

STUDENT WARNING: This course syllabus is from a previous semester archive and serves only as a preparatory reference. Please use this syllabus as a reference only until the professor opens the classroom and you have access to the updated course syllabus. Please do NOT purchase any books or start any work based on this syllabus; this syllabus may NOT be the one that your individual instructor uses for a course that has not yet started. If you need to verify course textbooks, please refer to the online course description through your student portal. This syllabus is proprietary material of APUS.

HCAD400

Course Summary

Course : HCAD400 **Title :** Strategic Planning and Marketing in Healthcare
Length of Course : 8 **Faculty :**
Prerequisites : HCAD301 **Credit Hours :** 3

Description

Course Description:

Strategic planning theories and methodologies are essential to the quality, safety, and value of healthcare programs and organizations. Students will study strategies to evaluate and shape strengths and weaknesses within a healthcare organization along with implementation and monitoring approaches for strategic planning and implementation. The impact of marketing in the strategic planning and development process will be examined as students design promotional tools to advance and successfully market healthcare programs. (Prerequisite: HCAD301)

Course Scope:

This course provides an overview of the strategic planning process, basic theories, and tools for strategic analysis. The student will explore and discuss the geographic, environmental, social, economic and political factors which affect planning in the healthcare field. The student will be guided through the construction of a strategic plan for a healthcare facility in a selected simulation case study.

Objectives

At the end of this course, you will be able to:

1. Outline the strategic planning process
2. Develop a theoretical and practical approach to the planning process
3. Assess the strategic plan for ethical issues
4. Create a marketing strategy to support the plan
5. Evaluate the quality and safety required in healthcare planning
6. Apply analytical tools in planning to a specified community

*Also, please see weekly course objectives.

Outline

Week 1: Strategic Planning Overview

Learning Outcomes

1. Identify the steps to strategic planning process
2. Distinguish between strategic thinking and strategic planning
3. Analyze healthcare providers' strategic plans

Required Readings

Edlind, J., & Edmond, K. (2015). How to get your employees talking about compliance and ethics. *Journal of Health Care Compliance*, 19-24.

Kalali, N., Momeni, M., & Heydari, E. (2015). Key elements of thinking strategically. *International Journal of Management, Accounting, and Economics*, 2(8), 801-809.

Mintzberg, H. (1987). The strategy concept I: Five Ps for strategy. *California Management Review*, 30(1), 11-24.

Mulder, P. (2018). 5 P's of strategy by Henry Mintzberg. Retrieved 2/25/2019 from ToolsHero: <https://www.toolshero.com/strategy/5-ps-of-strategy/>

Wrights, E., Fowler, D., & Moss, H. (2016). The one-page strategic plan. *Supervision*, 77(2), 3-5.

Required Video

Olsen, E. (2012, September 5). Overview of the strategic planning process. [Video file]. Retrieved from: https://www.youtube.com/watch?v=sU3FLxnDv_A.

Johnson, T. (2014, July 19). Strategic planning in the healthcare industry. [Video file]. Retrieved from: https://www.youtube.com/watch?time_continue=2&v=D2XzuHReyik.

Assignments

Forum Assignment: Select a scenario and geographical area for strategic planning

Recommended Optional Reading

Recommended Media

Week 2: Mission, Vision, & Values

Learning Outcomes

1. Create value statements related to healthcare delivery
2. Compare mission and vision to other healthcare facilities
3. Apply ethical principles to healthcare values

Required Readings

Edlind, J., & Edmond, K. (2015). How to get your employees talking about compliance and ethics. *Journal of Health Care Compliance*, 19-24.

Kindig, D., & Isham, G. (2014). Population health improvement: A community health business model that engages partners in all sectors. *Frontiers of Health Services Management*, 30, 3-20.

Required Video

Schade, M. (2013, April 3). Writing your mission statement. [Video file]. Retrieved from <https://www.youtube.com/watch?v=gRqKz70IAgo>.

Assignments

Forum Assignment: Construct mission, vision and value statements for the selected case scenario. Show how the ethical principles of beneficence, autonomy and justice are demonstrated in value statements.

Recommended Optional Reading
Recommended Media

Week 3: Environmental Analysis

Learning Outcomes

1. Determine the geographic, social, economic, and political components of a selected community
2. Describe the stakeholders, clients, competitors, and providers in project area
3. Explain the roles of key healthcare leaders in strategic planning process
4. Produce a SWOT analysis

Required Readings

Hudson, R. (2010). Marketing situation analysis and strategic planning for NHS clinical services. *Journal of Management & Marketing in Healthcare*, 3(3), 224-238.

Marketline. (2013). Company profile: Molina Healthcare, Inc. Retrieved from <http://www.Marketline.com>.

Required Video

Collaborative Dynamics. (2015). Strategic planning and SWOT analysis [Video]. Retrieved from: https://www.youtube.com/watch?time_continue=7&v=VTH_WsyoEeM

Assignments

Forum Assignment: SWOT analysis

Recommended Optional Reading
Recommended Media

Week 4: Organizational Change and Leadership

Learning Outcomes

1. Select a theory of change to use in strategic planning process
2. Differentiate between leadership theory and management theory
3. Solve an unanticipated problem using priority setting
4. Examine roles, responsibilities and accountability in planning process

Required Readings

Anders, C. & Cassidy, A. (2014). Effective organizational change in healthcare: Exploring the contribution of empowered users and workers. *International Journal of Healthcare Management*, 7(2), 132-151.

Krstacic, G., & Krstacic, A. (2014). Theory of chaos and theory of string. *Cardiologia Croatica*, 9(3-4), 88-89.

Mulholland, B. (July 24, 2017). 8 critical change management models to evolve and survive. [Blog Post]. Retrieved from: <https://www.process.st/change-management-models/>, 1-16.

Required Video

Barcik, R. [MeanThat]. (2015, September 20). What Is organizational change? [Video file]. Retrieved from: <https://www.youtube.com/watch?v=rvqeGL1nZ5Q>.

Assignments

Forum Assignment: Case Study

Recommended Optional Reading

Recommended Media

Week 5: Marketing & Competitive Strategies

Learning Outcomes

1. Use media resources to create marketing strategies
2. Assess the impact of competitors in the healthcare market place
3. Evaluate alternative marketing strategies

Required Readings

Friend, C. (2012). How to market your primary care network. *Physician Executive Journal*, May-June 2012, 28-30.

Gupta, N. (2017). Cost-effective digital advertising methods that every brand must adopt. *The Economic Times*, 6(August 2017).

Huppertz, J., Bowman, R., Bizer, G., Sidhu, M., & McVeigh, C. (2017). Hospital advertising, competition, and HCAHPS: Does it pay to advertise? *Health Services Research*, 52(4), 1590-1611.

Pace, S. (2017). Shaping corporate brands: From product features to corporate mission. *International Studies of Management & Organization*, 47, 197-205.

Required Video

Melissa Brown. (2013, November 8). Marketing communications & advertising. [Video file]. Retrieved at: <https://www.youtube.com/watch?v=ICa-rPW88bs>.

Colby Heppell. (2014, May 1). Attitude change theory and persuasion. [Video file]. Retrieved at: <https://www.youtube.com/watch?v=1O6qp9aLdyk>.

Assignments

Forum Assignment: Create a one-minute video using PowerPoint and Kaltura to market health your project, along with supporting rationale.

Recommended Optional Reading

Recommended Media

Week 6: Evaluation & Control

Learning Outcomes

1. Recognize opportunities for collaboration, networking, and outsourcing in strategic planning
2. Illustrate the role of security in planning process
3. Predict potential problems in implementing the strategic plan

Required Readings

Collins, T., & Simmons, M. (2005). Lack of proper training compounds problems. *Computer Weekly*, 4/12/2005, 16-20.

Field, J., & Peck, E. (2003). Public-private partnerships in healthcare: The managers' perspective. *Health and Social Care in the Community*, 11(6), 494-501.

McKenna, P. (2011). Consider a strategic planning premortem. *Of Counsel*, 30(10), 10-11.

Sandler, M. (2015). Outsourcing medical staffing. *Modern Healthcare*, 45(45), 24-28.

Required Video

Cook, B. (2012). 10 Strategic Management: Strategy Evaluation and Control. [Video file]. Retrieved at: https://www.youtube.com/watch?time_continue=34&v=NfKLoGZiR4s

Assignments

Forum Assignment: Evaluation Criteria in SMART format

Recommended Optional Reading

Recommended Media

Week 7: Reformulating the Strategy

Learning Outcomes

1. Revised the strategic plan for congruency with mission, vision, and values
2. Revise SWOT analysis
3. Revise the plan based upon feedback received

Required Readings

Begun, J., & Heatwole, K. (1999). Strategic cycling: Shaking complacency in healthcare strategic planning. *Journal of Healthcare Management*, 44(5), 339-351.

Garberson, N. (2015). Predict the future with strategic planning. *Corridor Business Journal*, November 9-15, 2015, 14.

Assignments

Forum Assignment: 8-10-minute video presentation using PowerPoint and Kaltura

Recommended Optional Reading

Recommended Media

Week 8: Finalize the Plan

Learning Outcomes

1. Submit the final plan document
2. Evaluate progress toward course objectives

Required Readings

Beckham, D. (2017). A strategic plan: Getting results. Hospitals & Health Networks, December 2017, 28-31.

Poister, T. (2010). The future of strategic planning in the public sector: Linking strategic management and performance. Public Administration Review, December 2010 (Special issue), S246-S254.

Womack, J. (October 1, 2015). Debriefing sessions: I wish I knew then, what I think I know now. [Blog Post]. Retrieved from: <https://jasonwormackblog.com>.

Zavadsky, M. (2015). Strategic planning for rapid implementation. Retrieved from: <https://EMSWorld.com>, 50-53.

Required Video

Spence, J. (2017). Do you have a strategic plan for your life? [Video file]. Retrieved from: <https://www.youtube.com/watch?v=eK4DIAC9DxQ>.

Assignments

Assignment: Final Strategic Plan Document & Appendices

Recommended Optional Reading

Recommended Media

Evaluation

Grading:

Name	Grade %
Introductory Forum	1.00 %
Introduction Forum	1.00 %
Discussions	24.00 %
Week 1: Strategic Planning	3.43 %
Week 2: Mission Values and Vision Statements	3.43 %
Week 3: Environmental Analysis	3.43 %
Week 4: Change Theory	3.43 %
Week 5: Marketing Principles	3.43 %
Week 6: Strategic Risks	3.43 %
Week 7: Review & Revise the Plan	3.43 %
Assignments	30.00 %
Assignment 1: Case Study Review	5.00 %
Assignment 2: Mission Vision and Value Statements	5.00 %
Assignment 3: Environmental Analysis	5.00 %
Assignment 4: Organizational Change	5.00 %
Assignment 5: Marketing Your Strategic Plan	5.00 %
Assignment 6: SMART Evaluation Criteria	5.00 %
PowerPoint Video Presentation	20.00 %
Assignment 7: Strategic Plan Presentation	20.00 %

Final Strategic Plan	25.00 %
Assignment 8: Final Written Strategic Plan	25.00 %

Materials

Book Title: Various resources from the APUS Library & the Open Web are used. Please visit <http://apus.libguides.com/er.php> to locate the course eReserve.

Author:

Publication Info:

ISBN: ERESERVE NOTE

Course Guidelines

Forums

Students are required to participate in the forums each week. Replies must be posted in the week due and replies after the end of each week will not be graded. The Forums are for student interaction and input should be submitted before the week ends in order to fully participate in the discussions. Students should demonstrate their own knowledge in the forums and avoid copying and pasting from websites.

Guidelines:

Post the initial response to each forum by 11:55pm, ET, Wednesday.

Initial responses should be no less than 300 words.

Initial responses are to be original in content and demonstrate a thorough analysis of the topic.

Reply to more than (2) of your classmates in each forum by 11:55pm, ET, Sunday.

Replies to classmates should be no less than 200 words.

Responses to classmates are significant to advance the forum.

An initial post must precede the response posts to peers. An initial post received after Wednesday 11:55 pm will receive a 10% deduction for each day, for 3 days, prior to forum being graded. This means the highest grade possible for a late submission of 3 days, is 70%. However, response posts are due by Sunday 11:55 pm. If response posts are not submitted by this time, the discussion is over. Therefore, no points can be awarded for collaboration, and the highest grade possible for late submission past 3 days is 60%.

Assignment and Coursework Grading Policy

Students are expected to submit classroom assignments by the designated due date and to complete the course according to the published class schedule. Failure to submit coursework by the designated due date will result in a 10 percent (10%) penalty per day until three (3) days after the coursework is due. Therefore, after three (3) days the maximum grade the student can achieve with a late submission will be a grade of 70% ("C-"). If a student is ill, has a family crisis, or will miss scheduled coursework deadlines for any reason, the student shall notify the instructor in advance if at all possible. Assignments will not be accepted more than 7 days past the due date, unless arrangements have been made in advance of the due date with the instructor.

Communications

Student Communication

To reach the instructor, please communicate through the MyClassroom email function accessible from the Classlist of the Course Tools menu, where the instructor and students email addresses are listed, or via the Office 365 tool on the Course homepage.

- In emails to instructors, it's important to note the specific course in which you are enrolled. The name of the course is at the top center of all pages.
- Students and instructors communicate in Discussion posts and other learning activities.
- All interactions should follow APUS guidelines, as noted in the [Student Handbook](#), and maintain a professional, courteous tone.
- Students should review writing for spelling and grammar.
- [Tips on Using the Office 365 Email Tool](#)

Instructor Communication

The instructor will post announcements on communications preferences involving email and Instant Messaging and any changes in the class schedule or activities.

- Instructors will periodically post information on the expectations of students and will provide feedback on assignments, Discussion posts, quizzes, and exams.
- Instructors will generally acknowledge student communications within 24 hours and respond within 48 hours, except in unusual circumstances (e.g., illness).
- The APUS standard for grading of all assessments (assignments, Discussions, quizzes, exams) is five days or fewer from the due date.
- Final course grades are submitted by faculty no later than seven days after the end date of the course or the end of the extension period.

University Policies

Consult the [Student Handbook](#) for processes and policies at APUS. Notable policies:

- [Drop/Withdrawal Policy](#)
- [Extension Requests](#)
- [Academic Probation](#)
- [Appeals](#)
- [Academic Dishonesty / Plagiarism](#)
- [Disability Accommodations](#)
- [Student Deadlines](#)
- [Video Conference Policy](#)

Mission

The [mission of American Public University System](#) is to provide high quality higher education with emphasis on educating the nation's military and public service communities by offering respected, relevant, accessible, affordable, and student-focused online programs that prepare students for service and leadership in a diverse, global society.

Minimum Technology Requirements

- Please consult the catalog for the minimum hardware and software required for [undergraduate](#) and [graduate](#) courses.
- Although students are encouraged to use the [Pulse mobile app](#) with any course, please note that not all course work can be completed via a mobile device.

Disclaimers

- Please note that course content – and, thus, the syllabus – may change between when a student registers for a course and when the course starts.
- Course content may vary from the syllabus' schedule to meet the needs of a particular group.