

**Western Kentucky University  
College of Health and Human Services  
Department of Public Health**

**HCA 541: Strategic Management and Marketing of Health Services  
Spring 2018**

**Instructor:**

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**Course Description**

This three-credit graduate level online course investigates the strategic management within varied health services organizations. This course will address issue assessment in the health care environment, service area competitor analysis, and internal organizational analysis. It focuses on the organizational strategic planning processes, including principles and methods of strategic assessment, strategy formulation, evaluation, implementation and control, as well as the role and function of marketing strategy as part of the strategic implementation process. Students will analyze and apply principles and methods of effective strategic planning, implementation and evaluation in health care organizations.

**Required Text:**

Ginter, P. M, Duncan, W. J, and Swayne, L. E. (2013). *Strategic Management of Health Care Organizations, 7<sup>th</sup> Edition*. Wiley-Blackwell. ISBN-13: 978-1118466469

**Relevant Resources/References:**

Harrison, Jeffrey P. (2016). *Essentials of Strategic Planning in Healthcare, 2<sup>nd</sup> Edition*. Health Administration Press. ISBN ISBN-13: 978-1567933482

Zuckerman, Alan M. (2012) *Healthcare Strategic Planning, Third Edition*. Chicago, IL: Health Administration Press ISBN 978-1567934342

As assigned or made available by the instructor throughout the term.

**Course Pre-requisites**

Formal admission into the Healthcare Administration Program or the consent of program coordinator.

**Meeting with Instructor**

This is an online course. Students may contact the instructor via the online tools. But if it is convenient, students are encouraged to schedule meetings with the instructor anytime during the semester to ask questions and review course material.

**Disability Policy:**

Students with a disability who require accommodations (academic adjustments and/or auxiliary aids or services) for this course must contact the Office for Student Disability Services (OFSDS),

Student Success Center - DUC A201. The OFSDS telephone number is (270) 745-5004; TTY is 745-3030.

Per university policy, please do not request accommodations directly from the professor or instructor without a letter of accommodation from the Office for Student Disability Services.

### **Course Objectives**

1. Acquire an understanding of concepts and applications of strategic management and marketing principles applied to varied health care organizations.
2. Implement the fundamental tasks involved in the development and revision of an organizational strategic plan including the environmental and situational analysis, determination of organizational strategic direction, formulation of specific organizational strategies, development of action plans necessary for strategy implementation, and evaluation.
3. Analyze and determine the impact that health policy has on the health care organization's strategic planning and management process.
4. Understand the roles of administrative staff in the development, implementation, evaluation and revision of the organizational strategic plan.

### **Course Requirements**

The above required textbook is the basis for this online course. Students need to get the textbook as early as possible. This classic strategic management text provides a framework which integrates some of the most important concepts in modern management with many real cases from the health services field.

Students are expected to maintain high degrees of professionalism, commitment to active learning and participation in this online course. Students are expected to participate in all required online activities as listed on the course schedule. Students need to visit the course site on the Blackboard at least every other day to read announcements, check the course schedule, and read/post discussion board messages. Overlooking the provided information is not an excuse for not knowing that information.

Students are responsible for keeping up with and adhering to the due dates and other instructions. All the assignments for this course will be submitted electronically through the Blackboard unless otherwise instructed. Assignments must be submitted by the given deadline or special permission must be requested from instructor before the due date. Students are expected to complete each assignment well before its deadline. Extensions will not be given except under extreme circumstances. The penalty for late submission is 10% for one day late and 20% for two day late. No submission will be accepted after one week.

The maintenance of academic integrity is of fundamental importance to WKU. Thus it should be clearly understood that acts of plagiarism or any other form of cheating will not be tolerated and that anyone committing such acts risks punishment of a serious nature. Violations of the student code of conduct will result in an F being assigned for this course.

### **Readings**

Needless to say, to read text chapters for each module is necessary. To help summarize each chapter well, the PowerPoint guides will be provided in Content section of the Blackboard at the beginning of each module. Students also need to read each assigned case to conduct case analysis.

HCA 541 SPRING 2018 Online Course Schedule				
Module	Readings	Discussion Board	Homework Case Analysis	Quizzes / Exams
Week 1 01/22 – 01/27	Chapter 1	Forum 1		
Week 2 01/28 – 02/03	Chapter 2			Quiz 1 Chapters 1 & 2
Week 3 02/04 – 02/10	Chapter 3 Appendix A “Analyzing Strategic Health Care Cases”.		Case 9	
Week 4 02/11 – 02/17	Chapter 4			
Week 5 02/18 – 02/24	Chapter 5			Quiz 2 Chapters 3, 4 & 5
Week 6 02/25 – 03/03	Read & Review Case 10		Case 10	
Week 7 03/04 – 03/10				Exam 1
Week 8 03/11 – 03/17	Spring Break			
Week 9 03/18 – 03/24	Chapter 6		Case 4	
Week 10 03/25 – 03/31	Chapter 7			
Week 11 04/01 – 04/07	Review Case: HHCS & Brownstone Oncology		HHCS case analysis	
Week 12 04/08 – 04/14	Chapter 8	Forum 2		Quiz 3 Chapters 6, 7 & 8
Week 13 04/15 – 04/21	Chapter 9			
Week 14 04/22 – 04/28	Chapter 10			
Week 15 04/29 – 05/05	Review Strategic Plan Writing Exam Prep		Final Strategic Plan Due 04/29	
Week 16 05/06 – 05/11	Final Exam Week			Final Exam

### **Syllabus and Grading Scale**

The instructor reserves the right to alter the syllabus, course requirements and grading scale.

### **Quizzes 75 Points (25 points each)**

There will be three quizzes this semester.

### **Written Case Analyses 100 Points (25 Points each)**

Each student will prepare written analyses of 4 cases in the textbook. Each written case analysis is worth 25 points. As a suggested guide to conducting such strategic analyses, you should read Appendix A in the text entitled “Analyzing Strategic Health Care Cases”. In writing your case

analysis, you may use an outline format with “expanded bullet points” as long as your ideas, statements, and recommendations are expressed fully. Please answer all case questions. Students are encouraged to do outside research (such as to visit websites) as needed to investigate contextual factors related to the case. Students are encouraged to be creative.

Each written case analysis should be completed in MS Word. All files must be submitted on Blackboard should be 12-pt font double-spaced, and 1 inch margins all around. Some cases study questions may be used in multiple modules and may be used in the Discussion Board.

### **Strategic Plan 75 points**

Each student will be asked to develop and write a strategic plan for a healthcare organization of his or her choice. The strategic plan is due on April 29th. For more information, please refer to “Requirements and Evaluation of Strategic Plan” in the Blackboard.

### **Discussion Forums 50 points (25 points each)**

There will be 2 discussion forums. Participation in discussions is required and graded. The purpose of the discussions is to stimulate study and discussion of the reading assignments and case questions. Writing discussion posts is different from writing a paper or answering an essay question. You can join and read forums at any time convenient to you, catching up with messages already posted. You can reply at once, or go away and think about your answer before coming back to reply. You are expected to offer comments, questions, and replies to the discussion question that have been posed for each module as well as to classmate postings. Please participate earlier and fully in all the forum discussion. Full participation means that students participate earlier in the discussions in at least two distinct days of a week and make earlier and substantial contributions over the course of the semester.

Different thoughts, opinions, advice are welcome in the discussions. As each student will find, building rapport and effective relationships are key to becoming an effective health care manager. Many health care management issues are controversial. Students should be respectful of each other. Use of inappropriate language that is insulting or offensive will not be permitted. It is a requirement for this course that students use appropriate professional etiquette when using discussion board and email. The faculty role is as an observer and facilitator. Postings will be evaluated on the quality of all postings and the degree that the postings promote discussion with classmates. Posting fully addresses the forum questions and stimulates substantial follow-up postings will get higher score. Discussion Board participation will account for about 8% of the final score.

### **Exams 200 Points (100 points each)**

There will be two exams a midterm and a final exam. Each exam is worth 100 points and together they account for 40% of the final score. Students must have a mastery of prior material because the different components in healthcare management build upon each other.

You will use the Blackboard to take the online exam. Just go to Tests & Quizzes section of the course site, find the exams in the folder. These are open-book exams, and students may use any resource, including, textbook, notes, or the Internet. However, students are required to take the exams independently. In other words, please do not collaborate with your peers while taking the exam.

### **Grading Summary**

Your grade is earned through your performance on exams, participation, and projects. Final grade will be determined by the following assessment: INSTRUCTOR RESERVES THE RIGHT TO MODIFY AS NEEDED.

Grades are calculated using the following points:		Note that “A” is not the de-facto grade in this class. The “90%, 80%, 70%, 60%, etc.” rule will determine the final course grade (e.g., 405 points and above will result in an A, 360 to 404 points will result in a B, etc.  *Refer to the Final Exam Schedule for details
Discussions (2 discussions)	50	
Case Studies (4 cases)	100	
Quizzes (3 quizzes)	75	
Strategic Plan	75	
Midterm Exam	100	
Final Exam* (Last Week)	100	
<b>Total Points</b>		<b>500</b>

### **Final Grade Scale**

A: 90-100%      B: 80-89%      C : 70-79%      D: 60-69%      F: 0-59%

### **E-mail**

**Make sure you use your WKU email address for correspondence with the course instructor.** Please include course number (HCA 541) in the subject line. Make sure you double-check the email address before sending.

### **Academic Integrity**

Any instance of cheating will not be tolerated. Student’s participation in a course activity in an unethical manner involving but not limited to **plagiarism, copying of another student’s opinions, providing work for another to copy, claiming to have done work they did not do, or inappropriate or disrespectful communication via email or the discussion board** will lead to grade penalties or a record filled with the department of public health, or both, depending on the severity of the incident.

### **12 Ground Rules for Online Discussions By Peter Connor, Colorado State University**

**Participate:** This is a shared learning environment. No lurking in the cyberspace background. It is not enough to login and read the discussion thread of others. For the maximum benefit to all, everyone must contribute.

**Report Glitches:** Discussion forums are electronic. They break. If for any reason you experience difficulty participating, please call, email, or otherwise inform me of the issue. Chances are others are having the same problem.

**Help Others:** You may have more experience with online discussion forums than the person next to you. Give them a hand. Show them it’s not so hard. They’re really going to appreciate it!

**Be Patient:** Read everything in the discussion thread before replying. This will help you avoid repeating something someone else has already contributed. Acknowledge the points made with which you agree and suggest alternatives for those with which you don’t.

**Be Brief:** You want to be clear—and to articulate your point—without being preachy or pompous. Be direct. Stay on point. Don’t lose yourself, or your readers, in overly wordy sentences or paragraphs.

**Use Proper Writing Style:** This is a must. Write as if you were writing a term paper. Correct spelling, grammatical construction and sentence structure are expected in every other writing

activity associated with scholarship and academic engagement. Online discussions are no different.

**Cite Your Sources:** Another big must! If your contribution to the conversation includes the intellectual property (authored material) of others, e.g., books, newspaper, magazine, or journal articles—online or in print—they must be given proper attribution.

**Emoticons and Texting:** Social networking and text messaging has spawned a body of linguistic shortcuts that are not part of the academic dialogue. Please refrain from :- ) faces and **cu l8r**'s.

**Respect Diversity:** It's an ethnically rich and diverse, multi-cultural world in which we live. Use no language that is—or that could be construed to be—offensive toward others. Racists, sexist, and heterosexist comments and jokes are unacceptable, as are derogatory and/or sarcastic comments and jokes directed at religious beliefs, disabilities, and age.

**No YELLING!** Step carefully. Beware the electronic footprint you leave behind. Using bold upper-case letters is bad form, like stomping around and yelling at somebody (**NOT TO MENTION BEING HARD ON THE EYE**).

**No Flaming!** Criticism must be constructive, well-meaning, and well-articulated. Please, no tantrums. Rants directed at any other contributor are simply unacceptable and will not be tolerated. The same goes for profanity. The academic environment expects higher-order language.

**Lastly, Remember: You Can't Un-Ring the Bell.** Language is your only tool in an online environment. Be mindful. How others perceive you will be largely—as always—up to you. Once you've hit the send button, you've rung the bell.

Review your written posts and responses to ensure that you've conveyed exactly what you intended. This is an excellent opportunity to practice your proofreading, revision, and rewriting skills—valuable assets in the professional world for which you are now preparing.

**Hint:** Read your post out loud before hitting the send button. This will tell you a lot about whether your grammar and sentence structure are correct, your tone is appropriate, and your contribution clear or not.

### **Additional resources for online behavior**

<http://www.albion.com/netiquette/book/index.html> <http://www-new.kent.edu/dl/technology/etiquette.cfm>

### **Participation**

Students are expected to visit the course site on Blackboard daily to follow up course information and actively participate in class activities. This is a web based class; students need to manage their time responsibly to ensure full class participation. In addition, build a habit of reading materials from the assigned text and other sources materials to grasp the module content and facilitate your participation in the discussions. Your preparation and contribution is important for enriching class experience.

### **Availability of Timed Assessments & Late Submission Policy**

Case studies and quizzes will be available as indicated on the course module schedule. Deadlines are strictly adhered in this course. Exceptions for make-up quizzes or exams beyond the indicated dates will be made for genuine/documented family or medical reasons. Late work will be penalized by point deductions depending on how late it is submitted after the deadline. **The last day of the semester is May 11, 2017. For administrative purposes, no late work**

**(including country project) will be accepted after this date.**

**Welcome Aboard. Your Success is the Goal!**