

**Western Kentucky University**  
**College of Health and Human Services**  
**Department of Public Health**  
**HCA 340: Healthcare Organization and Management**  
**Fall 2021**

**Instructor:** Nadia Houchens, MHA  
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**Phone:** 270-745-3616 (Leave message, call will be returned within 24 hours)  
**Office:** AC 0140  
**Office Hours:** By appointment only (Appointment may be scheduled for the following days of the week, during the time indicated: Monday 9:00 am – 2:00 pm; Thursday 9:00 am – 2:00 pm)  
Appointments may be face to face or via Zoom.

**Purpose of the Course**

The course introduces students to the historical development, structure, operation, and current and future directions of the major components of the American healthcare delivery system. It examines the historical origins of the healthcare delivery system, ways in which healthcare services are organized and delivered, the influences that impact healthcare public policy decisions, factors that determine the allocation of healthcare resources and the establishment of priorities, and the relationship of healthcare costs to measurable benefits. The course enables students to assess the role of organized efforts to influence health policy legislation, and the contributions of medical technology, research findings, and societal values on the evolving healthcare delivery system in the United States.

Almost every medical or technological advance or change in the way health care is delivered is accompanied by new and vexing policies, and ethical and legal dilemmas. Using text-based discussion questions, class time is devoted to open discussion of these complex and value-laden issues.

Course materials are drawn largely from the required text, supplemented by instructor-selected articles from the current literature. As appropriate, factual information is presented in its social, political, and economic contexts to enhance understanding of the forces that shape the system and the evolving mandates for change.

**Objectives of the Course**

Upon completion of the course students will be able to:

1. Accurately define key terms and concepts associated with the U.S. healthcare delivery system.
2. Characterize the U.S. healthcare delivery system in terms of: legislative and regulatory histories, service components and facilities, financing, quality parameters, and future prospects.
3. Describe and characterize major features of recent health reform laws: the ACA of 2010 and the MACRA of 2015.
4. Describe the private, governmental, professional, and economic contributions to the development and operation of the healthcare system.
5. Describe the types and interrelationships of healthcare facilities, services, and personnel.
6. Contrast the U.S. healthcare delivery system with other economically developed nations.
7. Understand important challenges of public sector health policy making.
8. Understand the major ethical, economic, professional, and legal issues confronting providers, insurers, and consumers.
9. Describe the special problems of high-risk populations and health system responses.
10. Identify and describe quality control activities of the current healthcare system and relate service provider behaviors to legal, ethical, and financial considerations.
11. Describe the values and assumptions that underlie changing priorities in health planning resource allocation.
12. Critically discern healthcare delivery issues related to governmental, private and stakeholder interest groups and their influences on health policy.

***Required Text:***

Sultz & Young's Health Care USA: Understanding Its Organization and Delivery, by Kristina M. Young and Philip J. Kroth, 9th Edition, Jones & Bartlett Learning.

Lectures will supplement the required text readings with current material.

***THIS EDITION IS REQUIRED.*****Relevant Resources/References:**

Published articles to supplement text chapters will be posted to their respective module, on the blackboard course site, when applicable.

**Course Content**

The course will be covered based on lectures, articles and case studies. Student assessment will be facilitated through the following methods:

1. Assignments
2. Quizzes
3. Papers
4. Exams

A detailed course calendar will be provided during the first week of class.

**Class Attendance**

This is a 100% online class. All lectures will be available via Blackboard in audio format.

**Participation**

Students are expected to visit the course site on Blackboard daily to follow up course information and actively participate in class activities. There will be tasks to be completed in class and also on line. However, all submissions must be made through Blackboard to obtain the points allocated. Students need to manage their time responsibly to ensure full participation. In addition, students must build a habit of reading materials from the assigned text and other sources materials to grasp the module content and facilitate participation in discussions. Student preparation and contribution is important for enriching class experience.

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

All assigned material will be available with adequate time to complete before due date. Deadlines are strictly adhered to in this course. Exceptions for make-up quizzes or exams beyond the indicated dates will be made for genuine and documented family or medical reasons. Late work will be penalized by point deductions depending on how late it is submitted after the deadline. For administrative purposes, no late work will be accepted after the specific date indicated on course calendar. Having said that, I do understand that life happens. As long as you are sincere in the course, and communicate with me on a regular basis as and when needed, I will work with you.

**Working Ahead**

Students may work ahead and submit their assignments early if and when possible. However, this does not preclude students from attending weekly classes.

## Final Grade Scale

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

*All scores are final once deadline for Final Exam has passed.*

## **Correspondence with Instructor – PLEASE READ...IT IS IMPORTANT THAT YOU FOLLOW THESE GUIDELINES!**

Please make sure to include the following in **EVERY EMAIL THAT YOU SEND TO ME:**

- Full Name (ex. Jane Smith)
- 800# (ex. 800101010)
- Class (ex HCA 340)
- Section (001)

Give me a detail of the issue at hand, and list any questions you have. If you are requesting a meeting date and time, list **3 different days and times** when you are available during my office hours (see above), so that we are able to reduce back and forth I expect formal and professional language, and respect in every email.

It is important to address someone respectfully in an email. “Hey”, or “Hi” maybe the current trend, however, it is not profession or respectful when it comes to professional communication. It is quite disrespectful. Here is an example of how one should write a formal, professional email:

Dear Ms. Smith,

This email is in regards to Assignment 4. I am struggling to understand question 2, and also cannot find answer to question 6. Would you be able to assist or point me in the right direction?

I think it would help me to set up a meeting with you. Here are my availabilities:

- Monday 9am
- Wednesday 4pm
- Friday 10 am

Please let me know when we may be able to meet.

Thank you for your time.

Sincerely (respectfully/humbly/with regards/etc.),  
Jack Smith

It is important you follow the above instruction for communicating via email to avoid delay of response, or no response altogether. Allow between 24 and 48 hours for a response. If you do not hear from me, forward your previous email, letting me know that you are forwarding a previous email. I try to answer my emails as soon as they come in, however, sometimes the volume and frequency of emails I receive can make that difficult, and some emails fall to the bottom and go unnoticed. Having said that, please do not wait until the last minute to email me.

## **ADDITIONAL POLICIES**

### **Face Mask Policy**

Out of respect for the health and safety of the WKU community and in adherence with the CDC guidelines, the University requires that a cloth face covering (reusable or disposable) that covers both the nose and mouth must be

worn at all times when in public areas within all buildings. Students, vaccinated or not, must properly wear face coverings while in class regardless of the room size or the nature of the classroom activities. Students who fail to wear a face covering as required will be in violation of the WKU Student Code of Conduct and will be asked to comply or will face disciplinary action, including possible dismissal from the University. Accommodations to face coverings must be determined by the Student Accessibility Resource Center and documented before a student may attend class.

### **ADA Accommodation**

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, Room 1074. The SARC can be reached by phone number at 270-745-5004 [270-745-3030 TTY] or via email at [sarc.connect@wku.edu](mailto: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.

### **Title IX/Discrimination & Harassment**

Western Kentucky University (WKU) is committed to supporting faculty, staff and students by upholding WKU's [Title IX Sexual Misconduct/Assault Policy](#) (#0.2070) and [Discrimination and Harassment Policy](#) (#0.2040). 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, 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.

Click here for [Sexual Assault Resources](#)

### **Process for Academic Dishonesty**

**Dishonesty:** Such as cheating, plagiarism, misrepresenting of oneself or an organization, knowingly furnishing false information to the University, or omitting relevant or necessary information to gain a benefit, to injure, or to defraud is prohibited.

**Academic Integrity:** The maintenance of academic integrity is of fundamental importance to the University. 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.

**Academic Dishonesty:** Students who commit any act of academic dishonesty may receive from the instructor a failing grade in that portion of the course work in which the act is detected or a failing grade in a course without possibility of withdrawal. The faculty member may also present the case to the Office of Judicial Affairs for disciplinary sanctions. A student who believes a faculty member has dealt unfairly with him/her in a course involving academic dishonesty may seek relief through the Student Complaint Procedure.

**Plagiarism:** To represent written work taken from another source as one's own is plagiarism. Plagiarism is a serious offense. The academic work of a student must be his/her own. One must give any author credit for source material borrowed from him/her. To lift content directly from a source without giving credit is a flagrant act. To present a borrowed passage without reference to the source after having changed a few words is also plagiarism.

**Cheating:** No student shall receive or give assistance not authorized by the instructor in taking an examination or in the preparation of an essay, laboratory report, problem assignment or other project which is submitted for purposes of grade determination.

**Other Types of Academic Dishonesty:** Other types of academic offenses, such as the theft or sale of tests, electronic transmission of test, test sharing, etc. will be reported to the Office of Judicial Affairs for disciplinary action.

*What if a student plagiarizes or in some other way is academically dishonest?*

The Faculty Syllabus, or Handbook may permit a faculty member to fail a student on the assignment or the entire class. Cases of academic dishonesty may be referred to The Office of Student Conduct for review and additional action. Faculty or reporting staff should meet with the offending student; inform them of the violation; and make them aware that they have been referred to The Office of Student Conduct prior to submission of your report and/or the start of the student conduct proceedings.

*How do I file a report?*

Faculty or Staff members create incident reports and supporting documentation via email to the Office of Student Conduct. The IR should be referred to [student.conduct@wku.edu](mailto:student.conduct@wku.edu).

**REPORTS SHOULD BE SUBMITTED WITHIN 72 HOURS OF THE INCIDENT**

#### **Homework Assistance:**

If at any point you have any concerns or questions about any assignment or assessment for the course, I am your first go to. As I stated earlier, I will be happy to set up a phone call, Zoom session, or even face to face meeting (abiding by campus COVID-19 rules, and during class time) to address your issues and concerns. However, if you still need additional assistance you can contact the following resources available to you at no cost on campus.

<b>Tutoring</b>	<b>Paper Assistance</b>
For help within your courses, please contact The Learning Center.  Location: DSU, 2141 Phone: 270-745-5065 Email: <a href="mailto:tlc@wku.edu">tlc@wku.edu</a>	For assistance with written assignment, creating the lay-out or simply review for correct APA format, please contact The WKU Writing Center.  Location: Cherry Hall, 123 Phone: 270-745-5719 Email: <a href="mailto:writingcenter@wku.edu">writingcenter@wku.edu</a>

Competency Map			
Objectives of the Course	Competency Covered	Corresponding Chapter	Corresponding Assignment
Upon completion of the course students will be able to:			
Accurately define key terms and concepts associated with the U.S. healthcare delivery system.	4-a	1, 2	1, Paper
Characterize the U.S. healthcare delivery system in terms of: legislative and regulatory histories, service components and facilities, financing, quality parameters, and future prospects.	4-f	1, 2	1, Paper
Describe and characterize major features of recent health reform laws: the ACA of 2010 and the MACRA of 2015.	4-f	4, 11	2, 4, Paper
Describe the private, governmental, professional, and economic contributions to the development and operation of the healthcare system.	4-a	4	2, Paper
Describe the types and interrelationships of healthcare facilities, services, and personnel.	1-a	3, 5, 6, 7	1, 2, 3, Paper
Contrast the U.S. healthcare delivery system with other economically developed nations.	4-a	Article	5, Paper
Understand important challenges of public sector health policy making.	4-f	2, 11	1, 4, Paper
Understand the major ethical, economic, professional, and legal issues confronting providers, insurers, and consumers.	3-c	11	4, Paper
Describe the special problems of high-risk populations and health system responses.	4-c, 4-d	1, 11, 12	1, 4, Paper
Identify and describe quality control activities of the current healthcare system and relate service provider behaviors to legal, ethical, and financial considerations.	5-d	8, 4	2, 3, Paper
Describe the values and assumptions that underlie changing priorities in health planning resource allocation.	3-b, 4-c	12	4, Paper
Critically discern healthcare delivery issues related to governmental, private and stakeholder interest groups and their influences on health policy.	4-b, 4-f	11	4, Paper

**Term Paper/Presentation:** Healthcare Organization Structure – Students will be required to meet individual working in their local healthcare community and gather information regarding the facility, based concepts learned in the class. Student must obtain approval of person and organization they plan to work with. They will present the information to the class and submit a written account of the information gathered, as well as interaction with their contact in the industry.

## Chapter Assessments

Book Chapters		Assignment
1	Overview of Health Care: A Population Perspective	Assignment 1: Describe history of natural disease; Discuss importance of EHR. Quiz 1: Requires knowledge of terminology and basic concepts from chapters.
2	Benchmark Developments in U.S. Health Care	
3	Health Information Technology	
4	Hospitals: Origin, Organization, and Performance	Assignment 2: Describe healthcare in terms of a multi-payer system; Discuss issues in healthcare services. Quiz 2: Requires knowledge of terminology and basic concepts from chapters.
5	Ambulatory Care	
6	Medical Education and the Changing Practice of Medicine	Assignment 3: Quiz 3: Requires knowledge of terminology and basic concepts from chapters.
7	The Healthcare Workforce	
8	Financing Health Care	
9	Long-Term Care	Assignment 4: Discuss imbalance in physician distribution; discuss impact of various aspects of the system on services and performance of healthcare system. Quiz 4: Requires knowledge of terminology and basic concepts from chapters.
10	Behavioral Health Services	
11	Public Health and the Role of Government in Health Care	
12	How Health Care Advances	

## WKU HCA Competency Chart

Domain 1: Communication and Relationship Management	Domain 2: Leadership	Domain 3: Professionalism	Domain 4: Knowledge of the Healthcare Environment	Domain 5: Business Skills and Knowledge
a. Relationship Management b. Communication Skills c. Facilitation and Negotiation d. Conflict Resolution	a. Leadership Skills and Behavior b. Organizational Culture c. Communicating Vision and Managing Change d. Effective Decision Making e. Strategic Management and Planning	a. Professional Development b. Community and Professional Engagement c. Integrity and Ethical Behavior	a. Healthcare Systems and Organization b. Stakeholders c. Population Health d. Consumer's Perspective e. Data Analysis & Innovation f. Health Policy	a. Financial Management b. Human Resource Administration c. Marketing d. Risk Management and Quality Improvement

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

