

MGT 601
HEALTH SERVICES ORGANIZATION
CLASS INFORMATION
Spring, 2007

Professor: Robert O. Lunn
Office Hours: M 2:00 PM – 3:00 PM
T 10:00 AM – 12:00 Noon 2:00 PM – 3:00 PM
Th 2:00 PM – 3:00 PM
Or by Appointment
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E-mail Address: RobertLunn@MissouriState.edu
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TEXTBOOKS/MATERIALS:

1. Williams, Stephen J. and Paul R. Torrens, **Introduction to Health Services**, Sixth Edition, Albany, NY: Delmar Publishers, Inc., 2002.
2. Numerous Class and Email Handouts

COURSE OVERVIEW:

This survey and overview course is required in the Master of Health Administration and Master of Public Health curricula, and is also open to other graduate students with an interest in health care organization and delivery.

The course is designed to provide students with a basic knowledge of history, trends, issues and systems of health care delivery within the United States. Course content emphasizes breadth rather than depth of coverage. Upon successfully completing the course, class members will have a working knowledge of health care organizational and programmatic terminology, will recognize basic health care administration concepts, will distinguish among various components of the health care delivery systems, and will be conversant with cutting-edge, topical issues in the field.

The course will cover: the historical development and evolution of the U.S. health care systems; roles and responsibilities of key health care organizations and professions; the function of different types of health care facilities and programs; utilization of health care services; medical technology and the internet; pharmaceuticals; newer patterns of organizational affiliation and predicted trends for the future of health care delivery; issues and trends in cost and financing of health care services; governmental responsibilities in health care, especially as reflected in Medicare and Medicaid programs; cost containment strategies; competitive approaches; ethical and access issues; and quality assessment and enhancement methods.

PROFESSOR'S APPROACH TO THE COURSE:

A survey course like this is taught in virtually all health administration and public health programs or concentrations. Health Services Organization is taught in many places as a collection of relatively discrete topics. At some universities, the topics form a taxonomy (or list) of the various types of health care organizations (hospitals, outpatient clinics, nursing homes, etc.). In other settings, the topics are organized by type of clinical service (nursing, mental health care, rehabilitation, diagnostics, etc.), and not by delivery site (inpatient, outpatient, freestanding, etc.). At most universities, there is some discussion of historical development of various parts of our health systems. There may also be a session devoted to imagining the future. Some survey courses make extensive use of outside management practitioners as guest speakers.

Because 601 is a Management course offered in a College of Business, we will integrate our large volume of material, as time allows, using a very elementary strategic management model. For each type of organization we study, we will look at the environment and stakeholders; briefly assess organizational strengths & weaknesses; and study environmental opportunities and threats. We will do this to demonstrate why various health care provider organizations, insurance companies, and professional groups are competing versus collaborating; integrating versus disintegrating; and thriving versus struggling in the early 21st century.

Class participants should know that MGT 601 is not organized around guest speakers or field trips to health care sites. There is a very large amount of material to cover in only 15 class meetings, so our focus will be on reading, discussion, presentation and lecture in the classroom setting. An MHA required course, MGT 660, Managing Health Care Organizations, which is offered each spring semester, does emphasize extensive interaction with practicing health administrators and visits to health care organizations. MGT 601 or permission of the Instructor is the only prerequisite for MGT 660, Managing Health Care Organizations.

EVALUATION CRITERIA:

Midterm Exam	100 pts.
Final Exam	120 pts.
Team Presentation	80 pts.
Paper	100 pts.
Class Contributions	50 pts.
Total Points	450 pts.

405-450	A	90%
360-404	B	80%
315-359	C	70%
270-314	D	60%
Below 270	F	

Grades are based on points earned. There are many ways to earn points in this course. You can compensate to some extent for a “weaker” performance on one criterion with a “stronger” performance on other criteria. Accordingly, there is NO extra credit work given.

EXPLANATION OF ITEMS:

Midterm Exam: There is a tremendous amount of “alphabet soup” (definitions, terminology, identities, acronyms, etc.) to be mastered in any introductory or survey course, and the language of health care is a language of acronyms! The material by its nature is relatively non-cumulative. The midterm exam will be in a multiple choice, short answer, or fill-in-the-blank format. Text, articles, class lectures, video content, etc., all will be fair game for inclusion on the exams. **NO MAKEUPS WILL BE GIVEN EXCEPT FOR SERIOUS AND DOCUMENTABLE REASONS.**

Final Exam: Two thirds of the final exam, scheduled for **Wednesday, May 16, in our usual classroom, from 8:00 to 10:00 pm**, is designed to test “alphabet soup” materials (definitions, terminology, identities, acronyms, etc.) covered after the Midterm Exam. The remaining portion of the final exam assesses your analytical skills, using a short essay format to assess your appreciation of broader, more subjective health services organization issues that may be drawn from materials covered at any point in the course. I will provide some guidance about the range of topics that may be covered on the short essay portion of the final.

Class Presentations: During the first class, each class member will review a list of topics provided by the instructor and suggest his or her top choices for topics on which s/he would like to present as a member of a three-person team. For the class presentations, the class member will request a topic about which he or she knows relatively more than other topics (that is, in which s/he is “relatively” expert). The topics available to choose among relate to syllabus items on the dates noted below.

Each presentation team will work with text, library, web, community resources, and the instructor to generate background information as the basis for a 30-40-minute (maximum) class presentation, which can include PowerPoint slides, other audiovisuals, or appropriate handouts, on the dates that the respective topics are listed on the Assignment Schedule below.

Paper: During the first or second class, each class member will review a list of topics provided by the instructor and suggest his or her top choices for topics on which s/he would like to write an issues paper (approximate length, 15 pages, plus references).

A class member may suggest a topic not included on the list. For this portion of the course, the class member will select a topic about which s/he has an interest but essentially no background and knowledge (that is, something the individual would really like to learn about). In developing the paper, **due no later than Friday, May 4, 2007**, the class member is encouraged to draw upon the expertise of the instructor and other members of the class in addition to the usual scholarly or library resources. The student may use either MLS or APA format, whichever s/he prefers for citing and documenting references.

Attendance, Preparation and Class Contributions: The University's attendance policy can be found at <http://www.missouristate.edu/recreg/attendan.html>. Class attendance, preparation and contributions at all scheduled sessions are important and expected. The class meets only once each week, so you miss a considerable amount of material, and we miss you, at every class you miss. In a relatively small graduate class, your contributions are especially important and visible.

This is a graduate level course. We are all adults. To facilitate discussion and interaction among class participants, and to benefit from the very different backgrounds represented in class, members need to prepare for class by reading the materials assigned for that evening. If class preparation and participation are high, the class can be a great deal of fun. If preparation for class falls off, the Instructor reserves the prerogative to give an unannounced ("pop") quiz at any class session and to assign a point value for the exercise.

Missouri State Policy on Use of Cell Phones and Electronic Devices in Classes: Please extend respect and courtesy to your class colleagues and to me by **turning off cell phones, pagers, beepers and electronic devices** before class begins. Missouri State prohibits the use by students of cell phones, pagers, or similar communication devices during scheduled classes. This includes using a laptop, Blackberry or similar device for emailing or internet browsing during class. All such devices must be turned off or put in a silent mode and cannot be taken out during class. In testing situations, use of cell phones or similar communication devices may lead also to a charge of academic dishonesty and additional sanctions under the *Student Academic Integrity Policies and Procedures*.

We understand that class members on clinical or managerial "call" or who have family care issues will need to have their cell phones turned on. As minimal etiquette, however, I do ask that **all devices** be on "vibrate" or otherwise **silent**, and that any class member receiving a call leave the classroom to answer the phone.

Late Work or Absences: Please make sure to have any assignments ready at the beginning of the class period on the date assigned unless you have made prior arrangements with me. In order to have an excused absence from class in which you are taking an exam/quiz or presenting to the group, you must contact me or leave a message with the departmental secretary prior to class, and then present a formal letter with supporting documentation detailing the reason(s) for the absence. Excused absences are

considered to be serious illnesses, which are verified by a physician's excuse, and family deaths, also requiring documentation.

Academic Dishonesty: Missouri State University is a community of scholars committed to developing educated persons who accept the responsibility to practice personal and academic integrity. You are responsible for knowing and following the university's student honor code, *Student Academic Integrity Policies and Procedures*, available at <http://www.missouristate.edu/provost/3935.htm> and also available at the Reserves Desk in Meyer Library. Any student participating in any form of academic dishonesty will be subject to sanctions as described in this policy.

Students are expected to do their own work and to reference appropriately the work and ideas of others. Failure to do so can result in an **"F" for the course**. Any student who has been found by the instructor to have committed academic dishonesty, as defined in the policies and procedures will, at the discretion of the instructor, be subject to any of the sanctions described in the policies and procedures, up to and including a grade of XF (failing because of academic dishonesty).

DISABILITY ACCOMODATION: Please let me know as soon as possible regarding any need for reasonable accommodations. To request academic accommodations for a disability, contact the Director of Disability Services, Plaster Student Union, Suite 405, (417) 836-4192 or (417) 836-6792 (TTY), <http://www.missouristate.edu/disability>. Students are required to provide documentation of disability to Disability Services prior to receiving accommodations. Disability Services refers some types of accommodation requests to the Learning Diagnostic Clinic, which also provides diagnostic testing for learning and psychological disabilities. For information about testing, contact the Director of the Learning Diagnostic Clinic, (417) 836-4787, <http://psychology.missouristate.edu/lcd>.

Nondiscrimination: Missouri State University is an equal opportunity/affirmative action institution, and maintains a grievance procedure available to any person who believes he or she has been discriminated against. At all times, it is your right to address inquiries or concerns about possible discrimination to the Office for Equity and Diversity, Siceluff Hall 296, (417) 836-4252. Other types of concerns (i.e., concerns of an academic nature) should be discussed directly with your instructor and can also be brought to the attention of your instructor's Department Head.

Final DROP DATE for the Course: Please note that the final drop date for Spring semester courses is May 4. The university will not allow an instructor to award the grade of N (withdraw passing) after this date. If you stop attending this class but do not follow proper procedure for dropping the class, you will receive a failing grade and will also be financially obligated. To drop a class anytime after the first week, you must turn in a drop slip at an authorized registration center. You need not obtain any signatures on the drop slip.

ASSIGNMENT SCHEDULE**MGT 601
W&T = Williams & Torrens**

January 17	Ice Storm: University Closed	
January 24	Introduction Overview & Paper Input “The Making of a Doctor” Key Clinical Actors: The Physician “Why I do What I do,” by P. Grim, MD	W&T Chaps. 1 & 17 Video Handouts Reading
January 31	Key Clinical Actors Nursing Pharmacy & Others “Dead Poet’s Society”	W&T Chap. 14 Video Clip
February 7	Health Care Environment Access & Trends “Managing Care, Managing Dollars Health Care Policy	W&T Chap. 2 W&T Chap. 4 Video W&T Skim Chap. 15
February 14	Financing Health Services Medicare Medicaid The Uninsured	W&T Chap. 5 Handouts Handouts
February 21	Financing Health Services Managed Care Private Health Insurance	W&T Chap. 6, W&T Chap. 7
February 28	Medical Technology e-Health The Internet	W&T Chap. 3 Handouts
March 7	Pharmaceuticals Health Equipment “Health and Pharmaceuticals Industry”	W&T Chap. 13 Video/Handouts
March 14	Mid-Term Exam Public Health Health Promotion & Wellness International Medicine	W&T Chap. 8 Skim W&T Chap. 15 Handouts
March 21	SPRING BREAK	
March 28	Continue Public Health, Promotion & Wellness Physician Services Ambulatory Care Services Physician Group Practices	W&T Chap. 9
April 4	Hospital & Health Services I Nursing, Intensive Care, Dx & Emergency Services	W&T Chap. 10 Handouts
April 11	Hospital & Health Services II Rehabilitation Related Therapeutic Services Subacute Care	Handouts

April 18	Behavioral Medicine and Mental Health Hospice/Palliative Care Medically Futile Treatment	W&T Chap. 12 Handouts
April 25	Continue Behavioral and Palliative Care, Long Term Care, Nursing Facilities, Assisted Living & Continuum of Care	W&T Chap. 11 Handouts
May 2	Hospital & Health Services III, Integrated Systems and Affiliation Models, Home Health Care	Handouts
May 9	Assessing & Improving Quality of Care	Handouts W&T Chap. 16

FINAL EXAM: Wednesday, May 16, 8:00 – 10:00 PM

No Penalty drop deadline, Tuesday, March 27

Final drop deadline, Friday, May 4