MASTER SYLLABUS

COURSE NO., HOURS, AND TITLE: HCM 384-3 Strategic Planning and Leadership in Health Care

COURSE DESCRIPTION:
A course that analyzes the fundamentals of strategic planning and leadership in health care organizations. Emphasis is placed on mission, vision, values, creating business plans and conducting SWOT analysis. The impact of leadership style on the strategic planning process is explored. Restricted to HCM majors/minors.

PREREQUISITE TO: None


COURSE OBJECTIVES:
Upon completion of this course students will be able to:

1. Understand how strategic planning is a valid method for leading healthcare organizations and how to generate a vision for the direction of how the organization should operate.
2. Understand how to evaluate the strategic planning process and determine if changes are required based on external and internal environmental factors.
3. Understand how organizational mission, vision, values and cultures impact strategic planning, profits, and departmental activities and decisions.
4. Mitigate challenges caused by varying stakeholder perspectives which may differ on how to accomplish the organization’s mission.
5. Articulate how strategic planning initiatives are influenced by transformational vs. transactional leadership styles.
6. Identify and apply the fundamental aspects of the strategic planning processes.
7. Discuss and understand the important of a gap analysis defining where the organization current is, where it wants to be, and how to close the gap between.
8. Conduct a SWOT analysis and determine actions managers might take as a result of the analysis.
9. Develop a business plan as it would be presented for the implementation of a strategic planning objective.
10. Involving physicians and other key stakeholders in the strategic planning process.
11. Examine varying strategic planning models: conventional, issues-based, organic, real-time, and alignment. Example: http://managementhelp.org/strategicplanning/models.htm#one (example may vary based on instructor).
12. Explore and access strategic planning models readily available online and/or through Microsoft Office. Example: https://www.google.com/search?q=strategic+planning+process+models&biw=1371&bih=686&tbnid=isch&tbo=u&source=univ&sa=X&ei=vn8-Vd3bEs-KyASa_oCQBg&sqi=2&ved=0CCcQsAQ&dpr=1.4 (example may vary based on instructor).
TOPICAL OUTLINE: Percentages of Time

I. Strategic Planning: History, Purpose, and General Nature 10%
   a. History, Purpose, and General Nature
   b. Leader vs. Manager – Strategic Planning - a Higher Level Competency

II. Foundational Issues of Strategic Planning 10%
   a. Developing a Mission, Vision, Values Statement
   b. Aligning Mission, Vision, and Values with the Strategic Planning Process
   c. The Impact of Culture on the Strategic Planning Process
   d. Linking Foundational Issues with Profit and Organizational Performance

III. Maximizing Strategic Planning through Leadership 10%
   a. Transformational vs. Transactional Leaders
   b. Competitive Advantage through Transformational Leadership

IV. Fundamentals of Strategic Planning 15%
   a. Developing, Evaluating, and Communicating Directional Strategies
   b. Designing and Implementing Action Plans
   c. Analysis and Competitive Advantage (Internal and External Environment)
   d. Strategic Planning Areas
   e. Planning at the Local, Regional, and National Levels

VI. Strategic Planning Methodology 20%
   a. SWOT, Force Field, and Gap Analysis
   b. Business Plans, NPV, RoR, and Planning Tools

VII. Communicating the Strategic Plan 5%

VIII. Medical Group Planning and Joint Ventures 5%
   a. Clinical Integration
   b. Potential Structures for Physician/Hospital Integration
   c. Involving Physicians and other Key Stakeholders in Strategic Planning

IX. Long – Term Care 7%
   a. Inpatient Rehabilitation Facilities
   b. Skilled Nursing Facilities
   c. Hospice
   d. Adult Daycare Centers

X. Health Systems 7%
   a. Hospital Mergers and Acquisitions
   b. Integrated Delivery Systems
   c. Strategic Planning at the Health System Level

XI. Pay for Performance 7%
   a. P4P Initiatives
   b. Physicians and P4P
   c. Quality-Related Data
   d. P4P and Strategic Planning

XII. New Value Paradigm 4%

Optional Readings: (May vary based on instructor).


