

Syllabus

Course Overview

This course offers an in-depth study of past, present, and future national and global healthcare delivery from a business management perspective. To build a strong foundational understanding, your studies and course activities begin by examining the history and evolution of U.S. and global healthcare delivery systems. You will then practice managerial critical thinking skills as you analyze a variety of management challenges related to population health indicators, and political, economic, and consumer driven forces in the current U.S. system. From there, you will turn attention to the future, studying and practicing change management concepts and skills related to new demands resulting from emerging and future trends in healthcare delivery.

Due to the fast rate of change in the U.S. health care system, this course requires extensive research to ensure the topics you explore are based on and applied to current and relevant information. The course includes a Course Reflection Journal that allows you to take a pause to reflect back on your learning experiences for each unit. Assignments are comprised of two video-based presentations that provide opportunities for creativity and further development of your managerial communication skills, and one academic research-based paper that invites you to explore possible improvements to the U.S. healthcare system. Together, these four components make up the Course Portfolio Project.

Subject matter for each unit is presented through readings, videos, and multiple Internet resources. It is important that you review all course resources to support your learning, discussions, and assignments.

Hardware for Video Presentations

In Units 2 and 9, you will be asked to use an online app or platform like Kaltura, or similar software, to record a presentation for an assignment. All Capella learners have free access to Kaltura. Most computers have built-in webcams and microphones to use with Kaltura. Refer to [Using Kaltura \[PDF\]](#) for download and setup instructions.

Note: If you require the use of assistive technology or alternative communication methods to participate in these activities, please contact [Disability Services](#) to request accommodations.

If you are unable to access the hardware needed to record the presentations, you may substitute PowerPoint presentations with extensive notes, with the permission of your instructor.

Course Competencies

(Read Only)

To successfully complete this course, you will be expected to:

- 1 Examine the history and evolution of current U.S. and global health care delivery systems and structures.
- 2 Utilize critical thinking skills to analyze health care delivery system management challenges as related to population health indicators, and political, economic, and consumer-driven forces.
- 3 Apply change management skills to health care managerial roles and responsibilities in relation to emerging and future trends in health care delivery.
- 4 Communicate in a manner that is professional and consistent with expectations for a member of the business professions.

Course Prerequisites

BUS3025 or BUS3026

Syllabus >> Course Materials

Required

The materials listed below are required to complete the learning activities in this course. In each unit, readings, videos, and resources have been compiled to present a complete picture of information related to the subject matter for that unit. It is important that you review all resources to support your learning, discussions, and course assignments.

Integrated Materials

Once the [Capella University Bookstore](#) opens for the quarter, as a registered learner you will receive an e-mail containing a direct link you can use to obtain your materials. Please follow the instructions provided to you by the bookstore to download digital materials. Some materials are available only in hard-copy format and will be shipped to you. The bookstore will indicate any materials that may involve shipping.

Course Pack

These required readings are in a digital coursepack on the VitalSource platform, available from the bookstore. At the start of the quarter, your bookstore order confirmation e-mail will provide instructions for either downloading or accessing the readings online.

Caron, R. M. (2017). Population health and health determinants. In *Population health: Principles and applications for management* (pp. 215–231). Chicago, IL: Health Administration Press.

Book

Niles, N. J. (2018). *Basics of the U.S. health care system* (3rd ed.). Burlington, MA: Jones & Bartlett. ISBN: 9781284102888

Library

The following required readings are provided in the Capella University Library or linked directly in this course. To find specific readings by journal or book title, use [Journal and Book Locator](#). Refer to the [Journal and Book Locator library guide](#) to learn how to use this tool.

- Clack, L., Houser, S., Kadlec, L., Mikaelian, R., Tabisula, B., & Zeglen, M. (2017, Oct.). [Data analytics and informatics are two separate disciplines \(and why this matters to HIM\)](#). *Journal of AHIMA*, 88(10), 20–24.
- Dallas, H. J. (2015). *Mastering the challenges of leading change: Inspire the people and succeed where others fail*. Hoboken, NJ: Wiley.
- Healey, B. J. (2018). *Principles of healthcare leadership*. Arlington, VA: Health Administration Press.
- Jimenez, A., Boehe, D. M., Taras, V., & Caprar, D. V. (2017, May 17). [Working across boundaries: Current and future perspectives on global virtual teams](#). *Journal of International Management*.
- Perley, R. (Ed.). (2016). *Managing the long-term care facility: Practical approaches to providing quality care*. Hoboken, NJ: John Wiley & Sons.

External Resource

Please note that URLs change frequently. While the URLs were current when this course was designed, some may no longer be valid. If you cannot access a specific link, contact your instructor for an alternative URL. Permissions for the following links have been either granted or deemed appropriate for educational use at the time of course publication.

- [Administration for Community Living \(ACL\)](#). (n.d.). U.S. Department of Health and Human Services. Retrieved from <https://www.acl.gov/>
- [Against the Odds – Making a Difference in Global Health](#). (n.d.). U.S. National Library of Medicine. Retrieved from <https://apps.nlm.nih.gov/againsttheodds/>
- [Big Data Technologies in Healthcare: Needs, Opportunities, and Challenges \[PDF\]](#). (2016, Dec. 21). TF7 Healthcare Subgroup. Big Data Value Association. Retrieved from <http://www.bdva.eu/sites/default/files/Big%20Data%20Technologies%20in%20Healthcare.pdf>
- Centers for Disease Control and Prevention (CDC). (n.d.). [Homepage](#). Retrieved from <https://www.cdc.gov/>
- Centers for Disease Control and Prevention (CDC). (n.d.). [Medical Tourism](#). U.S. Department of Health and Human Services. Retrieved from <https://www.cdc.gov/features/medicaltourism/index.html>
- Centers for Disease Control and Prevention. (n.d.). [Jobs and opportunities around the world](#). Retrieved from <https://www.cdc.gov/globalhealth/employment/default.htm>
- Centers for Medicare and Medicaid Services. (n.d.). [CMS's program history: Medicare and Medicaid](#). Retrieved from <https://www.cms.gov/About-CMS/Agency-Information/History/index.html?redirect=/history/>
- [Collections: Films and Videos](#). (n.d.). U.S. National Library of Medicine. Retrieved from <https://www.nlm.nih.gov/hmd/collections/films/index.html#A5>
- [Digital Health Today](#). (n.d.). Retrieved from <https://digitalhealthtoday.com/>
- [Futurism](#). (n.d.). Retrieved from <https://futurism.com/>
- [Global Health Observatory \(GHO\) data](#). (n.d.). World Health Organization (WHO). Retrieved from <http://www.who.int/gho/en/>
- [Health Affairs](#). (n.d.). Project HOPE: The People-to-People Health Foundation. Retrieved from <http://www.healthaffairs.org/>

- [Health Facilities Management subscription form. \(n.d.\)](http://formdesigner.ecn5.com/GetForm?tokenuid=f6001570-ce96-499d-b1a3-7840d6646aae), American Hospital Association. Retrieved from <http://formdesigner.ecn5.com/GetForm?tokenuid=f6001570-ce96-499d-b1a3-7840d6646aae>
- [Healthy People.gov. \(n.d.\)](https://www.healthypeople.gov/), U.S. Department of Health and Human Services. Retrieved from <https://www.healthypeople.gov/>
- [How to give constructive criticism: 6 helpful tips. \(n.d.\)](https://personalexcellence.co/blog/constructive-criticism/), Personal Excellence. Retrieved from <https://personalexcellence.co/blog/constructive-criticism/>
- [Institute for Healthcare Improvement \(IHI\). \(2019\)](http://www.ihl.org/). Retrieved from <http://www.ihl.org/>
- [Medicare.gov. \(n.d.\)](https://www.medicare.gov/), U.S. Centers for Medicare & Medicaid Services. Retrieved from <https://www.medicare.gov/>
- [National Center for Complementary and Integrative Medicine. \(n.d.\)](https://nccih.nih.gov/), National Institutes of Health (NIH), U.S. Department of Health and Human Services. Retrieved from <https://nccih.nih.gov/>
- [NIH health topics. \(n.d.\)](https://www.nih.gov/health-information), National Institutes of Health (NIH). Retrieved from <https://www.nih.gov/health-information>
- [Occupational Outlook Handbook. \(n.d.\)](http://www.bls.gov/ooh/), Bureau of Labor Statistics. Retrieved from www.bls.gov/ooh/
- [Organisation for Economic Co-operation and Development \(OECD\). \(n.d.\)](http://www.oecd.org/), Retrieved from <http://www.oecd.org/>
- [PlaneTree Health Library. \(n.d.\)](http://www.planetree-sv.org/), Retrieved from <http://www.planetree-sv.org/>
- [Planetree. \(n.d.\)](http://planetree.org/), Retrieved from <http://planetree.org/>
- [Singularity University. \(n.d.\)](https://su.org/), Retrieved from <https://su.org/>
- [The Medical Futurist. \(n.d.\)](http://medicalfuturist.com/), The Medical Futurist Institute. Retrieved from <http://medicalfuturist.com/>
- [United States Agency for International Development \(USAID\). \(n.d.\)](https://www.usaid.gov/), Retrieved from <https://www.usaid.gov/>
- [Washington Health Policy: Week in Review. \(n.d.\)](http://www.commonwealthfund.org/publications/newsletters/washington-health-policy-in-review), The Commonwealth Fund. Retrieved from <http://www.commonwealthfund.org/publications/newsletters/washington-health-policy-in-review>

Suggested

The following materials are recommended to provide you with a better understanding of the topics in this course. These materials are not required to complete the course, but they are aligned to course activities and assessments and are highly recommended for your use.

Optional

The following optional materials are offered to provide you with a better understanding of the topics in this course. These materials are not required to complete the course.

External Resource

Please note that URLs change frequently. While the URLs were current when this course was designed, some may no longer be valid. If you cannot access a specific link, contact your instructor for an alternative URL. Permissions for the following links have been either granted or deemed appropriate for educational use at the time of course publication.

- [American Health Information Management Association \(AHIMA\). \(n.d.\)](http://www.ahima.org/), Retrieved from <http://www.ahima.org/>
- Eagle, A. (2014, Nov. 5). [Boomers put new demands on health care design: Hospitals respond to a generation used to being in control.](http://www.hfmmagazine.com/articles/1409?dcrPath=%2Ftemplatedata%2FHFH_Common%2FNewsArticle%2Fdata%2FHFHM%2FMagazine%2F2014%2FNov%2Fcover-building-hospitals-for-boomers#.WV-n1dZF9rl.email) *Health Facilities Management*. Retrieved from http://www.hfmmagazine.com/articles/1409?dcrPath=%2Ftemplatedata%2FHFH_Common%2FNewsArticle%2Fdata%2FHFHM%2FMagazine%2F2014%2FNov%2Fcover-building-hospitals-for-boomers#.WV-n1dZF9rl.email
- Eagle, A. (2016, Nov. 2). [Creating comforting designs in palliative and hospice facilities: Calming environments aim to put patients and families first.](http://www.hfmmagazine.com/articles/2489-designs-for-palliative-and-hospice-care#.WV-mwaUofz4.email) *Health Facilities Management*. Retrieved from <http://www.hfmmagazine.com/articles/2489-designs-for-palliative-and-hospice-care#.WV-mwaUofz4.email>
- [Joe Flower. \(n.d.\)](http://www.imaginewhatif.com/), Retrieved from <http://www.imaginewhatif.com/>
- U.S. Department of Education. (n.d.). [Family Educational Rights and Privacy Act \(FERPA\)](https://www.ed.gov/policy/gen/guid/fpco/ferpa/index.html) <https://www.ed.gov/policy/gen/guid/fpco/ferpa/index.html>
- U.S. Department of Health & Human Services. (n.d.). [Summary of the HIPAA privacy rule](https://www.hhs.gov/hipaa/for-professionals/privacy/laws-regulations/index.html) <https://www.hhs.gov/hipaa/for-professionals/privacy/laws-regulations/index.html>

Projects

Project >> Course Portfolio

Project Overview

Course Portfolio

The Course Portfolio consists of four components: a Historical Milestone presentation, a research-based paper that analyzes and recommends healthcare system reform options, a Future Trends and Innovations presentation, and a Course Reflection Journal covering all 10 units of the course.

Unit 2: Historical Milestone Presentation

For this assignment, you will create a 5-minute video presentation that provides a historical overview of one of the four basic components of the U.S. healthcare delivery system: medicine and medical education, hospitals, public health, or health insurance.

Unit 7: Analyzing and Recommending Healthcare System Reform Options

For this assignment, you will compare the current U.S. healthcare system with healthcare systems used in other countries, recommend and provide justification for changes in the reform efforts of the U.S. healthcare system, and explore change management skills that would be required to manage these changes.

Unit 9: Future Trends and Innovations Presentation

For this assignment, you will create a 5–8 minute video presentation on an advanced technology trend or innovation and explain how it might affect a specific sector of the healthcare delivery system, as well as healthcare management in that sector in the future.

Weekly: Course Reflection Journal

In each unit, you will reflect back on your most valuable takeaway, identify immediate or future applicability of your learning to your career, and identify what you would like to investigate further. You will also assemble a list of resources and create a personal resource repository for future use in your courses and career. You will complete one page of your journal for each learning unit and submit it as a graded assignment. When you submit your entry in Unit 10, all of your journal pages will be automatically compiled into one overall journal document.

Submission Requirements

- **Portfolio:** Complete all four components of the portfolio as described.
- **Written and verbal communications:** Written and verbal communications should be free of errors that detract from the overall message.
- **APA formatting:** Resources and citations should be formatted using current APA style. See Capella's [APA Style and Format](#) resources.

Project Components

Activity	Grade Weight (%)
u01a1 - Course Reflection Journal	2
u02a1 - Course Reflection Journal	2
u02a2 - Historical Milestone Presentation	15
u03a1 - Course Reflection Journal	2
u04a2 - Course Reflection Journal	2
u05a1 - Course Reflection Journal	2
u06a1 - Course Reflection Journal	2
u07a1 - Course Reflection Journal	2
u07a2 - Analyzing and Recommending Healthcare System Reform Options	20
u08a1 - Course Reflection Journal	2
u09a1 - Course Reflection Journal	2
u09a2 - Future Trends and Innovations	15
u10a1 - Course Reflection Journal	2

Unit 1 >> Getting Started

Introduction

Welcome to the first unit in your BUS3026 course. The Unit 1 coursework is specifically designed to establish a strong base that will support your activities and learning experiences throughout the course. Unit 1 studies include an overview of the types of topics and activities you will be engaged in, as well as introduce basic concepts of leadership as they relate to healthcare management.

Due to a constant state of change in the U.S. healthcare system, it is important for you and your career to learn to access and use current, credible information sources to stay informed about what is happening in the industry. Therefore, right away in Unit 1, you will select and subscribe to a number of virtual resources, such as journals, e-newsletters, blogs, Facebook, Twitter feeds, and so on. Through these resources, you will be able to access and collect information that you can use as you study and research various healthcare topics, engage in discussions, and complete assignments. At the end of the course, you may decide to continue using those resources you feel will be most valuable for you in future courses and your career.

The discussions in Unit 1 relate to your exploration of those resources, as well as text readings on leadership. In the first assignment, you will begin the Journal reflection work that you will engage in throughout the course. To gain maximum benefit from this weekly practice, it is extremely important to take the time to view the Course Reflection Journal Presentation available in this unit. This presentation addresses the overall journaling concept as it relates to your academic learning, and provides tips for the best approach to completing each journal section.

As a best practice in all courses, carefully review the information and resources presented in the course syllabus and in unit studies, discussion participation, and assignments. Also, as part of the Getting Started process, be sure to view the specific information posted by your instructor in the Faculty Expectations message.

Learning Activities

u01s1 - Studies

Readings

In your Niles text, *Basics of the U.S. Health Care System* (3rd ed.), read:

- Preface, pages X–XX.

Use the Capella University Library to read:

- Healey, B. J. (2018). *Principles of healthcare leadership*. Arlington, VA: Health Administration Press.
 - Introduction, pages XIX–XXI.
 - Chapter 1, “The Future of Leadership in Healthcare,” pages 3–20.

In each unit, readings, videos, and resources have been compiled to present a complete picture of information related to the subject matter for that unit. It is important that you review all resources to support your learning, discussions, and course assignments.

Use the Internet to explore:

- [Collections: Films and Videos. \(n.d.\)](https://www.nlm.nih.gov/hmd/collections/films/index.html#A5), U.S. National Library of Medicine. Retrieved from <https://www.nlm.nih.gov/hmd/collections/films/index.html#A5>
 - You will be selecting one video to use for a discussion in this unit.

Course Reflection Journal

Click the link to the **Course Reflection Journal Presentation** for an introduction to the journal you will be completing throughout this course. You will begin making entries in the journal later in this unit’s assignment.

Library Research Guide for BUS3026

The [Library Research Guide for BUS3026](#) has been created to provide you with easy access to research and information literacy skills, as well as valuable Capella library resources related to healthcare management. Take the time now to become familiar with the information and resources the Library Research Guide contains by studying each of the following pages:

- Capella Library Summon Search Help.
- Business and Health Care Journals.
- Evaluating Source Quality.
- Paraphrasing, Summarizing and Quoting.
- APA Style and Writing.
- Healthcare Management Professional Associations.
- Ask a Librarian.

You will need this information to complete the discussions and assignments in this course, so be sure to add it to your bookmarks.

Course Reflection Journal Presentation

u01s1 - Learning Components

- Record knowledge, awareness or skills that may be applicable to career path.
- Identify valuable learning experiences related to unit content.
- Select ideas, material, research, and topics of interest to revisit in the future.
- Record information about valuable resources for future reference.
- Examine reliable information sources on four components of the U.S. healthcare delivery system.
- Select pertinent information to include in an introduction to a specific component of the U.S. healthcare delivery system.

u01s2 - Studies

Informational Resources to Stay Current

As described in the Unit 1 introduction, it is important for healthcare managers to keep a finger on the pulse of what is happening locally, nationally, and globally that could impact the healthcare industry. Rapid change and innovation in healthcare often affects healthcare delivery organizations and the leadership's strategic planning and decisions needed to manage them.

To prepare for your work in this course and for becoming an effective leader, you are required to access information from resources that provide valuable, up-to-date information on healthcare and developments that may impact health care.

Required Resources

Prior to beginning your Unit 1 coursework, access and subscribe to the following free resources. These 5 resources are REQUIRED study materials needed for successful completion of your work throughout the entire 10 weeks of this course.

- [The Wall Street Journal \(WSJ\)](#). Access your *WSJ* subscription to ensure it is current. Information on accessing your *WSJ* subscription is included under Getting Started.
- [Healthcare Facility Management](#) magazine – To sign up for your free, Capella-sponsored subscription, click [Health Facilities Management Subscription Form](#). Complete the form by selecting yes to the question, *Do you wish to receive a subscription to Health Facilities Management?*, and following the instructions, using this information:
 - Job category: Other.
 - Job title: Student.
 - University code: Capella.
 - After signing up you will receive an email allowing you to access the magazine.

Access and subscribe to these free online resources, and then bookmark them in your browser:

- [Health Affairs.org](#) – Bookmark the blog, and follow on Facebook or Twitter.
- [PlaneTree Health Library](#) – Explore resources available on the Web site, subscribe to the PlaneTalk newsletter, or follow on Facebook.
- [Washington Health Policy: Week in Review](#) (Commonwealth Fund) – Subscribe to e-alerts and newsletter, and follow on Facebook or Twitter.

Access, subscribe to, or follow at least *one* of the following free online resources. These resources provide news on the latest innovations and trends in the healthcare industry:

- [Digital Health Today](#) – Join the Digital Health community for email updates, follow on Facebook, subscribe to podcasts, or listen to podcasts for use in your studies.
- [Futurism](#) – A Web site dedicated to sharing the latest in scientific discoveries. Sign up for the email newsletter, use site content for research, or view videos
- [The Medical Futurist](#) – Along with articles on this Web site, you can follow Mesko Bertalan on Facebook or Twitter, sign up for an e-newsletter, or watch YouTube.com videos.

Suggested Resource

- [Joe Flower](#) – A healthcare analyst and futurist you can follow on Facebook or Twitter, with a blog and articles linked on the Web site. You can also read his books or watch YouTube.com presentations.

You can also find and subscribe to or follow other resources you feel will add value to your work in this course.

u01s2 - Learning Components

- Record knowledge, awareness or skills that may be applicable to career path.
- Identify valuable learning experiences related to unit content.
- Select ideas, material, research, and topics of interest to revisit in the future.
- Record information about valuable resources for future reference.
- Examine reliable information sources on four components of the U.S. healthcare delivery system.
- Examine reliable information sources that describe historical milestones related to a component of the U.S. healthcare delivery system.

u01d1 - Current Informational Resources

Read the Discussion Participation Scoring Guide to learn how the instructor will evaluate your discussion participation throughout this course.

In preparation for your coursework, you have accessed and subscribed to the list of five required resources, as outlined in your second study for Unit 1. In addition, you have selected one or more of the resources that provide news on the latest innovations and trends in the health care industry. For this discussion, you will share specific information you discovered from these resources.

In your initial post:

- List the online resources you chose to connect with and support your learning in this course so far.
- Discuss a specific example of information you found interesting as you investigated these resources.
- Identify the source of the information and provide a direct link or citation in current APA style to ensure your peers can access it as well.

Response Guidelines

Read and respond to the main posts of at least two peers as early in the week as possible to ensure the development of quality conversation and depth of learning.

Comment on the resource choices and information shared by your peers. Relate your own findings with those of your peers.

Course Resources

Undergraduate Discussion Participation Scoring Guide

u01d1 - Learning Components

- Record knowledge, awareness or skills that may be applicable to career path.
- Identify valuable learning experiences related to unit content.
- Record information about valuable resources for future reference.

u01d2 - The Future of Leadership in Healthcare

Refer directly to your Niles text readings and the Collections: Films and Videos from the U.S. National Library of Medicine to complete your main post.

Browse the video collection to choose one film or video to discuss in depth. In your post:

- Share information about the video: the date, content, intended audience, and the relationship of the video to a historical milestone from Chapter 1 in your Niles text.
- Discuss how the content or topic covered in the video relates to healthcare in today's world.
- Be sure to include a direct link to the film or video in your post, using current APA style and format.

Response Guidelines

Read and respond to the main posts of at least two peers as early in the week as possible to ensure the development of quality conversation and depth of learning.

Preview the films or videos discussed. Comment on the choice and the insights of your peers, and further discuss its relationship, both historically and currently, to the healthcare industry.

Undergraduate Discussion Participation Scoring Guide

u01a1 - Course Reflection Journal

As an adult learner, it can be a challenge to find time at the end of each unit to fully reflect on what you studied, wrote, and discussed in that unit. A Course Reflection Journal is integrated directly into each unit of this course to support you in doing just that.

Each week, you will reflect back on your most valuable unit takeaways, and record your reflections in an interactive [Course Reflection Journal](#). In the journal, you will:

- Discuss the most valuable learning experience(s) related to the unit, including include facts, concepts, insights, or ideas derived from the course content, outside research, your professor, your peers or professionals in the field.
- Discuss knowledge, awareness, or skills you gained that may be applicable to your current or future career.
- Discuss ideas, material, research, and topics of interest you may want to revisit in the future.
- Create a list of resources for future reference (articles, authors, Web sites, professional organizations, research studies, publications, and so on).

Review the Course Reflection Journal Scoring Guide (listed in Resources) to understand how your entries will be graded. **Note:** To earn a grade of Distinguished, you will need to create an annotated list of resources. (See information on how to create the Annotated Bibliography listed in Resources.)

Feel free to add your thoughts to the journal whenever you come across something you think is valuable and want to save it. Be sure to go back into the journal at the end of each week to complete and review your entries, so that you are reflecting on all of your learning experiences for the unit.

It is easiest to type your journal entries directly into the Course Reflection Journal rather than copying and pasting text from Word. You can save your journal entries at any point, and add to and edit them later. You do not need to complete all of your entries for the week in one sitting.

You will begin your entries in your journal this week, in Unit 1.

Activity Context

By successfully completing this assignment, you will demonstrate your proficiency in the following course competencies:

- Competency 1: Examine the history and evolution of current U.S. and global healthcare delivery systems and structures.
- Competency 4: Communicate in a manner that is professional and consistent with expectations for a member of the business professions.

Instructions for the Journal

To better understand how to approach writing your journal entries, click on [Course Reflection Journal Presentation](#) and watch two learners discussing the Socratic problem solving approach. In addition, click [Example of a Completed Journal Page \[PDF\]](#) to view an example of a well-written journal entry.

When you are ready, open the Course Reflection Journal and begin your entries for Unit 1. After you have made your initial entries in the journal:

1. Click **Save**. If you wish, you can now close your journal and return later.
2. Click **Preview Unit Report** to review your entries. Note that this button becomes active only after you have made entries in all four fields.
3. If you plan on making further entries or edits during the week, click **Close and Save for Further Editing**.
4. When you finish your entries for the week, click **Generate PDF for Assignment Submission**.
5. Save the PDF and submit it as an attachment for this assignment.

In Unit 10, you will be able to generate and save a PDF of the entire journal.

Unit 2 >> History and Evolution of the U.S. Healthcare System

Introduction

Management opportunities in the healthcare system are extensive and constantly expanding as the industry grows and transforms. Few people have a clear picture of exactly where healthcare service delivery and advanced technology are headed. The results are inevitable shifts in existing professional careers and an array of new management career options that may present themselves.

However, in whatever sector of the healthcare delivery system you are interested, it is important to understand how the overall U.S. healthcare system evolved to the present moment. Therefore, the coursework in Unit 2 concentrates on building your fundamental knowledge base regarding the history and evolution of healthcare delivery.

This understanding is valuable in understanding the healthcare norms, perceptions, and expectations of the aging population, who will make up a steadily increasing percentage of the U.S. population over the next decades. Studies in Unit 2 focus specifically on the historical milestones in four basic components of the U.S. healthcare delivery system: medicine and medical education, hospitals, public health, and health insurance. As part of understanding the past, you will explore the U.S. National Library of Medicine, Collections: Films and Videos, to bring history to life. Your discussion for Unit 2 focuses on exploring, sharing, and discussing examples from this collection.

In addition to your journal reflection work in the first assignment in Unit 2, the second component of your Course Portfolio, the Historical Milestone Presentation, is due by the end of the unit. This assignment allows for alternatives in presentation formats to encourage the use and practice of emerging technology to prepare for and align with presentation options you may use in your professional career.

Hardware for Visual Presentations

In this unit, you will be asked to use an online app or platform like Kaltura, or similar software, to record a presentation for an assignment. All Capella learners have access to Kaltura. You will want to have an external or built-in webcam and microphone available and tested in advance of recording a Kaltura or similar presentation. Refer to Using Kaltura for instructions for hardware setup.

Note: If you require the use of assistive technology or alternative communication methods to participate in these activities, please contact Disability Services to request accommodations.

If you are unable to access the hardware needed to record the presentation, you may substitute a PowerPoint presentation with extensive notes, with the permission of your instructor.

Learning Activities

u02s1 - Studies

Readings

In your Niles text, *Basics of the U.S. Health Care System* (3rd ed.), read:

- Chapter 1, "History of the U.S. Healthcare System," pages 1–28.
- Chapter 2, "Impact of the Affordable Care Act on Healthcare Services," pages 29–56.

Use the Internet to explore:

- [Collections: Films and Videos. \(n.d.\).](https://www.nlm.nih.gov/hmd/collections/films/index.html#A5) U.S. National Library of Medicine. Retrieved from <https://www.nlm.nih.gov/hmd/collections/films/index.html#A5>

Use the [Library Research Guide for BUS3026](#) for researching this unit's topics and completing discussions and assignments.

Research Current Informational Resources

Spend 30 minutes reviewing material and information in the resources you bookmarked and subscribed to in the second study in Unit 1. Look for and read information related to this unit's topics. You will use this information in your coursework.

Prepare for the Unit 2 Video Assignment

In this unit's assignment, you will record a video of yourself giving a short presentation (review the Unit 2 assignment for more information).

You may produce your presentation using Kaltura (available to all Capella learners), or any device and software you are comfortable with, as long as the file format can be uploaded in the Capella courseroom (most common video formats are acceptable). If using a computer to record, you will need an

external or built-in microphone and a webcam. You must ensure that the audio and picture quality are clear, and you must provide a transcript or outline of your presentation as a courtesy for your peers.

Suggestions: Consider this as a way to learn and practice a new business management communication technique. This is not a public speaking exercise. Do not duplicate your efforts for this assignment by writing a paper and then recording yourself reading it to your audience. Simply create bullet points or an outline to follow as you impart your knowledge and ideas in your own words. Look into your camera to maintain eye contact with your audience and glance quickly when required to your notes to stay on track. Practice recording your presentation to ensure good quality video and audio, as well as to polish your delivery.

Note: If you are unable to access the hardware needed to record the presentations, you may substitute a PowerPoint presentation with extensive notes, with the permission of your instructor.

Using Kaltura

Kaltura CaptureSpace Lite is a courseroom tool for recording and uploading media files in assignments, discussions, and messages. For instructions on how to record, open the [Using Kaltura](#) instructions.

Note: If you require the use of assistive technology or alternative communication methods to participate in these activities, please contact [Disability Services](#) to request accommodations.

u02s1 - Learning Components

- Record knowledge, awareness or skills that may be applicable to career path.
- Identify valuable learning experiences related to unit content.
- Select ideas, material, research, and topics of interest to revisit in the future.
- Record information about valuable resources for future reference.
- Examine reliable information sources on four components of the U.S. healthcare delivery system.
- Examine reliable information sources that describe historical milestones related to a component of the U.S. healthcare delivery system.
- Select pertinent information to include in an introduction to a specific component of the U.S. healthcare delivery system.
- Identify the most important historical milestones related to a component of the U.S. healthcare delivery system.
- Examine reliable information sources that describe the significance of one particular milestone.
- Identify the effects of a particular milestone on the U.S. healthcare delivery system.
- Recognize the context of a particular milestone. Identify the benefits of a particular milestone on a component of the U.S. healthcare system.
- Examine reliable information sources that describe the most current historical milestone.
- Identify the benefits of the most current historical milestone.
- Identify the effects of the most current historical milestone on the U.S. healthcare delivery system.
- Recognize the context of the most current historical milestone.
- Examine Capella resources on effective writing. Review information on how to record a presentation.
- Practice recording the presentation several times to improve delivery.

u02d1 - Compare and Contrast

You have read how healthcare has changed over the last century. In two or three paragraphs, identify what you think is the most significant or important change. In your response, consider the effects on both individual and population health.

Response Guidelines

Read and respond to the main posts of at least two peers as early in the week as possible to ensure the development of quality conversation and depth of learning.

Respond to your peers' thoughts and suggest other effects on individual and population health that may not have been considered.

Course Resources

Undergraduate Discussion Participation Scoring Guide

u02d1 - Learning Components

- Record knowledge, awareness or skills that may be applicable to career path.
- Identify valuable learning experiences related to unit content.
- Select ideas, material, research, and topics of interest to revisit in the future.
- Record information about valuable resources for future reference.
- Examine reliable information sources on four components of the U.S. healthcare delivery system.
- Select pertinent information to include in an introduction to a specific component of the U.S. healthcare delivery system.

u02a1 - Course Reflection Journal

Activity Context

By successfully completing this assignment, you will demonstrate your proficiency in the following course competencies:

- Competency 1: Examine the history and evolution of current U.S. and global healthcare delivery systems and structures.
- Competency 4: Communicate in a manner that is professional and consistent with expectations for a member of the business professions.

To better understand how to approach writing your journal entries, click [Course Reflection Journal Presentation](#) and watch two learners discussing the Socratic problem solving approach. In addition, click [Example of a Completed Journal Page \[PDF\]](#) to view an example of a well-written journal entry.

Instructions for the Journal

[Course Reflection Journal](#) and, based on your studies, research, and discussions with peers, begin your entries for this unit by typing directly into the journal:

- Discuss the most valuable learning experience(s) related to the unit, including facts, concepts, insights, or ideas derived from the course content, outside research, your professor, your peers or professionals in the field.
- Discuss knowledge, awareness, or skills you gained that may be applicable to your current or future career.
- Discuss ideas, material, research, and topics of interest you may want to revisit in the future.
- Create a list of resources for future reference (articles, authors, Web sites, professional organizations, research studies, publications, and so on). Note that to earn a grade of Distinguished, you will need to create an annotated list of resources (see information on how to create the annotated bibliography in the Resources).

Add your thoughts to the journal whenever you come across something you think is valuable. Complete and review your entries at the end of the week, so that you are taking into consideration all of your learning experiences for the unit. Be sure to complete the required entries for each of the four journal sections.

After you have made entries in the journal:

1. Click **Save**. If you wish, you can now close your journal and return later.
2. Click **Preview Unit Report** to review your entries. Note that this button becomes active only after you have made entries in all four fields.
3. If you plan on making further entries or edits during the week, click **Close and Save for Further Editing**.
4. When you finish your entries for the week, click **Generate PDF for Assignment Submission**.
5. Save the PDF and submit it as an attachment for this assignment.

Review the Course Reflection Journal Scoring Guide to understand how your entries will be graded.

In Unit 10, you will be able to generate a PDF of the entire journal.

Course Resources

[The Annotated Bibliography](#)

u02a2 - Historical Milestone Presentation

Activity Context

By successfully completing this assignment, you will demonstrate your proficiency in the following course competencies:

- Competency 1: Examine the history and evolution of current U.S. and global healthcare delivery systems and structures.
- Competency 4: Communicate in a manner that is professional and consistent with expectations for a member of the business professions.

Instructions

For this assignment, you will create a 5-minute video presentation that provides a historical overview of one of the four basic components of the U.S. healthcare delivery system: medicine and medical education, hospitals, public health, or health insurance.

Note: A PowerPoint presentation with extensive notes can be substituted for a video with permission of your instructor.

Consider your audience to be staff members in a specific department in a specific sector of the healthcare system. Your video should be suitable for a professional audience, yet entertaining and engaging. You may choose to concentrate on the component of the healthcare system related to your current or future career area, or simply choose the one that interests you.

You may produce your presentation using any device and software you are comfortable using, as long the file type can be uploaded in the Capella courseroom. You must ensure that the audio and picture quality are clear, and you must provide a transcript or outline of your presentation (as a courtesy for your peers). This assignment is not asking you to write a paper and then read it to your audience. Simply make yourself bullet points or an outline to guide you through the information you are sharing. Look into the camera and glance to your notes when required to stay on track. And smile!

In your presentation:

- Provide a short introduction to the component of the U.S. healthcare delivery system you are addressing.
- Describe the historical milestones related to the component.
- Examine a particular milestone that interested you and why it is significant.
- Describe the most current historical milestone related to the component and why it is significant. The most current milestone may not be included in the table in Chapter 1 of your text.

Refer to the scoring guide to ensure that your work meets the grading criteria for this assignment.

Suggestion: Practice recording your presentation to ensure good quality video and audio, as well as to polish your delivery.

Submit your presentation on time for feedback and grading from your instructor.

After submitting your presentation to your instructor, proceed directly to Unit 3 discussion and upload the presentation there as your main post to share with your peers.

Hardware for Visual Presentations

In this unit, you will be asked to use an online app or platform like Kaltura, or similar software, to record a presentation for an assignment. All Capella learners have free access to Kaltura. Most computers have built-in webcams and microphones to use with Kaltura. Refer to Using Kaltura for download and setup instructions.

Note: If you require the use of assistive technology or alternative communication methods to participate in these activities, please contact Disability Services to request accommodations.

If you are unable to access the hardware needed to record the presentation, you may substitute a PowerPoint presentation with extensive notes, with the permission of your instructor.

Submission Requirements

- **Communication:** Should be clear, concise and well-organized, as expected of a professional presentation.
- **Length of presentation:** Approximately 5 minutes.
- **References:** Cite references in your transcript or outline. References should be formatted using current APA style.
- **Transcript font:** Times New Roman, 12 point.

Course Resources

[Disability Services](#)

[Using Kaltura](#)

Unit 3 >> History and Evolution of Healthcare Leadership

Introduction

In Unit 3, you will continue to build your fundamental knowledge base to support the learning in your degree program and in your career. The focus shifts from the healthcare delivery system to an exploration of the history and evolution of leadership in healthcare.

In your Unit 3 studies, you will also examine a variety of healthcare related professions. As stated in Niles (2018), "healthcare personnel comprise one of the largest labor forces in the United States" (p. 184). As a leader in healthcare, you may be interacting with and leading individuals in many different positions. It is vital that you understand the overall breakdown of the healthcare delivery system workforce, and stay current with new positions emerging as medical technology advances, and the healthcare system transforms.

The first discussion in Unit 3 will incorporate your increased awareness of the evolution of leadership and the healthcare system workforce as it applies specifically to your individual healthcare management career. In the second discussion, you will deepen your knowledge and understanding of the evolution of the healthcare delivery system by viewing and discussing the Historical Milestone Presentations submitted by your classmates in Unit 2.

Reference

Niles, N. J. (2018). *Basics of the U.S. health care system* (3rd ed.). Burlington, MA: Jones & Bartlett.

Learning Activities

u03s1 - Studies

Readings

In your Niles text, *Basics of the U.S. Health Care System* (3rd ed.), read:

- Chapter 7, "U.S. Healthcare Workforce," pages 173–199.

Use the Capella University Library to read:

- Healey, B. J. (2018). *Principles of healthcare leadership*. Arlington, VA: Health Administration Press.
 - Chapter 2, "The Evolution of Leadership in Healthcare," pages 21–38.
 - Chapter 3, "Leadership Skills," pages 39–60.

Use the Internet to read:

- [How to Give Constructive Criticism: 6 Helpful Tips](https://personalexcellence.co/blog/constructive-criticism/). (n.d.). Personal Excellence. Retrieved from <https://personalexcellence.co/blog/constructive-criticism/>

Use the [Library Research Guide for BUS3026](#) for researching this unit's topics and completing discussions and assignments.

Research Current Informational Resources

Spend 30 minutes reviewing material and information in the resources you bookmarked and subscribed to in the second study in Unit 1. Look for and read information related to healthcare leadership and the changing U.S. healthcare workforce. You will use this information in your coursework.

Include the following resource in your research: [The Occupational Outlook Handbook](#).

u03s1 - Learning Components

- Record knowledge, awareness or skills that may be applicable to career path.
- Identify valuable learning experiences related to unit content.
- Select ideas, material, research, and topics of interest to revisit in the future.
- Record information about valuable resources for future reference.
- Define change management theories and skills. Recognize the role of the healthcare manager in relation to global healthcare.
- Use current online information sources to investigate creativity and entrepreneurship in healthcare.
- Investigate the role of the healthcare manager in managing change and inspiring others.

u03d1 - Leadership and Management

Per your text readings, you are preparing for a challenging leadership role in the ever-changing healthcare industry. Developing your own leadership style, as appropriate for the sector of the healthcare system in which you work or plan to work, begins by exploring leadership theories and concepts, and choosing and developing what works best for you. This discussion is designed to jump start your thinking about your own leadership style.

In your main post, address the following topics:

- Identify a sector of the healthcare system that you are interested in for your healthcare management career.
- Share brief descriptions of the different types of professionals you will be responsible for leading and interacting with. Refer to your Niles text and your own outside research for information and descriptions.
- Reflect on your career experiences to identify the leadership styles and behaviors of those you have worked for. Choose and discuss an example of a positive experience related to personal power and effective leadership. Refer directly to concepts and theories from your Healey text to explain and support your ideas and insights.
- Describe what you might learn from this experience as you develop your own leadership style and behaviors, specifically with the professionals you will lead and interact with in your chosen sector of the healthcare system.

Response Guidelines

Read and respond to the main posts of at least two peers as early in the week as possible to ensure the development of quality conversation and depth of learning.

Comment on the learning experiences of your peers. Compare and contrast your ideas on developing your own personal leadership style and behavior with those of your peers.

Course Resources

Undergraduate Discussion Participation Scoring Guide

u03d1 - Learning Components

- Record knowledge, awareness or skills that may be applicable to career path.
- Identify valuable learning experiences related to unit content.
- Select ideas, material, research, and topics of interest to revisit in the future.
- Record information about valuable resources for future reference.
- Define change management theories and skills. Recognize the role of the healthcare manager in relation to global healthcare.

u03d2 - Sharing and Discussing Historical Milestone Presentations

Submit the Historical Milestone Presentation you created in Unit 2 as your main post. This discussion is an opportunity to learn about historical milestones in depth by viewing each others work, and is designed primarily for you to increase your awareness and discuss the Unit 2 content.

Your feedback to your classmates' efforts should concentrate on the depth of what they are sharing and the value you derived from viewing it. In addition, if you have suggestions for improving the use of the virtual software or of the recording hardware, be sure to share helpful tips and information.

Note: You are required to view and provide detailed feedback to at least *four* main posts in this discussion. Everyone should make a group effort to make sure everyone else's presentations receive feedback by the end of the week.

Response Guidelines

Review [How to Give Constructive Criticism: 6 Helpful Tips](#) to ensure your feedback to your peers is helpful and constructive.

Respond to the main posts of at least *four* peers as early in the week as possible to ensure the development of quality conversation and depth of learning.

Preview the Historical Milestone Presentations. Comment on interesting aspects of the content, how the presentation increased your awareness or knowledge, and share any tips related to virtual presentation.

Course Resources

u03a1 - Course Reflection Journal

Activity Context

By successfully completing this assignment, you will demonstrate your proficiency in the following course competencies:

- Competency 1: Examine the history and evolution of current U.S. and global healthcare delivery systems and structures.
- Competency 4: Communicate in a manner that is professional and consistent with expectations for a member of the business professions.

Instructions for the Journal

To better understand how to approach writing your journal entries, click [Course Reflection Journal Presentation](#) and watch two learners discussing the Socratic problem solving approach. In addition, click [Example of a Completed Journal Page \[PDF\]](#) to view an example of a well-written journal entry.

Based on your studies, research, and discussions with peers, begin your [Course Reflection Journal](#) entries for this unit by typing directly in the journal:

- Add your thoughts to the journal whenever you come across something you find useful or interesting.
- Be sure to review and add to your entries at the end of the week, so that you are reflecting on all your learning experiences for the unit.
- Complete the required entries for all four journal sections. Review journal instructions, as needed, in the assignment in Unit 1.
- When you have nothing further to add, generate and save the PDF. Submit it as an attachment for this assignment.

Review the Course Reflection Journal Scoring Guide to understand how your entries will be graded. Note that to earn a grade of Distinguished, you will need to create an annotated list of resources (see information on how to create the annotated bibliography in the Resources).

Course Resources

[The Annotated Bibliography](#)

Unit 4 >> The Role of the U.S. Government in Healthcare Delivery and the Concept of Population Health

Introduction

Unit 4 studies and coursework are designed to increase your overall awareness of the role that the U.S. government plays in the healthcare delivery system. You will study this aspect of healthcare through the lenses of population health and population health management, which are concepts and perspectives being applied to healthcare systems.

Presently, the U.S. government oversees an extensive array of healthcare-related agencies and provides federal funding for state and local programs. It is important for all healthcare management professionals to gain a big-picture understanding of federal agencies and how they are directly connected to or affect operations within their organizations. In addition, the public health system in the United States is just as extensive and often not recognized for the scope of vital responsibilities and roles it plays in assuring the health and safety of the population as a whole.

Historically, public health and clinical medicine efforts were considered to be competitive in nature. However, more recently, exciting and innovative collaborative efforts have been initiated to develop healthcare programs designed to both prevent and reduce disease incidence rates in the U.S. population. This new business model, defined as *population health*, is data-driven and strives to build innovative bridges and partnerships, creating area-specific approaches related to community needs. Population health management is focused on successfully integrating clinical care and public health efforts with an emphasis on achieving the highest quality of care at the lowest cost.

To help you in differentiating and understanding some of the different health-related U.S. federal government agencies, a study quiz is included in Unit 4.

Learning Activities

u04s1 - Studies

Readings

In your Niles text, *Basics of the U.S. Health Care System* (3rd ed.), read:

- Chapter 4, "Government's Role in U.S. Healthcare," pages 91–113.
- Chapter 5, "Public Health's Role in Healthcare," pages 114–145.

Use your coursepack, *Foundations and Future of Health Care Delivery Management*, to read:

- Chapter 8, "Population Health and Health Determinants," pages 215–231.
- Chapter 12, "Principles for Population Health Management," pages 287–300.
- Chapter 14, "The Momentum Behind Population Health," pages 307–316.

Use the Internet to explore:

- [Institute for Healthcare Improvement](http://www.ihl.org/about/news/Pages/default.aspx). (n.d.). Retrieved from <http://www.ihl.org/about/news/Pages/default.aspx>
- Centers for Medicare and Medicaid Services. (n.d.). [CMS's program history: Medicare and Medicaid](https://www.cms.gov/About-CMS/Agency-Information/History/index.html?redirect=/history/). Retrieved from <https://www.cms.gov/About-CMS/Agency-Information/History/index.html?redirect=/history/>

Use the [Library Research Guide for BUS3026](#) for researching this unit's topics and completing discussions and assignments.

Research

Spend 30 minutes reviewing current material and information in the resources you bookmarked and subscribed to in Unit 1. Look for and read information related to this unit's topics. You will use this information in your coursework.

u04s1 - Learning Components

- Record knowledge, awareness or skills that may be applicable to career path.
- Identify valuable learning experiences related to unit content.
- Select ideas, material, research, and topics of interest to revisit in the future.
- Record information about valuable resources for future reference.
- Compare political, economic, and consumer driven forces impacting U.S. and selected international healthcare systems.
- Use the Internet to explore U.S. Government resources related to global health care.
- Identify political, economic, and consumer driven forces impacting the selected healthcare systems.
- Use the study resources provided to examine the selected international healthcare systems.
- Recognize similarities and differences in structures, approaches, and concepts of the selected international healthcare systems.
- Use the study resources provided to identify structures, approaches, and concepts of the U.S. Healthcare System.
- Compare the political, economic, and consumer driven forces impacting the U.S. Healthcare system and the selected international healthcare systems.
- Identify political, economic, and consumer driven forces impacting the U.S. Healthcare system and the selected international healthcare systems.

u04s2 - Studies

Preparation for the First Unit 4 Discussion

During a time of tremendous change, low ratings of quality of care, and high costs in the U.S. healthcare delivery system, many federal agencies are experiencing public and political scrutiny.

Choose a current U.S. federal healthcare agency to investigate. Use your *Wall Street Journal* subscription, the newsletters you subscribed to in Unit 1, and the Internet to research current information regarding issues related to change, concerns or issues, legislative actions, or proposals related to the agency you chose.

Preparation for the Second Unit 4 Discussion

Research an example of an initiative in the U.S. healthcare system that is implementing the principles of population health management. You may use an example from your *Wall Street Journal* subscription, the newsletters you subscribed to in Unit 1, articles on the Institute for Healthcare Improvement (IHI) Web site, or another current and credible source. In particular, review the Triple Aim framework on the IHI website.

Complete the U.S. Healthcare Agencies Quiz

Complete the **U.S. Healthcare Agency Quiz** prior to completing this unit's discussions. You must earn a score of 100% in order to earn points for the quiz. You may take the quiz as many times as you wish.

u04a1 - U.S. Healthcare Agency Quiz

Instructions

Click the **U.S. Healthcare Agency Quiz** and complete the quiz. You must earn a score of 100% in order to earn points for the quiz. You may take the quiz as many times as you wish.

When you have completed the quiz and have achieved a score of 100%, print the Certificate of Completion and upload it to the courseroom.

Course Resources

[U.S. Healthcare Agencies Quiz](#) | [Transcript](#)

u04d1 - The Current State of the Agency

In the second study in this unit, you used the *Wall Street Journal*, newsletters you subscribed to in Unit 1, IHI Triple Aim framework, and the Internet to research current information regarding changes, concerns or issues, legislative actions, or proposals related to a particular U.S. government healthcare agency. Use the information you found to complete this discussion.

For your main post:

- Identify the U.S. federal agency you researched, and briefly summarize its role.
- Describe the information you discovered regarding current changes, concerns or issues, legislative actions, or proposals related to this U.S. healthcare agency.
- Share your personal insights about this agency, relating your findings to the overall U.S. healthcare system and your healthcare management career.

Include references in current APA style and format for all your sources.

Response Guidelines

Read and respond to the main posts of at least two peers as early in the week as possible to ensure the development of quality conversation and depth of learning.

In your responses, address the following questions:

- What did you find interesting or helpful in your peers' discussion post?
- How do you think the agency issues your peers discussed impact the sector of the healthcare system in which you currently work or plan to work?

Course Resources

[Undergraduate Discussion Participation Scoring Guide](#)

u04d1 - Learning Components

- Record knowledge, awareness or skills that may be applicable to career path.
- Identify valuable learning experiences related to unit content.

- Select ideas, material, research, and topics of interest to revisit in the future.
- Record information about valuable resources for future reference.
- Compare political, economic, and consumer driven forces impacting U.S. and selected international healthcare systems.
- Use the Internet to explore U.S. Government resources related to global health care.
- Identify political, economic, and consumer driven forces impacting the selected healthcare systems.
- Recognize similarities and differences in structures, approaches, and concepts of the selected international healthcare systems.
- Use the study resources provided to identify structures, approaches, and concepts of the U.S. Healthcare System.
- Compare the political, economic, and consumer driven forces impacting the U.S. Healthcare system and the selected international healthcare systems.
- Examine current online resources for what works and what doesn't work in the U.S. healthcare system.
- Identify political, economic, and consumer driven forces impacting the U.S. Healthcare system and the selected international healthcare systems.

u04d2 - Population Health and Population Health Management

To complete this discussion, refer to the following:

- Caron (2017) text readings in the first study in this unit, discussing the concepts of population health and population health management.
- Research you completed in the second study in this unit, in which you identified an initiative in the U.S. healthcare system that is implementing the principles of population health management, using the *Wall Street Journal*, newsletters you subscribed to in Unit 1, resources on IHI Web site, or other current and credible sources.
- Information you reviewed on the Institute for Healthcare Improvement (IHI) Web site about the Triple Aim framework.

For your main post, prepare a short essay (use a minimum of 400 words), addressing the following:

- Evaluate an example of a current initiative implemented in the U.S. healthcare system based on the principles of population health management (PHM).
- Identify Institute of Medicine (IOM) Core Measures and the PHM approaches involved.
- Discuss the barriers involved in PHM planning and implementation.
- Share the outcome or current state of the implementation and success of the initiative.

Response Guidelines

Read and respond to the main posts of at least two peers as early in the week as possible to ensure the development of quality conversation and depth of learning.

Comment on the connections your peers made to population health management (PHM) principles, barriers to PHM, and its outcomes. How do you think the initiative they discussed might impact the sector of the healthcare system in which you currently work or plan to work?

Course Resources

Undergraduate Discussion Participation Scoring Guide

u04d2 - Learning Components

- Record knowledge, awareness or skills that may be applicable to career path.
- Identify valuable learning experiences related to unit content.
- Select ideas, material, research, and topics of interest to revisit in the future.
- Record information about valuable resources for future reference.
- Compare political, economic, and consumer driven forces impacting U.S. and selected international healthcare systems.
- Identify political, economic, and consumer driven forces impacting the selected healthcare systems.
- Use the study resources provided to identify structures, approaches, and concepts of the U.S. Healthcare System.
- Compare the political, economic, and consumer driven forces impacting the U.S. Healthcare system and the selected international healthcare systems.

u04a2 - Course Reflection Journal

Activity Context

By successfully completing this assignment, you will demonstrate your proficiency in the following course competencies:

- Competency 2: Utilize critical thinking skills to analyze healthcare delivery system management challenges as related to population health indicators, and political, economic, and consumer driven forces.
- Competency 4: Communicate in a manner that is professional and consistent with expectations for a member of the business professions.

Instructions for the Journal

To better understand how to approach writing your journal entries, click [Course Reflection Journal Presentation](#) and watch two learners discussing the Socratic problem solving approach. In addition, click [Example of a Completed Journal Page \[PDF\]](#) to view an example of a well-written journal entry.

Begin your [Course Reflection Journal](#) entries for this week by typing directly into the journal:

- Be sure to review and add to your entries at the end of the unit, so that you are reflecting on all your learning experiences for the unit.
- Complete the required entries for all four journal sections.
- Generate and save the PDF. Submit it as an attachment for this assignment.

Review the Course Reflection Journal Scoring Guide to understand how your entries will be graded. Note that to earn a grade of Distinguished, you will need to create an annotated list of resources (see information on how to create the annotated bibliography in the Resources).

Course Resources

[The Annotated Bibliography](#)

Unit 5 >> Healthcare Finance and National Health Indicators

Introduction

In Unit 5, you will complete the in-depth study of the structure of the U.S. healthcare system. Your studies will explore who the current stakeholders are within the healthcare system, introduce basic information regarding inpatient and outpatient service delivery structures, and examine healthcare financing and the impact of managed care.

This study will offer you a big picture understanding of how the U.S. healthcare delivery system is structured and operates. From there, you will investigate the quality of the health outcomes experienced by the population whom this system serves. Data collection regarding healthcare indicators and outcomes support industry efforts in both preventing and treating population disease.

Research and tracking efforts continue to expand as prevention plays an increasingly important role in healthcare management strategies. The Organisation for Economic Co-operation and Development (OECD) data offers the opportunity to compare statistics and assess the U.S. healthcare delivery system from an international perspective. You will discover evidence supporting the case that, although the U.S. spends the highest per capita on healthcare in the world, U.S. Health Indicators are lower compared to countries that spend less. This is a major driver behind current healthcare reform efforts.

The statistical healthcare indicators comparison work in your Unit 5 discussions will lead directly into Unit 6, where you will investigate examples of international healthcare system structures. Your studies and discussion work in Units 5 and 6 are designed to prepare you to successfully complete the Unit 7 assignment.

Reference

Organisation for Economic Co-operation and Development (OECD). (n.d.). Retrieved from <http://www.oecd.org/>

Learning Activities

u05s1 - Studies

Readings

In your Niles text, *Basics of the U.S. Health Care System* (3rd ed.), read:

- Chapter 3, "Current Operations of the Healthcare System," pages 57–80.

- Chapter 6, "Inpatient and Outpatient Services," pages 146–161.
- Chapter 8, "Healthcare Financing," pages 200–217.
- Chapter 9, "Managed Care Impact on Healthcare Delivery," pages 229–239.

Use your coursepack, *Foundations and Future of Health Care Delivery Management*, to read:

- Chapter 12, "Health Care Research and Prevention," pages 194–205.

Use the Internet to research U.S. government Web sites to investigate health indicators and outcomes. You will use information from these Web sites for your second discussion in this unit:

- [Organisation for Economic Co-operation and Development \(OECD\)](#).
- [Healthy People.gov](#).
- [Centers for Disease Control and Prevention \(CDC\)](#).
- [Health Topics, National Institutes of Health \(NIH\)](#).

Use the [Capella Health Care Management Career Exploration Guide](#) and the [Library Research Guide for BUS3026](#) for researching this unit's topics and completing discussions and assignments.

Research Current Informational Resources

Spend 30 minutes reviewing material and information in the resources you bookmarked and subscribed to in the second study in Unit 1. Look for and read information related to this unit's topics. You will use this information in your coursework.

u05s1 - Learning Components

- Record knowledge, awareness or skills that may be applicable to career path.
- Identify valuable learning experiences related to unit content.
- Select ideas, material, research, and topics of interest to revisit in the future.
- Record information about valuable resources for future reference.
- Compare political, economic, and consumer driven forces impacting U.S. and selected international healthcare systems.
- Identify countries that are part of the OECD. Use the study resources provided to examine the U.S. Healthcare System.
- Use the Internet to explore U.S. Government resources related to global health care.
- Identify political, economic, and consumer driven forces impacting the selected healthcare systems.
- Use the study resources provided to examine the selected international healthcare systems.
- Recognize similarities and differences in structures, approaches, and concepts of the selected international healthcare systems.
- Use the study resources provided to identify structures, approaches, and concepts of the U.S. Healthcare System.
- Use current informational resources to structures, approaches, and concepts of international healthcare systems.

u05d1 - Where Does My Career Plan Fit into the U.S. Healthcare System?

Now that you have studied so many aspects of the structure of the U.S. healthcare system, it is important to consider where in this intricate and complicated framework your career choice may be centered. For your main post, address the following:

- Explain where your managerial healthcare career fits in the healthcare industry. View the Stakeholders diagram on page 59 of your Niles textbook and the Capella Health Care Management Career Exploration Guide linked in your studies.
- Briefly discuss how the U.S. healthcare financing system impacts your healthcare industry stakeholder sector.
- Briefly discuss how the managed care structure impacts your healthcare industry stakeholder sector.
- Refer to the resources you subscribed to in Unit 1 to:
 - Share a specific example of information and a perspective on healthcare reform options or efforts.
 - Describe how efforts related to that example might affect your career in the healthcare stakeholder sector you currently work in or hope to work in.

Response Guidelines

Read and respond to the main posts of at least two peers as early in the week as possible to ensure the development of quality conversation and depth of learning.

Comment on the insights of your peers. Discuss how your healthcare industry stakeholder sector interacts with or is affected by theirs. Explain how the researched information on healthcare reform your peer shared might impact your own sector.

Undergraduate Discussion Participation Scoring Guide

u05d1 - Learning Components

- Record knowledge, awareness or skills that may be applicable to career path.
- Identify valuable learning experiences related to unit content.
- Select ideas, material, research, and topics of interest to revisit in the future.
- Record information about valuable resources for future reference.
- Compare political, economic, and consumer driven forces impacting U.S. and selected international healthcare systems.
- Identify countries that are part of the OECD. Use the study resources provided to examine the U.S. Healthcare System.
- Identify political, economic, and consumer driven forces impacting the selected healthcare systems.
- Recognize similarities and differences in structures, approaches, and concepts of the selected international healthcare systems.
- Use the study resources provided to identify structures, approaches, and concepts of the U.S. Healthcare System.
- Identify how political, economic, and consumer driven forces in the U.S. would allow for and be impacted by the recommended changes.

u05d2 - Healthcare Statistics

After learning about these organizations in your text readings, further investigate current health indicators and outcomes from the Organisation for Economic Co-operation and Development (OECD), Healthy People.gov, and the Centers for Disease Control and Prevention (CDC).

Choose one disease or disorder to explore in depth. Be sure to also research current, related information on this disease or disorder within the resources you subscribed to in Unit 1.

Address the following in your main post:

- Explain the data related to the disease or disorder.
- Compare U.S. indicators and outcomes for the disease or disorder to those of a country from within the OECD or of another country, and discuss the possible reasons for the differences. Refer to political, economic, cultural, and consumer driven forces.
- Discuss the role of the National Institutes of Health (NIH) in attempting to treat and prevent the disease or disorder. Share current information on curative, control, and prevention research efforts.

Response Guidelines

Read and respond to the main posts of at least two peers as early in the week as possible to ensure the development of quality conversation and depth of learning.

Comment on the findings of your peers and how it might relate to your healthcare management career and personal life.

Course Resources

Undergraduate Discussion Participation Scoring Guide

[Organisation for Economic Co-operation and Development \(OECD\)](#)

[Centers for Disease Control and Prevention \(CDC\)](#)

[Healthy People.gov](#)

u05d2 - Learning Components

- Record knowledge, awareness or skills that may be applicable to career path.
- Identify valuable learning experiences related to unit content.
- Select ideas, material, research, and topics of interest to revisit in the future.
- Record information about valuable resources for future reference.
- Compare political, economic, and consumer driven forces impacting U.S. and selected international healthcare systems.
- Identify countries that are part of the OECD. Use the study resources provided to examine the U.S. Healthcare System.
- Use the Internet to explore U.S. Government resources related to global health care.
- Identify political, economic, and consumer driven forces impacting the selected healthcare systems.
- Use the study resources provided to examine the selected international healthcare systems.

- Recognize similarities and differences in structures, approaches, and concepts of the selected international healthcare systems.
- Use the study resources provided to identify structures, approaches, and concepts of the U.S. Healthcare System.
- Use current informational resources to structures, approaches, and concepts of international healthcare systems.
- Compare the political, economic, and consumer driven forces impacting the U.S. Healthcare system and the selected international healthcare systems.
- Identify political, economic, and consumer driven forces impacting the U.S. Healthcare system and the selected international healthcare systems.

u05a1 - Course Reflection Journal

Activity Context

By successfully completing this assignment, you will demonstrate your proficiency in the following course competencies:

- Competency 2: Utilize critical thinking skills to analyze healthcare delivery system management challenges as related to population health indicators, and political, economic and consumer driven forces.
- Competency 4: Communicate in a manner that is professional and consistent with expectations for a member of the business professions.

Instructions for the Journal

To better understand how to approach writing your journal entries, click [Course Reflection Journal Presentation](#) and watch two learners discussing the Socratic problem solving approach. In addition, click [Example of a Completed Journal Page \[PDF\]](#) to view an example of a well-written journal entry.

Begin your [Course Reflection Journal](#) entries for this unit by typing directly in the journal:

- Be sure to review and add to your entries at the end of the week, so that you are reflecting on all your learning experiences for the unit.
- Complete the required entries for all four journal sections.
- Generate and save the PDF. Submit it as an attachment for this assignment.

Review the Course Reflection Journal Scoring Guide to understand how your entries will be graded. Note that to earn a grade of Distinguished, you will need to create an annotated list of resources (see information on how to create the annotated bibliography in the Resources).

Course Resources

[The Annotated Bibliography](#)

Unit 6 >> Global Health and Healthcare Systems

Introduction

Unit 6 builds on knowledge from previous units on the U.S. health system structure and health indicators. As the U.S. strives to transform the healthcare system, it is valuable to study a variety of global healthcare systems and structures for a full understanding of options.

In Unit 6, you will apply critical thinking skills to compare, contrast, and evaluate examples of global healthcare systems in comparison with the United States. Your work will prepare you for the assignment in Unit 7, in which you will use what you learned to recommend and defend potential approaches, ideas, and concepts for U.S. healthcare reform efforts to consider.

Also in Unit 6, you will explore healthcare management opportunities that involve addressing global health concerns and challenges, and professional positions in organizations that have a global reach. Due to advanced technology and increased communication, many U.S.-based healthcare organizations are global in nature. These organizations provide services and employ and manage healthcare staff and teams, interacting with internationally based suppliers and organizations.

Medical tourism is a growing practice adopted by individuals and some healthcare insurance organizations. Therefore, it is vital to expand your knowledge to assist you in developing and applying a global mindset and perspective to your healthcare management career.

Reference

Healthy People.gov. (n.d.). U.S. Department of Health and Human Services. Retrieved from <https://www.healthypeople.gov/>

Learning Activities

u06s1 - Studies

Readings

In your Niles text, *Basics of the U.S. Health Care System* (3rd ed.), read:

- Chapter 14, "Analysis of the U.S. Healthcare System," pages 377–382, on International Healthcare Systems, Universal Healthcare Concepts, and Lessons To Be Learned from Other Healthcare Systems.

Use your coursepack, *Foundations and Future of Health Care Delivery Management*, to read:

- Chapter 14, "International Health Care," pages 238–243.

Use the Capella University Library to read:

- Perley, R. (Ed.). (2016). *Managing the long-term care facility: Practical approaches to providing quality care*. Hoboken, NJ: John Wiley & Sons.
 - In Chapter 16, "International Comparisons and Future Trends in Long Term Care," pages 505–514.
- Jimenez, A., Boehe, D. M., Taras, V., Caprar, D. V. (2017, May 19). [Working across boundaries: Current and future perspectives on global virtual teams](#). *Journal of International Management*.

Use the Internet to explore the following resources related to global health. You will use information from these Web sites for discussions in this unit:

- [Global Health Observatory \(GHO\) Data](#). World Health Organization (WHO).
- [United States Agency for International Development \(USAID\)](#).
- [Jobs and Opportunities Around the World](#). Centers for Disease Control and Prevention (CDC).
- [Medical Tourism](#). Centers for Disease Control and Prevention (CDC).
- [Against the Odds – Making a Difference in Global Health](#). U.S. National Library of Medicine.

Use the [Library Research Guide for BUS3026](#) for researching this unit's topics and completing discussions and assignments.

Research Current Informational Resources

Spend 30 minutes reviewing information related to this unit's topics in the resources you bookmarked and subscribed to in Unit 1. Look for analyses of the U.S. healthcare system and healthcare systems in other countries, as well as information on global health. You will use this information to support your discussions in this unit and for your assignment in Unit 7.

u06s1 - Learning Components

- Record knowledge, awareness or skills that may be applicable to career path.
- Identify valuable learning experiences related to unit content.
- Select ideas, material, research, and topics of interest to revisit in the future.
- Record information about valuable resources for future reference.
- Compare political, economic, and consumer driven forces impacting U.S. and selected international healthcare systems.
- Identify countries that are part of the OECD. Use the study resources provided to examine the U.S. Healthcare System.
- Identify political, economic, and consumer driven forces impacting the selected healthcare systems.
- Use the study resources provided to examine the selected international healthcare systems.
- Recognize similarities and differences in structures, approaches, and concepts of the selected international healthcare systems.
- Use the study resources provided to identify structures, approaches, and concepts of the U.S. Healthcare System.
- Use current informational resources to structures, approaches, and concepts of international healthcare systems.
- Compare the political, economic, and consumer driven forces impacting the U.S. Healthcare system and the selected international healthcare systems.
- Examine current online resources for what works and what doesn't work in the U.S. healthcare system.
- Identify political, economic, and consumer driven forces impacting the U.S. Healthcare system and the selected international healthcare systems.
- Recognize structures, approaches, and concepts used in other healthcare systems that might benefit the U.S. healthcare systems.

u06d1 - Compare and Contrast Health Indicators and System Structures

Your main post for this discussion begins your coursework for completing the second assignment in Unit 7, Analyzing and Recommending Healthcare System Reform Options. (Review the requirements for that assignment before completing this discussion).

For your main discussion post, choose a country that is a member of the Organisation for Economic Co-operation and Development (OECD), and compare and contrast the healthcare system in that country with the healthcare system in the United States by addressing the following:

1. Compare and contrast U.S. indicators and outcomes to those of one other OECD member country.
2. Describe the current structure of the healthcare system of each country.
3. Using the online resources you subscribed to in Unit 1, research and select one current professional or industry opinion or study related to your work in steps 1 and 2.
4. Identify and defend the credibility of the source of information you selected.
5. Summarize two major points or ideas from the information you have gathered.

Response Guidelines

Read and respond to the main posts of at least two peers as early in the week as possible to ensure the development of quality conversation and depth of learning.

Share your personal thoughts and opinions on the most interesting aspect of the information in your peers' posts. Compare and contrast your own findings with that of your peers.

Course Resources

Undergraduate Discussion Participation Scoring Guide

u06d1 - Learning Components

- Record knowledge, awareness or skills that may be applicable to career path.
- Identify valuable learning experiences related to unit content.
- Select ideas, material, research, and topics of interest to revisit in the future.
- Record information about valuable resources for future reference.
- Compare political, economic, and consumer driven forces impacting U.S. and selected international healthcare systems.
- Identify countries that are part of the OECD. Use the study resources provided to examine the U.S. Healthcare System.
- Use the Internet to explore U.S. Government resources related to global health care.
- Identify political, economic, and consumer driven forces impacting the selected healthcare systems.
- Use the study resources provided to examine the selected international healthcare systems.
- Recognize similarities and differences in structures, approaches, and concepts of the selected international healthcare systems.
- Use the study resources provided to identify structures, approaches, and concepts of the U.S. Healthcare System.
- Use current informational resources to structures, approaches, and concepts of international healthcare systems.

u06d2 - Global Aspects of Healthcare Management

For this discussion, refer to your studies on the different aspects of global healthcare.

Choose the aspect of global healthcare you found most relevant to your current management career or the career you plan to pursue. For your main post, prepare a short essay (use a minimum of 400 words), discussing your choice of:

- Describe past or current experience(s) you have had in relation to this aspect of global healthcare.
- Describe how it is related to your career.
- Share interesting, current information you discovered from your Unit 1 subscribed resources in relation to this aspect of global healthcare.

Response Guidelines

Read and respond to the main posts of at least two peers as early in the week as possible to ensure the development of quality conversation and depth of learning.

Share personal insights gained from reading your peers' essays. Share your own ideas and experiences related to the aspect of global healthcare they chose to discuss.

Course Resources

Undergraduate Discussion Participation Scoring Guide

u06d2 - Learning Components

- Record knowledge, awareness or skills that may be applicable to career path.
- Identify valuable learning experiences related to unit content.
- Select ideas, material, research, and topics of interest to revisit in the future.
- Record information about valuable resources for future reference.
- Compare political, economic, and consumer driven forces impacting U.S. and selected international healthcare systems.
- Identify political, economic, and consumer driven forces impacting the selected healthcare systems.
- Recognize similarities and differences in structures, approaches, and concepts of the selected international healthcare systems.
- Use current informational resources to structures, approaches, and concepts of international healthcare systems.

u06a1 - Course Reflection Journal

Activity Context

By successfully completing this assignment, you will demonstrate your proficiency in the following course competencies:

- Competency 3: Apply change management skills to healthcare managerial roles and responsibilities in relation to emerging and future trends in healthcare delivery.
- Competency 4: Communicate in a manner that is professional and consistent with expectations for a member of the business professions.

Instructions for the Journal

To better understand how to approach writing your journal entries, click [Course Reflection Journal Presentation](#) and watch two learners discussing the Socratic problem solving approach. In addition, click [Example of a Completed Journal Page \[PDF\]](#) to view an example of a well-written journal entry.

Begin your [Course Reflection Journal](#) entries for this unit by typing directly in the journal:

- Be sure to review and add to your entries at the end of the week, so that you are reflecting on all your learning experiences for the unit.
- Complete the required entries for all four journal sections.
- Generate and save the PDF. Submit it as an attachment for this assignment.

Review the Course Reflection Journal Scoring Guide to understand how your entries will be graded. Note that to earn a grade of Distinguished, you will need to create an annotated list of resources (see information on how to create the annotated bibliography in the Resources).

Course Resources

[The Annotated Bibliography](#)

Unit 7 >> Change Management Skills for Healthcare Leaders

Introduction

"The U.S. healthcare delivery system is in need of great change if the nation is serious about reducing the costs and improving the quality of healthcare for all" (Healey, p. 146).

As evidenced in your study of the evolution of the current healthcare system, change has always been and remains a constant in U.S. and global healthcare delivery. Your Unit 7 studies are designed to prepare you for your role and responsibilities related to managing change in a healthcare setting in these exciting and often unpredictable times. An accelerating rate of change often leads into completely uncharted territory. It creates a demand for advanced leadership skills, such as creativity and resiliency, for navigating organizations through complicated system changes. Technological advances and disruptive innovation are strong forces behind the changes in the industry, with health indicators, political, economic, and consumer driven forces contributing in a multitude of unique and interrelated ways.

To provide context, your studies in Unit 7 begin by providing an overview of factors that are driving the need for change in healthcare delivery. Unit 7 studies then move on to expand your awareness and understanding of change management theory, skills, and processes required for career success. For the remainder of the unit and of the course, you will focus on specific examples of factors driving change, and practice applying your new awareness and understanding of strategies for managing change to adapt to them.

Your assignment for Unit 7 builds on the healthcare system structure studies and coursework from Unit 6 and includes reflection on managerial skills related to navigation through organization system structure change.

Reference

Healey, B. J. (2018). *Principles of healthcare leadership*. Chicago, IL: Health Administration Press.

Learning Activities

u07s1 - Studies

Readings

Use the Capella University Library to read:

- Dallas, H. J. (2015). *Mastering the challenges of leading change: Inspire the people and succeed where others fail*. Hoboken, NJ: John Wiley & Sons.
 - Forward, pages 8–9.
 - Chapter 1, "Set a Course for Change," pages 16–29.
- Healey, B. J. (2018). *Principles of healthcare leadership*. Arlington, VA: Health Administration Press.
 - Chapter 4, "Creativity and Innovation in Healthcare," pages 63–80.
 - Chapter 8, "The Process of Change in Healthcare Organizations," pages 143–163.
 - Chapter 9, "Leading People in Healthcare Organizations" pages 167–187.

Use the Internet to conduct research on healthcare systems in three [OECD](#) member countries, other than the United States—each of which uses a unique system. As you conduct your research:

- Look for similarities and differences between the structures, approaches, and concepts used in these three systems, and the structures, approaches, and concepts used in the United States.
- Pay attention to the political, economic, and consumer driven forces impacting the different systems.
- Consider whether any of the structures, approaches, or concepts used in these systems might improve the U.S. system.

Use the [Library Research Guide for BUS3026](#) for researching this unit's topics and completing discussions and assignments.

Research Current Informational Resources

Spend 30 minutes reviewing information related to this unit's topics in the resources you bookmarked and subscribed to in the second study in Unit 1. Look for information on change in healthcare organizations and how to manage it, as well as creativity and innovation in managing healthcare. In particular, look for a major change example related to the segment of the healthcare system you currently work within or plan to pursue. You will use this information to support your work in the Unit 7 discussion and assignment.

Optional Recommended Reading

To support your coursework, it is recommended that you read:

- In your Healey text, *Principles of Healthcare Leadership*:
 - Chapter 7, "The Process of Culture Development in Healthcare Organizations," pages 125–141.

u07s1 - Learning Components

- Record knowledge, awareness or skills that may be applicable to career path.
- Identify valuable learning experiences related to unit content.
- Select ideas, material, research, and topics of interest to revisit in the future.
- Record information about valuable resources for future reference.
- Compare political, economic, and consumer driven forces impacting U.S. and selected international healthcare systems.
- Identify countries that are part of the OECD. Use the study resources provided to examine the U.S. Healthcare System.
- Describe change management skills a manager in a specific sector might use to manage these changes.
- Use the Internet to explore U.S. Government resources related to global health care.
- Identify political, economic, and consumer driven forces impacting the selected healthcare systems.
- Identify effective change management knowledge and skills.
- Use the study resources provided to examine the selected international healthcare systems.
- Recognize similarities and differences in structures, approaches, and concepts of the selected international healthcare systems.

- Use the study resources provided to identify structures, approaches, and concepts of the U.S. Healthcare System.
- Use current informational resources to structures, approaches, and concepts of international healthcare systems.
- Compare the political, economic, and consumer driven forces impacting the U.S. Healthcare system and the selected international healthcare systems.
- Identify how political, economic, and consumer driven forces in the U.S. would allow for and be impacted by the recommended changes.
- Examine current online resources for what works and what doesn't work in the U.S. healthcare system.
- Identify political, economic, and consumer driven forces impacting the U.S. Healthcare system and the selected international healthcare systems.
- Examine current online resources for recommendations on how to reform the current U.S. healthcare system.
- Recognize structures, approaches, and concepts used in other healthcare systems that might benefit the U.S. healthcare systems.
- Describe the positive impacts these changes would have on the U.S. healthcare system.
- Provide citations for resources used for justifications.
- Access Capella resources on using APA style for citations and references, as needed.
- Examine Capella resources on effective writing.

u07d1 - Identifying Forces and Change Management Processes

For this discussion, choose a major example of change from your studies related to the segment of the healthcare system you currently work within or plan to pursue in your healthcare management career. Locate and refer to current related information from your subscribed sources from Unit 1 to complete your work.

In your post:

- Describe the example and the forces related to this change (forces could be technological advances, disruptive innovation, health indicators, political, economic, or consumer driven).
- Discuss how leaders might approach managing this change by using the four leadership skills required in the process of change (Healey, pages 161–162).
- Share an insight you derived from the text readings by James Dallas (Forward, pages 8–9, and Chapter 1, "Set a Course for Change," pages 16–29).
- that might prove important to consider in the change process for this example.
- Share information and insights related to your chosen example that you gained from your subscribed online resources from Unit 1.

Response Guidelines

Read and respond to the main posts of at least two peers as early in the week as possible to ensure the development of quality conversation and depth of learning.

Comment on your peers' choice of change examples and their application of study materials on how leaders might approach managing this change. Suggest additional change management skills or processes that might be helpful. Share how the management approaches your peers' shared might relate to your own example and discussion.

Course Resources

Undergraduate Discussion Participation Scoring Guide

u07d1 - Learning Components

- Record knowledge, awareness or skills that may be applicable to career path.
- Identify valuable learning experiences related to unit content.
- Select ideas, material, research, and topics of interest to revisit in the future.
- Record information about valuable resources for future reference.
- Describe change management skills a manager in a specific sector might use to manage these changes.
- Identify effective change management knowledge and skills.

u07a1 - Course Reflection Journal

Activity Context

By successfully completing this assignment, you will demonstrate your proficiency in the following course competencies:

- Competency 3: Apply change management skills to healthcare managerial roles and responsibilities in relation to emerging and future trends in healthcare delivery.
- Competency 4: Communicate in a manner that is professional and consistent with expectations for a member of the business professions.

Preparation for the Unit 7 Assignment

Be sure to visit the Capella Writing Center for valuable assistance with your process. Open your Library Research Guide for BUS3026, choose the APA Style and Writing tab, and proceed to the Writing Center Resources.

Instructions for the Journal

To better understand how to approach writing your journal entries, click [Course Reflection Journal Presentation](#) and watch two learners discussing the Socratic problem solving approach. In addition, click [Example of a Completed Journal Page \[PDF\]](#) to view an example of a well-written journal entry.

Begin your [Course Reflection Journal](#) entries for this unit by typing directly in the journal:

- Be sure to review and add to your entries at the end of the week, so that you are reflecting on all your learning experiences for the week.
- Complete the required entries for all four journal sections.
- Generate and save the PDF. Submit it as an attachment for this assignment.

Review the Course Reflection Journal Scoring Guide to understand how your entries will be graded. Note that to earn a grade of Distinguished, you will need to create an annotated list of resources (see information on how to create the annotated bibliography in the Resources).

Course Resources

[The Annotated Bibliography](#)

[Library Research Guide for BUS3026](#)

u07a2 - Analyzing and Recommending Healthcare System Reform Options

Activity Context

By successfully completing this assignment, you will demonstrate your proficiency in these course competencies:

- Competency 2: Utilize critical thinking skills to analyze healthcare delivery system management challenges as related to population health indicators, and political, economic, and consumer driven forces.
- Competency 3: Apply change management skills to healthcare managerial roles and responsibilities in relation to emerging and future trends in healthcare delivery.
- Competency 4: Communicate in a manner that is professional and consistent with expectations for a member of the business professions.

Preparation for the Unit 7 Assignment

To prepare for this assignment:

- Review the Unit 6 readings in your Niles text: Chapter 14, pages 377–382, on International Healthcare Systems, Universal Healthcare Concepts, and Lessons To Be Learned from Other Healthcare Systems.
- Review the Unit 6 readings in your coursepack by Austin and Wetle (2017), Chapter 14, "International Health Care," pages 238–243.
- Refer to the research you completed in the Unit 7 Studies on healthcare systems used in three other OECD member countries.
- Use the work you did for the Unit 6 discussion, in which you compared and contrasted the U.S. healthcare system with the healthcare system of another country in the Organisation for Economic Co-operation and Development (OECD).

Instructions

For this assignment, write a 6–8 page paper in which you:

1. Compare the current U.S. healthcare system with healthcare systems used in two other OECD countries, each of which uses a different system. Describe similarities and differences in structures, approaches, and concepts of the systems, taking into account political, economic, and consumer driven forces.

2. Based on your research of other OECD member country systems, recommend and provide justification for changes you personally and professionally feel should be implemented in the reform efforts of the current U.S. healthcare system. You might include reform recommendations derived from one overall OECD member country system, or include approaches and aspects from various different systems.
3. Describe how the changes you propose might impact a manager in your sector of the healthcare system and the change management skills that would be required to manage these changes.

Refer to the scoring guide to ensure that your work meets the grading criteria for this assignment.

Submit your assignment by midnight Sunday (CST).

Submission Requirements

- **Written communication:** Writing should be clear and well organized, with no technical writing errors, as expected of a business professional.
- **APA Style:** Citations and references must be formatted using current APA style.
- **Length of paper:** 6–8 typed, double-spaced pages, excluding the title page and references page.
- **Font:** Times New Roman, 12 point.

Unit 8 >> Meeting the Healthcare Needs of an Aging Population

Introduction

According to the Administration for Community Living (ACL), there are 65 million people aged 60 and over in the United States, and by 2020, there will be more than 77 million people who are over age 60. All except a tiny percentage of them currently live in non-institutional settings, as do nearly 57 million people with disabilities. Both populations are growing, and older Americans are one of the fastest-growing demographics in the country.

Needless to say, the aging of the U.S. population is one of the biggest forces affecting the healthcare delivery system, driven by health indicators, political and economic issues, and consumers' personal life choices and perceived health-related needs. The Baby Boomer generation is living longer, redefining retirement, and demanding options in all aspects of medical and end-of-life care. It is a dynamic sector of the healthcare system with exciting and innovative approaches rapidly emerging.

Concerns about delivering quality care for an aging population presents challenges for management in many areas: direct patient care, health insurance, pharmaceuticals, medical research, medical devices, medical diagnostics, digital technology, and an ever-expanding array of health-related services companies. Excellent change management skills are necessary to navigate through these changes with flexibility, creativity, solid strategic planning and forecasting, and a paramount commitment to patient-centered care.

The resources and activities in Unit 8 offer you the opportunity to develop a foundation of knowledge about the evolution of the long-term care industry. You will also become familiar with the concept of the long-term care continuum, as well as current healthcare funding and reimbursement sources for an aging population. You will investigate current and emerging trends in healthcare specifically related to the aging population. Continuing with your study of change management skills, you will reflect on change-related implications for managers in various sectors of the healthcare delivery system.

Reference

Administration for Community Living (ACL). (n.d.). U.S. Department of Health and Human Services. Retrieved from <https://www.acl.gov/>

Learning Activities

u08s1 - Studies

Readings

Use the Capella University Library to read:

- Perley, R. (Ed.). (2016). *Managing the long-term care facility: Practical approaches to providing quality care*. Hoboken, NJ: John Wiley & Sons.
 - Chapter 1, "Public Policy: Historical Overview of Long-Term Care," pages 1–29.
 - Chapter 2, "Long Term Care Continuum," pages 33–65.

Use your coursepack, *Foundations and Future of Health Care Delivery Management*, to read:

- Chapter 8, "Aging in America," pages 118–128.

Use the [Library Research Guide for BUS3026](#) for researching this unit's topics and completing discussions and assignments.

Optional Readings

To support your coursework, use the Internet to review information provided on these Web sites:

- [Medicare.gov](#).
- [Planetree](#).
- [PlaneTree Health Library](#).
- [Healthy People 2020](#).

Suggested Readings

Research the current and forecast demographic breakdowns of an aging population in your community, as well as local options available to serve this population, related to the long-term care continuum. Refer to state and community Web sites and Healthy People 2020 for data and statistics.

Research Current Informational Resources

Spend 30 minutes reviewing information related to this unit's topics in the resources that you bookmarked and subscribed to in Unit 1. Look particularly for information on healthcare for an aging population and the long-term care continuum.

Preparation for Unit 8 Discussion

In preparation for this week's discussion, use the resources provided in this course, along with your subscribed sources from Unit 1, to research the following:

- How the healthcare sector you currently work in, or plan to work in, is presently impacted and will be impacted in the future by an aging U.S. population. Include health indicators, political, economic, and consumer driven factors, as applicable.
- Find an example of disruptive innovation related to the impact of the aging population on this healthcare sector.

Optional Recommended Reading

To support your coursework, it is recommended that you read the following articles in *Health Facilities Management* e-magazine to which you subscribed in Unit 1:

- Eagle, A. (2016, Nov. 2). [Creating comforting designs in palliative and hospice facilities: Calming environments aim to put patients and families first.](#) *Health Facilities Management*. Retrieved from <http://www.hfmmagazine.com/articles/2489-designs-for-palliative-and-hospice-care#.WV-mwaUofz4.email>
- Eagle, A. (2014, Nov. 5). [Boomers put new demands on health care design: Hospitals respond to a generation used to being in control.](#) *Health Facilities Management*. Retrieved from http://www.hfmmagazine.com/articles/1409?dcrPath=%2Ftemplatedata%2FHFH_Common%2FNewsArticle%2Fdata%2FHFM%2FMagazine%2F2014%2FNov%2Fcover-building-hospitals-for-boomers#.WV-n1dZF9rl.email

u08s1 - Learning Components

- Record knowledge, awareness or skills that may be applicable to career path.
- Identify valuable learning experiences related to unit content.
- Select ideas, material, research, and topics of interest to revisit in the future.
- Record information about valuable resources for future reference.
- Examine the process of change in healthcare organizations.
- Investigate the role of the healthcare manager in managing change and inspiring others.

u08d1 - Applying Change Management Concepts to Population Aging

As evidenced from your studies in this unit, the aging of the U.S. population is a strong force for system change. Leaders in the healthcare system must develop excellent critical thinking and change management skill sets to prepare and navigate their sector of the industry through these changes. Managerial understanding of the Vagaries of Change Acceptance (Healey, 2018, p. 162) concept in strategic planning is vital for leading successful change efforts.

In your first discussion post this week:

- Describe how the healthcare sector you work in, or plan to work in, is presently and will in the future, be impacted by an aging population. Include health indicators, political, economic, and consumer driven factors, as applicable.
- Using your subscribed sources from Unit 1, research and describe an example of disruptive innovation related to the impact(s) that you describe.
- Apply the Vagaries of Change Acceptance (Healey, 2018, p. 162) considerations to analyze how rapidly this innovation might or might not be accepted.

Response Guidelines

Read and respond to the main posts of at least two peers as early in the week as possible to ensure the development of quality conversation and depth of learning.

Share what you learned from your peers' research and ideas. Comment on how the changes they described might also be related to, or impact your sector of the healthcare delivery system.

Course Resources

Undergraduate Discussion Participation Scoring Guide

u08d1 - Learning Components

- Record knowledge, awareness or skills that may be applicable to career path.
- Identify valuable learning experiences related to unit content.
- Select ideas, material, research, and topics of interest to revisit in the future.
- Record information about valuable resources for future reference.
- Examine the process of change in healthcare organizations.
- Investigate the role of the healthcare manager in managing change and inspiring others.

u08d2 - The Long Term Care Continuum

The increased longevity of the U.S. population, and resulting changes in health concerns and quality of life challenges, demand substantial change in the structure of the long-term care continuum.

In your second discussion post for this week:

- Briefly describe the current and forecasted demographic breakdown of an aging population of your community.
- Research and summarize the options available within your community for this population related to the long-term care continuum.
 - Include resources to support aging in place in the home, as well as adult care homes, intermediate care, assisted living, and skilled nursing facilities.
- Analyze your community's ability to meet the needs of the current population.
- Evaluate your community's ability to meet the needs of the population over the next decade.
- Focus on one specific change required to meet current or future needs related to your findings, and research and recommend a creative and innovative option—of U.S. or global origin—to meet this need.

Response Guidelines

Read and respond to the main posts of at least two peers as early in the week as possible to ensure the development of quality conversation and depth of learning.

Contrast and compare your peers' community and aging population findings to your own. Identify differences or similarities in needs, trends, and options for change between your peers' long-term care evaluations of the communities and your own community evaluation.

Course Resources

Undergraduate Discussion Participation Scoring Guide

u08d2 - Learning Components

- Record knowledge, awareness or skills that may be applicable to career path.
- Identify valuable learning experiences related to unit content.

- Select ideas, material, research, and topics of interest to revisit in the future.
- Record information about valuable resources for future reference.
- Use current online information sources to investigate creativity and entrepreneurship in healthcare.
- Use the study resources to investigate creativity and innovation in healthcare and healthcare entrepreneurship.

u08a1 - Course Reflection Journal

Activity Context

By successfully completing this assignment, you will demonstrate your proficiency in the following course competencies:

- Competency 2: Utilize critical thinking skills to analyze healthcare delivery system management challenges as related to population health indicators, and political, economic, and consumer driven forces.
- Competency 3: Apply change management skills to healthcare managerial roles and responsibilities in relation to emerging and future trends in healthcare delivery.
- Competency 4: Communicate in a manner that is professional and consistent with expectations for a member of the business professions.

Instructions for the Journal

To better understand how to approach writing your journal entries, click [Course Reflection Journal Presentation](#) and watch two learners discussing the Socratic problem solving approach. In addition, click [Example of a Completed Journal Page \[PDF\]](#) to view an example of a well-written journal entry.

Begin your [Course Reflection Journal](#) entries for this unit by typing directly in the journal:

- Be sure to review and add to your entries at the end of the week, so that you are reflecting on all your learning experiences for the week.
- Complete the required entries for all four journal sections.
- Generate and save the PDF. Submit it as an attachment for this assignment.

Review the Course Reflection Journal Scoring Guide to understand how your entries will be graded. Note that to earn a grade of Distinguished, you will need to create an annotated list of resources (see information on how to create the annotated bibliography in the Resources).

Course Resources

[The Annotated Bibliography](#)

Unit 9 >> Future Trends

Introduction

The Medical Futurist, founded by Mesko Bertalan, identifies four grand challenges in the healthcare delivery system: embracing disruptive medical technologies, putting patients in the center of healthcare, digitizing healthcare information, and shifting the overall focus from treatment to prevention. Healthcare leaders are called to reframe and reinvent existing structures and paradigms to successfully address rapidly developing challenges.

Doing so requires excellent skills in change management, critical thinking, and communication, and the ability to foster and support creativity and innovation in individual employees, as well as organizational culture.

In Unit 9, you will explore some amazing healthcare and medical trends, as well as innovations resulting from advancements in technology, such as computing, laboratory, device, digital, diagnostic, and other medical technologies.

It is vital for healthcare professionals to be aware of the possibilities as innovations are likely to emerge not only in the near future, but seemingly all at once, based on exponential growth principles. Many recent innovations seem like science fiction, especially in relation to biotechnology, medical robotics, artificial intelligence, 3D printing, virtual reality, nanotechnology, genomics, and other areas. What an exciting time to be pursuing a degree in healthcare management!

In discussion in Unit 9, you will examine the role of the healthcare manager as related to innovation and creativity, and investigate the emergence of entrepreneurial healthcare opportunities. Your final assignment in the course involves a presentation related to a specific, future technology-based healthcare trend or innovation. Your individual presentation will be shared in the discussion in Unit 10. Sharing presentations will expand everyone's

awareness of the incredible variety of possible changes on the horizon, and how they might impact the role and responsibilities of leaders in the healthcare delivery system.

Reference

The Medical Futurist. (n.d.). The Medical Futurist Institute. Retrieved from <http://medicalfuturist.com/>

Learning Activities

u09s1 - Studies

Readings

In your Niles text, *Basics of the U.S. Health Care System* (3rd ed.), read:

- In Chapter 14, "Analysis of the U.S. Healthcare System," pages 373–377.

Use the Capella University Library to read:

- Healey, B. J. (2018). *Principles of healthcare leadership*. Arlington, VA: Health Administration Press.
 - Chapter 4, "Creativity and Innovation in Healthcare," pages 63–81.
 - Chapter 5, "Healthcare Entrepreneurship," pages 83–103.

Use the Internet to explore these resources for information related to medical innovation. You will use information from these Web sites for your discussions in this unit:

- [Singularity University](https://su.org/). (n.d.). Retrieved from <https://su.org/>
- [National Center for Complementary and Integrative Medicine](https://nccih.nih.gov/). (n.d.). National Institutes of Health (NIH). U.S. Department of Health and Human Services. Retrieved from <https://nccih.nih.gov/>

Use the [Library Research Guide for BUS3026](#) for researching this unit's topics and completing discussions and assignments.

Research Current Informational Resources

Spend 30 minutes reviewing material and information from the resources you bookmarked, subscribed to, and are following to identify and use content that is related to this unit's topics in your coursework. Pay particular attention to information on this unit's topics found in these resources:

- [The Medical Futurist](#) – Follow futurist Mesko Bertalan on Facebook or Twitter; peruse the Web site and sign up for an e-newsletter, or watch YouTube.com videos.
- [Futurism](#) – A Web site dedicated to sharing the latest in scientific discoveries. Sign up for the email newsletter. Use the site content for research. Follow Hashem Al-Ghaili, founder of Futurism.com, on Facebook and YouTube.com.
- [Digital Health Today](#) – Join the Digital Health Community for email updates, follow on Facebook, subscribe to podcasts, or listen to podcasts on the Web site for use in your studies.
- [Joe Flower](#) – A healthcare analyst and futurist you can follow on Facebook or Twitter, with a blog and articles linked on the Web site. You can also read his books or watch YouTube.com presentations.

Prepare for the Unit 9 Video Assignment

In this unit's assignment, you will need to record a video of yourself giving a short presentation (review the assignment for more information).

You may produce your presentation using Kaltura or any device and software you are comfortable using, as long as the file format can be uploaded in the Capella courseroom (common video formats are acceptable). If using a computer to record, you will need an external or built-in microphone and a webcam. You must ensure that the audio and picture quality are clear, and you must provide a transcript or outline of your presentation.

Suggestion: Practice recording your presentation to ensure good quality video and audio, as well as to polish your delivery.

Hardware for Visual Presentations

In this unit, you will be asked to use an online app or platform like Kaltura, or similar software, to record a presentation for an assignment. All Capella learners have access to Kaltura. You will want to have an external or built-in webcam and microphone available and tested in advance of recording a Kaltura or similar presentation. Refer to [Using Kaltura](#) for instructions for hardware setup.

Note: If you require the use of assistive technology or alternative communication methods to participate in these activities, please contact [Disability Services](#) to request accommodations.

If you are unable to access the hardware needed to record the presentations, you may substitute PowerPoint presentations with extensive notes, with the permission of your instructor.

u09s1 - Learning Components

- Record knowledge, awareness or skills that may be applicable to career path.
- Identify valuable learning experiences related to unit content.
- Select ideas, material, research, and topics of interest to revisit in the future.
- Record information about valuable resources for future reference.
- Define change management theories and skills. Recognize the role of the healthcare manager in relation to global healthcare.
- Select pertinent information to include in an introduction to an advanced technology future trend or innovation, and the sector of the healthcare delivery system it is being related to.
- Use current online information sources to investigate creativity and entrepreneurship in healthcare.
- Examine the process of change in healthcare organizations.
- Use the Internet to examine advanced technology future trends or innovations.
- Use the study resources to investigate creativity and innovation in healthcare and healthcare entrepreneurship.
- Investigate the role of the healthcare manager in managing change and inspiring others.
- Use the study resources provided to examine advanced technology future trends or innovations.
- Use the internet to investigate the impacts an advanced technology future trend or innovation might have on a specific sector of the healthcare delivery system in the future.
- Use the study resources provided to investigate the impacts an advanced technology future trend or innovation might have on a specific sector of the healthcare delivery system in the future.
- Use Capella resources on how to evaluate sources, as needed.
- Examine Capella resources on effective writing. Review information on how to record a presentation.
- Practice recording the presentation several times to improve delivery.

u09d1 - Creative Innovation in Employees/Health Entrepreneurship

Fostering creativity in yourself as a manager and in your staff are vital for success in today's workplace environment. Innovation-based creativity is emerging as individuals identify needs and act on them as entrepreneurs in the U.S. healthcare system.

Explore the concepts of creativity and innovation in your discussion and include the following in your main post:

- State your understanding of the role of the healthcare manager in successfully developing and fostering creativity and innovation in employees, and in developing a supportive organizational culture.
- Share a personal experience in your career as a leader or employee, related to these concepts.
- Briefly explain why entrepreneurship has emerged as a way to solve challenges in the healthcare delivery system.
- Choose one of the seven windows of opportunity for entrepreneurs in transforming the healthcare delivery system (see Healey, pages 86–87). Research and share an example of a current innovation or future idea related to this window.

Response Guidelines

Read and respond to the main posts of at least two peers as early in the week as possible to ensure the development of quality conversation and depth of learning.

Comment on the ideas, experiences, and insights of your peers. Compare your own researched findings with others.

Course Resources

Undergraduate Discussion Participation Scoring Guide

u09d1 - Learning Components

- Record knowledge, awareness or skills that may be applicable to career path.
- Identify valuable learning experiences related to unit content.
- Select ideas, material, research, and topics of interest to revisit in the future.
- Record information about valuable resources for future reference.
- Use current online information sources to investigate creativity and entrepreneurship in healthcare.
- Use the study resources to investigate creativity and innovation in healthcare and healthcare entrepreneurship.

- Investigate the role of the healthcare manager in managing change and inspiring others.

u09a1 - Course Reflection Journal

Activity Context

By successfully completing this assignment, you will demonstrate your proficiency in the following course competencies:

- Competency 2: Utilize critical thinking skills to analyze healthcare delivery system management challenges as related to population health indicators, and political, economic, and consumer driven forces.
- Competency 3: Apply change management skills to healthcare managerial roles and responsibilities in relation to emerging and future trends in healthcare delivery.
- Competency 4: Communicate in a manner that is professional and consistent with expectations for a member of the business professions.

Instructions for the Journal

To better understand how to approach writing your journal entries, click [Course Reflection Journal Presentation](#) and watch two learners discussing the Socratic problem solving approach. In addition, click [Example of a Completed Journal Page \[PDF\]](#) to view an example of a well-written journal entry.

Begin your [Course Reflection Journal](#) entries for this unit by typing directly in the journal.

- Be sure to review and add to your entries at the end of the week, so that you are reflecting on all your learning experiences for the unit.
- Complete the required entries for all four journal sections.
- Generate and save the PDF. Submit it as an attachment for this assignment.

Review the Course Reflection Journal Scoring Guide to understand how your entries will be graded. Note that to earn a grade of Distinguished, you will need to create an annotated list of resources (see information on how to create the annotated bibliography in the Resources).

Course Resources

[The Annotated Bibliography](#)

u09a2 - Future Trends and Innovations

Activity Context

By successfully completing this assignment, you will demonstrate your proficiency in these course competencies:

- Competency 2: Utilize critical thinking skills to analyze healthcare delivery system management challenges as related to population health indicators, and political, economic, and consumer driven forces.
- Competency 3: Apply change management skills to healthcare managerial roles and responsibilities in relation to emerging and future trends in healthcare delivery.
- Competency 4: Communicate in a manner that is professional and consistent with expectations for a member of the business professions.

Instructions

For this assignment, you will create a 5–8 minute video presentation on a future advanced technology trend or innovation, and explain how it might affect a specific sector of the healthcare delivery system, as well as affect the healthcare management in that sector in the future.

Your choice can be specifically related to your current or future career area. Or, you can choose a technology or innovation that is especially fascinating or groundbreaking in nature to you. Be sure that your chosen advanced technology trend or innovation is either in its infancy or in the idea generation, screening, or experimentation phase of the innovation process. You are looking ahead to understand the value of awareness of the impact of future possibilities on strategic planning and forecasting.

Your presentation should be suitable for a professional audience. You may produce your video using any device and software you are comfortable using and that can be uploaded in the Capella courseroom. You must ensure that the audio and picture quality are clear, and you must provide a transcript or outline of your presentation. Refer to the second study in this unit for detailed information.

In your presentation:

- Provide an introduction to the advanced technology future trend or innovation and the sector of the healthcare delivery system to which it is being related.
- Describe the impacts that the advanced technology future trend or innovation might have on this sector of the healthcare delivery system in the future.
- Relate the concepts of creativity, disruptive innovation, exponential growth, or healthcare entrepreneurship, as applicable.
- Describe the impacts that the advanced technology future trend or innovation might have on the role of the healthcare manager in the future.
- Identify and defend the credibility of the source(s) of information that you researched on the advanced technology future trend or innovation.

Refer to the scoring guide to ensure that your work meets the grading criteria for this assignment.

Suggestion: Practice recording your presentation to ensure good quality video and audio, as well as to polish your delivery.

Submit your presentation no later than Sunday night for feedback and grading from your instructor. Proceed directly to Unit 10 discussion and post it as your main post to share with your peers.

Hardware for Visual Presentations

In this unit, you will be asked to use an online app or platform like Kaltura, or similar software, to record a presentation for an assignment. All Capella learners have free access to Kaltura. Most computers have built-in webcams and microphones to use with Kaltura. Refer to Using Kaltura for download and setup instructions.

Note: If you require the use of assistive technology or alternative communication methods to participate in these activities, please contact Disability Services to request accommodations.

If you are unable to access the hardware needed to record the presentation, you may substitute a PowerPoint presentation with extensive notes, with the permission of your instructor.

Submission Requirements

- **Communication:** Should be clear, concise, and well-organized, as expected of a professional presentation.
- **Length of presentation:** Approximately 5–8 minutes.
- **References:** Cite references in the transcript or outline. References should be formatted using current APA style.
- **Transcript font:** Times New Roman, 12 point.

Course Resources

[Using Kaltura](#)

[Disability Services](#)

Unit 10 >> Healthcare Data

Introduction

Unit 10 examines the role of technology and electronic data in the current healthcare delivery system and how it will keep pace with continual change and transformation in the future. Advances in technology are responsible for one of the most profound changes in the overall healthcare delivery system to date: the creation and adoption of electronic medical records (EMR), electronic health records (EHR), and health information technology (HIT) to manage the data. The Health Information Technology for Economic and Clinical Health Act (HITECH), enacted in 2009, is managed by the Office of the National Coordinator (ONC) for Health Information Technology.

The EMR-EHR-HIT transition is still in process as technology and structures that are managing the data continue to advance and develop. In addition, the transition has opened the door to a continual stream of creative and innovative ideas and solutions for the collection, management, and use of health-related data. The change has improved quality of care in terms of patient outcomes, safety, effectiveness, patient-centeredness, communication, education, timeliness, efficiency, and equity. However, it has also created issues and tremendous change efforts regarding privacy and security risks. And, the work on facilitating ease of communications between different information sources has not yet proven effective.

The American Health Information Management Association (AHIMA) was founded in 1928 and has continuously worked to improve health record quality. According to AHIMA, "Informatics and data analytics are crucial operations for healthcare organizations. Practitioners are required to acquire, manage,

analyze, interpret, and transform data into accurate and consistent information in a timely manner. Informatics is a collaborative activity that involves people, processes, and technologies to produce and use trusted data for better decision making" (AHIMA, n.d.).

In times of overwhelming and increasing data availability, effective healthcare managers must work closely with informatics and data analytics professionals for input and guidance in making evidence-based decisions, forecasts, strategic plans, policies and procedures. Larger healthcare organizations include entire departments dedicated to informatics and data analytics, lead by chief information officers (CIOs) and chief technology officers (CTOs).

In Unit 10, you will debate the pros and cons of the use of electronic data in the healthcare delivery system, and explore innovative applications for its use. In addition, you will share your Unit 9 presentations with your peers and view their presentations to expand your knowledge on potential healthcare trends for the future.

Reference

American Health Information Management Association (AHIMA). (n.d.). Retrieved from <http://www.ahima.org/>

Learning Activities

u10s1 - Studies

Readings

In your Niles text, *Basics of the U.S. Health Care System* (3rd ed.), read:

- Chapter 10, "Information Technology Impact on Health Care," pages 251–263.

Use your coursepack, *Foundations and Future of Health Care Delivery Management*, to read:

- Chapter 13, "A Data-Driven Approach," pages 301–306.

Use the Capella University Library to read the following:

- Clack, L., Houser, S., Kadlec, L., Mikaelian, R., Tabisula, B., & Zeglen, M. (2017). Data analytics and informatics are two separate disciplines (and why this matters to HIM). *Journal of AHIMA*, 88(10), 20–24.

Use the Internet to explore the following Web site:

- Big Data Technologies in Healthcare: Needs, Opportunities, and Challenges [PDF]. (2016, Dec. 21). TF7 Healthcare Subgroup. Big Data Value Association. Retrieved from <http://www.bdva.eu/sites/default/files/Big%20Data%20Technologies%20in%20Healthcare.pdf>

Use the Internet to review the article How to Give Constructive Criticism: 6 Helpful Tips to ensure your responses to your peers in this week's second discussion are helpful and constructive.

Use the Library Research Guide for BUS3026 for researching this unit's topics and completing discussions and assignments.

Research Current Informational Resources

Spend 30 minutes reviewing information related to this unit's topics in the resources that you bookmarked and subscribed to in Unit 1.

u10s1 - Learning Components

- Record knowledge, awareness or skills that may be applicable to career path.
- Select ideas, material, research, and topics of interest to revisit in the future.
- Record information about valuable resources for future reference.
- Identify valuable learning experiences related to unit content.

u10d1 - Data in Healthcare Delivery

Reflect on your personal experiences, in your career and as a consumer, related to changes and outcomes in the use of electronic data in the healthcare delivery system. Choose an example from this unit's study readings or subscribed resources from Unit 1 of an application, initiative, or program related to the use of electronic data in the sector of the healthcare system you currently work in or plan to work in.

In your main post:

- Share a personal experience related to electronic data in the healthcare system, discussing the pros or cons of using electronic data.
- Describe your chosen example of an application, initiative or program related to the use of electronic data in the sector of the healthcare system you work in or plan to work in.
- Relate important and relevant aspects of change management roles and responsibilities to both your experience and example.

Response Guidelines

Read and respond to the main posts of at least two peers as early in the week as possible to ensure the development of quality conversation and depth of learning.

Comment on your peers' experiences, examples, and applications of change management skills. Relate your own ideas and experiences to their experiences. Add any additional insights you gained from their work.

Course Resources

Undergraduate Discussion Participation Scoring Guide

u10d1 - Learning Components

- Record knowledge, awareness or skills that may be applicable to career path.
- Identify valuable learning experiences related to unit content.
- Select ideas, material, research, and topics of interest to revisit in the future.
- Record information about valuable resources for future reference.

u10d2 - Future Trends and Innovations

Post your "Future Trends and Innovations" presentation by Monday to allow enough time for everyone to view and enjoy it.

Response Guidelines

Review [How to Give Constructive Criticism: 6 Helpful Tips](#) to ensure your feedback to your peers this last week is especially helpful and constructive.

Review and respond to the presentations of as many of your peers as possible before the last day of the unit.

Comment on both the topic and the presentation. Share your own ideas related to the future trend and its utilization in the healthcare delivery system. Comment on the choice of delivery of the information, offering positive and constructive feedback, if applicable.

Course Resources

Undergraduate Discussion Participation Scoring Guide

u10d2 - Learning Components

- Identify valuable learning experiences related to unit content.
- Select ideas, material, research, and topics of interest to revisit in the future.

u10a1 - Course Reflection Journal

Activity Context

By successfully completing this assignment, you will demonstrate your proficiency in these course competencies:

- Competency 2: Utilize critical thinking skills to analyze healthcare delivery system management challenges as related to population health indicators, and political, economic and consumer driven forces.
- Competency 3: Apply change management skills to healthcare managerial roles and responsibilities in relation to emerging and future trends in healthcare delivery.
- Competency 4: Communicate in a manner that is professional and consistent with expectations for a member of the business professions.

Instructions for the Journal

Welcome to the completion of your Course Reflection Journal! This week, please complete the final, Unit 10 entries in your [Course Reflection Journal](#), based on your studies, research, and discussions with your peers.

To better understand how to approach writing your journal entries, click [Course Reflection Journal Presentation](#) and watch two learners discussing the Socratic problem solving approach. In addition, click [Example of a Completed Journal Page \[PDF\]](#) to view an example of a well-written journal entry.

Review the Course Reflection Journal Scoring Guide to understand how your entries will be graded.

After you have made entries in the journal:

1. Click **Save**.
2. Click **Preview Full Report**. All of your journal pages will be compiled into one document for you to review.
3. If you plan on making further entries or edits during the week, click **Close and Save for Further Editing**.
4. When you finish your entries for Unit 10, click **Generate PDF for Assignment Submission**. The PDF you generate will include your journal entries for all 10 units.
5. Save the PDF and submit it as an attachment for this assignment.

Please take the time to review your completed journal to appreciate your overall growth and experience in learning about health care management during the past 10 weeks.

Keep your journal PDF handy so that you can refer to the ideas and resources you saved for use in future courses and in your career.

Course Resources

[The Annotated Bibliography](#)