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# Developing Health Care Organizations

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HADM 4000, Spring 2012, 27 Lowder, 12:00-12:50 MWF-- [Mark Burns](#), Instructor

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## Course Introduction

This material is designed to give you a basic introduction to *HADM 4000, Developing Health Care Organizations*.

If you're in the class on the first day, you'll receive a paper copy.

In the introduction, you'll find:

1. Course Objectives
2. Methods and Grading
3. Textbooks
4. Initial Readings
5. Additional Syllabus Components

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## - COURSE OBJECTIVES -

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This course will review issues in the administration of health services with particular emphasis upon developing organizational strategies for effective interfacing of medical, nursing, allied health and administrative staff with patient needs. Upon successfully completing this course, the student will be able to:

- Identify terms and concepts associated with techniques of internal coordination, decision making, human resources development, inter-organizational relations, innovation, organizational development, and quality control for health services administrators.
- Discuss those techniques and their relationship to the larger sociopolitical environment of health services organizations.
- Apply those techniques to actual situations in health services administration.
- Critically evaluate alternative techniques for health services administration.
- More effectively use electronic workgroups.
- More effectively produce professionally written projects.

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**- METHODS AND GRADING -**

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HADM 4000 is an advanced course designed primarily for students in the Health Administration Program. **Pre-requisite** to the course are *HADM 2200* (Health Policy) and *3000* (Gateway to Health Care Administration), as well as *MATH 1690*. If you do not meet one of these requirements, please see me to discuss this.

HADM 4000 is structured in a “blended” format, so many of the “meetings” of the class will not take place in the physical classroom (look for the designation “Internet Lecture” on that particular day). These lectures can be accessed from any location with any Internet connection at any time of day throughout the course. Questions related to them can be posted on the “Lecture” discussion group of the class Canvas site.

### Course Requirements

Component	Date	Weight
Research Paper Outline	Feb. 3	5%
Research Paper Rough Draft	Mar. 26	10%
Research Paper	Apr. 23	25%
Executive Summary	Apr. 23	10%
Mid-Term Exam	Mar. 5	20%
Final Exam	May 2	30%

- The *Research Paper*, around twenty typed pages, will intensively analyze a topic related to one of the concerns of the course. Students must

1. consult me for approval of a topic no later than Jan. 18, and preferably earlier, using the signup sheet posted to our Canvas site's "Collaborations" tool.
2. immediately after approval of your topic, be sure to check for possible sources and notify me promptly if you foresee a problem with insufficient sources. This should be done no later than Jan. 23.
3. obtain a copy of my [Guidelines for Research Papers](#).

4. follow those guidelines in all aspects of the paper.
5. submit an electronic copy in Microsoft Word (via an attachment using Canvas) of a proposed outline no later than Feb. 8. Your outline will be returned with comments which should be incorporated into the next component. In some cases, students may be asked to submit a redraft of the outline before proceeding. Failure to do a redraft if requested will reduce the original outline grade by 10 points.

For those unfamiliar or uncomfortable with outlines, a good example of an alphanumeric outline appears in the class Canvas site's "How to Do Stuff" Module.

6. Submit one typed copy and one electronic copy (using Canvas) of a *rough draft* no later than Mar. 26. (This draft does not need to include an Executive Summary) The comments on the rough draft need to be the basis of serious revisions of the draft. See further information on the rough draft on the class Canvas site's "How to Do Stuff" module.)
7. Turn in the Research Paper and Executive Summary (physical *and* electronic copies of each) no later than Apr. 25).

Papers should include a bibliography of sources used, including call numbers of any physical sources in the AU library. At least half of the sources for the paper should be professional journals.

- The *Executive Summary* will be a separate element of the research paper, consisting of one page, single spaced, summarizing the most important points of the paper, including its most crucial implications for practical administration. See further information on the class Canvas site's "How to Do Stuff" module.

- The *Mid-Term Exam* will be a closed-book, objective test (multiple-choice and terms) covering assigned readings and in-class materials (including lectures, class discussions, posted Canvas materials, and outside speaker presentations) **Test Procedures** are covered in the [Additional Course Information](#).

- The comprehensive *Final Exam* will be a closed-book, mixed subjective-objective test. The subjective component will be based on study questions given to the class at the last class meeting. **Test Procedures** will be the same as above.

- *Class Discussion* will not be explicitly graded for regular class days. However, all students are expected to come to class prepared to use the information in the readings assigned for that day. *Knowledgeable participation in general class discussion and a series of Internet-based exercises will be used to help decide cases of "borderline" final grades, both positively and negatively.* Students are expected to attend any sessions involving outside speakers; failure to do so can result in a lower final grade. Speakers

will appear in class sessions designated "View from the Field" and/or in other sessions to be announced in class.

- As an alternative to discussion in the physical classroom, students are also welcome to raise questions or make comments within the discussion groups on the course's **Canvas Site**. (see below). Details on this opportunity will be discussed in class.

- There will be three *Individual Meetings* throughout the course to give each student and the instructor the opportunity to review the student's goals for the course and progress. These meetings are not required but each will add one extra point to the student's final grade. Student should make appointments for these meetings at least 24 hours in advance. The first of these will be **Tuesday, Jan. 24**. (Students with a documentable conflict on that day may see me on my regular office hours through Jan. 30.) The second and third assessment will be two-day events held later in the class.

## Communication Matters

The primary source of e-mail communication ("Messaging") with the instructor should be through our class **Canvas Site**. (see below)

The class [Canvas Site](#) is a center for course announcements and communications which allows students to pose discussion issues, post comments, share news materials, and raise questions outside the physical classroom. Students should check this site at least one day prior to each scheduled class meeting for announcements and relevant class readings; failure to do so is the sole responsibility of the student. This site is restricted to class members; access requires your standard Auburn IT user name and password. Informational materials posted to Canvas site are just as much "fair game" for tests as standard lecture/reading/class discussion materials.

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## - TEXTBOOKS -

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The textbooks for the course will be available *only* at J & M Bookstore and J & M II.

- Fried, Fottler, and Johnson, Eds., *Human Resources in Healthcare*. 3rd Ed. Chicago: AUPHA Press, 2008.
- White, Kenneth, and Griffith, John. *The Well-Managed Health Care Organization*. 7th Ed. Ann Arbor, Michigan: AUPHA Press, 2010.

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**- INITIAL CLASS MEETINGS -**

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This is the schedule for the first class meetings of the course. The complete schedule appears in [a separate Web document](#). In notations below, "W" stands for the White and Griffith text; "F" for the Fried text.

**I. THE ADMINISTRATIVE MATRIX**

<b>DATE</b>	<b>TOPIC</b>	<b>READING</b>
<i>Week of Jan. 9</i>		
Monday	Course Organization, General Overview	none
Wednesday	Inside a Fragmented System	none
Friday	Dealing w. System Fragmentation--1	W, Ch. 1 "Emergence of the Health Care Organization, 1-26.
<i>Week of Jan. 16</i>		
Monday	HOLIDAY—NO CLASS	
Wednesday	Dealing w. System Fragmentation--2	F, Ch. 3, "Healthcare Professionals," 43-70.
	<b>Paper Topics Due</b>	
Friday	<b>Dealing with Physicians (Internet Lecture; no class meeting)</b>	W, Ch. 6, "The Physician Organization," 203-252.

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**- ADDITIONAL SYLLABUS COMPONENTS -**

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The other parts of this syllabus are listed below. If you are taking the class, you are responsible for reading **ALL** of them, as well as this introduction, and following their instructions.

**Are you reading this introduction on the Worldwide Web?** Simplicity itself. Use the links below to read each component. As you probably know already, that also means you can save them as printed copy or files on your computer or USB drive.

**Are you reading a paper handout?** Then you can access this introduction--and its links to the other course components--through the Worldwide Web address "<http://www.auburn.edu/~burnsma/HADM4000/intro.pdf>".

1. [Course Schedule](#). Complete list of *all* the activities, required readings, etc., for each day of the semester. Consult this list before every class day. There is a lot of material to cover in this class, and it's much easier to keep up than to try to catch up later!
2. [About the Instructor](#). Information about Mark Burns and his expectations for the class.
3. [My Office Hours](#), contact information, etc.
4. [Additional Course Information](#) you need to be aware of.
5. To correctly prepare the **research paper**, you will also need to read the following:
  - o [Guidelines for Research Papers](#)

Components of the syllabus, as well as other useful links to course materials, may be quickly accessed through the **Course Hub**, at <http://www.auburn.edu/~burnsma/HADM4000/hub.html>.

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### On System Shakeout

*". . .the old is dying and the new cannot be born. In the interregnum, a great variety of morbid symptoms appear."*

--Antonio Gramsci

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Have comments or ideas for other information that should be included here? [Send your suggestions!](#)

[Return to MB Home Page](#) or [Course Information Page](#)

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