

## MASTER SYLLABUS

### COURSE NO., HOURS, AND TITLE:

RAD 536-3, Strategic Leadership in Healthcare

**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 and 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

**REQUIRED TEXTBOOK(S):**

Burns, L., Bradley, E., Weiner, B. (2012). *Shortell & Kaluzny's Health care management: organization design and behavior, 6<sup>th</sup> edition*. Delmar. Clifton Park, NY. ISBN# 978-1-4354-8818-2.

Dye, C. (2010). *Leadership in Healthcare: Essential Values and Skills – Second Edition*. Health Administration Press. Chicago, IL. ISBN# 978-1567933550.

**TOPICAL OUTLINE:**

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| 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