# http://www.ric.edu/webcommunications/images/SealWithText_Small_Black.pnggraduate CURRICULUM COMMITTEE

# PROPOSAL FORM

## Cover page Scroll over blue text to see further [instructions](#instructions)

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| A.1. [Course or program](#Proposal) | **HCA 545 – Managing Health Care Organizations** | | | |  |
| [Replacing](#Ifapplicable) | **HCA 535 Managing Community health** | | | |  |
| A.2. [Proposal type](#type) | New Course, to replace HCA 535 | | | |  |
| A.3. [Originator](#Originator) | Christine Connolly | [Home department](#home_dept)s | Management and Marketing: Health Care Administration | | |
| A.4. [Rationale](#Rationale) | Rationale for Course Change  As the MS in Health Care Administration program continues to evolve, we have become aware that a stronger and more broad health care management course is needed to better prepare our students for leading and managing in the healthcare sector. The previous course was designed with a community health focus and as the course was implemented it became apparent that there was overlap with another courses and that it lacked a management emphasis in all other facets of health care.  This curriculum change resolves this issue and strengthens students understanding of unique health care management requirements in a variety of health care settings. Our graduate curriculum is best served with a strong management course that looks at managing not just in a community public health arena but also in hospitals, assisted living and nursing facilities, community health centers, and other areas delivering health care services.  HCA 535 is only a curriculum requirement for MS-HCA majors so this will not impact other departments or programs.  While this new course offering will replace HCA 535, for those who have already taken HCA 535, we will accept HCA 535, in place of the HCA 545 requirement. | | | | |
| A.5. [Date submitted](#date_submitted) | **10/3/2018** | A.6. [Semester effective](#Semester_effective) | | **Spring 2019** | |
| A.7. [Resource impact](#Resource) | *[Faculty PT & FT](#faculty" \o "Need to hire new full-time or part-time faculty? This is where you indicate if this proposal will be affecting FLH in your department/program.)*: | No additional faculty needed | | | |
|  | [*Library*:](#library) | Existing library and information technology resources are sufficient for supporting the program at this time. | | | |
|  | [*Technology*](#technology) | Existing technology resources are sufficient for supporting the program at this time. | | | |
|  | [*Facilities*](#facilities): | Classrooms in the evenings will be needed. | | | |
| A.8. [Program impact](#prog_impact) | No other programs will be impacted. | | | | |
| A.9. [Student impact](#student_impact) | New course to replace HCA 535. No negative impact on students. Those who have completed HCA 535 will be able to use this course for their graduation requirements. New students will take the newly developed course. | | | | |
| A.10. The following screen tips are for information on what to do about catalog copy until the new CMS is in place: Check the “Forms and Information” page for updates. [Catalog page.](#catalog)  [Where are the catalog pages](#catalog)? [Several related proposals](#catalog)? Do **not** list catalog pages here. **All** catalog copy for a proposal must be contained within a **single** file; put page breaks between sections. Make sure affected program totals are correct if adding/deleting course credits. | | | | | |

B. [NEW OR REVISED COURSES](#delete_if)

|  | Old ([for revisions only](#Revisions)) | New |
| --- | --- | --- |
| B.1. [Course prefix and number](#cours_title) |  | HCA 545 |
| B.2. Cross listing number if any |  |  |
| B.3. [Course title](#title) |  | Managing Health Care Organizations |
| B.4. [Course description](#description) |  | **Students explore the principles and processes of healthcare management. Service delivery, program design, strategic positioning, theories, service marketing, cultural acuity, collaboration and competition will be examined.** |
| B.5. [Prerequisite(s)](#prereqs) |  | Acceptance into graduate HCA program or permission of HCA Director |
| B.6. [Offered](#Offered) |  | **Offered annually.** |
| B.7. [Contact hours](#contacthours) |  | **3** |
| B.8. [Credit hours](#credits) |  | **3** |
| B.9. [Justify differences if any](#differences) |  | |
| B.10. [Grading system](#grading) |  | **Letter grade** |
| B.11. [Instructional methods](#instr_methods) |  | **Fieldwork Lecture | Practicum | Seminar | Small group | Individual |**  **50** [**% Online**](#Online) |
| B.12.[Categories](#required) |  | **Required for program** |
| B.13. [How will student performance be evaluated?](#performance) |  | **Attendance | Class participation | Presentations | Papers |**  **Class Work | Interviews | Portfolio**  **Projects** |
| B.14. [Redundancy statement](#competing) |  | **NA** |
| B. 15. Other changes, if any |  | |

| B.16**.** [**Course learning outcomes**](#outcomes) | [**Standard(s)**](#standards) | [**How will they be measured?**](#measured) |
| --- | --- | --- |
| Ability to analyze challenges faced by complex health care organizations and resolve these challenges |  | Case Analysis Assignments |
| Understand of principles and processes that govern managing health care organizations. |  | Interactive Classroom Activities |
| Ability to assess environment conditions and constraints that impact positioning, decision making and operational success for health care organizations |  | Internal and External Environmental Scan |
| Understand the techniques used to successfully market health services in the community |  | Marketing Assessment |
| Ability to balance organizational collaboration with strategic positioning in a competitive health care arena. |  | Final Research Paper |
| Understanding of theories of conflict, organizational change, complexity etc. |  | Case Analysis Assignments |
| Understanding of techniques used to build successful and strong teams |  | Interactive Classroom Activities |
| Apply “Systems thinking” for resolution of organizational problems using theoretical aspects of health care strategic planning and management |  | Group problem solving through cases that demonstrate understanding of strategic management and system thinking |
| Understand key aspects of critical and analytical about health care issues – levers of change, culture, competitive forces |  | Interactive Classroom Activities |

| B.17. [**Topical outline**](#outline)   1. Health Care Strategic Planning and Management    1. Mission, Vision, Goals in Uncertainty    2. Internal and External Environmental Scanning for Alignment    3. Competitive Forces 2. Power and Politics of Health Care    1. Sources of Power    2. Game Theory    3. Mintzberg Political Games Theory 3. Theories, Principles and Processes of Organizational Management    1. Conflict Theory – Interpersonal Dynamics    2. Complexity Theory – Systems Approach to Health Care    3. Classical to Modern to Post-modern Theories    4. Levers of change – Assessing and Managing Environmental Conditions and Constraints 4. Population Health Dynamics    1. Models and Theories of Community Health    2. Community Needs Assessment    3. Major Public Health Concerns addressed by Population Health 5. The Role of Teams    1. Internal Team Building    2. External Relationships and Positioning    3. Strategies for Collaboration and Partnership 6. Navigating Market Forces    1. Appropriate Alignment    2. Organizational and Strategic Positioning   Required Text:  Johnson, J. & Rossow, C. (2018). Health Organizations: Theory, Behavior and Development. Jones &Bartlett, Burlington, MA  Supplemental text (recommended):  Moseley, G. (2018). Managing Health Care Business Strategy, 2nd Edition, Jones & Bartlett, Burlington, MA |
| --- |
|  |

### 

## D. Signatures

##### D.1. Approvals

* Changes that directly impact more than one department/program MUST have the signatures of all relevant department chairs, program directors, and relevant dean (e.g. when creating/revising a program using courses from other departments/programs).
* Proposals that do not have appropriate approval signatures will not be considered.
* Type in name of person signing and their position/affiliation.
* Send electronic files of this proposal and accompanying catalog copy to [graduatecommittee@ric.edu](mailto:graduatecommittee@ric.edu) and a printed or electronic signature copy of this form to the current Chair of UCC. Check UCC website for due dates.

| Name | Position/affiliation | [Signature](#_Signature" \o "Insert electronic signature, if available, in this column) | Date |
| --- | --- | --- | --- |
| Marianne Raimondo | Director MS-HCA |  |  |
| Constance Milbourne | Chair – Management. and Marketing |  |  |
| Jeffrey Mello | Dean, School of Business |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

##### D.2. [Acknowledgements](#acknowledge)

| Name | Position/affiliation | [Signature](#Signature_2) | Date |
| --- | --- | --- | --- |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |