COURSE NO., HOURS, AND TITLE:

MHA 536-3, Strategic Leadership in Healthcare

REQUIRED TEXTBOOK(S):

See Textbook Listing at: http://sah.siu.edu/graduate/mha/

COURSE DESCRIPTION: This course provides students with an examination of nature, function, and techniques of administration and supervision in HCOs. Topics include the ever-changing healthcare environment and trends impacting leadership competencies. Specific healthcare factors that influence organizing managing of varying health systems such as hospitals vs. ambulatory care. Focus will be given on the professional bureaucracy that is complex given regulatory issues, political factors, and the era of the informed patient.

PREREQUISITE: N/A

COURSE OBJECTIVES: The primary objective of MHA 536 is to instill in the student an understanding of the mechanisms utilized in administration and supervision in healthcare organizations. This is accomplished through an integrated study of topics, case studies, and practice simulations of management problems. At the conclusion of this course, the student will be able to:

1. Identifying and solve organization problems in the healthcare field utilizing complex adaptive systems
2. Use clinical pathway developments to make administrative decisions in the healthcare environment
3. Understand the value challenge of delivering patient care services using an overview of organizational ecology
4. Identify Hsiao, WHO, and CDC models which link major inputs, throughputs, and outputs of healthcare
5. Correlate open systems theory to hospital-physician relations and identify characteristics of organizations such as PHO, IPA, and ISM
6. Differentiating various styles of leadership focusing on values based leadership effectiveness
7. Examine and relate contingency and contemporary leadership theories to medical staff management and complex healthcare organizations
8. Identify and cultivate required competencies for effective healthcare leadership and how they vary from the competencies required of leadership in other industries
9. Understand political factors associated with the leadership of healthcare professionals and conflict resolution techniques for improving quality of care in health care organizations
10. Explore competitive advantage initiatives and how they are different than those in other industries
11. Explore the impact of globalization on health care organizations, patients, employees, and the communities

**TOPICAL OUTLINE:**

I. Organizational Ecology and delivering quality patient care 10%
II. Leadership Theories and required competencies in health care 20%
III. Strategic Thinking using Systems Perspectives (ex: Health Run, CDC) 20%
IV. Global challenges, governance, divergence, politics, and power focusing on physician involvement, regulatory compliance, reimbursement issues, and practicing defensive medicine 30%
V. Case studies of health care scenarios 20%

**GRADING SCALE:**

1000-900 = A, 899 - 800 = B, 799 - 700 = C, 699-600 = D, 599-0 = F

**COURSE DELIVERABLES:**

4 Case Studies 4 @ 50 = 200
4 Leadership Exercises 4 @ 50 = 200
4 Assignments 4 @ 100 = 400
2 Exams 2 @ 100 = 200

**WEEKLY SCHEDULE**

<table>
<thead>
<tr>
<th>Week 1</th>
<th>Organizational Ecology and delivering quality patient care</th>
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<tr>
<td>Week 2</td>
<td>Leadership Theories and required competencies in health care</td>
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<td>Week 3</td>
<td>Leadership Theories and required competencies in health care, Strategic Thinking using Systems Perspectives (ex: Health Run, CDC)</td>
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<td>Week 4</td>
<td>Strategic Thinking using Systems Perspectives (ex: Health Run, CDC)</td>
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<td>Test 1</td>
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<td>Week 5</td>
<td>Global challenges, governance, divergence, politics, and power focusing on physician involvement, regulatory compliance, reimbursement issues, and practicing defensive medicine</td>
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<td>Week 6</td>
<td>Global challenges, governance, divergence, politics, and power focusing on physician involvement, regulatory compliance, reimbursement issues, and practicing defensive medicine</td>
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<td>Week 7</td>
<td>Case studies of health care scenarios</td>
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<td>Week 8</td>
<td>Case studies of health care scenarios</td>
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<td>Test 2</td>
<td>Test 2</td>
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INSTRUCTOR INFORMATION:

Name: TBA
Office: TBA
Telephone: TBA
Office Hours: TBA

COURSE REQUIREMENTS:
Purchase all required texts and keep all handouts, attend all lectures, complete required examinations and quizzes.

ATTENDANCE POLICY:
The instructor must be notified prior to class if you are going to be absent. One percent of total grade will be deducted for every class missed.

PREREQUISITES: Instructor approval.

LATE WORK POLICY:
No late work will be accepted or allowed.

COURSE CLASSROOM and TIME:
Distance Education

CLASSROOM BEHAVIOR:
The classroom is a “safe” environment for students. The focus will be on learning. Causing disruptions, harassment of other students, foul language, disrespect for others, or entertaining at someone else’s expense will not be tolerated. For a detailed explanation of Student Code, consult “Student Conduct Code” found in Important information for siuc students, faculty, and staff. All other rules of the code must be followed. The Student Conduct Code is available at:
http://www.siuc.edu/~policies/policies/conduct.html

Academic Honesty:
All students are expected to adhere to a strict code of academic honesty. Academic dishonesty will be addressed according to the “Policies and Procedures Applicable to Academic Dishonesty” as stated in the “Important Information for Students, Faculty, & Staff” booklet.

From the “Student Conduct Code”, section II, article A:

Acts of Academic Dishonesty:

Revised 01/12/2017
Effective 01/2017
1. Plagiarism, representing the work of another as one’s own work;
2. Preparing work for another that is to be used as that person’s own work;
3. Cheating by any method or means;
4. Knowingly and willfully falsifying or manufacturing scientific or educational data and representing the same to be the result of scientific or scholarly experiment or research;
5. Knowingly furnishing false information to a university official relative to academic matters;
6. Soliciting, aiding, abetting, concealing, or attempting conduct in violation of this code.

Sanctions will be imposed for violations of this policy in accordance with the Student Conduct Code. A copy of the “Important Information for Students, Faculty & Staff” booklet can be obtained from the Office of the Vice Chancellor for Student Affairs, Mailcode 4308, Southern Illinois University, Carbondale, IL 62901-4308.

ADA Accommodations:

In keeping with the goal of the implementation of the Americans with Disabilities Act (ADA), all students for whom this act applies should notify the instructor no later than the second session of the course so that arrangements can be made for accommodations to meet your educational needs and maximize learning.

Emergency Procedures:

Southern Illinois University Carbondale is committed to providing a safe and healthy environment for study and work. Because some health and safety circumstances are beyond our control, we ask that you become familiar with the SIUC Emergency Response Plan and Building Emergency Response Team (BERT) program. Emergency response information is available on posters in buildings on campus, available on the BERT’s website at www.bert.siu.edu, Department of Public Safety’s website www.dps.siu.edu (disaster drop down) and in the Emergency Response Guidelines pamphlet. Know how to respond to each type of emergency.

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. The Building Emergency Response Team will provide assistance to your instructor in evacuating the building or sheltering within the facility.

SIU POLICY ON “INCOMPLETE” AS A COURSE GRADE

An INC assigned when, for reasons beyond their control, students engaged in passing work are unable to complete all class assignments. An INC must be changed to a complete grade within a time period designated by the instructor but not to exceed one
year from the close of the term in which the course was taken, or graduation whichever occurs first. Should the student fail to complete the course within the time period designated, not to exceed one year, or graduation, whichever comes first, the incomplete will be converted to a grade of F and the grade will be computed in the student's grade point average. Students should not register for courses in which an INC has been assigned with the intent of changing the INC grade. Re-registration will not prevent the INC from being changed to an F.

MOBILE TECHNOLOGY POLICY

No mobile devices are allowed during class unless first Okayed by the instructor.

STATEMENT ON INCLUSIVE EXCELLENCE

SIU contains people from all walks of life, from many different cultures and sub-cultures, and representing all strata of society, nationalities, ethnicities, lifestyles, and affiliations. Learning from and working with people who differ from you is an important part of your education in this class, as well an essential preparation for your career.

STATEMENT ON ACADEMIC HONESTY/PLAGIARISM

As defined by the SIUC Student Conduct Code, acts of academic dishonesty include, but are not limited to:

1. Plagiarizing or representing the work of another as one’s own work;
2. Preparing work for another that is to be used as that person’s own work;
3. Cheating by any method or means;
4. Knowingly or willfully falsifying or manufacturing scientific or educational data and representing the same to be the result of scientific or scholarly experiment or research;
5. Knowingly furnishing false information to a university official relative to academic matters;
6. Soliciting, aiding, abetting, concealing, or attempting acts of academic dishonesty.

RESOURCES FOR ADDITIONAL ACADEMIC HELP

Supplementary Assistance: With cooperation of SIU’s Disability Support Services (DSS), each student who qualifies for reasonable supplementary assistance has the right to receive it. Students requesting supplementary assistance must first register with DSS in Woody Hall B-150, (453-5738) or http://disabilityservices.siu.edu/

Notice: If you have any type of special need(s) or disability for which require accommodations to promote learning in this class, please contact me as soon as possible. The Office of Disability Support Services (DDS) offers various support services and can
help you with you with special accommodations. You may wish to contact DDS at 453-5738 or go to Room 150 at Woody Hall to verify your eligibility and options for accommodations related to your special need(s) or disability.

SIU EMAIL POLICY

Official SIU student Email Policy:  http://policies.siu.edu/policies/email.htm

SIU Student Conduct Code:

SALUKI CARES

The purpose of Saluki Cares is to develop, facilitate and coordinate a university-wide program of care and support for students in any type of distress-physical, emotional, financial, or personal. By working closely with faculty, staff, students and their families, SIU will continue to display a culture of care and demonstrate to our students and their families that they are an important part of the community. To make a referral to Saluki Cares click, call or send:
http://salukicares.siu.edu/index.html;  (618) 453-5714. Or siucares@siu.edu