



Texas A&M University – Central Texas
HEAD5311-110: Course CRN; 80274; Health Administration and Strategy©
Fall 2019 (Revised 8.17.2019) – Dr. Russell Porter, Ph.D., Ed.D.

COURSE DATES, MODALITY, AND LOCATION

Class Time: 100% Online; Designated Saturdays as Start Dates for Respective Chapter(s)
Location: 100% Online Asynchronous CANVAS Learning Management System
 Located at <https://tamuct.instructure.com/>

INSTRUCTOR AND CONTACT INFORMATION

Instructor: Dr. Russell Porter, Ph.D., Ed.D.
 Vice President for Research & Economic Development
 Professor of Business – Chief Research Officer / Research Compliance Officer

Telephone: 254.501.5823
Cellphone: 304.839.9039
Office: President's Suite – Founder's Hall 421F
Email: porter@tamuct.edu [Easiest way to reach me]
Office Hours: M-F 8am to 5pm and by appointment

Student-instructor interaction: The easiest way to communicate with me is through my regular email at porter@tamuct.edu. I do not use the Canvas email unless my regular email is not working, and at that time I will inform you to use the Canvas email. Although I have office hours, I tend to respond to email quickly unless I am traveling. Please try emailing me twice if I have not responded to you in 72 hours (3 days). You can also call my cell if you have significant difficulty with the course reading materials – at 304-839-9039.

WARRIOR SHIELD

Emergency Warning System for Texas A&M University-Central Texas

Warrior Shield is an emergency notification service that gives Texas A&M University-Central Texas the ability to communicate health and safety emergency information quickly via email, text message, and social media. All students are automatically enrolled in Warrior Shield through their myCT email account.

Connect to Warrior Shield by [911Cellular](#)

[<https://portal.publicsafetycloud.net/Account/Login>] to change where you receive your alerts or to opt out. By staying enrolled in Warrior Shield, university officials can quickly pass on safety-related information, regardless of your location.

COURSE INFORMATION

Course Overview and description: This course provides the foundation for strategically leading the complex industry of health organizations. Theoretical frameworks and empirical analyses are used to emphasize the health services administrator's role in health care. The course demonstrates how health administrators help both the providers and recipients of health care. A focal point is to create a deep understanding of competitive advantage in the market and in government operations.

Course Objectives:

Upon completion of this course, the student will be able to:

1. Demonstrate, through projects/final, how health administration is applied in health care.
2. Present, through projects/final, leadership in health organizations.
3. Demonstrate, through projects/final, how to manage groups and teams.
4. Present, through participation, how to design and impact health organizations.
5. Demonstrate, through participation, power and politics in health organizations.
6. Distinguish, through projects/final, different strategies and organizational designs.
7. Demonstrate, through projects/final, innovation for competitor advantage.
8. Demonstrate, through participation, different strategic alternatives.
9. Present, through projects/final, creative action plans.

Student Learning Outcomes: (Please see these in alignment with the chapters covered by class)

Through active participation in the course, students will learn the following critical issues/outcomes that are indicated in the book and also here:

Chapter 1 – Foundations of Well-Managed Healthcare Organizations

1. Emphasize team structure and mission / vision in healthcare.
2. Understand and meet the needs of all stakeholders.
3. Build a culture that listens, empowers, trains and rewards.
4. Measure performance, seek benchmarks, and use continuous improvement processes.
5. Protect the corporate capability.

Chapter 2 – Creating and Sustaining a Transformational Culture

6. Use service excellence to create the best care with transformational cultures.
7. Implement responsive leadership to build and sustain culture.
8. Measure and continuously improve the culture.
9. Establish a program to respond to culture and value issues.

Chapter 3 – Building Continuous Improvement

10. Maintain contact with all stakeholder groups.
11. Sizing the organization and components with quantitative data.
12. Measure and improve performance outcomes.
13. Support a learning organization.
14. Resolve issues in a timely manner, and adhere to schedules.

Chapter 4 – Establishing Strategic Governance

15. Establish and sustain clinical excellence and culture of respect.
16. Integrate boundary spanning and forecasting within a strategic plan.
17. Working with physicians and other caregivers to improve care.
18. Monitor overall performance using a scorecard and feedback.
19. Improve the board's ability to identify and meet stakeholder needs.

Chapter 5 – Foundations of Clinical Performance

20. Use patient management protocols to deliver evidence-based patient care.
21. Use functional protocols to ensure safe, effective, patient-centered, efficient and equitable care.
22. Continuously improve clinical care.
23. Support evidence-based medicine and evidence-based management.
24. Strengthen population health.

Chapter 6 – The Clinical Staff Organization

25. Achieve excellent care.
26. Demonstrate knowledge of state level credentialing.
27. Demonstrate planning and recruiting of clinical staff.
28. Demonstrate plans for compensating clinical staff.

Chapter 7 - Nursing

29. Deliver excellent nursing care.
30. Communicate comprehensive patient care.
31. Educate patients, families and communities on nursing and other care.
32. Sustain the supply of nurses.

Chapter 8 – Clinical Support Services (CSS)

33. Supporting evidence-based care in support services.
34. Provided comprehensive support care.
35. Recruiting CSS staff.
36. Potential outsourcing of CSS staff.

Chapter 9 – Population Health

37. Maintain core contribution to population health.
38. Expand the mission, vision, and values within population health services.
39. Improve primary care and management of chronic diseases.
40. Building effective prevention platforms.
41. Building effective coalitions with other agencies.

Chapter 10 – Knowledge Management

42. Translate knowledge to strategic performance improvement.
43. Maintain reliability of information (Discuss validity and reliability).
44. Promote effective use of data.
45. Protect individual privacy, archives, and information systems.
46. Planning IT improvement and growth.

Chapter 11 – Human Resources (HR)

47. Treat HR as an investment.
48. Measure and improve associate loyalty.
49. Promote service excellence.
50. Build a competent workforce and attractive workplace environment.
51. Build workforce diversity.

Chapter 12 – Environment of Care

52. Designing space for improved patient outcomes.
53. Planning the best use of space.
54. Using benchmarks and goals to support security, sanitation, maintenance, and materials management services.
55. Using contract services to improve performance.
56. Develop evacuation and emergency plans capable of handling natural disasters, large scale accidents, and the possibility of terrorism.

Chapter 13 – Financial Management

- 57. Support an evidence based approach to financial management.
- 58. Provide adequate financial resources.
- 59. Promote financial integrity (and ethics).

Chapter 14 – Internal Consulting

- 60. Interpret factual information (review validity and reliability).
- 61. Obtain benchmarks internally and improve based on benchmarks.
- 62. Provide performance improvement teams (PITs), for senior management and governance.
- 63. Identify new programs and capital investment opportunities with appropriate yield.

Chapter 15 – Marketing and Strategy

- 64. Demonstrate marketing as a broad approach to building relationships.
- 65. Demonstrate market segments relating to HCO operations.
- 66. Demonstrate process of listening to build strategy.
- 67. Demonstrate strategy with evidence-based management.
- 68. Create strategic plans with governing boards and senior management.

Required Textbook:

White, K., & Griffith, J. (2019). *The well managed healthcare organization. 9th Ed.* Chicago, IL: Health Administration Press (WG)

COURSE REQUIREMENTS

Academic integrity

A&M-Central Texas is committed to high standards of integrity and ethical conduct. Participating in behavior that violates academic integrity (e.g., including but not limited to - unauthorized collaboration on assignments, plagiarism, multiple submissions of the same assignment, cheating, fabricating information, helping another person cheat, altering or destroying the work of others, fraudulently altering academic records) will result in academic discipline including: receiving a failing grade on an assignment, examination or course, receiving a notation of a violation of academic integrity on your transcript, or being suspended from the University. You have the right to appeal.

Grading

A: 90-100 mean points

B: 80-89 mean points

C;70-79 mean points

D; 60-69 mean points

F; Below 60 mean points

(C is Barely Passing at Graduate Level; Must obtain 3.0 GPA to Graduate)

Posting of Grades

Your grades will be provided through your official university email. I do not use CANVAS email, so please make sure you check your official university email for your grades. Since this is a graduate course, I will interact with all of you more in-depth than in an undergraduate course. If you have any issues with grades, please let me know via my porter@tamuct.edu email. I may make a mistake on your grade and therefore no grade is final until the final grade is posted.

<u>COURSE ASSESSMENT</u>	PERCENTAGE
Class Participation	20% [Classes as indicated below] (20pts)
Mid Term Exam	20% (20pts)
Final Exam	20% (20pts)
Final Paper	40% (40pts) [Note Draft Paper Due Date Below]

GRADE COMPONENTS

Class Participation

Canvas discussions are graded based on weekly replies/answers. Each online class is assessed for participation where students must post in the discussion area with replies, with at least one reply to the professor and two other students for an A, to the professor and another student for a B, and to the professor for a C. All replies must be supported with APA reference(s) – at least one APA source is required for each post to count towards your weekly grade. Your grade will increase as you add more APA sources (one is valid, two is reliable). It is suggested that each reply be approximately 200 to 400 word count. Any reply less than 100 words will not count towards your weekly grade (i.e., you cannot simply indicate that “you agree” with other students as a reply). All posts are read by the professor, but only very good posts (A grade), and incorrect posts will receive a reply by the professor.

You must post by the due date for your weekly grade. Any posts after the due date are encouraged, but they do not count after the due day. Students will receive an unofficial midterm grade to provide feedback for the remainder of the course.

Exam (Midterm and the Final)

The Midterm exam will cover the first half of the semester and the Final will cover the second half of the semester. Exams will consist of multiple choice, short answer and essays. The exams are “take home” meaning you are on the honor code. They are both open book and must be completed by the due date – no exceptions unless there is a bonafide emergency.

Final Paper (Grading: Format, Grammar/Spelling, Adequacy, Accuracy, Bib/References, Overall)

The paper will be 20pp. to 30pp. in narrative (i.e., cover and reference pages do not count, and you do not need an abstract) on a health care issue of the student’s choice. However, the issue must be related to health services administration. The final paper is due the same day the final exam is due, and must be in APA and double spaced no larger than 12 font. Students must turn in a draft of the paper by the date indicated below for a tentative grade (Only the adequacy portion will not be graded – therefore your paper grade can still go up or down for the final). **If a draft is not turned in, the entire course grade will be reduced by 10 points – thus you cannot receive an A in the course without a draft paper. The draft must be a minimum of 5 pages narrative (with respective Bibliography).**

COURSE OUTLINE AND CALENDAR

COURSE SCHEDULE (Subject to change by the instructor – See above for topics and class outcomes for each class below)

Introductions: August 26, 2019 – Course Available with Introductions (Please complete introductions to ensure you meet ongoing course interactions. This class does not count towards your course participation grade, but is required to ensure you are part of the class for verification of attendance, and is used for financial aid purposes). Must complete before August 30, 2019.

Classes (Week number corresponds to Class number – e.g., Week 1 = Class 1)

Timeline:	Date:	Readings (WG with Additional Readings noted in Class)	
Week 1:	August 31, 2019	Chapter 1	Posts Due: September 6, 2019 at Midnight
Week 2:	September 7, 2019	Chapter 2	Posts Due: September 13, 2019 at Midnight
Week 3:	September 14, 2019	Chapter 3	Posts Due: September 20, 2019 at Midnight
Week 4:	September 21, 2019	Chapter 4	Posts Due: September 27, 2019 at Midnight
Week 5:	September 28, 2019	Chapter 5	Posts Due: October 4, 2019 at Midnight
Week 6:	October 5, 2019	Chapter 6	Posts Due: October 11, 2019 at Midnight
<u>Week 7:</u>	<u>October 12, 2019</u>	<u>Chapter 7</u>	<u>Posts Due: October 18, 2019 at Midnight</u>
<u>Week 7:</u>	<u>[Draft Paper Due at Midnight October 12, 2019] & [Midterm October 12-15, 2019]</u>		
Week 8:	October 19, 2019	Chapter 8	Posts Due: October 25, 2019 at Midnight
Week 9:	October 26, 2019	Chapter 9	Posts Due: November 1, 2019 at Midnight
Week 10:	November 2, 2019	Chapter 10	Posts Due: November 8, 2019 at Midnight
Week 11:	November 9, 2019	Chapter 11	Posts Due: November 15, 2019 at Midnight
Week 12:	November 16, 2019	Chapter 12	Posts Due: November 22, 2019 at Midnight
Week 13:	November 23, 2019	Chapters 13-14	Posts Due: December 1, 2019* [*Thanksgiving Break November 28-29, 2019]
Week 14:	November 30, 2019	Chapter 15	Posts Due: December 6, 2019
<u>Week 15:</u>	<u>December 7, 2019</u>	<u>Start Final Exam:</u>	<u>Due December 10, 2019 at Midnight</u>
		<u>Final Paper:</u>	<u>Due December 10, 2019 at Midnight</u>

Important University Dates: Please see <https://www.tamuct.edu/registrar/academic-calendar.html>

Personal Statement on Education: This is your course! You will learn both cognitive and affective education domains. Please be courteous to other perspectives and opinions – we all learn from others.

TECHNOLOGY REQUIREMENTS AND SUPPORT

Technology Requirements

This course will use the A&M-Central Texas Instructure Canvas learning management system. Logon to A&M-Central Texas Canvas [<https://tamuct.instructure.com/>] or access Canvas through the TAMUCT Online link in myCT [<https://tamuct.onecampus.com/>]. You will log in through our Microsoft portal.

Username: Your MyCT email address. Password: Your MyCT password

Canvas Support

Use the Canvas Help link, located at the bottom of the left-hand menu, for issues with Canvas. You can select “Chat with Canvas Support,” submit a support request through “Report a Problem,” or call the Canvas support line: 1-844-757-0953.

For issues related to course content and requirements, contact your instructor.

Other Technology Support

For log-in problems, students should contact Help Desk Central
24 hours a day, 7 days a week

Email: helpdesk@tamu.edu

Phone: (254) 519-5466

[Web Chat](http://hdc.tamu.edu): [<http://hdc.tamu.edu>]

Please let the support technician know you are an A&M-Central Texas student.

UNIVERSITY RESOURCES, PROCEDURES, AND GUIDELINES

Drop Policy

If you discover that you need to drop this class, you must complete a [Drop Request Form](https://www.tamuct.edu/registrar/docs/Drop_Request_Form.pdf) [https://www.tamuct.edu/registrar/docs/Drop_Request_Form.pdf].

Professors cannot drop students; this is always the responsibility of the student. The Registrar’s Office will provide a deadline on the Academic Calendar for which the form must be completed, signed and returned. Once you return the signed form to the Registrar’s Office, you must go into Warrior Web and confirm that you are no longer enrolled. If you still show as enrolled, FOLLOW-UP with the Registrar’s Office immediately. You are to attend class until the procedure is complete to avoid penalty for absence. Should you miss the drop deadline or fail to follow the procedure, you will receive an F in the course, which may affect your financial aid and/or VA educational benefits.

Academic Integrity

Texas A&M University -Central Texas values the integrity of the academic enterprise and strives for the highest standards of academic conduct. A&M-Central Texas expects its students, faculty, and staff to support the adherence to high standards of personal and scholarly conduct to preserve the honor and integrity of the creative community. Academic integrity is defined as a commitment to honesty, trust, fairness, respect, and responsibility. Any deviation by students from this expectation may result in a failing grade for the assignment and potentially a failing grade for the course. Academic misconduct is any act that improperly affects a true and honest evaluation of a student’s academic performance and includes, but is not limited to, cheating on an examination or other academic work, plagiarism and improper citation of sources, using another student’s work, collusion, and the

abuse of resource materials. All academic misconduct concerns will be reported to the university's Office of Student Conduct. Ignorance of the university's standards and expectations is never an excuse to act with a lack of integrity. When in doubt on collaboration, citation, or any issue, please contact your instructor before taking a course of action.

For more [information regarding the Student Conduct process](https://www.tamuct.edu/student-affairs/student-conduct.html),
[<https://www.tamuct.edu/student-affairs/student-conduct.html>].

If you know of potential honor violations by other students, you may [submit a report](https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=0),
[https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=0].

Academic Accommodations

At Texas A&M University-Central Texas, we value an inclusive learning environment where every student has an equal chance to succeed and has the right to a barrier-free education. The Office of Access and Inclusion is responsible for ensuring that students with a disability receive equal access to the university's programs, services and activities. If you believe you have a disability requiring reasonable accommodations please contact the Office of Access and Inclusion, WH-212; or call (254) 501-5836. Any information you provide is private and confidential and will be treated as such.

For more information please visit our [Access & Inclusion](https://tamuct.instructure.com/courses/717) Canvas page (log-in required)
[<https://tamuct.instructure.com/courses/717>]

Important information for Pregnant and/or Parenting Students

Texas A&M University-Central Texas supports students who are pregnant and/or parenting. In accordance with requirements of Title IX and related guidance from US Department of Education's Office of Civil Rights, the Dean of Student Affairs' Office can assist students who are pregnant and/or parenting in seeking accommodations related to pregnancy and/or parenting. Students should seek out assistance as early in the pregnancy as possible. For more information, please visit [Student Affairs](https://www.tamuct.edu/student-affairs/index.html) [<https://www.tamuct.edu/student-affairs/index.html>]. Students may also contact the institution's Title IX Coordinator. If you would like to read more about these [requirements and guidelines](http://www2.ed.gov/about/offices/list/ocr/docs/pregnancy.pdf) online, please visit the website [<http://www2.ed.gov/about/offices/list/ocr/docs/pregnancy.pdf>].

Title IX of the Education Amendments Act of 1972 prohibits discrimination on the basis of sex and gender—including pregnancy, parenting, and all related conditions. A&M-Central Texas is able to provide flexible and individualized reasonable accommodation to pregnant and parenting students. All pregnant and parenting students should contact the Associate Dean in the Division of Student Affairs at (254) 501-5909 to seek out assistance. Students may also contact the University's Title IX Coordinator.

Tutoring

Tutoring is available to all A&M-Central Texas students, both on-campus and online. Subjects tutored on campus include Accounting, Advanced Math, Biology, Finance, Statistics, Mathematics, and Study Skills. Tutors are available at the Tutoring Center in

Warrior Hall, Suite 111. Tutor.com tutoring **will not offer writing support** beginning August 1, 2019, but will continue to offer other tutoring support.

If you have a question regarding tutor schedules, need to schedule a tutoring session, are interested in becoming a tutor, or have any other question, contact Academic Support Programs at (254) 519-5796, or by emailing Dr. DeEadra Albert-Green at deeadra.albertgreen@tamuct.edu.

Chat live with a tutor 24/7 for almost any subject from on your computer! Tutor.com is an online tutoring platform that enables A&M-Central Texas students to log in and receive online tutoring support at no additional cost. This tool provides tutoring in over 40 subject areas. Access Tutor.com through Canvas.

University Writing Center

Located in Warrior Hall 416, the University Writing Center (UWC) at Texas A&M University–Central Texas (TAMUCT) is a free workspace open to all TAMUCT students from 10:00 a.m.- 5:00 p.m. Monday thru Thursday with satellite hours in the University Library Monday thru Thursday from 6:00-9:00 p.m. This semester, the UWC is also offering online only hours from 12:00-3:00 p.m. on Saturdays.

Tutors are prepared to help writers of all levels and abilities at any stage of the writing process. While tutors will not write, edit, or grade papers, they will assist students in developing more effective composing practices. By providing a practice audience for students' ideas and writing, our tutors highlight the ways in which they read and interpret students' texts, offering guidance and support throughout the various stages of the writing process. In addition, students may work independently in the UWC by checking out a laptop that runs the Microsoft Office suite and connects to WIFI, or by consulting our resources on writing, including all of the relevant style guides. Whether you need help brainstorming ideas, organizing an essay, proofreading, understanding proper citation practices, or just want a quiet place to work, the UWC is here to help!

Students may arrange a one-to-one session with a trained and experienced writing tutor by visiting the UWC during normal operating hours (both half-hour and hour sessions are available) or by making an appointment via [WOnline](https://tamuct.mywconline.com/) [https://tamuct.mywconline.com/]. In addition, you can email Dr. Bruce Bowles Jr. at bruce.bowles@tamuct.edu if you have any questions about the UWC and/or need any assistance with scheduling.

University Library

The University Library provides many services in support of research across campus and at a distance. We offer over 200 electronic databases containing approximately 250,000 eBooks and 82,000 journals, in addition to the 85,000 items in our print collection, which can be mailed to students who live more than 50 miles from campus. Research guides for each subject taught at A&M-Central Texas are available through our website to help students navigate these resources. On campus, the library offers technology including cameras, laptops, microphones, webcams, and digital sound recorders.

Research assistance from a librarian is also available 24 hours a day through our online chat service, and at the reference desk when the library is open. Research sessions can be scheduled for more comprehensive assistance, and may take place on Skype or in-person at the library. Assistance may cover many topics, including how to find articles in peer-reviewed journals, how to cite resources, and how to piece together research for written assignments.

Our 27,000-square-foot facility on the A&M-Central Texas main campus includes student lounges, private study rooms, group work spaces, computer labs, family areas suitable for all ages, and many other features. Services such as interlibrary loan, TexShare, binding, and laminating are available. The library frequently offers workshops, tours, readings, and other events. For more information, please visit our [Library website](http://tamuct.libguides.com/index) [<http://tamuct.libguides.com/index>].

Note about Sexual Violence at A&M-Central Texas

Sexual violence is a serious safety, social justice, and public health issue. The university offers support for anyone struggling with these issues. University faculty are mandated reporters, so if someone discloses that they were sexually assaulted (or a victim of Domestic/Dating Violence or Stalking) while a student at TAMUCT, faculty members are required to inform the Title IX Office. If you want to discuss any of these issues confidentially, you can do so through Student Counseling (254-501-5955) located on the second floor of Warrior Hall (207L).

Sexual violence can occur on our campus because predators often feel emboldened, and victims often feel silenced or shamed. It is incumbent on ALL of us to find ways to actively create environments that tell predators we don't agree with their behaviors and tell survivors we will support them. Your actions matter. Don't be a bystander; be an agent of change. For additional information on campus policy and resources visit the [Title IX webpage](https://www.tamuct.edu/departments/compliance/titleix.php) [<https://www.tamuct.edu/departments/compliance/titleix.php>].

Behavioral Intervention

Texas A&M University-Central Texas cares about the safety, health, and well-being of its students, faculty, staff, and community. If you are aware of individuals for whom you have a concern, who are exhibiting behaviors that pose a threat to safety, or individuals causing a significant disruption to our community, please make a referral to the Behavioral Intervention Team. You can complete the [referral](https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=2) online [https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=2].

Anonymous referrals are accepted. Please see the [Behavioral Intervention Team](https://www.tamuct.edu/student-affairs/bat.html) website for more information [<https://www.tamuct.edu/student-affairs/bat.html>]. If a person's behavior poses an imminent threat to you or another, contact 911 or A&M-Central Texas University Police at 254-501-5800.

INSTRUCTOR POLICIES

Please pay attention to the due dates for the posting to questions for each class. There are no exceptions for late replies unless a student can provide a bonafide note for an emergency – after the fact is of course acceptable (e.g., you are in the emergency room and cannot contact me before the due date). This is your course and you should attempt to post a reply within 1-2 days after the posting of the question. To obtain an A grade for each class, you should reply to another student about the middle of the time all posts are due, and at least 1-2 days before all posts are due for a third response and reply to another student. There is no exception for the due date for the draft paper, and if you do not turn in a draft paper, you will not obtain an A grade for the course (due to the 10 point deduction for the entire course for not turning in a draft paper). If at any time you have an issue with the course, please email your instructor at porter@tamuct.edu, or call 304-839-9039.

Copyright Notice

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