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American Public University System  
American Military University | American Public University

# HCAD699

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## Course Summary

**Course :** HCAD699 **Title :** Healthcare Administration Capstone

**Length of Course :** 8 **Faculty :**

**Prerequisites :** N/A **Credit Hours :** 3

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## Description

### Course Description:

This course focuses on applying theoretical knowledge of strategic management, continuous quality improvement, and compliance in a health care organization. Students will examine organizational performance measures and outcomes, accreditation readiness practices, and quality management programs. Students will participate in an operational or performance improvement project within a healthcare organization scenario. Students will explore the roles of organizational leaders involved in ensuring quality, safety, and compliance. Students will be expected to create a professional development plan, based on self-reflection and assessment of personal leadership and managerial knowledge and skills.

### Course Scope:

The scope of this course will be to connect theory and application, to the foundation of healthcare administration. The course will involve a healthcare organization project to explore and build knowledge and skills in the field of healthcare administration.

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## Objectives

After successfully completing this course, candidates will be able to:

1. Analyze the organization's performance measures and outcomes.
2. Apply knowledge of strategic planning and quality improvement to plan and implement an operational or quality improvement project
3. Examine lessons learned and best practices in project management.
4. Evaluate the roles and responsibilities of organizational leaders and departments involved in ensuring quality, safety, and compliance within the organization.
5. Assess personal leadership and managerial strengths and areas for improvement.

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6. Create a professional development plan to include both short-term and long-term development goals.

## Outline

### Week 1: Organizational Performance

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#### Learning Outcomes

#### Course Objective 1

#### Required Readings

#### Lesson 1: Organizational Performance

1. Berberoglu, A., & Berberoglu, A. (2018). Impact of organizational climate on organizational commitment and perceived organizational performance: empirical evidence from public hospitals. *BMC Health Services Research*, 18(1), 399–399. <https://doi.org/10.1186/s12913-018-3149-z>
2. Moreira, M., Gherman, M., & Sousa, P. (2017). Does innovation influence the performance of healthcare organizations? *Innovation : Organization & Management*, 19(3), 335–352. <https://doi.org/10.1080/14479338.2017.1293489>
3. Briscoe, M., Carlisle, B., Cerfolio, R., & Briscoe, M. (2016). Data-Driven Collaboration: How physicians and administration can team up to improve outcomes. *Healthcare Financial Management : Journal of the Healthcare Financial Management Association*, 70(7), 42–49. Retrieved from <http://search.proquest.com/docview/2054929894/>

#### Assignments

#### Forums:

#### W1.1 Introductions

#### W1.2 Performance Measures

#### Recommended Optional Reading

#### Recommended Media

### Week 2: Strategic Planning & Organizational Improvement

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#### Learning Outcomes

#### Course Objective 2

#### Required Readings

#### Week 2: Strategic Planning & Organizational Improvement

1. Clack, L., & Woeppel, J. (2018). Data Analytics Drives Strategic Planning in Healthcare. *Journal of AHIMA*, 89(6), 42–43. Retrieved from <http://search.proquest.com/docview/2041673235/>
2. Fry, A., & Baum, N. (2016). A Roadmap for Strategic Planning in the Healthcare Practice. *The Journal of Medical Practice Management : MPM*, 32(2), 146–149. Retrieved from <http://search.proquest.com/docview/1836565558/> Grube, M., & Crnkovich, P. (2017). giving a consumer focus to strategic planning. *Healthcare Financial Management*, 71(11), 44–50. Retrieved from <http://search.proquest.com/docview/2091117995/>
3. Zuckerman, A., & Zuckerman, A. (2014). Successful strategic planning for a reformed delivery system. *Journal of Healthcare Management / American College of Healthcare Executives*, 59(3), 168–172. <https://doi.org/10.1097/00115514-201405000-00003>

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## Assignments

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## Assignment 1: Strategic Planning

Forum: W.2.1 Strategic Planning

Recommended Optional Reading  
Recommended Media

## Week 3: Project Management

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Learning Outcomes

Course Objective 3

Required Readings

Week 3: Project Management

1. Amedzro St-Hilaire Walter, & De La Robertie Catherine. (2017). The Influence of It Innovation Mechanisms on Healthcare Project Management Strategies. *Economics and Business*, 31(1), 94–103. <https://doi.org/10.1515/eb-2017-0021>
2. Baum, N., Swig, B., & Baum, N. (2017). Project Management for Healthcare Practices: Costs and Timing. *The Journal of Medical Practice Management : MPM*, 32(4), 271–275. Retrieved from <http://search.proquest.com/docview/2064242131/>
3. Rafaela Fernanda Fracarolli Vila, Antônio Carlos Pacagnella Jr, Fernando Rodrigues de Amorim, & Leonardo Augusto Amaral Terra. (2016). CONTRIBUTIONS IN PROJECT IMPLEMENTATION MANAGEMENT OFFICE (PMO) IN HOSPITAL MANAGEMENT. *Iberoamerican Journal of Project Management*, 7(2), 32–50. Retrieved from <https://doaj.org/article/ad080efbc19a4f68a5ee7f0ea956deb0>

Assignments

Forum: W3.1 Project Management Best Practices

Recommended Optional Reading  
Recommended Media

## Week 4: Quality, Safety & Compliance

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Learning Outcomes

Course Objective 4

Required Readings

Week 4: Quality, Safety, & Compliance

1. Bowen, D. (2018). Baldrige: Building a Foundation for Success. *Healthcare Executive*, 33(4), 8–9. Retrieved from <http://search.proquest.com/docview/2080212062/>
2. Mira, J., Lorenzo, S., Carrillo, I., Ferrús, L., Silvestre, C., Astier, P., ... Scott, S. (2017). Lessons learned for reducing the negative impact of adverse events on patients, health professionals and healthcare organizations. *International Journal for Quality in Health Care : Journal of the International Society for Quality in Health Care*, 29(4), 450–460. <https://doi.org/10.1093/intqhc/mzx056>
3. Morelli, S. (2016). Using the Plan, Do, Study, Act Model to Implement a Quality Improvement Program in Your Practice. *American Journal of Gastroenterology*, 111(9), 1220–1222. <https://doi.org/10.1038/ajg.2016.321>
4. Kelly, K., & Ebert, P. (2018). Increasing Patient Satisfaction by Decreasing Waiting Room Times.

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Journal of PeriAnesthesia Nursing, 33(4), e4–e4. <https://doi.org/10.1016/j.jopan.2018.06.013>

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- Mitchell, J., & Mitchell, J. (2011). Nursing informatics 101. Using technology to improve patient care. *ONS Connect*, 26(4), 8–12. Retrieved from <http://search.proquest.com/docview/872526077/>

## Assignments

Assignment 2: Quality Improvement Recommendation

Forum: W4.1. Using SWOT for PI

Recommended Optional Reading  
Recommended Media

## Week 5: Organizational Leadership

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Learning Outcomes

Course Objective 5

Required Readings

Week 5: Organizational Leadership

- Bangert, M. (2018). Leadership 101. *Quality*, 57(13), 24–25. Retrieved from <http://search.proquest.com/docview/2149620538/>
- Gulati, R., Mikhail, O., Morgan, R., Sittig, D., & Gulati, R. (2016). Vision Statement Quality and Organizational Performance in U.S. Hospitals. *Journal of Healthcare Management / American College of Healthcare Executives*, 61(5), 335–350. Retrieved from <http://search.proquest.com/docview/1879661280/>
- Daly, B., Mort, E., & Daly, B. (2014). A decade after to Err is Human: what should health care leaders be doing? *Physician Executive*, 40(3), 50–54. Retrieved from <http://search.proquest.com/docview/1541368887/>

## Assignments

Forum: W5.1 Leader or Manager

Recommended Optional Reading  
Recommended Media

## Week 6: Personal Leadership

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Learning Outcomes

Course Objective 5

Required Readings

Week 6: Personal Leadership

- Anonymous. (2017). Developing Your 360 Degree Leadership Potential. *Leadership Excellence Essentials*, 34(11), 8–9. Retrieved from <http://search.proquest.com/docview/2036744088/>
- Nanjundeswaraswamy, T., & Swamy, D. (2014). Leadership styles. *Advances in Management*, 7(2), 57–62. Retrieved from <http://search.proquest.com/docview/1502695803/>
- Lidow, D. (2015). CREATING A PERSONAL LEADERSHIP STRATEGY. *Leader to Leader*, 2015(75), 37–42. <https://doi.org/10.1002/ltl.20164>
- Delmatoff, J., Lazarus, I., & Delmatoff, J. (2014). The most effective leadership style for the new

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landscape of healthcare. *Journal of Healthcare Management / American College of Healthcare Executives*, 59(4), 245–249. <https://doi.org/10.1097/00115514-201407000-00003>



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## Assignments

Forum: W6.1 Am I Ready to Lead?

Recommended Optional Reading  
Recommended Media

## Week 7: Professional Development

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Learning Outcomes

Course Objective 6

Required Readings

Week 7: Professional Development

1. Von Heupt, N. (2017). CREATING A CONTINUING PROFESSIONAL DEVELOPMENT PLAN. *Training & Development*, 44(6), 16–17. Retrieved from <http://search.proquest.com/docview/2077526267/>
2. Seemiller, C. (2017). Using Leadership Competencies to Develop Talents into Strengths. *New Directions for Student Leadership*, 2017(156), 31–42. <https://doi.org/10.1002/yd.20269>
3. Wilson, D. (2018). The Healthcare Manager's Perception of Empowerment: The Discovery. *AAYAM : AKGIM Journal of Management*, 8(1), 17–20. Retrieved from <http://search.proquest.com/docview/2117527172/>

## Assignments

Assignment 3: Leadership

Forum: W7.1 Setting Goals

Recommended Optional Reading  
Recommended Media

## Week 8: Course Review

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Learning Outcomes

Course Objectives 1-6

Required Readings

Week 8: Looking Forward

1. Hegwer, L. (2017). THE FUTURE OF HEALTHCARE FINANCE: Focusing Your Strategies Amid Uncertainty. *Healthcare Executive*, 32(3), 10–12, 14–16. Retrieved from <http://search.proquest.com/docview/1900758525/>
2. Mccrea, B. (2017). The Future of Healthcare Has Arrived - and It's D-to-C. Response : Multi - Channel Direct Advertising, 25(9), 30–34. Retrieved from <http://search.proquest.com/docview/1929685426/>

## Assignments

Assignment 4: Final Project

Forum: W8.1 Looking Forward

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## Recommended Media

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# Evaluation

### Grading:

Name	Grade %
Discussion Forums	25.00 %
Introduction Forum	2.78 %
Week 1 Forum	2.78 %
Week 2 Forum	2.78 %
Week 3 Forum	2.78 %
Week 4 Forum	2.78 %
Week 5 Forum	2.78 %
Week 6 Forum	2.78 %
Week 7 Forum	2.78 %
Week 8 Forum	2.78 %
Assignments	45.00 %
Peregrine Assessment	11.25 %
Assignment 1	11.25 %
Assignment 2	11.25 %
Assignment 3	11.25 %
Final Project	30.00 %
Final Project	30.00 %

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## 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:** No Author Specified

**Publication Info:**

**ISBN:** N/A

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## 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.

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## University Policies

### [Student Handbook](#)

- [Drop/Withdrawal policy](#)
- [Extension Requests](#)
- [Academic Probation](#)
- [Appeals](#)
- [Disability Accommodations](#)

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.