

American Public University System

American Military University | American Public University

HCAD530 Course Summary

Course : HCAD530 **Title :** Operational Management in Healthcare

Length of Course : 8 **Faculty :**

Prerequisites : HCAD510 **Credit Hours :** 3

Description

Course Description:

This course examines the key elements of operational management, strategic planning processes, project management, and marketing strategies in health care organizations. Interpersonal and communication skills are discussed in the context of change management and development of written business plans.

(Prerequisite: HCAD510)

Course Scope:

This course focuses on the strategic importance of operations in the context of integrated delivery models and systems in a hospital. This course is intended to educate health care professionals to meet the challenges and take advantage of the opportunities found in healthcare. Many of the challenges in healthcare today, such as increasing costs, decreasing profitability, inadequate access, and poor quality can be solved with more efficient operations. This course covers a broad spectrum of operations improvement programs and provides an overview of the significant environmental trends in the healthcare industry.

(Note to students: The course materials, assignments, learning outcomes, and expectations in this upper level undergraduate course assume that the student has completed all lower level general education and career planning course work necessary to develop research, writing, and critical thinking skills. Students who have not fulfilled all general education requirements through courses or awarded transfer credit should strongly consider completing these requirements prior to registering for this course).

Objectives

The APUS Master of Science in Healthcare Administration is seeking accreditation through the Commission on the Accreditation of Healthcare Management Education (CAHME). One requirement for being accredited is that "The Program will adopt a set of competencies that align with the mission and types of jobs graduates enter. The Program will use these competencies as the basis of its curriculum, course content, learning objectives and teaching and assessment methods (CAHME Eligibility Requirements and Accreditation Criteria Revisions, Section III.A.1). The competencies identify the most important types of knowledge and skills that APU's Graduate Healthcare Administration students are expected to acquire and develop, and they serve as the basis on which students' performance is assessed throughout their time in their program of study. Specifically, the combination of competencies and performance assessments based on the competencies seek to answer the question: What are the most important knowledge and skills that students

should demonstrate at graduation based on the learning experiences offered during the program.

Accordingly, APU's Master of Science in Healthcare Administration, through the feedback of the programs advisory council and faculty have adopted the [American College of Healthcare Executives' \(ACHE's\) Leadership Competencies for Healthcare Services Managers](#).

The domains and associated competencies that will be utilized for performance assessment in this course are:

1. **Leadership**
 - a. Leadership skills and behavior
2. **Communication and Relationship Management**
 - a. Relationship Management
 - b. Communication Skills and Engagement
3. **Business**
 - a. General Management

Course Objectives	Competencies and Performance Levels	Assessment
1. Relate key elements of operational management to the role of the healthcare administrator	<ol style="list-style-type: none"> 1. Leadership (Competent) 2. Communication and Relationship Management 3. Business (Novice) 	<p>Discussion Forum</p> <p>Assignments</p> <p>Final Project</p>
1. Describe strategic management processes to assess organizational assets, analyze future trends, and strategically manage fiscal, material, and human for organizational success	<ol style="list-style-type: none"> 1. Leadership 2. Communication and Relationship Management (Competent) 3. Business (Competent) 	<p>Discussion Forum</p> <p>Assignments</p>
1. Discuss change management principles in implementing strategic plans and project management	Business (Competent)	<p>Discussion Forum</p> <p>Final Project</p>
1. Describe basic elements of project management	Business (Novice)	<p>Discussion Forum</p> <p>Final Project</p>

1. Evaluate different methods of quality improvement used in healthcare settings	Business (Competent)	Discussion Forum
		Assignments
		Final Project

Outline

Week 1: Introduction to Operations Management

Learning Outcomes

Course Objectives 1 & 2

Required Readings

Library eBooks:

McLaughlin, D., & Olson, J. (2017). [Healthcare operations management](#). (3rd ed). Chicago, IL: Health Administration Press. **(Chapters 1 and 2)**

Assignments

Introduction Forum

Week 1 Forum: Trends in Healthcare that Signify Change is Possible

Recommended Optional Reading

Recommended Media

Week 2: Evidence, Strategy, and the Balanced Scorecard

Learning Outcomes

Course Objectives 1,2 & 3

1. Describe the history, current status, and future of evidence-based medicine (EBM)
2. Describe the methodology and impact of pay for performance (P4P) and payment reform and value purchasing, including Medicare's Hospital Value-Based Purchasing (VBP) program.
3. Explain how to monitor strategy from the four stakeholder perspective
4. Identify and measure leading and lagging indicators for each initiative

Required Readings

Library eBook:

McLaughlin, D., & Olson, J. (2017). [Healthcare operations management](#). (3rd ed). Chicago, IL: Health Administration Press. **(Chapters 3 and 4)**

Review the "Additional Reading" and "Videos" folder under "Readings and Resources" in the Week 2 Lesson.

Assignments

Written Assignment: Developing a Strategy Map

Week 2 Forum: Evidence-based Medicine and Value-based purchasing

Recommended Optional Reading
Recommended Media

Week 3: Project Management

Learning Outcomes

Course Objectives 3

1. Assemble a project, make changes as required, communicate with stakeholders, and manage risks.
2. Develop the skills to lead a project team successfully

Required Readings

McLaughlin, D., & Olson, J. (2017). [Healthcare operations management](#). (3rd ed). Chicago, IL: Health Administration Press. **(Chapter 5)**

Review the “Additional Reading” and “Videos” folder under “Readings and Resources” in the Week 3 Lesson.

Assignments

Week 3 Forum: Project Management

Recommended Optional Reading
Recommended Media

Week 4: Problem Solving and Decision Making

Learning Outcomes

Course Objectives 1, 2, 5

1. Understand the decision-making process and concepts of problem solving
2. Assemble a fishbone diagram

Required Readings

McLaughlin, D., & Olson, J. (2017). [Healthcare operations management](#). (3rd ed). Chicago, IL: Health Administration Press. **(Chapters 6 and 7)**

Review the “Additional Reading” and “Videos” folder under “Readings and Resources” in the Week 4 Lesson.

Assignments

Written Assignment: Case Study

Week 4 Forum: Decision Making

Recommended Optional Reading
Recommended Media

Week 5: Six Sigma and Lean Methodologies

Learning Outcomes

Course Objectives: 1, 2, 5

1. Develop an understanding of different methods of analytics in healthcare operations management
2. Demonstrate an effective use of Lean and Six Sigma
3. Differentiate between several performance improvement methodologies used in healthcare

Required Readings

McLaughlin, D., & Olson, J. (2017). [Healthcare operations management](#). (3rd ed). Chicago, IL: Health Administration Press. **(Chapters 8, 9, and 10)**

Review the “Additional Reading” and “Videos” folder under “Readings and Resources” in the Week 5 Lesson.

Assignments

Written Assignment: Case Study

Week 5 Forum: Lean and Six Sigma

Recommended Optional Reading

Recommended Media

Week 6: Patient Throughput, Capacity, and Supply Chain Management

Learning Outcomes

Course Objectives: 1, 2

1. Understand and diagnose process problems in a healthcare organization
2. Demonstrate the use of supply chain tools and approaches
3. Understand the basics of supply chain management

Required Readings

McLaughlin, D., & Olson, J. (2017). [Healthcare operations management](#). (3rd ed). Chicago, IL: Health Administration Press. **(Chapters 11, 12, and 13)**

Review the “Additional Reading” and “Videos” folder under “Readings and Resources” in the Week 6 Lesson

Assignments

Forum: Supply Chain

Recommended Optional Reading

Recommended Media

Week 7: Improving Financial Performance through Operations Management

Learning Outcomes

Course Objectives 1, 2, 3, 4, 5

1. Describe a systems view of reducing costs and increasing revenues based on the methodology being used for payment for services
2. Demonstrate how the different operations tools can be used to optimize costs and revenue for various

payment methodologies

3. Develop a strategy plan in response to a time of crisis
4. Demonstrate an ability to communicate a strategy plan to an executive board

Required Readings

McLaughlin, D., & Olson, J. (2017). [Healthcare operations management](#). (3rd ed). Chicago, IL: Health Administration Press. **(Chapter 14)**

American Hospital Association. (2020). *Hospitals and health systems face unprecedented financial pressures due to COVID-19*. <https://www.aha.org/guidesreports/2020-05-05-hospitals-and-health-systems-face-unprecedented-financial-pressures-due>

Berenson, R.A., Upadhyay, D., Delbanco, S.F., & Murray, R. (2016). Payment methods: How they work. *The Urban Institute*. https://www.urban.org/research/publication/payment-methods-how-they-work/view/full_report

Zisner, D. K. (2013). [Connecting operations, operating economics, and finance for integrated health systems](#). *Journal of Healthcare Management*, 58(5), 314-319

Review the “Additional Reading” and “Videos” folder under “Readings and Resources” in the Week 7 Lesson.

Assignments

Written Assignment: Final Project

Week 7 Forum: Operations Management During Financial Distress

Recommended Optional Reading

Recommended Media

Week 8: Operational Excellence

Learning Outcomes

Course Objectives 1, 2, 3, 4, 5

1. Understand how to provide constructive and effective peer feedback
2. Examine how healthcare delivery systems of the future can be optimized
3. Analyze how leadership skills can help healthcare administrators/managers meet the demands and challenges facing healthcare

Required Readings

McLaughlin, D., & Olson, J. (2017). [Healthcare operations management](#). (3rd ed). Chicago, IL: Health Administration Press. **(Chapter 15)**

Assignments

Week 8 Forum: Peer Review and Constructive Feedback

Recommended Optional Reading

Recommended Media

Evaluation

Grading:

Name	Grade %
Discussions	40.00 %
Week 1: Trends in Healthcare that Signify Change is Possible	4.00 %
Week 2: Evidence-based Medicine and Value-based Purchasing	4.00 %
Week 3: Project Management	4.00 %
Week 4: Decision Making	4.00 %
Week 5: Lean and Six Sigma	4.00 %
Week 6: Healthcare Supply Chain	4.00 %
Week 7: Operations Management During Financial Distress	4.00 %
Week 8: Peer Review and Constructive Feedback	12.00 %
Assignments	30.00 %
Assignment 1 (Week 2): Developing a Strategy Map	10.00 %
Assignment 2 (Week 4): Case Study - Southview Clinic and Value Purchasing	10.00 %
Assignment 3 (Week 5): Case Study - Analytics and the Use of Advanced IT	10.00 %
Final Project	30.00 %
Assignment 4 (Week 7): Healthcare Operations During a Crisis	30.00 %

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

Book Title: Healthcare Operations Management, 3rd ed. (Ebook available through the APUS Online Library)

Author: McLaughlin, D. and John R. Olson

Publication Info: Health Administration Press Lib

ISBN: 9781567938517

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 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.

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.
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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.