

HCA634 Healthcare Finance & Process Management

(3 credit hours)

Course Syllabus

Course Description

The main goal of health care management in the past, today, and into the future is to balance the three main components of quality, cost, and access to care. These three components are equally balanced in a community to maximize care delivery with access to services at the best result and the best/competitive price. The equilibrium must exist between these three components so that a given population receives the best care while using the least amount of resources.

The main process that healthcare managers train for to maintain this equilibrium is to maintain efficient operations while balancing financial management concepts. This premise is the force behind HCA634. Throughout this term, you will learn key managerial concepts to build and refine key operational and process management techniques and critical financial skills.

Course Learning Outcomes

By the end of this course, you will be able to:

1. Analyze financial, governance, process, and operational aspects of healthcare management.
2. Explain the economic aspects that health care organizations must control regarding various types of contracts, allowances and reimbursements.
3. Examine appropriate tools and systems related to healthcare finance and economics.
4. Explore various organizational and financial models in health care organizations.
5. Apply systems thinking to healthcare organization management.

Prerequisites/Corequisites

FIN612

Required Textbook(s) and Resources

For this course you will need to obtain the following materials:

White, K.R. and Griffith, J.R. (2019). *The well-managed healthcare organization (9th ed.)*. Health Administration Press.

Be sure to also review the weekly **Explore** sections for additional library or web resources. For access to databases, research help, and writing tips, visit the [Tiffin University Library](#). You might consider registering for one of the library's many webinars on library research, source evaluation, copyright, and other topics, at the [Library Events - Upcoming Events](#) web page. For further assistance email a librarian, at: library@tiffin.edu.

Time Commitment

Effective time management is possibly the single most critical element to your academic success. To do well in this online class you should plan your time wisely to maximize your learning through the completion of readings, discussions, and assignments. Because of our accelerated, seven-week term, TU online courses are designed with the expectation that you dedicate a little over **six (6)** hours per credit hour to course activities and preparation **each week**. For example, for successful completion of a three-credit, seven-week online course you should reserve roughly **twenty (20) hours per week**.

To help plan your time and keep on track toward successful course completion, note the distinctive rhythm of assignment due dates:

1. All times assume Eastern Time (GMT-4).
2. Weeks begin at 12:00 a.m. ET on Monday and end at 11:55 p.m. ET on Sunday.
3. Unless otherwise noted, initial assignments or discussion posts are due by **11:55 p.m. ET on Wednesdays**.
4. Additional assignments or follow-up discussion posts are due by **11:55 p.m. ET on Saturdays, and**
5. Major assignments and reflections are typically due by **11:55 p.m. ET on Sundays**.

Learning Activities

You will complete multiple written assignments and activities each week to improve your understanding of the course subject matter and to place yourself into real-world situations. In addition, occasional forum discussions will allow you to interact with your fellow students. There are two exams in the course which cover the reading material. A major assignment is building, reviewing and reworking organizational charts of two fictional healthcare facility.

Grading

The chart below identifies the individual contributions from each type of activity, per week.

Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Total
Discussions Activity 1.1 (n/a)					Discussions Activity 6.1 (50)	Discussions Activity 7.1 (50)	100
Assignments Activity 1.2 (50) Activity 1.3 (50) Activity 1.4 (30)	Assignments Activity 2.1 (50) Activity 2.2 (50) Activity 2.3 (50)	Assignments Activity 3.1 (150)	Assignments Activity 4.1 (50) Activity 4.2 (30)	Assignments Activity 5.1 (50) Activity 5.2 (50)	Assignments Activity 6.2 (50)	Assignments Activity 7.2 (40) Activity 7.3 (25)	725
Quiz Activity 1.5 (25)	Quiz Activity 1.5 (25)	Quiz Activity 1.5 (25)	Quiz Activity 1.5 (25)	Quiz Activity 1.5 (25)	Quiz Activity 1.5 (25)	Quiz Activity 1.5 (25)	175
155	175	175	105	125	125	140	1000

Grading Scale

Grade	Percentage
A	90-100%
B	80-89%
C	70-79%
F	<70%

Please see the [Academic Bulletin](#) for grade appeal information.

Course Schedule and Weekly Checklist

Topic	Learning Activities (Due by 11:55 p.m. ET on day designated)
<p>Week 1: Well-Managed Health Care Organizations</p>	<ul style="list-style-type: none"> <input type="checkbox"/> MON: Activity 1.1: Meet Your Peers, Initial Post <input type="checkbox"/> WED: Activity 1.2: Maximizing Efficiency <input type="checkbox"/> WED: Activity 1.1: Meet Your Peers, Secondary Post <input type="checkbox"/> SAT: Activity 1.3: Organizational Governance <input type="checkbox"/> SUN: Activity 1.4: Timeline of Healthcare Change <input type="checkbox"/> SUN: Activity 1.5: Weekly Quiz
<p>Week 2: Evidence-Based Medicine</p>	<ul style="list-style-type: none"> <input type="checkbox"/> WED: Activity 2.1: Evidence-based Medicine <input type="checkbox"/> SAT: Activity 2.2: JCAHO <input type="checkbox"/> SUN: Activity 2.3: Organizational Culture <input type="checkbox"/> SUN: Activity 2.4: Weekly Quiz
<p>Week 3: Well-“Structured” Healthcare Organization</p>	<ul style="list-style-type: none"> <input type="checkbox"/> SUN: Activity 3.1: Organizational Charts <input type="checkbox"/> SUN: Activity 3.2: Weekly Quiz
<p>Week 4: Revenue Generation and Financial Management</p>	<ul style="list-style-type: none"> <input type="checkbox"/> SAT: Activity 4.1: Occupancy Rate <input type="checkbox"/> SUN: Activity 4.2: Update Organizational Charts <input type="checkbox"/> SUN: Activity 4.3: Weekly Quiz
<p>Week 5: Strategic Budgeting and Capital</p>	<ul style="list-style-type: none"> <input type="checkbox"/> SAT: Activity 5.1: Annual Budget and Capital Allocation <input type="checkbox"/> SUN: Activity 5.2: Financial Statements and Ratio Analysis <input type="checkbox"/> SUN: Activity 5.3: Weekly Quiz
<p>Week 6: Financial Decision-Making and Economic Utility</p>	<ul style="list-style-type: none"> <input type="checkbox"/> WED: Activity 6.1: Physician Relationships, Initial Post <input type="checkbox"/> SAT: Activity 6.1: Physician Relationships, Secondary Posts <input type="checkbox"/> SUN: Activity 6.2: Decision-Making <input type="checkbox"/> SUN: Activity 6.3: Weekly Quiz

Topic	Learning Activities (Due by 11:55 p.m. ET on day designated)
Week 7: The Future of Healthcare	<input type="checkbox"/> WED: Activity 7.1: FIs & MACs, Initial Post <input type="checkbox"/> SAT: Activity 7.1: FIs & MACs, Secondary Posts <input type="checkbox"/> SAT: Activity 7.2: Lean Six Sigma <input type="checkbox"/> SUN: Activity 7.3: Reflection <input type="checkbox"/> SUN: Activity 7.4: Weekly Quiz

Tips for Success

Online learning requires self-discipline and self-direction. As seekers of the truth, we should be willing to challenge one another's academic work in a spirit of respectful comradery. Your course is a place for you to grow as you benefit from the expertise, experience, and diverse perspectives of your instructor and peers. Constructive feedback will challenge you to stretch your own thinking, thereby expanding your knowledge and understanding.

To get the most out of your learning experience, you should actively engage (participate) in **ALL** course activities. Course elements are arranged chronologically. To complete a week, simply work your way "down the page" through all of the course materials and activities.

Your Instructor Will Expect You to:

- Thoroughly review orientation materials (Start Here) within the first 48 hours of the term.
- Monitor your TU email account **daily** for important updates and announcements.
- Take ownership of your learning experience and act in a proactive, self-directed manner. That means:
 - Fully participate in all learning activities.
 - Complete assignments as described in rubrics or other instructions.
 - Submit all work on time and in the specified format (e.g. APA format for citations).
 - Utilize and incorporate instructor provided feedback to improve your work.
 - Ask questions so you can better understand course material or assignments.
 - Use the highest standards of intellectual honesty and integrity. For more information, see the TU Library guide: [Digital Literacy: Netiquette and Internet Safety](#).
 - Treat others respectfully and demonstrate "netiquette" (online politeness and respectfulness) at all times. TU celebrates cultural uniqueness and expects all students to be considerate and thoughtful throughout their learning experiences.

You Should Expect Your Instructors to:

- Post an introductory announcement/email at the beginning of each week to provide updates and help you prepare for the week's activities.
- Maintain an active and engaged presence in all course activities and throughout the course.
- Respond to your emailed questions within 48 hours, if not sooner.
- Clearly communicate any absences or expected non-participation due to extenuating circumstances. For example, "I will be traveling to attend a funeral this week and may not be able to respond to questions or participate in forums for a couple of days."
- When grading your work:
 - clearly indicate their grading approach (what they like to see in submitted work as well as what types of errors they tend to penalize more harshly),
 - thoroughly review and evaluate your submissions in a timely manner (in less than 5 days for most assignments), and
 - provide constructive feedback that indicates the strengths and weaknesses of your work and provides suggestions on how you can improve your performance on future assignments.
- Advocate for your success as a learner and help guide you toward successful completion of the course activities and most importantly, attainment of the course learning outcomes.

Accommodations (Disability Services)

The Office of Disability Services supports the institutional commitment to diversity by providing educational opportunities for qualified individuals with disabilities through accessible programs and services in compliance with Section 504 of the Rehabilitation Act of 1973 and Title III of the Americans with Disabilities Act (ADA) of 1990. If you need reasonable accommodations due to a documented disability, contact the Office for Equity, Access, & Opportunity via email at disabilityservices@tiffin.edu or by calling 419-448-3021.

Technical Support

For Moodle support, either email moodlesupport@tiffin.edu or call the 24/7 Technical Support Call Center at 855-664-1200 (3430, Option 2, from on-campus). For non-Moodle support, contact the Tiffin University ITS helpdesk at the number above or submit a [support ticket](#).

Veterans

The Veteran and Military Resource Center assists veterans, active Military, and spouses of current service members in utilizing their education benefits. VMRC provides information regarding benefit processes and procedures, as well as support in navigating the transition from military to academic life by facilitating connections with the appropriate support services on campus. More information can be found on the Veteran and Military Resource Center website, at <http://www.tiffin.edu/va>.

Additional Support

If you need to consult an academic advisor refer to TU's [Meet the Team](#) page. For information about TU's peer tutoring program see the Murphy Center's [Tutoring Policies and Procedures](#) page.

Comments or Concerns

TU's online programs are designed to be student *driven*: to empower you with a voice and stake in your learning. Our courses feature multiple and varied ways that you can share feedback, and we invite you to become an active voice and help drive our improvement efforts. In addition to providing in-course feedback, we encourage you to submit questions or comments directly to the online team at online@tiffin.edu.