strategic Plan	20%	
Oral Presentation	70%	
Two Progress Reports (5% each)	10%	
Total	100%	

Course Grade Scale: 90 – 100 A, 80 – 89 B, 70 – 79 C: Must score Cor higher to pass the course.

Linked MHA Program Learning Outcomes:

- PLO A.1- Identify appropriate sources and gather information, effectively and efficiently. (Advanced)
- PLO A. 3 - Develop, understand, and use data from performance, surveillance or monitoring systems. (Intermediate)
- PLO A.6- Policy analysis: Understand the policy-making process and the role of public health politics; assess a problem and identify and compare potential policy solutions; and understand and critically assess methods to evaluate policy impact. (Intermediate)
- PLO A.8- Operational analysis: Analyze, design, or improve an organizational process, including the use of quality management, process improvement, marketing and information technology principles and tools. (Advanced)
- PLO A. 10 -Decision Making: Implement a decision-making process that incorporates evidence from a broad analysis that includes uncertainty, risk, stakeholders, and organizational values. (Advanced)
- PLO B. 1- Convey: Speak and write in a clear, logical, and grammatical manner in formal and informal situations; prepare cogent business presentations; facilitate an effective group process. (Advanced)
- PLO B. 3 - Interact: Perceive and respond appropriately to the spoken, unspoken, or partly expressed thoughts, feelings, and concerns of others. (Advanced)
- PLO C.1 - Organizational Vision: Through effective governance, establish an organization’s values, vision, and mission; systematically enhance performance and human material and knowledge resources

- PLO C.2 - Accountability: Hold self and others accountable to standards of performance; encourage commitment to the long-term good of the organization. (Advanced)
- PLO C. 6 - Organizational awareness: Understand and learn from governance structures, formal and informal decision making structures, and power relationships in an organization, industry, or community (Advanced)
- PLO D.1 - Use legal reasoning as a tool for analysis, communication, strategy and planning. (Intermediate)
- PLO D. 2 - Behave ethically and promote standards of ethical behavior throughout public and healthcare organizations and professional communities. (Advanced)
- PLO D.3 - Develop an understanding of healthcare state and federal legislation as it affects healthcare organizations (Intermediate)

Required Textbook:

Ginter, P., Duncan, W., & Swayne, L., (2018). *Strategic Management of Healthcare Organizations*. Hoboken, New Jersey. John Wiley and Sons. 8th Edition.

Progress Reports

You are required to submit two progress reports that not only describe your progress toward the plan but also include your documents to demonstrate your progress. You must include the represented documents indicated in the module in canvas. (See assignment section below).

Written Plan

Your plan must include all of the required elements and include an executive summary, title page, table of contents, report, references, and appendices. You should have graphics and photos as appropriate. You are required to use APA format which means you need 12 point font with Times New Roman, page numbers on the top right side of your paper and all references in alphabetical order. You are to submit your paper through the canvas link in addition to submitting a bound hard copy of your plan. This hard copy can be mailed or delivered in person. Your Instructor of Record will grade your written plan.

Oral Presentation

You will be required to defend your plan to 4 faculty members. You will have 30 minutes to present, and the faculty will have 15 minutes for Q & A. Each faculty will individually grade you and your total presentation grade will be generated from the sum of all faculty members. Your total course grade will be a summation of the progress notes, the written plan, and the oral defense. You will be notified of your presentation date about mid-April. You will present either in person or on Teams.

Assignments and Due Dates

Assignment Name	Due Date	Requirements
Progress report 1	March 5 – March 10	Progress report to include Modules 1-5 (Mission, Vision, Objectives, and Goals, Internal Analysis, Financial Analysis, External Analysis and SWOT)
Progress report 2	April 20 – April 25	Project report to include Module 6-9 (Strategic Issues, Strategic Alternatives and Tool Used, Analytic Technique, Recommendation and Rationale)
Written plan	April 30 by 11:00 PM	Final written plan
Presentation	May 01 – May 03	Orally defend your plan to a panel of 4 faculty members.

Academic Honesty:

- Any student who commits an act of scholastic dishonesty is subject to discipline. Scholastic dishonesty includes, but is not limited to, cheating, plagiarism, collusion, the submission for credit of any work or materials that are attributable in whole or in part to another person, taking an examination for another person, any act designed to give unfair advantage to a student or the attempt to commit such acts.

Cheating

- Dishonesty of any kind involving examinations, assignments, alteration of records, wrongful possession of examinations, and unpermitted submission of duplicate papers for multiple classes or unauthorized use of keys to examinations is considered cheating. Cheating includes but is not limited to:
- Using or attempting to use unauthorized materials to aid in achieving a better grade on a component of a class.
- Falsifying or inventing any information, including citations, on an assigned exercise.
- Helping or attempting to help another in an act of cheating or plagiarism.

Plagiarism

- Plagiarism is presenting the words or ideas of another person as if they were your own. Materials, even ideas, borrowed from others necessitate full and complete acknowledgment of the original authors. Offering the work of another as one's own is plagiarism and is unacceptable in the academic community.

A lack of adequate recognition constitutes plagiarism, whether it utilizes a few sentences, whole paragraphs, articles, books, audio-visual materials, or even the writing of a fellow student. In addition, the presentation of material gathered, assembled or formatted by others as one's own is also plagiarism. Because the university takes such misconduct very seriously, the student is urged to carefully read university policies on Misconduct in Research and Other Scholarly Activity 05.00. Examples of plagiarism are:

- Submitting an assignment as if it were one's own work when, in fact, it is at least partly the work of another.
- Submitting a work that has been purchased or otherwise obtained from an Internet source or another source.
- Incorporating the words or ideas of an author into one's paper without giving the author due credit.

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.

Technical Support: <https://www.uthct.edu/technical-support>

Online Student Orientation: <https://www.uthct.edu/new-student-orientation>

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