FACULTY:

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HCM Alumni: https://www.facebook.com/groups/HCM

Contact Times:
You may contact me anytime by phone between the hours of 10:00am and 8:00pm (EST) Monday through Friday, and between 11:00am and 9:00pm (EST) Saturday and Sunday. Furthermore, all messages go directly to my phone, so you may text me at the cell phone number above or email me at faithregan@att.net or faithregan@siu.edu anytime. If I am not available at the time you try to contact me please leave a message and I will get back to you as soon as possible.

Required Textbook:

Recommended Resources for writing: (not required to purchase):

Course Description:
Examines the applications of operations management in the framework of health care organizations. Focus will be placed on supply chain and inventory management, forecasting, queuing models, and capacity planning. Determinants to achieve quality management in health care facilities will be explored. Utilizes analytical methods of systematic monitoring and evaluation and the application of quality improvement initiatives.
Includes impact on quality of accreditations, credentialing, liability, and governmental regulations. Not for graduate credit.

**Course Objectives:**

Upon completion of the course, the student will be able to:

1. Understand the importance of operations management in healthcare settings.
2. Apply the basic tools for project management.
3. Acquire the fundamental techniques for managing quality.
4. Know how to determine the optimal capacity of a healthcare organization.
5. Master the quantitative skills to manage supply chains and inventory.
6. Use computer software, such as Microsoft Excel, to forecast the demand for materials.
7. Apply any necessary statistical tools to manage patient flows.
8. Learn how to choose the location of a health care facility.

**Topical Outline:**

<table>
<thead>
<tr>
<th>Topics</th>
<th>Percentages of Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>I. Project management</td>
<td>20%</td>
</tr>
<tr>
<td>A. The critical path methods</td>
<td></td>
</tr>
<tr>
<td>B. Program evaluation and review techniques</td>
<td></td>
</tr>
<tr>
<td>II. Quality management</td>
<td>25%</td>
</tr>
<tr>
<td>A. Definition of quality</td>
<td></td>
</tr>
<tr>
<td>B. Total quality management (TQM) approach</td>
<td></td>
</tr>
<tr>
<td>C. Six Sigma</td>
<td></td>
</tr>
<tr>
<td>D. Control charts</td>
<td></td>
</tr>
<tr>
<td>E. Other toolkit of quality management</td>
<td></td>
</tr>
<tr>
<td>III. Queuing models and capacity planning</td>
<td>20%</td>
</tr>
<tr>
<td>A. Queuing system characteristics</td>
<td></td>
</tr>
<tr>
<td>B. Measures of queuing system performance</td>
<td></td>
</tr>
<tr>
<td>C. Typical infinite-source models/</td>
<td></td>
</tr>
<tr>
<td>D. Model formulations</td>
<td></td>
</tr>
<tr>
<td>IV. Supply chain management</td>
<td>25%</td>
</tr>
<tr>
<td>A. Definition of supply chain in health care</td>
<td></td>
</tr>
<tr>
<td>B. Supply chain management issues for healthcare providers</td>
<td></td>
</tr>
<tr>
<td>C. Inventory management models</td>
<td></td>
</tr>
<tr>
<td>D. Forecasting techniques</td>
<td></td>
</tr>
<tr>
<td>V. Facility location choices</td>
<td>10%</td>
</tr>
<tr>
<td>A. Cost-Profit-Volume (CPV) analysis</td>
<td></td>
</tr>
</tbody>
</table>
B. Factor rating models
C. Multi-attribute methods

**Attendance:**
Students are expected to attend all classes in their entirety and complete all course assignments. When a student misses a class, it is their responsibility to obtain the information they missed from a fellow student. Attendance and participation accounts for (20%) of the academic course grade and is scored as a deduction of 20 point a day, 10 point per half day. The online class, which is April 16, 2016, is worth 30 points. This is a total of 150 points for the course. These points cannot be made up.

Attendance is taken in the morning and when coming back from lunch, if the student is not in class by the time the attendance is taken, they will lose the points for that portion of the day. In the event that you are going to be late or absent from class, it is your responsibility to inform the instructor ASAP. Students who are absent more than one-third (1/3) of the course’s instructional hours will seriously jeopardize their grade for the course. It is the student’s responsibility to inform the Instructor of any scheduled or unscheduled missed class time, course assignments, and to acquire missed assignments and/or make-up work.

It is important for all students who officially register for a class to be aware of the following attendance rules.

1. Students who wish to withdraw from a course must notify their Program Advisor of their intentions. It is not sufficient to withdraw merely by discontinuing attendance. The process of withdrawal starts with the student.

2. Students who never attended class must notify their Program Advisor and Instructor, in writing that they never attended class so they can be assigned a “NS” (No Show) grade. Therefore, they will not be liable for the cost of the course or courses not attended.

3. Students, who stop attending class and have a passing grade at the time, may ask for an “I” Incomplete from the Instructor. If this is approved the student has 30 days from the end of the course to finish all course requirements. If this is not completed, in the required time, then the “I” Incomplete grade will be changed to a grade of “F” (Failure) and the student will be liable for the cost of the course.

**Classroom Participation:**
During class time, questions and discussion will take place on lectures, case studies, and end of chapter questions. These class activities will revolve around the chapters we are studying and they are designed to allow students a first-hand learning experience in problem solving and decision-making. Class participation is a subjective grade depending on whether you are in class and take part in the class discussion. Participation is scored at 10 points per class day and 10 points for the online class, totaling 70 points.
**Desire-2-Learn (D2L) Online Learning System:**
This class will utilize the Southern Illinois University’s Desire-2-Learn Online Learning System as a second classroom. I will place the course syllabus, assignments, powerpoints, exams, helpful hints, and the ICE survey on it. Furthermore, all assignments must be submitted to the Dropbox after completed and all quizzes and exams are taken online. You can get to the Southern Illinois University’s Desire-2-Learn Online Learning System (D2L) by going to the following website https://online.siu.edu/ then to HCM-410–904 Operations Management in Healthcare

**Online Class:**
On the 3rd weekend class, we will be meeting online for a 50 min. to 1-hour e-learning session. Before this class review the discussion questions from the chapters being studied on D2L in the Discussion section and be prepare to discuss them during the on-line class. The online class meeting is scheduled for April 16, 2016 at 11:00am (EST) 10:00am (Pensacola time), we will utilize Fuze Meeting. It is very important that students plan to participate because this class is worth 70 points toward your final grade. Below are the instructions:

Meeting ID: 27961502
Join Online Meeting: http://fuze.me/27961502
If you are having difficulties with the computer and need to join by phone:
Dial phone number and enter the Meeting ID when prompted   Toll: +1 201-479-4595

**Course Objective Pre-Test and Post-Test:**
To meet the Association of University Programs in Health Administration (AUPHA) certification requirement, it is necessary for HCM Instructors to assess whether the students understand the course objectives of the class. All students are required to take a Pre-Test at the beginning of the course and then a Post-Test at the end of the course. The Pre-Test grade will not be included in your final grade, but the Post-Test grade will be included in the final grades. Both tests are located on D2L, I expect you to take the Pre-test before the first class and the Post-test must be taken before the end of class.

**Homework Questions:**
During the class, you will be required to complete a homework assignment. This assignment must be turned in under the homework assignment in the Dropbox in D2L on Monday evening 4/18/16. The assignment is to write a one-page paper answering the questions from Chapter 8, Discussion Questions 1, page 232.

**Mid-Term & Final Exam:**
The Mid-Term & Final Exam will consist of true and false, and multiple-choice questions. The exams must be taken online at D2L under Quizzes, and they will be available from Wednesday 4/6/16 through Sunday 4/10/16 for the Midterm and Wednesday 4/27/16 to Sunday 5/1/16 for the Final. You must
read the text and take notes in class to answer the questions properly. I will try to touch on most of the material in the text but we may not have time to go over everything. This does not mean you are not responsible for the information, you must understand all material for both exams.

**Team Project:**
This project requires groups of between two to three {2 - 3} students be formed that will work as a team on a Case Study paper and presentation. The purpose of this paper and presentation is to demonstrate your understanding of the information that has been presented throughout the course. The project case study will serve as a capstone event, requiring the team to utilize their understanding of the concepts presented in class. I will supply further guidelines on the first day of class.

On the last Sunday of class, each team must submit a printout of their Powerpoint presentation to the Professor before the presentation begins, and then the team will give a 15-25 minute oral presentation. It is mandatory that all team members participate in the Powerpoint presentation.

The point value of the paper is 160 points, while the PowerPoint presentation is 60 points and completion of the oral presentation portion is worth 40 points for a total of 100 points. If you are not there to complete the oral portion of the presentation, you will lose those points. Lastly, ensure all team member names are on the Powerpoint presentation and paper.

**ICE Survey**
The campus requests that all students fill out the ICE survey the last week of class. The student survey for the course is placed on D2L under “Activities” then click on “ICE”. Please take the survey the final week of class it is important for evaluating the class and instructor.

**Writing Guidelines and Grading Criteria:**
In order to excel on the team project, students must be able to apply the concepts, not just reiterate what is in the text, lectures, & supplemental readings. Get into the materials and make connections that will assist you in being able to utilize the concepts in a professional setting.

All assignments must follow the APA manuscript writing style. Below is the APA Format to use.

- Title/Cover Page
- Body - Introduction, Discussion, Conclusion, (No Abstract)
- Bibliography/Reference Page (the textbook can be one of your references).
- Proper Citations throughout paper
- Double spaced line spacing
- Times New Roman font
- 12 point font size

Break up your discussion into logical, organized paragraphs, supported by research. If your paper is too short, then you probably have not researched the material enough to show you have met the
objectives for the assignment. Before, submitting your assignment, ensure all research has been properly cited within the text and referenced at the end of the paper. A good rule to follow is, **whatever you have referenced should be cited, and whatever cited should be referenced.** If you do not use proper in-text citations and include a reference list, your grade will reflect this. Be aware the Instructor utilizes Turn-It-In software that checks reference material against written material. For proper guidelines on how to write citations and references, see “The Little Brown Book” or “The Publication Manual of the American Psychological Association”.

**Wikipedia or other wikis or blogs are not reliable source material and therefore cannot be used in your paper, if used points will be deducted.** Website citations must be from well-known, authoritative sites on the topic(s) discussed. Books, magazines, newspapers or other periodicals are acceptable sources as well. Spelling, punctuation, grammar and the tone of the paper should be professional and will factor into grading.

**Course Assignments:**

It is my expectation that students submit all course requirements in a *timely manner*. Late submissions of assignments will reflect a deduction of 10 points for every 2 days late. Therefore, an assignment submitted one week after the due date will receive a 30-point deduction and an assignment submitted two weeks past the due date will not be accepted and the grade will reflect a zero (0). Any course requirement not submitted may result in a full course grade reduction.

<table>
<thead>
<tr>
<th>Objective/Criteria</th>
<th>Need Improvement</th>
<th>Meet Expectations</th>
<th>Exceptional</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spelling</td>
<td>(0 points)</td>
<td>(10 points)</td>
<td>(20 points)</td>
</tr>
<tr>
<td></td>
<td>Excessive spelling errors present.</td>
<td>Some infrequent spelling errors noted.</td>
<td>Little to no spelling errors noted.</td>
</tr>
<tr>
<td>Grammar</td>
<td>(0 points)</td>
<td>(10 points)</td>
<td>(20 points)</td>
</tr>
<tr>
<td></td>
<td>Excessive grammar errors noted.</td>
<td>Some infrequent grammar errors noted.</td>
<td>Little to no grammar errors noted.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>grammatical errors:</strong> subject-verb disagreement, pronoun-antecedent disagreement, incorrect verb tense, incomplete sentence, run-on sentence. (See Little, Brown Handbook).</td>
</tr>
<tr>
<td>Tone/Style</td>
<td>(0 points)</td>
<td>(10 points)</td>
<td>(20 points)</td>
</tr>
<tr>
<td></td>
<td>Tone of the paper was inappropriate or unprofessional.</td>
<td>Tone was not very professional and could use refinement.</td>
<td>Appropriate professional tone</td>
</tr>
<tr>
<td>Objective/Criteria</td>
<td>Need Improvement</td>
<td>Meet Expectations</td>
<td>Exceptional</td>
</tr>
<tr>
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</tr>
<tr>
<td>Formatting</td>
<td>(0 points)</td>
<td>(10 points)</td>
<td>(20 points)</td>
</tr>
<tr>
<td></td>
<td>Formatting did not meet assignment criteria.</td>
<td>Minor formatting error(s) noted.</td>
<td>Formatting met all assignment criteria, as stated in the Writing Guidelines above</td>
</tr>
<tr>
<td>Tables/Charts</td>
<td>(0 points)</td>
<td>(10 points)</td>
<td>(20 points)</td>
</tr>
<tr>
<td></td>
<td>Excessive errors, no process maps, tables, charts are included.</td>
<td>Minor errors, some process maps, tables, charts, etc are included.</td>
<td>Little to no errors, adequate amount of process maps, tables, charts, etc are included.</td>
</tr>
<tr>
<td>Questions</td>
<td>(0 points)</td>
<td>(10 points)</td>
<td>(20 points)</td>
</tr>
<tr>
<td></td>
<td>Questions were not adequately answered, or the case information was not incorporated within the questions.</td>
<td>Some questions were answered and case information was somewhat incorporated within the questions.</td>
<td>Adequately answered all questions; identified and incorporated all case information within the questions.</td>
</tr>
<tr>
<td>Citations and References</td>
<td>(0 points)</td>
<td>(20 points)</td>
<td>(40 points)</td>
</tr>
<tr>
<td></td>
<td>No sources are cited or referenced.</td>
<td>Sources are referenced, but are not cited properly, or citations are lacking references.</td>
<td>Sources are cited adequately and appropriately. Use APA format to list references on reference list and to cite references in text (body of your paper). Single spaced entry lines; double-spaced between entries. Included a citation for each paragraph in the paper that that is obviously taken from a source.</td>
</tr>
</tbody>
</table>

**Grading Evaluation:**

The following total points will determine your grade:

<table>
<thead>
<tr>
<th>Description</th>
<th>Points</th>
<th>Letter Grading Scale</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Attendance (online class 30 pts 4/25/16)</td>
<td>150 points</td>
<td>A 1000 – 900</td>
</tr>
<tr>
<td>b. Classroom Participation (online class 10 pts)</td>
<td>70 points</td>
<td>B 800 – 899</td>
</tr>
<tr>
<td>c. Team Project Presentation</td>
<td>100 points</td>
<td>C 700 – 799</td>
</tr>
<tr>
<td>d. Team Project Paper</td>
<td>160 points</td>
<td>D 600 – 699</td>
</tr>
<tr>
<td>e. Homework Assignment</td>
<td>75 points</td>
<td>F 599 - 0</td>
</tr>
<tr>
<td>f. Mid Term Exam</td>
<td>150 points</td>
<td></td>
</tr>
</tbody>
</table>
g. Final Exam 200 points
h. Post-Test 65 points
i. Online Class Discussion Questions 30 points
   Total 1000 points

**Important Course and Assignment Dates:**
Please note that all assessment activities noted below are due on the dates noted. Further information and directions regarding the assignments denoted below are provided throughout this syllabus.

**Class 1 (19 Mar – 20 Mar, 2016)**

**Weekend Class Schedule:**
Prior to Saturday 3/19/16 read below chapters:
Chapters 1, 2, 3, 4, from *Healthcare Operations Management 2nd ed*
Review Syllabus
Review guidelines for Team Project, which is due on Sunday 5/1/16
Review assigned Chapters from textbook
Watch Films/Discuss Case Studies and Discussion Questions

**Class 2 (2 Apr – 3 Apr, 2016)**

**Weekend Class Schedule:**
Prior to Saturday 4/2/16 read below chapters:
Chapters 5, 6, 7, 8, from *Healthcare Operations Management 2nd ed*
Review assigned Chapters from textbook
Watch Films/Discuss Case Studies and Discussion Questions

**Mid-Term Exam:** Covering the material from the assigned Chapters 1 - 8 *“Healthcare Operations Management 2nd ed”*

*Mid-term Exam is to be taken on D2L between Wednesday morning 4/6/16 and Sunday evening 4/10/16. No Exceptions*

**Class 3 (16 Apr – 17 Apr, 2016)**

**Online Class Schedule:**
Prior to Saturday 4/16/16 read:
Chapters 9, 10, 11, from *“Healthcare Operations Management 2nd ed”*
Review and prepare to discuss questions located in Discussion folder
Fuze Online Meeting Discussion on assigned Chapters

*Homework Assignment due Monday evening 4/18/16*
Class 4 (30 April – 1 May, 2016)

**Weekend Class Schedule:**
Prior to Saturday 4/30/16 read:
Chapters 12, 13, 14, 15 from “Healthcare Operations Management 2nd ed”
Review assigned Chapters from textbook
Watch Films/Discuss Case Studies and Discussion Questions

*Take Course Objective Post-Test on 5/1/16 by 11:30pm CST*

*Take ICE Survey between 4/24/16 – 5/1/16*

Final Exam – Covering the material from Chapters 9 - 15 “Healthcare Operations Management 2nd ed”

*Final Exam to be taken on D2L on Sunday 5/1/16 by 11:30pm CST*

Team Project Case Study Presentations on Sunday Morning 5/1/16

*Team Project Paper and Presentations due in Dropbox by Sunday evening 5/1/16 at 11:30pm CST*

***Weekend schedule is subject to change****

(The information below is standard on all Instructor syllabi)

**Safety Instructions:**
Instructors will provide guidance and direction to students in the classroom in the event of an emergency affecting your location. It is important that you follow these instructions and stay with your instructor during an evacuation or sheltering emergency. If you are located on a military installation, and depending on the type emergency, a senior military member may take control of the situation and direct you on the action to take. Please follow their instructions and do as asked.

**Academic Dishonesty Policy:**
Students may be subject to disciplinary proceedings resulting in an academic penalty or disciplinary penalty for academic dishonesty. Academic dishonesty includes, but is not limited to, cheating on a test, plagiarism, or collusion. References to the Student Conduct Code, (e.g. plagiarism policy).

**ADA Statement for Students Requiring Special Accommodations:**
As per Section 504 of the Vocational Rehabilitation Act of 1973 and the American Disabilities Act (ADA) of 1990, if accommodations are needed, inform your instructor as soon as possible.