



Healthcare Administration and Policy  
HCA 493 Fall 2017

## Course Information

### Introduction

This course provides students with fieldwork experience in local health services organizations. Students will be exposed to a variety of theoretical and practical opportunities that will prepare them to work in the field of Health Care Administration. Students are expected to complete a 250-hour internship.

Students in the Bachelors of Health Care Administration Program at UNLV are expected to develop competencies that will help them become successful professionals. Competencies are intended to be effective application of available skillsets such as knowledge, skills, attitudes, and values in complex situations.

### Curriculum Integration

The internship provides students the opportunity to apply the knowledge obtained in prior coursework in the program and relate it to a practical experience. By using the tools gained through academic learning and with mentoring of a qualified health care organization preceptor, the student will design a health care initiative benefiting the health care organization and/or the community. Additionally, the goal of the internship is to enrich student knowledge of health care administration and to further develop leadership skills, professionalism, and a problem solving of everyday health care issues. These, and other competencies, are identified and further developed in this syllabus.

This is a 6-credit course.

### Meeting Times

On-campus classes will be held on Thursdays at 5:15 PM. See assignments below for details.

Office hours are by appointment only. Please e-mail me at [kurt.houser@unlv.edu](mailto:kurt.houser@unlv.edu) to set up a face-to-face, phone, or video-conference.

### Web-Campus

Access to supplemental documentation, assignments, and forms can be found on **Web Campus | HCA 493 | Course Content**

## Technology and Software/Account Requirements

All Students are required to come to class each session ready to work. You will need:

- Laptop
- Notebook and pen
- UNLV E-mail address
- Google Account (attached to your UNLV e-mail account)
- Assigned reading materials

## Textbooks and Readings

- Slee, D. A., Slee, V. N., & Schmidt, H.J. (2008). *Slee's health care terms* (5th ed.). Burlington, MA: Jones & Bartlett Learning.
- Textbooks from UNLV HCA classes.

Supplemental handouts, readings, or download sites may be distributed or communicated during the semester.

You are expected to have read assigned materials before class in order to participate fully in the discussions.

## Assignments

Where directed, assignments will be submitted using Google Tools (Docs, Sheets, Form, etc.). APA formatting is required, where directed.

Naming convention: **Title of Assignment.Lastname.Firstname.Date**

## Course Methodology

The course will be taught primarily with the on site internship work through the preceptors. Additionally, the student will be schooled in business and health care concepts, organizational dynamics, and business theories presented by the instructor through lectures, discussions, projects, and through supplemental readings. Students will complete a practicum, through participation in a health care organization's day-to-day operations. A minimum of 250 hours of business activity and project work is expected. Students will apply analysis, critical thinking, and knowledge to organizational examples. Theory and content will be covered in lectures, readings, and class discussions. Activities include weekly reports, environmental and organizational assessment, papers, and mini projects, as well as reflection.

## Grading

ACTIVITY	POINTS	TOTAL
Job Description	Pass/Fail	N/A
Develop a LinkedIn account	Pass/Fail	N/A
Quiz Syllabus and Terms	10	10
Weekly Reports/Class Participation	20	20
Preceptor Assessment	20	20
Environmental and Organizational Assessment	20	20
Point Paper	10	10
Final paper	20	20
Binder	<i>Pass/Fail</i>	N/A
Total		100

Grading is the percentage of total score

A	92-100	C+	78-79
A-	90-91	C	72-77
B+	88-89	C-	70-71
B	82-87	D	60-69
B-	80-81	F	below 60

## General Writing Assignment Requirements

The student must demonstrate appropriate applications of readings, theories, concepts, and evidence to his/her experience. Some must be from this class, but I expect you will also include and integrate concepts from other classes and personally researched readings on evidence and studies as well.

You MUST select and use analytical frameworks from the lectures and readings. **Written assignments without specific reference to empirical evidence and material from class or readings will not receive an “A” grade. Attention to excellent written English, including grammar, diction, syntax, and spelling is required. Grading will take into account the quality and clarity of the written communication.** APA formatting is required, where directed.

This is the primary exposure you will have to starting your career. All papers will be in APA format, unless otherwise directed, and will be professionally presented. Papers will clearly link your Internship experience to your learned material throughout your coursework. For example, if you’re describing the leadership style at your organization you may describe it as Laissez-faire, but you must state where you learned that style and why you’re describing it as such, i.e., “The leadership was Laissez-faire, a concept learned in HCA 000”. “I describe this style as I witnessed several leadership meetings where...”

## Course Objectives

Upon completion of the course, students will have achieved a health care work experience to help them in their pursuit of a career in their field. Each learning objective below is related to one or more competency via the University Undergraduate Learning Outcomes (UULOs). The level to which the objective is covered may depend on the student’s project and learning experience.

By the end of this course, the student will be able to:

1. Demonstrate a broad knowledge of the health care industry and trends involved in the provision, coverage, and access to care.
2. Demonstrate knowledge of major theories of health administration that are appropriate in the field internship setting.
3. Use the knowledge and skills obtained during classroom learning and link to operational work in health care organizations.
4. Demonstrate professionalism and commitment to self-improvement and lifelong learning.
5. Demonstrate applied knowledge of communication, presentation, and collaboration skills.
6. Participate in employee engagement and meetings.
7. Apply working knowledge of organizational hierarchy and structure.
8. Design, plan, or implement and assess project goals, objectives and outcomes.
9. Demonstrate an understanding of the role of mission, vision, values, and ethics in health care organizations.
10. Demonstrate working knowledge of technical writing in a health care environment.
11. Demonstrate reflection through self-assessment.
12. Analyze data and interpret quantitative information for the purpose of decision-making and goal setting within a health care organization.

**University Undergraduate Learning Outcomes (UULOs)** - The five University Undergraduate Learning Outcomes (UULOs) define what all UNLV students should know and be able to do when they graduate. Because students engage with the UULOs in both their general education and academic majors, the UULOs help make the undergraduate experience intentional and coherent.

The UULOs create a purposeful sequence of learning from the first year, to the middle years, to the senior year. Student learning develops through both curricular and co-curricular experiences which expose students to the UULOs in diverse contexts.

Below are the categories of UULOs:

1. Intellectual Breadth and Lifelong Learning
2. Inquiry and Critical Thinking
3. Communication
4. Global/Multicultural Knowledge and Awareness
5. Citizenship and Ethics

For a complete list of UULOs please access the following website:

<https://www.unlv.edu/provost/gen-ed/uulo>

Course Objectives	Guidance UULO Category	Teaching and Learning Methods See references on WebCampus
1. Demonstrate a broad knowledge of the health care industry and trends involved in the provision, coverage, and access to care,	<p>Guidance: Analyze the organization, in particular, where you are working and how they demonstrate the values of the organization.</p> <p>UULO Category: 1.1, 1.2, 1.3, 1.4, 1.5, 1.6; 2.1, 2.2, 2.3, 2.4; 3.1, 3.2, 3.3, 3.4, 3.5, 3.6; 4.1, 4.5, 4.6; and 5.1, 5.3.</p>	<ul style="list-style-type: none"> <li>- Analysis of organization and/or department via Weekly Reports</li> <li>- Preparation of Organizational and Environmental Analysis</li> </ul>
2. Demonstrate knowledge of major theories of health administration that are appropriate in the field internship setting.	<p>Guidance: Demonstrate how the organization makes decisions, incorporates regulations, and practices ethical decision making</p> <p>Analyze managerial issues but also give recommendations, where</p>	<ul style="list-style-type: none"> <li>- Weekly Reports</li> <li>- Point Paper</li> <li>- Final Paper</li> </ul>

	<p>needed, on what could work to solve a problem.</p> <p>UULO Category: 2.1, 2.2, 2.3, 2.4, 2.5, 2.6; 3.1, 3.2, 3.3, 3.4, 3.5, 3.6; 4.5, 4.6; and 5.1.</p>	
<p>3. Use the knowledge and skills obtained during classroom learning and link to operational work in health care organizations.</p>	<p>Guidance: Show the link between didactic teachings and operational experience.</p> <p>UULO Category: 1.1, 1.2, 1.3, 1.4, 1.5, 1.6; 2.1, 2.2, 2.3, 2.4, 2.5, 2.6; 3.1, 3.2, 3.3, 3.4, 3.5, 3.6; and 5.1, 5.2, 5.4.</p>	<ul style="list-style-type: none"> <li>- All written assignments should contain the linkage between classwork and internship</li> <li>- Weekly reports</li> <li>- Environmental and Organizational Assessment</li> <li>- Point Paper</li> <li>- Final Paper</li> </ul>
<p>4. Demonstrate professionalism and commitment to self-improvement and lifelong learning.</p>	<p>Guidelines: Understand your peers who have certifications and licenses in addition to their degrees. How do you set yourself apart?</p> <p>UULO Category: 1.1, 1.2, 1.3, 1.4, 1.5, 1.6.</p>	<ul style="list-style-type: none"> <li>- Develop a LinkedIn account and obtain 10 contacts</li> <li>- Join a professional body</li> </ul>
<p>5. Demonstrate applied knowledge of communication, presentation and collaboration skills.</p>	<p>Guidelines: Demonstrate effective oral communication and presentation skills.</p> <p>UULO Category: 3.1, 3.2, 3.3, 3.4, 3.5.</p>	<ul style="list-style-type: none"> <li>- All papers: * Strict adherence to respect of grammar, spelling, and bottom line business writing</li> </ul>
<p>6. Participate in employee engagement and meetings.</p>	<p>Guidelines: If not invited, ask your preceptor which meetings you can observe.</p> <p>UULO Category: 3.1, 3.2, 3.3, 3.4, 3.5, 3.6.</p>	<ul style="list-style-type: none"> <li>- Weekly reports</li> <li>- Environmental and Organizational Assessment</li> </ul>

<p>7. Apply working knowledge of organizational hierarchy and structure.</p>	<p>Guidelines: Understand the positional and personal power in the organization.</p> <p>UULO Category: 2.1 and 4.5.</p>	<p>- Final Paper: Demonstrate the link between didactic teachings and operational experience.</p>
<p>8. Design, plan, or implement and assess project goals, objectives and outcomes.</p>	<p>Guidelines: Focus on and appreciate the importance of continuous improvement.</p> <p>UULO Category: 2.1, 2.2, 2.3, 2.4, 2.5, 2.6; and 3.1, 3.2, 3.3, 3.4, 3.5, 3.6.</p>	<p>- Point Paper: Provide an executable recommendation for an operational improvement.</p>
<p>9. Demonstrate an understanding of the role of mission, vision, values, and ethics in health care organizations.</p>	<p>Guidance: Notice the organization's decision making and if it is ethical and aligned to its purpose.</p> <p>UULO Category: 5.2, 5.4, 5.5.</p>	<p>- Weekly report: Provide examples - Final Paper: Analyze decision making</p>
<p>10. Demonstrate working knowledge of technical writing in a healthcare environment.</p>	<p>Guidance: Prepare effective written and business communications</p> <p>UULO Category: 3.1, 3.2, 3.3, 3.4, 3.5, 3.6.</p>	<p>- Point Paper: Demonstrate ability to be concise and thoroughly persuasive in a one-page summary</p>
<p>11. Demonstrate reflection through self-assessment.</p>	<p>Guidance: Take time to provide an internal assessment of your skills, strengths, and opportunities for improvements.</p> <p>UULO Category: 1.4, 1.5, 1.6.</p>	<p>- Weekly reports require a reflection submission</p>

<p>12. Analyze data and interpret quantitative information for decision-making and goal setting within a health care organization.</p>	<p>Guidelines: Understand how decisions are made, why they are made, how they are executed, and how they impact the organization</p> <p>UULO Category: 2.1, 2.2, 2.3, 2.4, 2.5, 2.6.</p>	<p>- Environmental and Organizational Assessment: Analyze not just what the organization does but why and how they communicate for execution.</p>
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## Course Outline

Important dates and deadlines	Topics and logistics	Assignment/activity
<p>In Class August 31 5:15 – 8:15 PM MPE-105</p>	<p>Class expectations Assignment review Workplace expectations Basic health care terms</p>	<p>Review Syllabus: Prepare questions from syllabus review for class discussion.</p>
<p>When on-boarded at Health Care Organization</p>	<p>Start Practicum (where applicable)</p>	<p>Start weekly progress reports as identified in WebCampus.</p> <p><b>Email weekly reports to your instructor</b></p> <p><b>Weekly reports must be submitted each Sunday by 1159pm – Use forms on WebCampus and/or email to instructor at UNLV.edu email address</b></p>
<p>September 7</p>		<p><b>Job Description Due – Email to Instructor</b></p>
<p>In Class September 14 5:15 – 8:15 PM MPE 105</p>	<p>Continue to review assignments and instructor expectations</p> <p>In Class Quiz</p>	<p>What is a Point Paper/Executive Summary and why is it important?</p> <p>Learn how to effectively communicate to affect change</p>
<p>In Class October 12 5:15 – 8:15 PM MPE 105</p>	<p>Review Environmental and Organizational Analysis</p>	<p>Learn how this links to a strategy; and then to execution</p>
<p>In Class</p>	<p>Group discussion and</p>	<p>Discuss internship and review requirements for</p>

Nov 16 5:15 – 8:15 PM MPE 105	lessons learned on internship experiences	papers <b>Environmental and Organizational Analysis Due</b>
In Class Dec 7 5:15 – 8:15 PM MPE 105		<b>Point Paper Due</b> <b>Preceptor Evaluations Due</b> <b>Student Evaluations Due</b>
In Class Dec 14 <sup>th</sup> 5:15 – 8:15 PM MPE 105		<b>Final papers due</b>

## Course Assignments

Assignment descriptions can be found in the links below or on WebCampus in the Course Content section.

[Environmental/ Organizational Assessment](#)

[Weekly Progress Report](#)

## Academic Integrity

In line with University policy, the guidelines and policy for academic integrity will be enforced. Please see the policy found at the following link for the policy provisions:

Please check your papers with <http://www.ithenticate.com> or <http://turnitin.com/> before submitting to ensure originality and thwart plagiarism.

## Attendance and Class Participation

**Class attendance** is an important and necessary element of the class. Roll will be taken. Please notify the instructor if you will be absent. Absences will be excused only for critical reasons and approved prior to the absence. Just notifying the instructor doesn't count as excused.

**Class tardiness:** It is expected that you will arrive to class ON TIME so that you do not disturb either the instructor or your classmates. Arriving late is an expression of disrespect to your instructor and fellow students.

**Participation** involves cogent, thoughtful and considered comments that contribute to furthering understanding and knowledge of the subject matter. This is not a matter of counting how much you say, but the quality of your contribution as well.

Improper use of time while in class will not be tolerated. Texting, surfing the web or other distractions take away from your learning as well as the learning of others. Please remember, **respect, responsibility, honesty and being on task** are four tenets applicable in an academic setting as well as a professional setting.

## Important Web Link Sources

(select a link below to take you to the website)

- [Kaiser Family Foundation](#)
- [Centers for Disease Control and Prevention](#)
- [Centers for Medicare and Medicaid Services](#)
- [National Library of Medicine](#)
- [Rand \(Health Division\) Public Agenda](#)
- [KFF State Health Facts](#)

## Useful Journals for Research

<i>Abstracts of Health Care Management Studies</i>	<i>Journal of Long Term Care Administration</i>
<i>Ambulatory Care</i>	<i>Journal of Public Health Policy</i>
<i>Ambulatory Care Management</i>	<i>Journal of Rural Health</i>
<i>American Journal of Public Health</i>	<i>Medical Care</i>
<i>Frontiers of Health Services Management</i>	<i>Medical Care Research and Review</i>
<i>Harvard Business Review</i>	<i>Milbank Memorial Fund Quarterly/Health and Society</i>
<i>Health Affairs</i>	<i>New England Journal of Medicine</i>
<i>Health Care Management</i>	<i>Public Health Reports</i>
<i>Health Care Management Review</i>	<i>International Journal of Health Services Inquiry: The</i>
<i>Health Policy Quarterly</i>	<i>Journal of Health Care Organization and Management</i>
<i>Health Services Management Research</i>	<i>Journal of Health and Human Resources</i>
<i>Health Services Research</i>	<i>Administration</i>
<i>Journal of Medical Practice Management</i>	<i>Journal of Health Politics, Policy, and Law</i>

## University Policies

**Academic Misconduct**—Academic integrity is a legitimate concern for every member of the campus community; all share in upholding the fundamental values of honesty, trust, respect, fairness, responsibility, and professionalism. By choosing to join the UNLV community, students accept the expectations of the Student Academic Misconduct Policy and are encouraged when faced with choices to always take the ethical path. Students enrolling at UNLV assume the obligation to conduct themselves in a manner compatible with UNLV's function as an educational institution. An example of academic misconduct is plagiarism. Plagiarism is using the words or ideas of another, from the Internet or any source, without proper citation of the sources. See the *Student Academic Misconduct Policy* (approved December 9, 2005) located at: <https://www.unlv.edu/studentconduct/student-conduct>.

**Copyright**—The University requires all members of the University Community to familiarize themselves with and to follow copyright and fair use requirements. You are individually and solely responsible for violations of copyright and fair use laws. The university will neither protect nor defend you, nor assume any responsibility for employee or student violations of fair use laws. Violations of copyright laws could subject you to federal and state civil penalties and criminal liability, as well as disciplinary action under University policies. Additional information can be found at: <http://www.unlv.edu/provost/copyright>.

**Disability Resource Center (DRC)**—The UNLV Disability Resource Center (SSC-A 143, <http://drc.unlv.edu/>, 702-895-0866) provides resources for students with disabilities. If you feel that you have a disability, please make an appointment with a Disabilities Specialist at the DRC to discuss what options may be available to you. If you are registered with the UNLV Disability Resource Center, bring your Academic Accommodation Plan from the DRC to the instructor during office hours so that you may work together to develop strategies for implementing the accommodations to meet both your needs and the requirements of the course. Any information you provide is private and will be treated as such. To maintain the confidentiality of your request, please do not approach the instructor in front of others to discuss your accommodation needs.

**Final Examinations**—The University requires that final exams given at the end of a course occur at the time and on the day specified in the final exam schedule. See the schedule at: <http://www.unlv.edu/registrar/calendars>.

**Incomplete Grades**—The grade of I—Incomplete—can be granted when a student has satisfactorily completed three-fourths of course work for that semester/session but for reason(s) beyond the student's control, and acceptable to the instructor, cannot complete the last part of the course, and the instructor believes that the student can finish the course without repeating it. The incomplete work must be made up before the end of the following regular semester for undergraduate courses. Graduate students receiving "I" grades in 500-, 600-, or 700-level courses have up to one calendar year to complete the work, at the discretion of the instructor. If course requirements are not completed within the time indicated, a grade of F will be recorded and the GPA will be adjusted accordingly. Students who are fulfilling an Incomplete do not register for the course but make individual arrangements with the instructor who assigned the I grade.

**Library Resources**—Students may consult with a librarian on research needs. Subject librarians for various classes can be found here: [https://www.library.unlv.edu/contact/librarians\\_by\\_subject](https://www.library.unlv.edu/contact/librarians_by_subject). UNLV Libraries provides resources to support students' access to information. Discovery, access, and use of information are vital skills for academic work and for successful post-college life. Access library resources and ask questions at <https://www.library.unlv.edu/>.

**Rebelmail**—By policy, faculty and staff should e-mail students' Rebelmail accounts only. Rebelmail is UNLV's official e-mail system for students. It is one of the primary ways students receive official university communication such as information about deadlines, major campus events, and announcements. All UNLV students receive a Rebelmail account after they have been admitted to the university. Students' e-mail prefixes are listed on class rosters. The suffix is always [@unlv.nevada.edu](mailto:@unlv.nevada.edu). **Emailing within WebCampus is acceptable.**

**Religious Holidays Policy**—Any student missing class quizzes, examinations, or any other class or lab work because of observance of religious holidays shall be given an opportunity during that semester to make up missed work. The make-up will apply to the religious holiday absence only. It shall be the responsibility of the student to notify the instructor within the first 14 calendar days of the course for fall and spring courses (excepting modular courses), or within the first 7 calendar days of the course for summer and modular courses, of his or her intention to participate in religious holidays which do not fall

on state holidays or periods of class recess. For additional information, please visit: <http://catalog.unlv.edu/content.php?catoid=6&navoid=531>.

**Transparency in Learning and Teaching**—The University encourages application of the transparency method of constructing assignments for student success. Please see these two links for further information:

<https://www.unlv.edu/provost/teachingandlearning>

<https://www.unlv.edu/provost/transparency>

**Tutoring and Coaching**—The Academic Success Center (ASC) provides tutoring, academic success coaching and other academic assistance for all UNLV undergraduate students. For information regarding tutoring subjects, tutoring times, and other ASC programs and services, visit <http://www.unlv.edu/asc> or call [702-895-3177](tel:702-895-3177). The ASC building is located across from the Student Services Complex (SSC). Academic success coaching is located on the second floor of SSC **A** (ASC Coaching Spot). Drop-in tutoring is located on the second floor of the Lied Library and College of Engineering TBE second floor.

**UNLV Writing Center**—One-on-one or small group assistance with writing is available free of charge to UNLV students at the Writing Center, located in CDC-3-301. Although walk-in consultations are sometimes available, students with appointments will receive priority assistance. Appointments may be made in person or by calling 702-895-3908. The student's Rebel ID Card, a copy of the assignment (if possible), and two copies of any writing to be reviewed are requested for the consultation. More information can be found at: <http://writingcenter.unlv.edu/>.