

HSA 6115
Introduction to Management of Health Services Organizations
Fall 2013

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Required Materials

1. Griffith, JR and White, KR. 2010. *The Well-Managed Healthcare Organization*. 7th Edition. Health Administration Press: Chicago, IL.
2. The Goal by Eliyahu Goldratt
3. Course readings and case studies as assigned via Sakai

Course Overview

As the title of the course implies, this course is an introduction to the management of Health Services Organizations. As an introductory course, many of the broad concepts and skills of management will be covered. Students will learn the application of these techniques to HSOs. In addition, students will begin to understand the variability of management styles and personalities and begin to develop their own style.

The concepts of the course will be taught through a variety of modalities. Extensive use of case studies for real world applications. Textbook chapters will be presented for management concepts. Group projects will be assigned for team building and collaboration. Finally, group presentations will be utilized to develop speaking skills.

Course Competencies

- Understanding of principles of management, including human resources, financial management, organizational behavior and technology.
- Understanding distinctions between leadership and management and overlaps between the two
- Understand the fundamental departments within the primary health services organizations. How those departments are interrelated and their contribution to the organizational mission
- Understanding governance, mission development and execution of health services organizations.

- Begin development of individual management style. Increase awareness of self and how those images can both be a strength and weakness.

Grading Scale

Total Points (of 100)	Grade Points	Grade
95 or more	4.0	A
90-94	3.67	A-
87 - 89	3.33	B+
83-86	3.0	B
80 - 82	2.67	B-
77-79	2.33	C+
73-76	2.0	C
70-72	1.67	C-
67-69	1.33	D+
63-66	1.0	D
60-62	.67	D-
Below 60	0	F

Grading Components

Discussion Group Participation (20%)

The class will be divided into groups of 4-5. As case studies are assigned, two groups will be assigned two positions to take on the case. During the class discussion, these groups will be expected to present and defend their positions. The groups/individuals that are not assigned are expected to participate and encourage the discussion with their own thoughts and ideas. These non-presenting individuals will submit a grading sheet to determine the grade.

Exams (30%)

There will be two exams solely to measure understanding of management concepts

Class Synopsis (20%)

At the end of each class, time will be allotted for students to write a single paragraph. The paragraph should summarize what was learned in class, what remains unclear, what made an impact. The purpose of this exercise is to help students begin to refine their skills at summarizing and presenting complex concepts in brief and under time constraint.

Final Project/Presentation (30%)

A case study will be assigned to the class as the final project. Students will work on this case in a group of three to no more than 5 individuals. The written analysis for the case should be limited to 10 pages. The final report should use double-space, 1-

inch margins, and 12 font, and should include a problem statement, analysis (alternative courses of action), and recommendation. The paper will be preceded by a group presentation of the information covered in the paper. *Late papers and email submissions will not be accepted.* Please note that students in your group will be evaluating your contribution and work, these evaluations will have a direct impact on your final project grade

Grading Rubric for written submissions

- > 9.5-10 Reserved for truly exceptional contributions, at a level not normally expected
- 8.5-9.5 Work that is clearly ahead in terms of research, creativity, and effort
- 8.0-8.5 Work that is competitive and consistent with your peers
- 7.0-8.0 Work that is good but could be improved (basically sound ideas but could be better).
- 6.0-7.0 Work that is average and contains some errors
- <6.0 Failure to appropriately complete the assigned case

Course Expectations

This class is one of the first graduate courses you will take. Many of you will be transitioning straight from undergraduate programs. It is important to note that expectations are different in a professional graduate program. There are two things, based upon my experience, that are important to learn as you progress through your career development. The first is to learn to read. It is important to develop the discipline to read journals, newspapers, websites, and other sources. This serves not only to understand the environment you work and live in and the multiple viewpoints, but keeps you up to date on current trends in industry. The second is the old saying, "perception is reality". I try and stress this to my undergrad courses, but I expect graduate students to take this to heart. Start acting like a professional in everything you do and approach, including your courses. You may be a brilliant genius, but if you present yourself in a lazy, sloppy manner, people will see you that way and their perception will become reality, stifling any chance to prove yourself.

Statement of University's Honesty Policy (cheating and use of copyrighted materials)

Students are expected to act in accordance with the University of Florida policy on academic integrity (see Graduate Student Handbook for details). Cheating or plagiarism in any form is unacceptable and inexcusable behavior.

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

Policy Related to Class Attendance or Other Work

Students are expected to view all the lectures, read the assigned text and articles, be an active member of their group, and to actively participate in class discussions. Personal issues with respect to class participation or fulfillment of course requirements will be handled on an individual basis.

Statement Related to Accommodations for Students with Disabilities

Students requesting exam accommodations must first register with the Dean of Students Office, which will provide documentation to the student. The student should then provide this documentation to the instructor and Susan White, the online administrator at swhite@ufl.edu.

Phone Numbers and Contact Sites for University Counseling Services and Mental Health Services

University Counseling Services Student
<http://www.counsel.ufl.edu/services.asp>

[cc](#)

P301 Peabody Hall – 392-1575
1171

Mental Health Services
<http://www.health.ufl.edu/sh>

Room 245, Infirmary Bldg.- 392-

Tentative Schedule

Schedule of topics and chapters covered. Subject to changes as need arises.

Week	Date	Topic	Chapters
Week 1	Thu, Aug 22, 2013	Introductions/Syllabus	
Week 2	Tue, Aug 27, 2013	Overview of management/Meyers-Brigg Case study example and walk-through	
	Thu, Aug 29, 2013	Cultural Leadership	Chapt 2
Week 3	Tue, Sep 03, 2013	Case study 1	
	Thu, Sep 05, 2013	Operational Leadership	Chapt 3
Week 4	Tue, Sep 10, 2013	Case study 2 The Goal - Background discussion	Chapts 1 - 4
	Thu, Sep 12, 2013	Strategic Leadership	Chapt 4
Week 5	Tue, Sep 17, 2013	Case study 3	
	Thu, Sep 19, 2013	Clinical Performance	Chapt 5
Week 6	Tue, Sep 24, 2013	Case study 4	
	Thu, Sep 26, 2013	Physicians	Chapt 6
Week 7	Tue, Oct 01, 2013	Case study 5 The Goal - Development of Solution	Chapts 5 - 11
	Thu, Oct 03, 2013	Nursing and Other providers	Chapt 7 - 8
Week 8	Tue, Oct 08, 2013	Mid-Term	
	Thu, Oct 10, 2013	Public Health	Chapt 9
Week 9	Tue, Oct 15, 2013	Case study 6	
	Thu, Oct 17, 2013	Knowledge Management	Chapt 10
Week 10	Tue, Oct 22, 2013	Case study 7	
	Thu, Oct 24, 2013	Human Resources	Chapt 11
Week 11	Tue, Oct 29, 2013	Case study 8 The Goal - Implementation	Chapts 12 - 21
	Thu, Oct 31, 2013	Facilities	Chapt 12
Week 12	Tue, Nov 05, 2013	Case study 9	
	Thu, Nov 07, 2013	Finance	Chapt 13
Week 13	Tue, Nov 12, 2013	Case study 10	

Week	Date	Topic	Chapters
	Thu, Nov 14, 2013	Marketing	Chapt 15
Week 14	Tue, Nov 19, 2013	Case study 10	
		The Goal - Wrap up	Chapters 22 - 27
	Thu, Nov 21, 2013	Consulting	Chapt 14
Week 15	Tue, Nov 26, 2013	Presentations?	
	Thu, Nov 28, 2013	No Class Thanksgiving	
Week 16	Tue, Dec 03, 2013	Final?	
	Classes End Dec 4th		