

WESTERN KENTUCKY UNIVERSITY
COLLEGE OF HEALTH AND HUMAN SERVICES
DEPARTMENT OF PUBLIC HEALTH
HCA 574: DECISION MAKING IN HEALTH CARE – ONLINE
October 12 to December 08, 2018

Instructor Information William Mkanta, Ph.D. Academic Complex, Room AC 131

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Office hours: Monday, Wednesday, Friday 9:00AM-12:00PM or by Appointment

Course Information and Materials Prerequisite: HCA 540 – Health Care Organization and Administration or permission from the instructor. It can also be taken concurrently with this course.

Required Text: None – as a reflection of the changing practice patterns in health care and the practical nature of decision-making. As we experience the effect of so many views about the Affordable Care Act, this course derives most of its content from recently published articles and reports related to decision-making processes in the industry. In addition, news clips, relevant speeches, and round-table discussions would be periodically used as part of the course content. The course instructor will be responsible for supplying contemporary facts and giving directives to the students about multi-media sources for course/module information.

Title IX Statement: Title IX Misconduct/Assault Statement Western Kentucky University (WKU) is committed to supporting faculty, staff and students by upholding WKU's Title IX Sexual Misconduct/Assault Policy (#0.2070) at <https://wku.edu/eoo/documents/titleix/wkutitleixpolicyandgrievanceprocedure.pdf> and Discrimination and Harassment Policy (#0.2040) at https://wku.edu/policies/hr_policies/2040_discrimination_harassment_policy.pdf. Under these policies, discrimination, harassment and/or sexual misconduct based on sex/gender are prohibited. If you experience an incident of sex/gender-based discrimination, harassment and/or sexual misconduct, you are encouraged to report it to the Title IX Coordinator, Andrea Anderson, 270-745-5398 or Title IX Investigators,

Michael Crowe, 270-745- 5429 or Joshua Hayes, 270-745-5121. Please note that while you may report an incident of sex/gender based discrimination, harassment and/or sexual misconduct to a faculty member, 2 WKU faculty are “Responsible Employees” of the University and MUST report what you share to WKU’s Title IX Coordinator or Title IX Investigator. If you would like to speak with someone who may be able to afford you confidentiality, you may contact WKU’s Counseling and Testing Center at 270-745-3159.

Disability Policy: In compliance with University policy, students with disabilities who require academic and/or auxiliary accommodations for this course must contact the Student Accessibility Resource Center located in Downing Student Union, 1074. SARC can be reached by phone number at 270-745-5004 [270-745-3030 TTY] or via email at sarc.connect@wku.edu . Please do not request accommodations directly from the professor or instructor without a faculty notification letter (FNL) from The Student Accessibility Resource Center.

Course Description: Decision-making has become one of the tools of paramount importance in healthcare because of the complex and the changing environment and processes occurring at different levels of the industry. Timing of the decisions, ethical and moral issues involved and focus on beneficiaries of the decisions made are some of the key areas involved in decision-making experiences. Recently, shifting of healthcare approaches from volume- to value-based strategies makes the art (or science?) of decision making even more thought-provoking when most of the forecasts are not based on numbers (volume) but quality (value) of the services provided. Most organizational or managerial concerns (such as those involving cost, treatment choices, conflicts, accessibility, etc.) emanating from the process of care may require several alternative (complex) decisions to meet value expectations, and so it is critical for those involved in the decision making processes to be capable and trustworthy in finding optimal and adaptable alternative(s). Students in this course will learn how to integrate scientific evidence, health care stakeholders’ preferences, and learned opinions to conduct decision analyses that can potentially help health care managers recognize the most favorable alternatives.

Learning Outcomes: It is expected that upon successful completion of the course, students will be able to:

1. Identify and discuss about important decision analysis tools and mechanisms;
2. Analyze changes occurring in decision-making processes as health care shifts to value-based approaches;
3. Describe the structure of decisions made in health care and unique challenges faced by health care providers and managers in decision-making tasks;
4. Analyze different types of conflicts arising in health care processes and explore some methods for addressing the conflicts;
5. Illustrate the integration of scientific evidence and preference of service users in attaining optimal decisions; and
6. Develop new and meaningfully apply learned solutions to existing and emerging decision problems in the process of care and health care leadership.

Attendance/Participation Policy

This is an online class, yet my philosophy of “learning and teaching” at graduate level courses will still be maintained. So to facilitate the learning process for everyone in class, students are expected to participate in all class activities. I believe the online option gives you a great opportunity to engage in interactive learning. The course has been designed with this fact in mind; class participation by itself is worth 10% of the total grade.

Course Content: This course will last for eight weeks and it has been divided into four modules running from October 12 to December 08, 2018. Each module will be guided by a specific theme accompanied by selected articles/reports reflecting the theme. There will be four main areas of assessment: ***discussion forums, journal entries, case studies and article critique/term paper***. Each of these components is described below with its requirements and grading criteria.

Course Requirements

1. Discussion Forum: There will be four discussion items posted on Blackboard during the term. Each discussion item will remain open for the duration of the module; it will close at 11:55PM on the last day of the module. Students are expected to make their contributions by way of reading and responding or providing feedback on the posted opinions of classmates. You may send questions to me through the discussion board if you would like to get my opinion on any of the ongoing discussions. Frequency of participation (distinct days of postings per module period) as well as content will be used for assessment. The four discussion items will contribute 10% of the total grade. Requirements: Full credit is possible if a student posts comments in at least five distinct days in a given module. Each discussion item will carry 10 points; the items will be scored as follows: 0: Not posted; 1-5: Needs to improve; 6-8: Good; 9: Very Good; 10: Excellent.

2. Case Study: Two case studies on health care decision analysis or health care scenario that requires alternative decisions will be attempted. Each case study is worth 10% of the total grade. Sufficient time will be given for students to complete the case studies. Students may choose to engage in informal group discussions about a case study through an open forum (a discussion board opened throughout the term), but the final work will be graded individually based on individual efforts and creativity in responding to the case. Among other things, students will be assessed based on their views on shifting from volume-based to value-based care. Requirements: Between 3 and 5, typed, double-spaced pages in MS Word format. APA style required. Case studies will make 20% of the total grade.

3. Journal Entries: Students will be required to submit four journal entries covering topics of interest in healthcare decision making concepts and processes. The journal entries will echo the module themes. The instructor will provide the topic or information requiring response for each round of journal entry. Journal entries are expected to show students' understanding of the module content or general understanding of handling of the relevant factors in the process of making decisions. Again, emphasis will be placed on decisions that reflect on the importance of value-based care. Each entry will be worth

20 points that would be allotted based on writing skills (grammar, punctuation, structure, etc), clear expression of opinion/thoughts, and applicability of the covered materials. Journal entries have to be submitted by 11:55PM on the last day of the module in which they appear. JE Requirements: At least two full typed double-spaced pages per journal entry. Use MS Word files to submit your entries. Entries should have 1-inch margins throughout and typed using a 12-point Times New Roman font type. Failure to submit entries on time or to follow the required format may result in penalty. APA style required. Journal entries will contribute 20% of the final grade.

4. Article Critique/Term Paper: Students are required to read and critic a journal article on decision making as part of their term paper. The results of the paper critique will be submitted in a form of term paper. The critique should include (i) summary of the article; (ii) critique of the decision tool/concept used; (iii) demonstration of your alternatives and their likely impact; (iv) listing of areas of strength of the paper; (v) statement of anything that is not clear to you and try to explain why; and (vi) preparation of a constructive feedback to the authors. Papers for this exercise will be available by the second week of the term. Paper Requirements: Between 7 and 10 double-spaced, typed pages in MS Word format. The paper will carry 30% of the final grade. APA style required.

5. Video Conference: Three synchronous video sessions will be held during the term. The third session will be used for group presentations on a DM case that will be provided to the students. The sessions are mandatory and will be held on Thursdays, October 25, November 15 and December 6 from 6:30PM to 8:30PM (CST) on each day. Students are responsible for making all the necessary arrangements for their participation in the video conferences. This component will comprise 20% of the total grade, assigned as: session 1 (5%); session 2 (5%) and session 3 (presentation 10%)

Grading Policy

Discussion Board 10%

Journal Entries 20%

Case Studies 20%

Paper Critique/Term Paper 30%

Video Conference 20%

Total 100%

Grading Scale: A: 90 – 100% B: 80 – 89% C: 70 – 80% D: 60 – 69% F: Below 60%

Instructor will reserve the right to alter the grading scale based on the class performance.

Course Modules: 10/12-12/08

I-Decision Analysis: Theories & Tools: 10/12-10/28

II-Decision Making in Health care: 10/29-11/11

III-Information Technology & DM: 11/12-11/25

IV-Leadership & DM in Health Care: 11/26-12/08