MASTER SYLLABUS

COURSE NO. AND TITLE:

HCM 364-3 Organizational Behavior in Healthcare Organizations

TEXTBOOK(S) REQUIRED:


Additional Topic Readings in Healthcare Theory and Management: As determined by the instructor, links and articles relevant to course material and current trends as they develop in the field of healthcare will be provided to students during the course.

COURSE DESCRIPTION:

An evaluation of relationships in healthcare organizations. Study of the motivational factors of those focused on patient care vs. those focused on profits and how to modify behaviors to achieve proper balance. Environmental factors of the healthcare field are evaluated for their impact on the behavior and employee-management relations of healthcare professionals and patient care providers. Promotes effective planning and organizing within the complex and highly regulated healthcare industry and assures alignment of organizational goals with the missions/visions/values as related to quality of patient life and organizational success. Restricted to SAH major/minor or with consent of SAH Academic Advisor.

REQUIRED FOR:

Required to earn the Long Term Care Certificate of Completion as provided by the School of Allied Health and to meet the eligibility requirements for taking the Illinois Nursing Home Administrator’s Exam (subject to change by Illinois Department of Professional Regulation).

PREREQUISITES: None

COURSE OBJECTIVES: At the end of this course, the student will be able to:

1. Understand theoretic concepts regarding the cultivation of effective relationships between the medical staff, front line patient care staff, administration, patients, regulatory bodies, insurance plans, and the community etc.

2. Understand why improper governance in healthcare facilities can lead to more medical errors than almost any other organizational aspect.

3. Understand the accountability issues related to proper alignment of organizational decisions with the mission, vision, and values, of healthcare organizations which may
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vary based on the facility type, provider of care, individual/group dynamics, and the epidemiological/demographics of the population being served.

4. Understand the decision making processes in areas where an increase in the quality of life is often the mandated outcome rather than maximization of profit margins.

5. Develop patient-centered healthcare teams comprised of healthcare professionals dedicated and motivated to the well-being of the communities they serve.

6. Understand the importance of being change ambassadors in the ever-changing healthcare field with a focus on interrelationships within and across the patient care continuum.

7. Synthesize and integrate divergent viewpoints, backgrounds, professional training/licensing, and individual/group dynamics by using case studies specific to the unique problems faced in healthcare organizations.

8. Understand, address, and support the unique needs of healthcare professionals working in crisis management and long term care areas. Required to earn the Long Term Care Certificate of Completion as part of the eligibility requirements for taking the Nursing Home Administrator’s Exam.

TOPICAL OUTLINE/SUMMARY

I. Theoretic Concepts: Varying needs and demands (ER, ICU, ONC, LTC etc) 20%
   Diversity Rules: Looking for the proper mix
   Perception is Reality
   Locus of Control and attribution in highly regulated and political environments
   Self-monitoring for successful communication with those of opposite views
   Cultural Competency: patients, providers, and personal bias

II. Motivation Theory: Patient or Profit: Unbalanced focus = bad business 25%
    Ability vs willingness
    Workplace challenges: patient care teams, physician extenders, nursing perceptions, attrition, crisis care, long term care, and disruptive providers.
    Linkages between employee satisfaction and patient satisfaction
    Motivation, leadership, and contingency theories as applied to healthcare
    Communication: translating business data into patient care outcomes for effective communication between administrators and patient care providers

III. Mission, Vision, Values: Decisions and Goals 25%
    Rational Decision Making Model/Exercise
    Governance, criteria, and overview of real-world healthcare facilities
    Ownership and empowerment in professions highly controlled by regulation and accreditation

IV. Change Ambassadors in Patient Care Environments: Not optional and why 10%
    Today is already obsolete – healthcare changes at the speed of light
    Social implications of change – keeping up with the neighbors
    Power and politics – healthcare; it’s a tough crowd.
    Accreditation and legislative issues

VI. Healthcare Case Studies: Solving the Unsolvable 20%

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Revised 11/2013
GRADING SCALE: (may vary based on instructor)

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

COURSE DELIVERABLES: (may vary based on instructor)

<table>
<thead>
<tr>
<th>Case Studies</th>
<th>8 @ 25 each</th>
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