COURSE DESCRIPTION

WELCOME TO HEALTHCARE SERVICE MANAGEMENT. The course describes the major actors and institutions within any country’s healthcare system, and the key strategic, managerial, and financial issues facing industry executives and public policy-makers. Topics include the operational implications of current regulatory and reimbursement trends; organizational design and referral patterns; vertical integration and professional services outsourcing; healthcare policies and legal issues related to aligning physicians and hospitals, clinical integration via information technologies (e.g., electronic health records and regional health information exchanges); service process design; quality assurance; managing population health; and project management for healthcare organizations. The objective is to effectively manage information, material and financial exchanges for healthcare provider organizations to improve the quality of services and efficiency. This is a hybrid course featuring face-to-face as well as asynchronous online sessions.

REQUIRED MATERIALS:


Class Materials: All class materials can be obtained via Canvas. Usually, the lecture notes and class discussions will be available in Canvas. Note that the lecture materials for a particular week will be posted at the start of the week. You are strongly encouraged to access the course via Canvas at least 2-3 times a week. You can imagine that the class seamlessly “runs” through from day 1 (Monday) to day 7 (Sunday).

LEARNING GOALS AND OBJECTIVES

- This course is designed to help students develop skills and knowledge in the following area(s):
  1. Business knowledge. MSHSM graduates will have a command of business theory and practice. Students will demonstrate:
     a. Mastery of fundamental business concepts and an ability to integrate and apply these concepts to resolve practical healthcare business problems. Proficiency at analyzing and interpreting numerical data to resolve practical healthcare business problems.
  2. Ethical judgment. MBA graduates will use reasoned and ethical judgment when analyzing problems and making decisions.
**Students will demonstrate:**
a. Ability to critically evaluate healthcare business decision-making scenarios and develop innovative and ethical solutions

3. **Persuasive communication.** Students graduating with an MSHSM degree will be effective communicators.

**Students will demonstrate:**
a. Ability to construct clear, concise, and convincing written healthcare business communication.
b. Ability to construct and deliver clear, concise, and convincing oral healthcare business communication.

**Students develop these skills and knowledge through the following course activities and assignments:**

**Lectures.** Lectures generally include theoretical knowledge (preparation in making the right decision) and practical examples and exercises (practice in developing and executing the decision) about specific healthcare services management concepts. PowerPoint slide decks will aid the professor’s presentation of the material to transfer the knowledge to the learners/students. Lectures make use of practical examples from business and industry, and interactive group and individual exercises to help ensure thorough comprehension of the material.

**Homework and In-Class Assignments.** Homework and in-class exercises are assigned to reinforce concepts in the course and for learners/students to practice newly acquired skills. Homework is submitted, graded, and reviewed in class to ensure knowledge transfer. These assignments are completed in groups as well as on an individual basis.

**Small Group Presentations.** Students are assigned to a small group (generally 4-6 students per group). Groups must work together as a team on homework and in-class assignments as instructed by the professor. Students are asked to develop a presentation of the assignment for the class, and deliver the presentation to the entire class. Presentations vary in length and students must be clear and concise in their communications.

**Examinations.** The course includes two examinations to formally assess learners’ knowledge and comprehension. Exams are thought provoking and managerially oriented and generally use an essay format with calculations.

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**ACADEMIC INTEGRITY**

I do **NOT** tolerate cheating. Students are responsible for understanding the RU Academic Integrity Policy (https://slwordpres.srutgers.edu/academicintegrity/wp-content/uploads/sites/41/2014/11/AI_Policy_2013.pdf). I will strongly enforce this Policy and pursue all violations. On all examinations and assignments, students must sign the RU Honor Pledge, which states, “On my honor, I have neither received nor given any unauthorized assistance on this examination or assignment.” I may screen all written assignments through SafeAssign or Turnitin, or other plagiarism detection services that compare the work against a large database of past work. I also screen “crowd sourcing cheater” websites where students share assignments to monitor for academic fraud. Don’t let cheating destroy your hard-earned opportunity to learn. See business.rutgers.edu/ai for more details.

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**COURSE POLICIES**

1. The syllabus may be modified at the professor’s discretion to improve effectiveness and meet the needs of the class.
2. You are expected to be present at all scheduled classes. The only exceptions follow those consistent with University policy. That said, please contact the Professor if you become aware of work-related conflicts. **There may not be make-up exams or assignments.**

3. You are expected to come prepared to the class. At a minimum this means that you have read and completed any assigned material or problems.

4. Please **silence your cell phone during class** and **refrain from text and IM messaging.**

5. **No electronic devices will be permitted during examinations.** The only possible exception will be calculators or laptops if exams are administered on-line.

6. **Recording Lectures:** All unauthorized recordings of class lectures/discussions are prohibited. Recordings to accommodate the needs of individual students must be approved in advance, for personal use during the semester only. Redistribution of approved recordings are prohibited.

7. **Assignment Due Dates:** All assignments (including exams) are due when specified, not later. All written assignments are to be typed and presented in a highly professional manner. The only exception may be exams requiring written responses conducted “in class.”

8. You are expected to check your Rutgers email and Blackboard regularly for current course information. This will be the primary means of communication used for the course. **“When in doubt, check your Rutgers email and Blackboard.”**

9. I expect that you will find that I am very accessible and available to speak with you. I encourage you to contact me with any questions that you have about the course or your career. I truly am happy to help you and I welcome your calls, even via my cell phone! That said, please do not contact me via cell phone after 9:00 pm.

10. All University policies will be followed in this course.

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**Workload and grading**

The requirements for the course follow.

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<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Discussion Board and Participation</td>
<td>10%</td>
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<tr>
<td>Midterm Exam</td>
<td>20%</td>
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<tr>
<td>Case study analysis</td>
<td>35%</td>
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<tr>
<td>Group HOT Topic Presentation</td>
<td>15%</td>
</tr>
<tr>
<td>Final Exam</td>
<td>20%</td>
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</tbody>
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**ADDITIONAL INFORMATION ABOUT ASSIGNMENTS & GRADING POLICY**

**Midterm and Final Exams**

The purpose of examinations is to provide students with an opportunity to synthesize, integrate, and report on the topics discussed, and materials provided in the course by responding to thought provoking, managerially oriented questions. Exams will be evaluated based on the thoroughness and thoughtfulness of the student’s responses as well as the student’s integration of the course material into his/her responses. Problems will be evaluated based on the correctness of each answer. Exams require the ability to critically analyze quantitative information, and communicate clearly and effectively in a written fashion.

**Case Write-ups**

Learning teams will analyze four cases. These assignments are designed to give students a closer look at managerial and strategic issues across segments. For each case, teams should address the questions posed in the syllabus. Case write-ups should adhere to the following guidelines: 5 page
Discussion Board Activity
There will be several discussion board activities in this course. Discussions may involve any combination of prepared materials, journal articles, textbook readings, mini-cases, problems, videos, or other resources. During the week of discussion activity, students are expected to create at least one Discussion Thread by Day 5 (Friday) of each week that a discussion topic is assigned and then by Day 7 (Sunday) have responded to at least two other posted thread by other students in the class. All postings including responses are to be substantive and further the discussion of the topic of interest. For some specific situations, these general timeframes may be changed, some discussions may even continue over multiple weeks. Postings on the discussion board must reflect student’s reading and comprehension of the assigned readings and/or related discussion activity. Discussion postings must reflect the ability to synthesize concepts presented through writing at a college level. The minimum length of a post is 150 words not including references listed. The discussion boards will close on the specified times, and you will not be able to retroactively participate in discussions.
In addition to these specific assigned discussions, there will be also be a general class forum (Café Analytics) for discussing issues related to the class, but these will not be graded. A typical rubric for evaluating discussion board activity will be provided in the web site. In evaluating class participation, I emphasize the quality of participation more than quantity. I try to assess how your contributions enhance both the content and process of a discussion:
- Do your comments provide new insights?
- Do the comments add to our understanding of the issues or is it frivolous?
- Are the comments timely and linked to the comments of others?
- Are the comments action-oriented or are they simply descriptive statements?
- Do the comments move the discussion along by giving a new perspective?
- Are the comments clear and concise or obscure and rambling?
- Do the comments reflect a concern for maintaining a constructive and comfortable classroom atmosphere?

Exam Policy
Three exams are being planned (to be conducted via Canvas). The format and policy for each exam is roughly expected to be as follows:
a) Each exam will be available over a 3-4 day period during the week of the exam and has to be completed by the indicated time. I expect exams 1 and 2 to be available between Thursday, noon and Sunday, 11 pm during the indicated week, and the final exam to be available between noon on Friday and, 11pm on Monday; usually, each exam is designed to be completed in 2-3 hour or less, in one uninterrupted session. Any student who does not take the exam during this window will receive a zero grade for that exam.

b) You can take each exam only once. Although available for a length of time, once started, the exam must be completed in one continuous sitting without interruption. That is, do not log out until you have completely finished the exam. Any unanswered question will automatically receive a zero grade for that question. There is no penalty for incorrect answers. Ensure that you have a reliable computer, fully charged battery and reliable internet connection before starting the test. Make sure that your computer meets all the requirements and you configure the browser as suggested. The materials you can refer to will be explicitly specified before each exam.
Exam Make-Up Policy: Since you will be given a very reasonable amount of time to work on the exams, make-ups are not given. If, you cannot take an exam by the scheduled deadline for a university-approved reason, you must give the professor written notice at least one week in advance so that other arrangements can be made. If the situation does not allow for advance notification (for example, emergency hospitalization), contact the professor as soon as possible after a missed exam. Any student who missed the exam without prior approval of the instructor or a compelling reason will receive a zero grade for that exam. The professor reserves the right to request written documentation to support your absence (such as a doctor’s note or military orders).

**Group HOT Topics Presentation**

The purpose of this group project is to bring knowledge to our class about new, cutting-edge issues and approaches in healthcare services management. These presentations should be deep dives into a topic that has not been directly covered in our course, but may have been tangentially discussed. HOT topics presentations may also be extensions of key topics discussed in class. Groups should prepare an annotated PowerPoint (PPT) file, containing thorough slide descriptions in the ‘notes section,’ that they will present to the class on April 19. The PPT slide decks are due in final form by noon on April 19, 2018 via BlackBoard or canvas. The presentation should be about 20 minutes and cover: 1) background – what is the topic about, 2) why is it cutting-edge / what is cutting-edge about the topic, 3) what would you tell your CEO about the topic / what should s/he know about it, 4) how can this information help you in your career, and 5) where can your colleagues go to learn more about it.

**Final grades**

Final grades are determined in a simple additive, mathematical nature. In other words, I simply sum or tally the exam and assignment grades, and provide the result as an accumulated final course grade. Your final grade is not subject to negotiation. Mistakes are possible – we are all human. If you feel that I have made an error, I will be happy to review a written argument, provided that it has been submitted to me within one week of receiving your final grade. Clarify the precise error I made and provide all due supporting documentation. If I have made an error, I will gladly correct it. However, I will adjust grades only if I have made an error.

**Grading Scale:**

A or A-: [90-100]; B+, B or B-: [80-90]; C+, C, C-: [70-80]; D: [60-70]; F [0-60].

Note: Grades may not be rounded up at the end of the semester (e.g., 89.99 is a “B+”, not an “A”).

**Email Policy:**

Always add HMS- MBA in the subject line and allow one business day for a response. Note that during the week, from Monday until Friday, I will try reply to all e-mails within 24 hours, unless I am traveling. Although, I check my e-mails few times a day, I may not be able to completely answer all e-mails immediately upon receiving them. Note that I usually am not be available on weekends and may not be able respond to weekend e-mails until Monday.
CLASS PARTICIPATION:

**Student Involvement:** You are encouraged and expected to participate continuously in the course. If at any time, you have questions regarding course-related matters, do not hesitate to contact me. If the scheduled office hours are inconvenient for you and if you want to meet in person, please contact me to arrange an alternative appointment.

**Feedback:** I welcome your feedback on the content and style of the class. You may choose to provide your feedback in person, via e-mail, or anonymously at any time. Your suggestions will help me to make the class more useful for everybody.

Announcements: Announcements will be periodically made about changes in schedules, assignments, exam, readings, project, policies and other class activities via email and in Canvas. Please keep abreast of the announcements and changes.

**Direct Interaction:** Although Canvas provides good learning tools, oftentimes, a direct one-to-one professional interaction to resolve difficult issues is usually the most effective. For example, you may have a certain technical/mathematical problem that is frustratingly difficult to solve and may not be resolved in open forums or elsewhere. In this case, please feel free to send me an e-mail and a contact number so that I can call you directly to resolve it. I will also be able to meet with you personally, if there is a need for it.

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**Academic Integrity**

“Academic integrity requires that all academic work be wholly the product of an identified individual or individuals. Joint efforts are only legitimate when the assistance of others is explicitly acknowledged…. The principals of academic integrity entail simple standards of honesty and truth. Each member of the university has a responsibility to uphold the standards of the community and to take action when others violate them…. Students are responsible for knowing what the standards are and for adhering to them. Students should also bring any violations of which they are aware to the attention of their instructors.” (Rutgers University Code of Academic Conduct, http://studentconduct.rutgers.edu/university-code-of-studentconduct)

And Students are expected to know, understand and adhere to the policies on academic integrity outlined above. Procedures for violation of these policies outlined in the University Code of Academic Conduct will be followed. In all cases, you are responsible for preparing and entering your own work and properly referencing the work of others. Cheating, plagiarism, and other types of misconduct are not acceptable. Penalties can include expulsion from the University. For the policy on Academic Integrity please see: http://academicintegrity.rutgers.edu/policy-onacademic-integrity.

You are free to discuss any part of the course materials with your classmates. However, you are not allowed to discuss (i.e., receive nor give any assistance on) any part of the exams with anyone. If any cheating is found, the most severe sanctions available will be sought.
SUPPORT SERVICES


If you are a military veteran or are on active military duty, you can obtain support through the Office of Veteran and Military Programs and Services. http://veterans.rutgers.edu/

If you are in need of mental health services, please use our readily available services. Rutgers University-Newark Counseling Center: http://counseling.newark.rutgers.edu/ Rutgers Counseling and Psychological Services – New Brunswick: http://rhscaps.rutgers.edu/

If you are in need of physical health services, please use our readily available services. Rutgers Health Services – Newark: http://health.newark.rutgers.edu/ Rutgers Health Services – New Brunswick: http://health.rutgers.edu/

If you are in need of legal services, please use our readily available services: http://rusls.rutgers.edu/

If you are in need of additional academic assistance, please use our readily available services. Rutgers University-Newark Learning Center: http://www.ncas.rutgers.edu/rlc Rutgers University-Newark Writing Center: http://www.ncas.rutgers.edu/writingcenter Rutgers University-New Brunswick Learning Center: https://rlc.rutgers.edu/