<table>
<thead>
<tr>
<th>Course</th>
<th>HLTH 5020: Organizational Planning and Change in Health Administration</th>
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<tbody>
<tr>
<td>Term</td>
<td>Spring II, 2013</td>
</tr>
<tr>
<td>Instructor</td>
<td>Floyd E. Bell, Jr.</td>
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<tr>
<td>Catalog Description</td>
<td>This course identifies the various ways of introducing change in organizations and larger organizational systems as adaptive responses to the external environment. Change efforts at the macro, meso, and micro levels of organization are considered. Particular attention is given to the leadership role in health organizations and health systems. Organizational responses to the issues of market changes, managed care, and system consolidation and systems integration are analyzed. This course will provide a forum to assess the U.S. health care delivery system. Text and outside reading assignments, including current events, will provide an opportunity for classroom discussions regarding health care costs, access to care and the quality of the U.S. health care delivery system. Students will evaluate and compare the U.S. health care system with the public financed systems in other industrialized nations. The course will provide an opportunity to assess the effects of managed care, public financing, and reimbursement procedures on both inpatient and outpatient services. Students will appraise the difficulty of managing in a health care facility, analyze the complexity of health care management, evaluate the U.S. system of health policy development, and develop an appreciation of the challenges of health care management. The course will focus on the changes that have occurred during the evolution of the health care system in the U.S. and the challenges that lie ahead.</td>
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<tr>
<td>Prerequisites</td>
<td>HLTH 5000</td>
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<td>Course Level Learning Outcomes</td>
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  - The student will be able to assess the basic characteristics of the U.S. health care system.
  - The student will be able to compare the concepts of health and sickness.
  - The student will be able to evaluate the determinants of health.
  - The student will be able to critique historical developments that have shaped the nature of the U.S. health care delivery system.
  - The student will be able to assess the role of health care financing and its impact on the delivery of health care.
  - The student will be able to evaluate key measures pertaining to hospital operations and inpatient utilization.
  - The student will be able to appraise the basic concepts of managed care and how managed care organizations realize cost savings. |
- The student will be able to compare the components of health care costs, access, and quality.
- The student will be able to assess the definition, scope, and role of health policy in the United States.

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<thead>
<tr>
<th>Materials</th>
<th>Required Textbook</th>
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<tbody>
<tr>
<td></td>
<td><strong>Delivering Health Care in America -A Systems Approach</strong>, (5th Ed.)</td>
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<tr>
<td></td>
<td>By Shi and Singh, Jones and Bartlett Publishers, Sudbury, MA.</td>
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<thead>
<tr>
<th>Grading</th>
<th><strong>Final Grade</strong>: The final grade will be based on class participation, exams, the proposal, homework assignments, the presentation and the research paper.</th>
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<tr>
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<td><strong>The following scale will be used to determine the final course grade:</strong></td>
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<tr>
<td></td>
<td>Proposal 10%</td>
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<td></td>
<td>Mid - Term 20%</td>
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<td>Final Exam 20%</td>
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<td></td>
<td>Final Paper 20%</td>
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<td></td>
<td>Presentations 20%</td>
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<td></td>
<td>Participation 10%</td>
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<thead>
<tr>
<th>GRADING SCALE:</th>
<th>South Carolina regional scale will be used.</th>
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<tbody>
<tr>
<td>A</td>
<td>96-100</td>
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<tr>
<td>A-</td>
<td>90-95</td>
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<tr>
<td>B+</td>
<td>87-89</td>
</tr>
<tr>
<td>B</td>
<td>84-86</td>
</tr>
<tr>
<td>B-</td>
<td>80-83</td>
</tr>
<tr>
<td>C</td>
<td>70-79</td>
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<tr>
<td>F</td>
<td>0-69</td>
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| Assignment Completion: | For course credit, the student must complete all assignments. |

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<tr>
<th>Activities</th>
<th><strong>Professional Ethics</strong>: The highest level of personal integrity is the accepted standard for this course.</th>
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<td></td>
<td><strong>Written Work</strong>: The research proposal and paper will constitute 30% of the course grade. These papers will be typed with one-inch margins and double-spaced. Content and grammar will be evaluated in determining the grade. Any homework to include assigned chapter questions will be typed with one-inch margins.</td>
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</tbody>
</table>
**Oral Presentation:** An oral presentation will be required beginning in the eighth week. The presentation will be on the research paper approved from the suggested list provided with this syllabus, or another topic approved by the professor. The presentation will be from 5-10 minutes and will be graded for content, presentation, and analysis of the topic. (Effective opening, Effective Closing, Professional attire, Timing, Quality, Visuals)

**Visual Aids:** Projector, Transparencies and Videos

**Proposal:** Should be a one page double spaced narrative synopsis of the research paper topic. The proposal should demonstrate the hypothesis or research focus, explain how the topic will be discussed and indicate the conclusions that will be reached.

**Research Paper:** The topic must be selected from the suggested topics included with this syllabus or an alternative topic approved by the professor. The paper should be scholarly presentation of approximately 5 pages long, double-spaced and include a bibliography with at least four references beyond the course text. The paper must clearly demonstrate an introduction, discussion of the topic and a conclusion. The paper is due on week 8 and it should follow the format of the American Psychological Association.

**PAPER AND PRESENTATION TOPICS:**

- Must be a scholarly presentation of one of the following, or another topic approved by the instructor:
  
  a. A comparison between the US Health Care System and the system from another nation.
  
  b. An analysis and recommendation on a current National Health Care Policy consideration.
  
  c. A comparison between health regulation and competition for cost control. (CON, DRGs, Competition, etc.)
  
  d. Why prevention is not funded to the level needed to improve health outcomes.
  
  e. The positives and negatives of prospective payment systems.
  
  f. How the prospective payment system changed the Home Health Industry.
  
  g. How to control the rising costs of professional services (salaries) in the health care delivery system.
  
  h. The effects of economic development and jobs on health status. (Blums Model)
  
  i. The pros and cons of the Affordable Care Act.
  
  j. The role of public health in bioterrorism and emergency preparedness.
  
  k. A comparison of for-profit and not-for-profit hospitals.
I. How the portability portion of HIPAA affects access to healthcare.

m. The future of the health insurance industry when the U.S. implements the Affordable Care Act.

n. The pros and cons of limits on medical malpractice settlements

o. The future of Medicare with the aging of the baby boom population.

p. A description of the benefits of Tricare.

**RESEARCH PAPER INSTRUCTIONS**

I. References


C. Turabian, Kate L. *A Manual For Writers of Term Papers, Theses*.

D. Internet references must indicate date accessed.

II. Subject

A. Directly related to the course.

B. Linked to management decisions in an HSO.

C. Reflect own original thoughts.

III. Plagiarism

A. Credit others' work.

B. Use footnotes per style manual.

C. Use quotation marks for direct quotes.

D. Give credit when paraphrasing.

IV. Length

A. Five Pages

B. Double-spaced

C. One-inch margins

V. Construction

A. Microsoft Word

B. Times Roman - 10 - 12 point

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<tr>
<th>Policy Statements:</th>
<th>Academic Honesty:</th>
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Last Updated: September 2005 CR
**University Policies**

Students who are discovered cheating or committing plagiarism will be awarded a failing grade for the course and may be subject to dismissal or further discipline.

**Instructor Statement:**

The instructor reserves the right to make adjustments to this syllabus if he or she feels such adjustments to be in the best interests of the class. All assignments should be submitted on time. Make-ups for missed examinations are not allowed unless there are prior arrangements between the instructor and student or a special (verifiable) emergency has occurred.

**Course Policies**

Absenteeism

Student’s who miss more than one class will have to make up additional work. Student’s who miss more than two classes may be advised to drop the course or may have their grade lowered commensurately.

This syllabus may be revised or changed without prior notice by the instructor.

**Weekly Schedule**

<table>
<thead>
<tr>
<th>WEEK</th>
<th>LESSONS SUBJECT</th>
<th>ADMIN/INFO</th>
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</thead>
<tbody>
<tr>
<td>1.</td>
<td>A distinctive system of Health Care Delivery</td>
<td>Review of Course, Proposal topic, Presentation, Paper Chapter 1</td>
</tr>
<tr>
<td>2.</td>
<td>Beliefs, Values and Health</td>
<td>Start looking for Research Proposal Chapter 2</td>
</tr>
<tr>
<td>3.</td>
<td>The Evolution of Health Services in the United States</td>
<td>Chapter 3</td>
</tr>
<tr>
<td>4.</td>
<td>Health Services Financing</td>
<td>Mid-Term Exam Chapter 6</td>
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<tr>
<td>5.</td>
<td>Inpatient Facilities and Services</td>
<td>Proposal is Due Chapter 8</td>
</tr>
<tr>
<td>6.</td>
<td>Managed Care and Integrated</td>
<td>Chapter 9</td>
</tr>
<tr>
<td>7.</td>
<td>Cost, Access, and Quality</td>
<td>Review of Paper Guidelines Chapter 12</td>
</tr>
<tr>
<td>8.</td>
<td>Health Policy Student Presentations</td>
<td>Paper Due Chapter 13</td>
</tr>
<tr>
<td>Additional Information</td>
<td>WEEKLY STUDY SCHEDULES</td>
<td></td>
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<td>------------------------</td>
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<tr>
<td><strong>WEEK 1 - A DISTINCTIVE SYSTEM OF HEALTH CARE DELIVERY</strong></td>
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**SCOPE AND OBJECTIVES:**

(a) To assess the U.S. Health Care Delivery System and to compare the components of the U.S. system with those of other industrialized nations.

(b) To identify the unique aspects of the U.S. Health Care Delivery System.

**ASSIGNMENT:** Read Shi and Singh Chapter 1. Be prepared to define the Terminology at the end of the chapter and to discuss review questions 1, 5, 6, 7, 9, 10.

**OUTLINE:**

I. An overview of the scope and size of the system.

II. The Mechanism for health services delivery.

III. Primary characteristics of the U.S. Health Care System.

IV. Health Care systems of other countries.

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**WEEK 2 - BELIEFS, VALUES, AND HEALTH**

**SCOPE AND OBJECTIVES:**

(a) Evaluate the Beliefs and Values of Americans that shape the U.S. Health Care Delivery System.

(b) Compare the major factors that affect health.

**ASSIGNMENT:** Read Shi and Singh Chapter 2. Be prepared to define the Terminology at the end of the chapter and to discuss review questions 1, 4, 6, 8, 10, 11, 12.
OUTLINE:

I. Basic concepts of health.
II. Determinants of health.
III. Cultural beliefs and values.
IV. A social model of health.
V. Justice in the U.S. health delivery system.
VI. Limitations of Market Justice
VII. Measures of health status.

Week 3 - The Evolution of Health Services in the United States

SCOPE AND OBJECTIVES:

(a) Compare the developmental processes of the U.S. health care delivery system through three major eras.

(b) Critique why the U.S. system has been resistant to national health insurance.

ASSIGNMENT: Read Shi and Singh Chapter 3. Be prepared to define the Terminology at the end of the chapter and to discuss review questions 3,4,7,8,10,13.

OUTLINE:

I. Medical Services in pre-industrial America.
II. Medical Services in post-industrial America.
III. The Rise of private health insurance.
IV. Creation of Medicaid and Medicare.
V. Recent evolutions and the 21st century.
VI. Review for mid – term exam.
Week 4 - Health Services Financing

SCOPE AND OBJECTIVES:

(a) Evaluate the role of finance in shaping the U.S. health care delivery system.

(b) Evaluate the relative roles of public and private financing of health care in the U.S.

ASSIGNMENT: Read Shi and Singh Chapter 6. Be prepared to define the Terminology at the end of the chapter and to discuss review questions 1, 2, 4, 5, 6, 7, 9, 11, 12, 14, 15.

OUTLINE:

I. Mid-Term Exam

II. The role and scope of health services financing.

III. Financing and cost control.

IV. The insurance function.

V. Public financing.

VI. Private programs.

VII. Reimbursement methods.

VIII. National healthcare expenditures.

IX. Problems and issues in financing.

X. Trends and directions

SPECIAL EVENT: Mid-term exam.

Week 5 - Inpatient Facilities and Services

SCOPE AND OBJECTIVES:

(a) Evaluate the unique challenges of management found within inpatient facilities.
(b) Assess the effects of the growth of outpatient services on inpatient facilities.

ASSIGNMENT: Read Shi and Singh Chapter 8. Be prepared to define the Terminology at the end of the chapter and to discuss review questions 1,2,3,4,6,7,11,13,19,20,21,22,23.

OUTLINE:
I. Transformation of the hospital in the U.S.
II. Expansion of hospitals in the U.S.
III. Hospital downsizing in recent years.
IV. Key utilization measures and operational concepts.
V. Types of hospitals.
VI. Management concepts.
VII. Licensure, certification, and accreditation.
VIII. Ethical and legal issues in patient care.

SPECIAL EVENT: Proposal is due.

Week 6 - Managed Care and Integrated Organizations

SCOPE AND OBJECTIVES:
(a) Compare the basic functions of managed care with traditional health insurance programs.

(b) Assess the market penetration and success of managed care within the U.S. health care system.

ASSIGNMENT: Read Shi and Singh Chapter 9. Be prepared to define the Terminology at the end of the chapter and to discuss review questions 1,2,3,4,5,7,8,10,11,15,23,24.

OUTLINE:
I. The evolution of managed care.
II. Cost control in managed care.
III. Types of managed care organizations.

IV. Trends in managed care.

V. Impact on cost, access, and quality.

VI. Managed care backlash.

VII. Consolidation, expansion, diversification and integration.

Week 7 - Cost, Access and Quality

SCOPE AND OBJECTIVES:

(a) Compare the definitions of cost in regards to macro, micro, and systems levels.

(b) Assess access to care and quality in the U.S. health care delivery system.

ASSIGNMENT: Read Shi and Singh Chapter 12. Be prepared to define the Terminology at the end of the chapter and to discuss review questions 1,7,9,10,13,16,17,20,21.

OUTLINE:

I. Cost of health care.

II. Reasons for cost escalation.

III. Cost containment – regulatory approaches.

IV. Cost containment – competitive approaches.

V. Access to care.

VI. Quality of care.

Week 8 - Health Policy

SCOPE AND OBJECTIVES:

(a) Appraise the concept of public policy and health policy.
(b) Critique the health policy-making processes at the federal and state levels.

ASSIGNMENT: Read Shi and Singh Chapter 13. Be prepared to define the Terminology at the end of the chapter and to discuss review questions 1,2,3,4,5.

OUTLINE:

I. What is health policy?

II. The principal features of U.S. health policy.

III. The development of legislative health policy.

IV. The future of health policy.

V. Student presentations.

VI. Review for final exam.

SPECIAL EVENT: Turn in Research Paper and begin student presentations.

Week 9 - Final Exam

SCOPE AND OBJECTIVES:

(a) Final Exam

(b) Complete student presentations.

ASSIGNMENT:

OUTLINE:

I. Administer final exam.

II. Complete student presentations.
PROFESSOR BIOGRAPHY AND OFFICE HOURS

FLOYD E. BELL, JR., Ph.D. currently serves as the Region 3 Public Health Director for DHEC. Dr. Bell provides administrative management for a health district providing public health services for over 950,000 citizens of the midlands and north central areas of S.C. with a staff of over 450 public health professionals. Dr. Bell previously served as Director of the Office of Quality for DHEC and before joining DHEC; he was Vice President for Planning and Education for the S.C. Hospital Association. Dr. Bell has served in administration at Baptist Medical Center, conducted cancer research with the U.S.C. school of medicine, worked with a fortune 500 pharmaceutical company, served as the executive director for a Comprehensive Health Planning Agency, and taught science courses for health professional at the undergraduate and junior college levels, and graduate courses in health care management. Dr. Bell is a Brigadier General in the S.C. Army National Guard and has graduated from the U.S. Army War College.

Dr. Bell teaches courses in health management, and organizational theory and design.

He received a Masters Degree from East Carolina University in 1976, his Ph.D. from the University of South Carolina in 1978, and a Masters in Strategic Studies from the U.S. Army War College in 2002.

PROFESSOR OFFICE HOURS

You may leave a message on my home answering machine or contact me thorough e-mail.

TELEPHONE AND E-MAIL

(803) 772-1671
febell22@yahoo.com