

UNIVERSITY OF FLORIDA
College of Public Health and Health Professions
Healthcare Leadership: Skills and Styles (HSC 4184)
Fall 2017

INSTRUCTOR:

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TEACHING ASSISTANTS:

Cristina Popescu (cristina.popescu@ufl.edu)
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Andrew Irwin (a.irwin@ufl.edu)
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Office Hours: Wednesday 9am-11am and by appointment

CLASS TIMES:

Lecture: Tuesday 4th-5th periods (10:40am - 12:35pm) – HPNP Auditorium (Room 1404)
Labs: Wednesday 5th per/6th per/7th per/8th per/9th per (1 hour; see last page for schedule)

COURSE MATERIALS:

There is no required textbook for this course; however, reading and viewing materials will be assigned. Some of them are available online and the links are provided below. The following books have been placed on Course Reserve in the Health Science Library for in-library use:

- Harvard Business School Press (2007). Lessons Learned: Leading by Example.
- Harvard Business School Press (2007). Lessons Learned: Managing Change.
- Harvard Business School Press (2007). Lessons Learned: Managing Your Career.
- Harvard Business School Press (2010). Lessons Learned: Doing Business Ethically.
- Health Administration Press (2001). Trials to Triumphs: Perspectives from Successful Healthcare Leaders.

COURSE DESCRIPTION

This course is designed to provide students with knowledge and an understanding of the importance of leadership in the healthcare industry. Lectures, guest speakers, small group discussions and in-class activities will be used to accomplish the course's objectives.

COURSE OVERARCHING GOAL

Upon successful completion of this course, students will be able to outline the importance of leadership skills in health professions, assess the relevance of leadership skills to their future professional role in the healthcare industry, and successfully utilize leadership skills in varied scenarios related to healthcare environments.

COURSE OBJECTIVES

After successfully completing HSC 4184, students will be able to:

1. Outline the importance of leadership skills in health professions so that the advantages of quality leadership are associated with desired health outcomes and healthcare performance.
 - 1.1. Predict how successful leadership will positively affect health outcomes and healthcare performance in various scenarios.
 - 1.2. Illustrate the impact that quality leadership has upon health outcomes and healthcare performance.
 - 1.3. Describe the attributes of successful healthcare performance.
 - 1.4. Discuss how positive health outcomes are determined.
2. Assess the relevance of leadership skills to future professional roles in the healthcare industry so that future job performance is correlated to the quality of leadership displayed.
 - 2.1. Relate various professional roles in the healthcare industry with core leadership skills so that the functions of the role align with leadership skill priority.
 - 2.2. Describe various professional roles in the healthcare industry so that their primary functions are addressed.
 - 2.3. Associate successful leadership with factors that contribute to successful job performance.
3. Utilize leadership skills in varied scenarios related to healthcare environments so that desired outcomes are realized.
 - 3.1. Differentiate between the major leadership styles so that their characteristics can be aligned with varied scenarios.
 - 3.2. Describe the major leadership styles so that their key characteristics are addressed.
 - 3.3. Describe the core leadership skills such as effective communication, team management, problem solving, decision making, time management, project management, vision casting, motivating others, integrity, developing others, etc.
 - 3.4. Associate leadership needs with unique scenarios related to healthcare environments.

COURSE POLICIES

Make-Up Work: Students are allowed to make up course work ONLY as the result of illness warranting a medical excuse or other unavoidable circumstances, consistent with College and University policy. Late assignments not resulting from one of these circumstances and not pre-arranged and approved by the student's TA or Course Instructor will NOT be accepted and will NOT receive credit for the assignment.

Attendance: Students are expected to attend ALL lectures and lab sessions. However, we realize there may be justified instances where you may need to miss certain sessions, as stated in UF's Attendance Policy. For more information, see <https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx#absences>. Therefore, only 10 lectures and 10 labs will count toward your final grade. Consult your personal calendar early in the semester and use the "allowed" absences wisely. PLEASE AVOID SCHEDULING DOCTOR APPOINTMENTS, PROFESSIONAL OR PERSONAL BUSINESS DURING CLASS AND LAB TIME. IT IS UNPROFESSIONAL AND UNCOLLEGIAL.

Laptops/Tablets/Cell phones: Students will be asked to complete in-class quizzes in Canvas. **As such, everyone is required to bring a laptop, tablet or cell phone capable of accessing Canvas to class.** Students are expected to conduct themselves maturely and professionally and NOT use their devices for reasons unrelated to the course. Students violating this policy may be asked to leave the lecture/lab and will not receive credit for the day. Cell phones MUST be silenced during lectures and labs.

Communication Guidelines: The preferred method of contact is through email. **Please contact your lab TA first.** If further assistance is needed, contact Cristina, THEN Dr. Duncan.

Academic Integrity: Students are expected to act in accordance with the University of Florida policy on academic integrity. As a student at the University of Florida, you have committed yourself to uphold the Honor Code, which includes the following pledge:

"We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honesty and integrity."

You are expected to exhibit behavior consistent with this commitment to the UF academic community. On all work submitted for credit at the University of Florida, the following pledge is either required or implied:

"On my honor, I have neither given nor received unauthorized aid in doing this assignment."

It is your individual responsibility to know and comply with all university policies and procedures regarding academic integrity and the Student Honor Code. Violations of the Honor Code at the University of Florida will not be tolerated. Violations will be reported to the Dean of Students Office for consideration of disciplinary action. For additional information regarding Academic Integrity, please see Student Conduct and Honor Code:

<https://www.dso.ufl.edu/sccr/process/student-conduct-honor-code/>

Accommodations for Students with Disabilities: If you require classroom accommodation because of a disability, you must register with the Dean of Students Office (<http://www.dso.ufl.edu>) within the first week of class. The Dean of Students Office will provide documentation to you, which you then give to

the instructor when requesting accommodation. The College is committed to providing reasonable accommodations to assist students in their coursework.

COURSE ASSIGNMENTS AND GRADING

Attendance & Participation

Each week, students will receive points for lecture attendance, as well as lab attendance and participation. Attendance to 10 lectures and 10 labs will count toward your grade. To receive full credit, students are expected to come to lab prepared and to actively and respectfully participate in activities/discussions/presentations. **SIMPLY ATTENDING LAB BUT NOT PARTICIPATING WILL EARN YOU 1 POINT (OUT OF 2).**

Team Presentation—Lessons Learned and Perspectives (in lecture)

Teams of 4-5 students will be randomly created (within each lab) at the end of the first week (after add/drop). Each team will be assigned 3 (three) short “lessons learned” and perspectives by top leaders in their fields. **The readings are on reserve at the Health Science Center Library.** The team’s task is to make a 10-minute presentation of the readings, accompanied by a PowerPoint presentation. More information about the required content and grading criteria will be provided at a later time. The presentation must be uploaded to Canvas **by 11:59pm on the day of the presentation.** Only one team member is required to upload the assignment. **SINCE THE BOOKS ARE PLACED ON COURSE RESERVE AND SHARED AMONG ALL STUDENTS, PLEASE MAKE A COPY OF YOUR ASSIGNED READINGS EARLY ON.**

Team Presentation—Healthcare Leadership Cases (in lab)

The same teams as in the assignment above will collaborate on this assignment. Each team is to identify a real-life case involving leadership/managerial decisions in the field of health or healthcare. You must submit your proposed case study topic to your TA for approval as indicated below. The team’s task is to make a 15-minute presentation of the case in their assigned lab, create 3 discussion questions and lead a 10-minute discussion with their peers. More information about the required content and grading criteria will be provided at a later time. The presentation and discussion questions must be uploaded to Canvas **by 11:59pm on the day of the presentation.** Only one team member is required to upload the assignment.

Peer Evaluations

At the end of the semester, students will be asked to evaluate each of their team members on their availability and willingness to contribute to the team assignments, as well as the quality of those contributions. Individual evaluation scores will be kept confidential and will be viewed only by your instructor and your TA. **STUDENTS WHO DO NOT SUBMIT A PEER EVALUATION WILL RECEIVE 0 POINTS, EVEN IF THEIR TEAM MATES EVALUATE THEM.**

Personal Leadership Presentation (in lab)

Students will create a personal leadership vision over the course of the semester, based on key concepts discussed in lectures. Each student will present his/her leadership vision in their respective labs toward the end of the semester. The presentation will be accompanied by a PowerPoint show of no more than 5 slides and will last no longer than 5 minutes. The PowerPoint presentation must be uploaded to Canvas **by 11:59pm on the day of the presentation.** More information about the required content and grading criteria will be provided at a later time.

Pop Quizzes

Three unannounced quizzes will be administered during class time via Canvas. Quiz content will be derived from lectures and guest presentations. In case a student misses class on quiz day, he/she will NOT be allowed to make up the quiz unless in extenuating circumstances consistent with the University's Attendance Policy. PLEASE DO NOT ASSUME THE INSTRUCTOR/TA WILL APPROVE YOUR MAKE-UP REQUEST.

Healthcare Leadership Interview Report

Each student will be expected to identify someone who is in a health or healthcare leadership position, gain an appointment with that person, interview the individual, and submit a written report. Examples of acceptable interviewees include: a professor, program director, dean, manager, administrator, clinician in a supervisory role, etc. Students are required to submit the name, professional position and workplace, and justification for your chosen interviewee to your TA for approval by the date indicated below. Within one week of TA approval, students are required to contact the interviewee in writing, secure his/her interview consent, and submit a screen shot of the conversation via Canvas. Further detailed guidelines regarding preparation, the process of conducting the interview, as well as the structure, format and required content of the report will be provided at a later date. The final paper must be submitted via Canvas by 11:59pm on Sunday 11/19.

Final Course Grade will be based on a total of 200 points distributed as follows:

| | |
|--------------------------------|-----------------------|
| Attendance and participation | 30 pts (15%) |
| Lectures (x10) | 10 pts |
| Labs (x10) | 20 pts |
| Team presentation (in lecture) | 20 pts (10%) |
| Team presentation (in lab) | 35 pts (17.5%) |
| Peer evaluations | 20 pts (10%) |
| Pop quizzes (x3) | 15 pts (7.5%) |
| Personal presentation | 10 pts (5%) |
| Leadership interview report | 70 pts (35%) |
| Interviewee info submission | 10 pts |
| Interview report | 60 pts |
| Total | 200 pts (100%) |

| Percentage earned | 93%-100% | 90%-92% | 87%-89% | 83%-86% | 80%-82% | 77%-79% | 73%-76% | 70%-72% | 67%-69% | 63%-66% | 60%-62% | Below 60% |
|-------------------------|----------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|-----------|
| Letter Grade equivalent | A | A- | B+ | B | B- | C+ | C | C- | D+ | D | D- | E |

| Letter Grade | A | A- | B+ | B | B- | C+ | C | C- | D+ | D | D- | E | WF | I | NG | S-U |
|--------------|-----|------|------|-----|------|------|-----|------|------|-----|------|-----|-----|-----|-----|-----|
| Grade Points | 4.0 | 3.67 | 3.33 | 3.0 | 2.67 | 2.33 | 2.0 | 1.67 | 1.33 | 1.0 | 0.67 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |

| Date | Lecture | Lab | To Do/Submit | Notes |
|--------------|---|---|--|---|
| Wk1 8/22 | Course Overview, Expectations, Policies, Assignments | TA and student introductions | | |
| Wk2 8/29 | Introduction to Leadership | Students are notified of team assignments. Assessment tests and discussion | | Presentation teams are formed. |
| Wk3 9/5 | Leadership Models and Styles | Discuss "Harvard Voices in Leadership: Dr. Paul Farmer" video https://youtu.be/3R3sRjvAIM8 | <ul style="list-style-type: none"> • Watch Paul Farmer video prior to lab time | |
| Wk4 9/12 | Leadership Philosophies Situational Leadership | Group work—Case Studies | <ul style="list-style-type: none"> • Submit interviewee information for approval by Wed 9/13 @ 11:59pm | |
| Wk5 9/19 | Guest Speaker Ed Jimenez, MBA CEO, UFHealth Shands | Discuss "Harvard Voices in Leadership: Dr. Mark Smith" video https://youtu.be/rPSGKgoZmik | <ul style="list-style-type: none"> • Watch Mark Smith video prior to lab time • Submit leadership case study proposal by Wed 9/20 @ 11:59pm | TAs approve interviewees or request substitute. |
| Wk6 9/26 | Effective Leadership Level 5 Leadership Emotional Intelligence Team Presentations—teams 1,2,3,4 | Discuss "True North: Discover Your Authentic Leadership" http://www.bentley.edu/sites/www.bentley.edu.centers/files/centers/cbe/george-monograph.pdf | <ul style="list-style-type: none"> • Read "True North: Discover Your Authentic Leadership" prior to lab time • Submit ppt of in-lecture presentation by Tue 9/26 @ 11:59pm (teams 1,2,3,4) • Submit screenshot of interviewee contact and agreement by Wed 9/27 @ 11:59pm | TAs approve case studies or request substitution. |
| Wk7 10/3 | Guest Speaker Jacqueline Baron-Lee, PhD Quality Improvement Director, Neuromedicine Interdisciplinary Clinical and Academic Program Team Presentations—teams 5,6,7,8 | Discuss "Harvard Voices in Leadership: Bill Strickland" video https://youtu.be/WbzSsmvD8E8 | <ul style="list-style-type: none"> • Watch Bill Strickland video prior to lab time • Submit ppt of in-lecture presentation by Tuesday 10/3 @ 11:59pm (teams 5,6,7,8) | |
| Wk8 10/10 | Guest Speaker TBA Team Presentations—teams 9,10,11,12 | Group work—Case Studies | <ul style="list-style-type: none"> • Submit ppt of in-lecture presentation by Tue 10/10 @ 11:59pm (teams 9,10,11,12) | |

| | | | | |
|---------------|---|--|--|---|
| Wk9 10/17 | Guest Speaker Catherine Striley, PhD Co-Director, UF HealthStreet Team Presentations—teams 13,14,15,16 | Team Presentations—Leadership Cases (I) | <ul style="list-style-type: none"> • Submit ppt of in-lecture presentation by Tue 10/17 @ 11:59pm (teams 13,14,15,16) • Submit ppt of in-lab presentation by Wed 10/18 @ 11:59pm (I) | |
| Wk10 10/24 | Guest Speaker TBA Team Presentations—teams 17,18,19,20 | Team Presentations—Leadership Cases (II) | <ul style="list-style-type: none"> • Submit ppt of in-lecture presentation by Tue 10/24 @ 11:59pm (17,18,19,20) • Submit ppt of in-lab presentation by Wed 10/25 @ 11:59pm (II) | |
| Wk11 10/31 | Team Presentations—teams 21,22,23,24 Guest Speaker Jeff Feller, MSISE CEO, WellFlorida Council | Personal Leadership Presentations (I) | <ul style="list-style-type: none"> • Submit ppt of in-lecture presentation by Tue 10/31 @ 11:59pm (teams 21,22,23,24) • Submit personal leadership ppt by Wed 11/1 @ 11:59pm (I) | |
| Wk12 11/7 | Guest Speaker TBA Team Presentations—teams 25,26,27,28 | Personal Leadership Presentations (II) | <ul style="list-style-type: none"> • Submit ppt of in-lecture presentation by Tue 11/7 @ 11:59pm (teams 25,26,27,28) • Submit personal leadership ppt by Wed 11/8 @ 11:59pm (II) | |
| Wk13 11/14 | Guest speaker TBA Team Presentations—teams 29,30,31,32 | No formal labs—TAs will be available for assistance if needed | <ul style="list-style-type: none"> • Submit ppt of in-lecture presentation by Tue 11/14 @ 11:59pm (teams 29,30,31,32) • Submit interview report by Sun 11/19 @ 11:59pm | |
| Wk14 11/21 | No Lecture (Thanksgiving Break) | No Labs (Thanksgiving Break) | Enjoy the Holiday :) | Happy Thanksgiving! |
| Wk15 11/28 | Guest Speaker Brian Ray, PhD Co-Director, Poe Center for Business Ethics Education and Research UF Warrington College of Business | Group Activity | <ul style="list-style-type: none"> • Submit peer evaluations by Wed 11/29 @ 11:59pm | |
| Wk16 12/5 | Additional Topics/Course End | No Labs | | Happy Holidays! Enjoy the Break :) |

Lab Sessions: Every Wednesday

| Period | Time | Section/Room TA | Section/Room TA |
|--------|----------|-----------------------|-----------------------|
| 5th | 11:45 am | 0120 / G105 Andy | 1245 / G110 Serena |
| 6th | 12:50 pm | 1246 / G301A Andy | n/a |
| 7th | 1:55 pm | 4792 / G109 Serena | 4794 / G110 Kim |
| 8th | 3:00 pm | 4795 / G108 Andy | 4801 / G109 Serena |
| 9th | 4:05 pm | 4804 / G110 Andy | 4808 / G111 Kim |