University of Florida
College of Public Health & Health Professions Syllabus
HSA 6939: Capstone Seminar in Health Administration (3 credit hours)
Spring 2021 I Meeting times: Tuesday 9:35 am –12:35 pm
Delivery Format: In-Person Course Website: elearning.ufl.edu (Canvas)

Instructor Name: **Keith J. Benson, PhD, MHA, MBA**
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Office Hours: **Tuesday 2:00-3:30 pm or by appointment**
Preferred Course
Communications: Email

Textbooks   None, however additional readings will be assigned.
Prerequisites   Consent of Instructor

PURPOSE AND OUTCOME:

Course Overview

Analysis of cases dealing with administrative and policy issues in health services. Emphasizes problem-solving in ill-defined, multi-faceted situations. Students will be able to transition classroom learning into practice through the application of knowledge, skills, and competencies by both leading and participating on consulting projects to address a current healthcare project, process, or problem. Specifically, students will identify key issues through conducting quantitative and qualitative analyses and will work collaboratively to develop, propose, and present solutions that will improve organizational performance.

Course Objectives and/or Goals

 Upon successful completion of the course, students will be able to:

1. Conduct analyses of cases relating to the US Healthcare System
2. Propose and present solutions to cases relating to the US Healthcare System
3. Use and apply MHA Competencies

UF MHA Competency Attainment

Basic Competence (Level 1 - Knowledge and Memorization): The student demonstrates beginning level knowledge and/or basic skills of the competency. The student demonstrates this through description or explanation of the basic steps, principles, content, and/or history related to this competency.

Intermediate Competence (Level 2 - Analysis and Application): The student demonstrates intermediate level knowledge, skills, and/or abilities related to this competency. The student demonstrates this through analysis and/or application of the skills related to this competency.

Advanced Competence (Level 3 – Evaluation, Critique, and Synthesis): The student demonstrates mastery in terms of the knowledge, skill, or ability related to this competency. The student demonstrates this through their ability to synthesize or integrate multiple ideas, and/or evaluate content related to this competency.

Learning Objective	Learning Activity	MHA Competency/ (Attainment Level)	Assessment
1.0	Large group presentation and discussion on project planning and formal/informal power structures and classroom exercise on identifying formal/informal power structures	HEC-0 (2); LP-1 (3); HEC-2 (1)	In-class team-based project synopsis discussion
1.1	Large group presentation on identifying stakeholders and a case study/team-based analysis on identifying key stakeholders	HEC-1 (2); HOP-4 (1);	In-class team-based project synopsis discussion
1.2	Team-based work and presentation of the project synopsis and impact analysis (identifying the key stakeholders)	HOP-1 (2); BAT–1 (2)	Project work plan presentation
2.0	Develop probing/powerful questions that elucidate and highlight the business opportunity and the potential pitfalls	HOP-1 (3); BAT-0 (3); LP-5 (1)	Classroom exercises and problem and questions presentation
2.1	Class-based/interactive discussion on identifying information sources in different healthcare settings	HOP-2 (2); HOP-3 (3)	Classroom exercises and project work plan presentation
2.2	Large group presentation and discussion on qualitative and quantitative information	BAT-2 (2); BAT-3 (2)	Classroom exercise, problem, and questions and project work plan presentations
2.3	Class-based discussion on using data to support your assertions	LP -3 (2); BAT-4 (1)	Project work plan and analysis presentations
2.4	Classroom exercise on identifying the problem with changing or unclear variables	LP-6 (3)	Classroom exercise and final presentation
3.0	Team meetings and facilitated class room discussions	LP-4 (3); LP-2 (3)	Course instructor evaluations
3.1	Classroom exercise and peer presentations and feedback		presentation to peers (peer evaluations) and presentation to HC Professionals
3.2	Accumulation of the classroom activities, peer presentations and	HOP-0 (2); HOP-2 (3)	Recommendations, solutions, executive summary and presentation☐s

	working on consulting project		
4.0	Leadership and followership experiences	LP-0 (3)	Project updates/presentations
4.1	Competency Portfolio Presentations	All MHA Competencies	Peer, professional and instructor feedback
4.2	Team-based work and presentation of consulting projects	BAT-0, HOP-0, HEC-0 (3)	Evaluations and final presentation

Instructional Methods

DESCRIPTION OF COURSE CONTENT:

Topical Outline/Course Schedule

All reading assignments including supplemental readings should be read prior to class to facilitate your learning and class discussions. If you miss class, it is your responsibility to obtain notes, handouts, and summary of the lesson/class activities from the missed class. The course schedule is subject to revision. Confirm deadlines in class and always check Canvas for updates.

Week and Date(s)	Topic(s) and Activities	Deliverables
Week 1 (1/11)	Course Overview Team Formation AHA Environmental Scan	
Week 2 (1/18)	Overview of consultant project 1 & 2 Project Management Overview	
Week 3 (1/25)	MHA Healthcare Environment and Community Competencies Review Team Project Meetings – Each team will meet with the professor	
Week 4 (2/2)	Consultant Project 1 Presentation	**Consultant Project 1**
Week 5 (2/8)	MHA Leadership and Professionalism Competencies Review	**Consultant Project 1 revised**
Week 6 (2/15)	MHA Healthcare Organizations and Performance Competencies Review	
Week 7 (2/23)	Team Project Meetings – Each team will meet with the professor	
Week 8 (3/2)	Consultant Project 2 Presentation	**Consultant Project 2**
Week 9 (3/8)	**Spring Break**	
Week 10 (3/15)	MHA Business Analytics and Techniques Competencies Review	**Consultant Project 2 revised**
Week 11 (3/22)	Team Project Meetings – Each team will meet with the professor	

Week 12 (3/29)	MHA Competency Portfolio Practice Presentations	
Week 13 (4/5)	Consultant Project 3 Presentation	**Consultant Project 3**
Week 14 (4/12)	MHA Competency Portfolio Presentations	**MHA Competency Portfolio Presentations**
Week 15 (4/19)	MHA Competency Portfolio Presentations	**MHA Competency Portfolio Presentations**

Course Materials and Technology

Technology

Required Equipment: Computer with high-speed Internet access and use of a supported browser. To access this course, you will use your Gatorlink ID and password to login to the course (via Canvas).

For technical support for this class, please contact the UF Help Desk.

ACADEMIC REQUIREMENTS AND GRADING

Assignments Canvas Course Site: All Assessments will be housed in Canvas. Assignments will be posted in Canvas to be completed prior to specified due dates.

Grading

Requirement	Due date	Points or % of final grade (% must sum to 100%)
Consultant Projects	TBD and will be posted	50
Homework/In-class Assignments		20
Competency Portfolio	Instructions will be posted on canvas	30

Point system used (i.e., how do course points translate into letter grades).

Example:

Points 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	A	A-	B+	B	B-	C+	C	C-	D+	D	D-	E

Please be aware that a C- is not an acceptable grade for graduate students. The GPA for graduate students to graduate must be 3.0 or higher.

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

For greater detail on the meaning of letter grades and university policies related to them, see the Registrar's Grade Policy regulations at: http://catalog.ufl.edu/ugrad/current/regulations/info/grades.aspx

Policy Related to Required Class Attendance

Excused absences must be consistent with university policies in the Graduate Catalog (http://gradcatalog.ufl.edu/content.php?catoid=10&navoid=2020#attendance) and require appropriate documentation.

Policy Related to Guests Attending Class:

Only registered students are permitted to attend class. However, we recognize that students who are caretakers may face occasional unexpected challenges creating attendance barriers. Therefore, by exception, a department chair or his or her designee (e.g., instructors) may grant a student permission to bring a guest(s) for a total of two class sessions per semester. This is two sessions total across all courses. No further extensions will be granted. Please note that guests are **not** permitted to attend either cadaver or wet labs. Students are responsible for course material regardless of attendance. For additional information, please review the Classroom Guests of Students policy in its entirety. Link to full policy: http://facstaff.phhp.ufl.edu/services/resourceguide/getstarted.htm

Late Assignments:

Graders will not contact you about missing or incomplete assignments. It is your responsibility to check that the correct assignment has been submitted to Canvas on time. In rare cases, the instructor may accept a late assignment (e.g., bereavement, illness). If one team member is out, please ensure another team member is able to submit the assignment on time.

Expectations Regarding Course Behavior

It is important to attend all classes, take detailed notes, and actively participate in class and group discussions in order to succeed in the course. It is also critical for students to work together effectively in a team. The course will go over common behaviors that make individuals good team members. Finally, students are expected to be engaged and respectful of the instructor and guest speakers.

Communication Guidelines

Please email the instructor with any questions that you have. Please allow a 2-day business response time.

If you have an urgent concern, feel free to call my office line.

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, and 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 the Graduate Student Website for additional details: https://catalog.ufl.edu/graduate/regulations/#text

Please remember cheating, lying, misrepresentation, or plagiarism in any form is unacceptable and inexcusable behavior.

Online Faculty Course Evaluation Process

Students are expected to provide feedback on the quality of instruction in this course by completing online evaluations at https://evaluations.ufl.edu. Evaluations are typically open during the last two or three weeks of the semester, but students will be given specific times when they are open. Summary results of these assessments are available to students at https://evaluations.ufl.edu/results/.

SUPPORT SERVICES

Accommodations for Students with Disabilities

If you require classroom accommodation because of a disability, it is strongly recommended you register with the Dean of Students Office http://www.dso.ufl.edu within the first week of class or as soon as you believe you might be eligible for accommodations. The Dean of Students Office will provide documentation of accommodations to you, which you must then give to me as the instructor of the course to receive accommodations. Please do this as soon as possible after you receive the letter. Students with disabilities should follow this procedure as early as possible in the semester. The College is committed to providing reasonable accommodations to assist students in their coursework.

Counseling and Student Health

Students sometimes experience stress from academic expectations and/or personal and interpersonal issues that may interfere with their academic performance. If you find yourself facing issues that have the potential to or are already negatively affecting your coursework, you are encouraged to talk with an instructor and/or seek help through University resources available to you.

- The Counseling and Wellness Center 352-392-1575 offers a variety of support services such as psychological assessment and intervention and assistance for math and test anxiety. Visit their web site for more information: http://www.counseling.ufl.edu. On line and in person assistance is available.
- You Matter We Care website: http://www.umatter.ufl.edu/. If you are feeling overwhelmed or stressed, you can reach out for help through the You Matter We Care website, which is staffed by Dean of Students and Counseling Center personnel.
- The Student Health Care Center at Shands is a satellite clinic of the main Student Health Care Center located on Fletcher Drive on campus. Student Health at Shands offers a variety of clinical services. The clinic is located on the second floor of the Dental Tower in the Health Science Center. For more information, contact the clinic at 392-0627 or check out the web site at: https://shcc.ufl.edu/
- Crisis intervention is always available 24/7 from:
  Alachua County Crisis Center:
  (352) 264-6789
  http://www.alachuacounty.us/DEPTS/CSS/CRISISCENTER/Pages/CrisisCenter.aspx

Do not wait until you reach a crisis to come in and talk with us. We have helped many students through stressful situations impacting their academic performance. You are not alone so do not be afraid to ask for assistance.

Inclusive Learning Environment
Public health and health professions are based on the belief in human dignity and on respect for the individual. As we share our personal beliefs inside or outside of the classroom, it is always with the understanding that we value and respect diversity of background, experience, and opinion, where every individual feels valued. We believe in, and promote, openness and tolerance of differences in ethnicity and culture, and we respect differing personal, spiritual, religious and political values. We further believe that celebrating such diversity enriches the quality of the educational experiences we provide our students and enhances our own personal and professional relationships. We embrace The University of Florida's Non-Discrimination Policy, which reads, "The University shall actively promote equal opportunity policies and practices conforming to laws against discrimination. The University is committed to non-discrimination with respect to race, creed, color, religion, age, disability, sex, sexual orientation, gender identity and expression, marital status, national origin, political opinions or affiliations, genetic information and veteran status as protected under the Vietnam Era Veterans' Readjustment Assistance Act." If you have questions or concerns about your rights and responsibilities for inclusive learning environment, please see your instructor or refer to the Office of Multicultural & Diversity Affairs website: www.multicultural.ufl.edu

Recording Class Lectures
 "Students are allowed to record video or audio of class lectures. However, the purposes for which these recordings may be used are strictly controlled. The only allowable purposes are (1) for personal educational use, (2) in connection with a complaint to the university, or (3) as evidence in, or in preparation for, a criminal or civil proceeding. All other purposes are prohibited. Specifically, students may not publish recorded lectures without the written consent of the instructor.

 A "class lecture" is an educational presentation intended to inform or teach enrolled students about a particular subject, including any instructor-led discussions that form part of the presentation, and delivered by any instructor hired or appointed by the University, or by a guest instructor, as part of a University of Florida course. A class lecture does not include lab sessions, student presentations, clinical presentations such as patient history, academic exercises involving solely student participation, assessments (quizzes, tests, exams), field trips, private conversations between students in the class or between a student and the faculty or lecturer during a class session.

 Publication without permission of the instructor is prohibited. To "publish" means to share, transmit, circulate, distribute, or provide access to a recording, regardless of format or medium, to another person (or persons), including but not limited to another student within the same class section. Additionally, a recording, or transcript of a recording, is considered published if it is posted on or uploaded to, in whole or in part, any media platform, including but not limited to social media, book, magazine, newspaper, leaflet, or third party note/tutoring services. A student who publishes a recording without written consent may be subject to a civil cause of action instituted by a person injured by the publication and/or discipline under UF Regulation 4.040 Student Honor Code and Student Conduct Code."