Syllabus

Course Overview

In this course, you will examine the complex and dynamic U.S. health care system, as well as the laws and regulations that affect the health care system and stakeholders. From this baseline, you will gain a greater understanding of how health care delivery systems are organized and the financial and economic, legal, and political factors that influence the management of health care organizations. All of these elements become a matric from which health care decisions are made.

Course Competencies   **(Read Only)**

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

1. Analyze how economic, legal, regulatory, and policy factors influence the organization and financing of health care delivery systems.

2. Analyze relationships between elements of a health care system and organizational goals.

3. Analyze how health care systems influence decision making within health care organizations.

4. Communicate health care management needs, opportunities, and strategies with multiple stakeholders.

Course Prerequisites

Required

The materials listed below are required to complete the learning activities in this course.

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.

- Baker, L. C., Bundorf, M. K., & Kessler, D. P. (2014). Vertical integration: Hospital ownership of physician practices is associated with higher prices and spending. *Health Affairs, 33*(5), 756–763.
- Griffin, P. M., Black, N. H., Deflitch, C., Bastian, N. D., Kang, H., & Munoz, D. A. (2016). *Healthcare systems engineering.* Hoboken, NJ: John Wiley & Sons.

- Guinness, L., & Wiseman, V. (2011). *Introduction to health economics* (2nd ed.). New York, NY: McGraw-Hill Education.
- Kaiser, L. S., & Lee, T. H. (2015, October 8). Turning value-based health care into a real business model. *Harvard Business Review Digital Articles*, 2–5.
- Makamson, E. L. (2006). Whittaker Memorial Hospital. *Journal of the International Academy for Case Studies, 12*(5), 83–92.
- Mandal, J., Ponnambath, D. K., & Parija, S. C. (2016). Utilitarian and deontological ethics in medicine. *Tropical Parasitology, 6*(1), 5–7.
- Thomas, R. K., & Calhoun, M. (2007). *Marketing matters: A guide for health care executives.* Chicago, IL: Health Administration Press.
- Trbovich, P. (2014). Five ways to incorporate systems thinking into healthcare organizations. *Biomedical Instrumentation & Technology, 48*(2), 31–34, 36.

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.

- Adler, S. (Producer), & McEwen, A. (Producer). (2016, August 21). *Playing god* [Audio podcast] | Transcript Retrieved from http://www.radiolab.org/story/playing-god/
- American College of Healthcare Executives. (2017). Top issues confronting hospitals in 2017. Retrieved from https://www.ache.org/pubs/research/ceoissues.cfm
- APIAHF. (2011, March 31). Writing SMART goals and objectives webinar [Video]. | Transcript Retrieved from https://youtu.be/MAhs-m6cNzY
- Bowen, S. A. (2015). How would Kant approach this? A model for ethical healthcare business decisions. Retrieved from http://www.hfma.org/Leadership/E-Bulletins/2015/July/How_Would_Kant_Approach_This__A_Model_for_Ethical_Healthcare_Business_Decisions/
- Cheney, C. (2017). Top 5 differences between NFPs and for-profit hospitals. Retrieved from http://www.healthleadersmedia.com/finance/top-5-differences-between-nfps-and-profit-hospitals
- Deloitte Center for Health Solutions. (2012). *The U.S. health care market: A strategic view of consumer segmentation* [PDF]. Retrieved from https://www2.deloitte.com/content/dam/Deloitte/us/Documents/life-sciences-health-care/us-lshc-health-care-market-consumer-segmentation.pdf
- Dunn, C. (Producer). (n.d.). *Systems thinking: A group demonstration* [Video] | Transcript Retrieved from https://www.youtube.com/watch?v=hE9Xdal56qw&feature=youtu.be
- Field, R. I. (2008). Why is health care regulation so complex?. *Pharmacy and Therapeutics, 33*(10), 607–608. Retrieved from https://www.ncbi.nlm.nih.gov/pmc/articles/PMC2730786/
- Fuchs, V. R. (2012). Major trends in the U.S. health economy since 1950. Retrieved from http://www.nejm.org/doi/full/10.1056/NEJMp1200478
- Greenfield, J., & Whitler, K. A. (2015). The new world of healthcare marketing: A framework for adaptation. Retrieved from https://www.forbes.com/sites/kimberlywhitler/2015/09/06/the-new-world-of-healthcare-marketing-a-framework-for-adaptation/#57603c3a1c10
- Guo, K. L. (2008). *DECIDE decision-making model* [PDF]. Retrieved from https://www.wilderness.net/toolboxes/documents/safety/DECIDE%20Decision-Making%20Model.pdf

- Guo, K. L. (2008). DECIDE: A decision-making model for more effective decision making by health care managers. *Health Care Manager, 27*(2), 118–127. Retrieved from https://www.ncbi.nlm.nih.gov/pubmed/18475113

- Ho, K., & Lee, R. S. (2017). *Insurer competition in health care markets* [PDF]. *Econometrica, 85*(2), 379–417. Retrieved from http://www.people.fas.harvard.edu/~robinlee/papers/InsurerComp.pdf

- Honigman, B. (2017). 24 outstanding statistics & figures on how social media has impacted the health care industry. Retrieved from https://getreferralmd.com/2013/09/healthcare-social-media-statistics/

- Kaiser Family Foundation. (Producer). (2014). *Health insurance explained: The YouToons have it covered* [Video] | Transcript Retrieved from https://www.youtube.com/watch?v=-58VD3z7ZiQ&feature=youtu.be

- MakenaSolution. (Producer). (2010). *DECIDE model* [Video] | Transcript Retrieved from https://youtu.be/QwL1wug6nck

- Mcaskill, R. (2014). Examining the basics of the healthcare revenue cycle. Retrieved from https://revcycleintelligence.com/news/examining-the-basics-of-the-health-care-revenue-cycle

- Milken Institute. (Producer). (2014). *Health care delivery in the 21st century* [Video] | Transcript Retrieved from http://www.milkeninstitute.org/videos/view/health-care-delivery-in-the-21st-century

- National Conference of State Legislatures. (n.d.). Health. Retrieved from http://www.ncsl.org/research/health.aspx

- Nelson, W. A. (2015). *Making ethical decisions* [PDF]. Retrieved from https://www.ache.org/-/media/ache/ethics/ja15_ethic_reprint.pdf?la=en&hash=96DC59A22EA6DC336D9D8CD87DE6205DE680D8EF

- Paradise, J., Rosenbaum, S., Markus, A., Sharac, J., Tran, C., Reynolds, D., & Shin, P. (2017). Community health centers: Recent growth and the role of the ACA. Retrieved from https://www.kff.org/medicaid/issue-brief/community-health-centers-recent-growth-and-the-role-of-the-aca/

- PH210x. (Producer). (n.d.). *Definitions* [Video] | Transcript Retrieved from https://youtu.be/wDPcMuowSuA

- PH210x. (Producer). (n.d.). *Financing healthcare system* [Video] | Transcript Retrieved from https://www.youtube.com/watch?v=85XDL7RLe7A&feature=youtu.be

- Rand Health. (n.d.). Healthcare reform: The future of U.S. health care: Replace or revise the Affordable Care Act?. Retrieved from https://www.rand.org/health/key-topics/health-policy/in-depth.html

- Rudowitz, R., & Garfield, R. (2017). 10 things to know about Medicaid: Setting the facts straight. Retrieved from https://www.kff.org/medicaid/issue-brief/10-things-to-know-about-medicaid-setting-the-facts-straight/

- Swanson, J. (Producer). (n.d.). *Systems thinking!* [Video] | Transcript Retrieved from https://youtu.be/GPW0j2Bo_eY

- The Audiopedia. (Producer). (n.d.). *What is best practice? What does best practice mean? Best practice meaning & explanation* [Video] | Transcript Retrieved from https://www.youtube.com/watch?v=lKWvL9BpxdE&feature=youtu.be

- Thornhill, L., & Conant, R. (2018). Improving care through public policy. *The Gerontologist, 58*(Supplement 1), S141–S147. Retrieved from https://academic.oup.com/gerontologist/article/58/suppl_1/S141/4816758?searchresult=1

- U.S. National Library of Medicine. (n.d.). Health Services Research Information Central. Retrieved from https://www.nlm.nih.gov/hsrinfo/abouthsr.html

- World Health Organization. (2009). *Systems thinking for health systems strengthening* [PDF]. Retrieved from http://www.who.int/iris/bitstream/10665/44204/1/9789241563895_eng.pdf?ua=1

- World Health Organization. (Producer). (n.d.). *Systems thinking for health systems strengthening* [Video] | Transcript Retrieved from https://youtu.be/ils6zQXUpAU

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.

Library

The following suggested readings may be available in the Capella University Library. 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. If the full text is not available, you may be able to request a copy through the Interlibrary Loan service.

- Sabatier, P. A. (1988). An advocacy coalition framework of policy change and the role of policy-oriented learning therein. *Policy Sciences, 21*(2/4), 129–168.

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.

- Agency for Healthcare Research and Quality. (n.d.). The CUSP method. Retrieved from https://www.ahrq.gov/professionals/education/curriculum-tools/cusptoolkit/index.html
- Bowen, D. J., Kreuter, M., Spring, B., Cofta-Woerpel, L., Linnan, L., Weiner, D., . . . Fernandez, M. (2009). How we design feasibility studies. *American Journal of Preventive Medicine, 36*(5), 452–457. Retrieved from https://www.ncbi.nlm.nih.gov/pmc/articles/PMC2859314/
- Gillon, R. (1994). *Medical ethics: Four principles plus attention to scope* [PDF]. *BMJ, 309*, 184–188. Retrieved from https://www.ncbi.nlm.nih.gov/pmc/articles/PMC2540719/pdf/bmj00449-0050.pdf
- Intersog. (2016). *Comprehensive guide to U.S. healthcare system 2016* [PDF]. Available from http://ehealth.intersog.com/
- Kayman, H. (2008). Ethical decision making in times of public health catastrophe. Retrieved from http://www.nwcphp.org/training/opportunities/webinars/ethical-decision-making-in-times-of-public-health-catastrophe
- National Network for Collaboration. (1996). *For the common good: Collaboration* [PDF]. Retrieved from http://literacy.kent.edu/CommonGood/10th/coll_resc_guide.pdf
- Office of Adolescent Health, U.S. Department of Health and Human Services. (n.d.). Collaboration toolkit. Retrieved from https://www.hhs.gov/ash/oah/resources-and-training/online-learning-modules/collaboration-toolkit/index.html
- Office of the Assistant Secretary for Health, U.S. Department of Health and Human Services. (n.d.). Module 1: Person- and family-centered care (PERS). Retrieved from https://www.hhs.gov/ash/about-ash/multiple-chronic-conditions/education-and-training/curriculum/module-1-person-and-family-centered-care/index.html
- Prieto, L., & Sacristán, J. A. (2003). Problems and solutions in calculating quality-adjusted life years (QALYs). *Health and Quality of Life Outcomes, 1*, 80. Retrieved from

https://www.ncbi.nlm.nih.gov/pmc/articles/PMC317370/

- TEDx Stouffville. (Producer). (2012). *Disruptive innovations to integrate health systems* [Video] | Transcript Retrieved from https://youtu.be/lQdnWOH_a8g
- The Community Guide. (n.d.). Retrieved from https://www.thecommunityguide.org/
- U.S. Department of Health and Human Services. (n.d.). Strategic goal 1: Reform, strengthen, and modernize the nation's healthcare system. Retrieved from https://www.hhs.gov/about/strategic-plan/strategic-goal-1/index.html
- Whitehead, S. J., & Ali, S. (2010). Health outcomes in economic evaluation: The QALY and utilities. *British Medical Bulletin, 96*(1), 5–21. Retrieved from https://academic.oup.com/bmb/article/96/1/5/300011

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.

Unit 1 ≫ Health Systems

Introduction

This week you will:

- Examine health care systems from a variety of perspectives.
- Participate in one discussion.
- Begin work on your course project.

This unit provides an overview of the health care system. Beginning with the basic nature of a system, it explores the dynamics of the health care system.

Learning Activities

u01s1 - Course Project: Feasibility Study

A feasibility study in health care is part of a strategic plan designed to examine a need, or perceived need, within a health care organization. It is the process of investigating and analyzing the viability of an idea and answering a broad range of questions. For decision makers, it is an essential element to prevent the wrong decision from being made, or to validate that the idea being studied is the right choice to make.

Project Context

The feasibility study you will develop as the course project has been modified to fit into the 10 weeks of the course. Each week you will be instructed to work on a specific piece of the study. If you do not work on the study each week, you may find that you will be hard-pressed to complete and submit each assignment when it is due.

For your feasibility study, you may draw upon an actual experience in your current workplace, or use the case study provided. If you choose to develop a study based on your actual work situation, please be certain that:

- You have talked to your supervisor, manager, or director to determine if the policies of your organization allow for the use of internal proprietary information.
- You have access to the data you will need to complete the study.
- The "Organization Background" section of the study provides enough information for a reader to understand the nature and complexity of your organization.

Many learners are employed by large, complex health systems; these cautions are provided to make sure you can meet the requirements of the course project.

If you choose your own workplace, please pick one of the following options to base your feasibility study on. If you want to use a different situation, please contact your instructor. You have been asked by the CEO of your organization to develop a feasibility study for one of the following:

- To address a market opportunity.
- To mediate a systemic problem.
- To address an issue in quality.

If you prefer, you may choose to develop a feasibility study using the following case study:

- Makamson, E. L. (2006). Whittaker Memorial Hospital. *Journal of the International Academy for Case Studies, 12*(5), 83–92.
    - The scenario: You have been asked by the CEO of the hospital to present a project or program that will help save the hospital.

Although the case study is dated 2006, health care organizations—large and small—still face the issues presented in the study. The health care landscape changes frequently with bankruptcy, and consolidations are a very frequent occurrence.

Resources

Use the following template and article to guide the development of your feasibility study:

- Feasibility Study Template [DOC].
- Bowen, D. J., Kreuter, M., Spring, B., Cofta-Woerpel, L., Linnan, L., Weiner, D., . . . Fernandez, M. (2009). How we design feasibility studies. *American Journal of Preventive Medicine, 36*(5), 452–457. Retrieved from https://www.ncbi.nlm.nih.gov/pmc/articles/PMC2859314/

Discussion Resources

The following resources are provided to help you develop your discussion post, and may be useful as you work on your course project.

- Dunn, C. (Producer). (n.d.). *Systems thinking: A group demonstration* [Video] | Transcript. Retrieved from https://www.youtube.com/watch?v=hE9Xdal56qw&feature=youtu.be
- Swanson, J. (Producer). (n.d.). *Systems thinking!* [Video] | Transcript. Retrieved from https://youtu.be/GPW0j2Bo_eY
- World Health Organization. (Producer). (n.d.). *Systems thinking for health systems strengthening* [Video] | Transcript. Retrieved from https://youtu.be/ils6zQXUpAU
- World Health Organization. (2009). *Systems thinking for health systems strengthening* [PDF]. Retrieved from http://www.who.int/iris/bitstream/10665/44204/1/9789241563895_eng.pdf?ua=1
- Trbovich, P. (2014). Five ways to incorporate systems thinking into healthcare organizations. *Biomedical Instrumentation & Technology, 48*(2), 31–34, 36.
- Griffin, P. M., Black, N. H., Deflitch, C., Bastian, N. D., Kang, H., & Munoz, D. A. (2016). *Healthcare systems engineering*. Hoboken, NJ: John Wiley & Sons.
  - Chapter 1, "The Healthcare Delivery System."
  - Chapter 2, "Complexity and Systems in Healthcare."

- Intersog. (2016). *Comprehensive guide to U.S. healthcare system 2016* [PDF]. Available from http://ehealth.intersog.com/

Discussion Instructions

As a current or future health care professional, your daily interactions will be with the system at large at many levels. This activity begins a process that spans the duration of this concentration. No matter your position in leadership, your interaction in health care is not linear. It requires working in a system.

As you think about and examine your current or potential future role in health care leadership:

- Identify clearly your role in the organization.
- Include the elements of the health system that affect your role.
- Rank these elements as having:
  - Immediate effect.
  - Short-term effect.
  - Long-term effect.

- Create a diagram that illustrates the interaction of these elements. (You may use Visio or the visual tools in Word to do this.)
- Explain briefly your view of the system. Within your explanation, include:
  - Your role in the system.
  - How this system affects your daily work responsibilities.
  - An example of a shift in one element of the system and how that shift might affect the whole system.

Remember that any time you support your statements with references, you must cite your sources following current APA guidelines.

Response Guidelines

After posting your discussion, respond to at least two other learners. Have they described the system clearly? How does the system they described compare to yours? Do you have any questions about their system?

Course Resources
Graduate Discussion Participation Scoring Guide

u01d1 - Learning Components

- Explain the interaction of the elements of a health care system.
- Examine the elements of a health care system.

u01s2 - Activity: Course Project

This is the time to start working on your course project. Begin by drafting an introduction. Within your introduction, you should include:

- The project title.
- A brief description of the organization you have chosen for the project.
- An introduction to the focus of your feasibility study.
  - Which scenario have you chosen?
  - What is the need the feasibility study will address?

u01d2 - Optional: Course Project Feedback

The second discussion in each unit of this course will be optional and not count toward your discussion participation. Posting sections of your feasibility study will give you feedback from your peers on the direction and elements of your study. If you choose to post in this discussion, you are obligated to provide feedback to at least one of your peers.

Post the introduction to your course project. What specific questions do you have for which you would like feedback?

Response Guidelines

If you post something, you must respond to someone. Be thoughtful in your feedback, and offer helpful suggestions for improvement or clarity.

u01s3 - Additional Topic Resource

The following resources are provided to enhance your understanding of the unit topic and may be useful as you work on your course project.

- APIAHF. (2011, March 31). Writing SMART goals and objectives webinar [Video] | Transcript. Retrieved from https://youtu.be/MAhs-m6cNzY
- TEDx Stouffville (Producer). (2012). *Disruptive innovations to integrate health systems* [Video] | Transcript. Retrieved from https://youtu.be/lQdnWOH_a8g

Unit 2 >> Health Marketplace

Introduction

This week you will:

- Examine the marketplace aspect of health care from a consumer perspective.
- Participate in one discussion.
- Work on the next section of your course project.

The marketplace is a specific subsystem of the larger health care system. It shapes consumer behavior and affects the producers and distributors of health care. In this unit, you will begin an overview of this system.

Learning Activities

u02d1 - Market Segmentation

Discussion Resources

The following resources are provided to help you develop your discussion post, and may be useful as you work on your course project.

- Deloitte Center for Health Solutions. (2012). *The U.S. health care market: A strategic view of consumer segmentation* [PDF]. Retrieved from https://www2.deloitte.com/content/dam/Deloitte/us/Documents/life-sciences-health-care/us-lshc-health-care-market-consumer-segmentation.pdf
- Intersog. (2016). *Comprehensive guide to U.S. healthcare system 2016* [PDF]. Available from http://ehealth.intersog.com/

Discussion Instructions

This discussion will focus on your personal health behavior and interests. Use the resources provided, along with your own research, to address the following:

- State what kind of health care consumer you are. Using the data in the Deloitte document, develop a personal profile.
- Find at least two articles on your topic from the Capella University library or the Internet, based on your profile. In 3–4 paragraphs, analyze the effect of the Affordable Care Act (ACA) on the health system that addresses an area of concern related to your profile. Use current APA standards when referencing and citing your resources.

Response Guidelines

After posting your discussion, respond to at least two other learners. Are their concerns clearly described? Have they used data effectively to discuss their market sector? Do you have any questions on their analysis of the ACA?

Course Resources
Graduate Discussion Participation Scoring Guide

u02d1 - Learning Components

- Explain the interaction of the elements of a health care system.
- Apply graduate-level skill in critical thinking, research, and writing.

u02s1 - Activity: Course Project

Use the following template to guide the development of your feasibility study.

- Feasibility Study Template [DOC].

Follow the instructions and prompts in the template to begin working on Section I: Organization Background.

u02d2 - Optional: Course Project Feedback

If you choose to post in this discussion, you are obligated to provide feedback to at least one of your peers.

Post Section I of your feasibility study. What specific questions do you have for which you would like feedback?

Response Guidelines

If you post something, you must respond to someone. Be thoughtful in your feedback, and offer helpful suggestions for improvement or clarity.

u02s2 - Activity: Health Systems

Completion of this activity will strengthen your understanding of the topics and concepts covered so far in the course, and may be helpful in completing your first assignment and the course project.

- [Health Systems](#) | [Transcript](#).

Unit 3 ≫ Ethics

Introduction

This week you will:

- Examine ethics from several different approaches.
- Participate in one discussion.
- Continue working on your course project by completing Section II.
- Submit the first sections of the course project as an assignment, due by midnight CST Sunday.

Ethics, ethical behavior, and the ethical foundations of health policy form an essential underpinning of decision making in health care. In this unit, you will explore two major systems of ethical thinking and the core ethical applications of ethics in health care, and apply these to a contemporary situation.

Discussion Resources

The following resources are provided to help you develop your discussion post, and may be useful as you work on your course project.

- Adler, S. (Producer), & McEwen, A. (Producer). (2016, August 21). _Playing god_ [Audio podcast] | Transcript. Retrieved from http://www.radiolab.org/story/playing-god/
- Bowen, S. A. (2015). How would Kant approach this? A model for ethical healthcare business decisions. Retrieved from http://www.hfma.org/Leadership/E-Bulletins/2015/July/How_Would_Kant_Approach_This__A_Model_for_Ethical_Healthcare_Business_Decisions/
- Mandal, J., Ponnambath, D. K., & Parija, S. C. (2016). Utilitarian and deontological ethics in medicine. _Tropical Parasitology, 6_(1), 5–7.
- Nelson, W. A. (2015). _Making ethical decisions_ [PDF]. Retrieved from https://www.ache.org/abt_ache/EthicsToolkit/JA15_ethic_reprint.pdf
- Intersog. (2016). _Comprehensive guide to U.S. healthcare system 2016_ [PDF]. Available from http://ehealth.intersog.com/

Discussion Instructions

Listen to the _Playing God_ Podcast linked in the discussion resources.

Use the resources provided, as well as your own research, to discuss the ethical dilemmas presented in the podcast. Specifically:

- Apply either a Kantian or utilitarian framework to the dilemmas.
- Include the ethical decision-making strategies you would apply to the dilemmas.
- State whether you think the rationing of care can be justified. In what situations can it be justified? Why?
- Explain how you would have responded to the dilemmas presented.

Be sure you follow current APA guidelines for your references and citations.

Response Guidelines

After posting your discussion, respond to at least two other learners. Do you agree with their analysis of the dilemmas? Support your position with examples from the resources or your own research. Has the work of your peers caused you to rethink your position, or helped to reinforce your position?

Course Resources

u03d1 - Learning Components

- Explain the interaction of the elements of a health care system.
- Examine the importance of ethics in health care decision making.

u03s1 - Activity: Course Project

Complete Section II: Objectives of the Proposed Program of your feasibility study. At the end of this unit, you will submit the first sections of your study for evaluation and feedback from your instructor.

u03d2 - Optional: Course Project Feedback

If you choose to post in this discussion, you are obligated to provide feedback to at least one of your peers.

Post Section II of your feasibility study. What specific questions do you have for which you would like feedback?

Response Guidelines

If you post something, you must respond to someone. Be thoughtful in your feedback, and offer helpful suggestions for improvement or clarity.

u03a1 - Feasibility Study: Proposal Overview

Instructions

Complete and submit the following sections of the Feasibility Study Template:

- Introduction to your project (from Unit 1).
- Section I: Organization Background (from Unit 2).
- Section II: Objectives of the Proposed Program (from this unit).

At this stage, these sections of your course project may not be fully developed, but your instructor can provide feedback and suggestions that you can incorporate before the final submission in Unit 10.

u03s2 - Additional Topic Resources

The following resources are provided to enhance your understanding of the unit topic and may be useful as you work on your course project.

- Kayman, H. (2008). Ethical decision making in times of public health catastrophe. Retrieved from http://www.nwcphp.org/training/opportunities/webinars/ethical-decision-making-in-times-of-public-health-catastrophe
  - Please note: To view this one-hour webinar, you must first create an account. This is completely free of charge and will then let you view the webinar.
- Gillon, R. (1994). *Medical ethics: Four principles plus attention to scope* [PDF]. *BMJ, 309*, 184–188. Retrieved from https://www.ncbi.nlm.nih.gov/pmc/articles/PMC2540719/pdf/bmj00449-0050.pdf

Unit 4 ❯❯ Decision-Making Models

Introduction

This week you will:

- Examine decision-making models.
- Continue to work on your course project.

Strong leaders are highly skilled decision makers. Health care decision making is data driven, ethical, and forward looking. This unit presents a model for decision making that is flexible enough to be applied to many situations.

Learning Activities

u04d1 - Decision-Making Models

Discussion Resources

Use these resources to guide your discussion post. They may also be helpful as you complete your course project.

- Guo, K. L. (2008). [DECIDE: A decision-making model for more effective decision making by health care managers](). *Health Care Manager, 27*(2), 118–127. Retrieved from https://www.ncbi.nlm.nih.gov/pubmed/18475113
- MakenaSolution. (Producer). (2010). *[DECIDE model](https://)* [Video] | [Transcript]. Retrieved from https://youtu.be/QwL1wug6nck
- Guo, K. L. (2008). *[DECIDE decision-making model](https://)* [PDF]. Retrieved from https://www.wilderness.net/toolboxes/documents/safety/DECIDE%20Decision-Making%20Model.pdf

Discussion Instructions

By this time, you have gathered a great deal of information related to your feasibility study and proposed program. Use the resources provided to apply the DECIDE model to the initial issue you hoped to address and synthesize the information you have gathered to be sure that you are focused on the essential issue.

Response Guidelines

After posting your discussion, respond to at least two other learners. Provide thoughtful feedback and consider whether the DECIDE model has been carefully applied. What are the strong points of the application? Are there areas that could be improved?

Course Resources
Graduate Discussion Participation Scoring Guide

u04d1 - Learning Components

- Examine the elements of a health care system.
- Examine the importance of ethics in health care decision making.

u04s1 - Activity: Course Project

Work on completing Section III: Program Consistency of your feasibility study. You may also want to consider any feedback you received from your instructor on the first sections of your study and make revisions to those sections.

u04d2 - Optional: Course Project Feedback

If you choose to post in this discussion, you are obligated to provide feedback to at least one of your peers. Posting early will give you time to make any revisions before you submit it to your instructor.

Post Section III of your feasibility study. What specific questions do you have for which you would like feedback?

Response Guidelines

If you post something, you must respond to someone. Be thoughtful in your feedback, and offer helpful suggestions for improvement or clarity.

Unit 5 ›› Systems and Ethics in Decision Making

Introduction

This week you will:

- Complete and submit your second assignment, due by midnight CST Sunday.
- Continue to work on your course project.

This week, you will synthesize and apply the content presented in Units 1–4 in the context of typical health care situations. You will use the resources provided in the course, along with your own experience and additional research, to demonstrate your understanding.

Learning Activities

u05s1 - Assignment Resources (Optional)

The following resources may be helpful in completing your assignment this week, and may also be useful in your course project.

- National Network for Collaboration. (1996). *For the common good: Collaboration* [PDF]. Retrieved from http://literacy.kent.edu/CommonGood/10th/coll_resc_guide.pdf
- The Community Guide. (n.d.). Retrieved from https://www.thecommunityguide.org/
    - This site has extensive resources for community development and advocacy.
- Office of Adolescent Health, U.S. Department of Health and Human Services. (n.d.). Collaboration toolkit. Retrieved from https://www.hhs.gov/ash/oah/resources-and-training/online-learning-modules/collaboration-toolkit/index.html

- U.S. Department of Health and Human Services. (n.d.). Strategic goal 1: Reform, strengthen, and modernize the nation's healthcare system. Retrieved from https://www.hhs.gov/about/strategic-plan/strategic-goal-1/index.html
- Office of the Assistant Secretary for Health, U.S. Department of Health and Human Services. (n.d.). Module 1: Person- and family-centered care (PERS). Retrieved from https://www.hhs.gov/ash/about-ash/multiple-chronic-conditions/education-and-training/curriculum/module-1-person-and-family-centered-care/index.html
- Agency for Healthcare Research and Quality. (n.d.). The CUSP method. Retrieved from https://www.ahrq.gov/professionals/education/curriculum-tools/cusptoolkit/index.html
- Sabatier, P. A. (1988). An advocacy coalition framework of policy change and the role of policy-oriented learning therein. *Policy Sciences, 21*(2/4), 129–168.
- Intersog. (2016). *Comprehensive guide to U.S. healthcare system 2016* [PDF]. Available from http://ehealth.intersog.com/

u05a1 - Systems and Ethics in Decision Making

Introduction

This portfolio work project will reflect your understanding of the elements in a health care system and the ethical considerations that must go into every health care decision.

Scenario and Your Role

Choose one of the following options:

Option A: Increasing Patients

The CEO of your health care organization has asked you to form a task force to increase the number of patients who access your community health center for primary care. You must determine the internal and external partners you would enlist as collaborators.

Option B: Identifying Continuum of Care

The Medicare review team has identified a weakness in your organization's approach to the continuum of care for your geriatric patients. You need to determine the internal and external partners you would enlist to design a comprehensive network.

Option C: Internal Quality Management Team

The CEO of your health care organization is working with the CFO to enhance and expand the skilled nursing facility's quality management team. You must identify the partners who would be essential in this expansion.

Option D: Policy Advocacy

You have been asked by the leadership of a professional organization, of which you are a member, to spearhead a policy change within the organization that will affect your scope of practice. You must identify the partners who are essential to advancing the policy process.

Example assignment: You may use the assignment example, linked in the Resources, to give you an idea of what a Proficient or higher rating on the scoring guide would look like.

Requirements

Develop a business report for the option you selected. In the report:

- Analyze the relationships within a health care system that are necessary to achieve an organizational goal.
  - Identify the partnerships you will need to complete your task.
  - Explain why you chose the partnerships you identified. What will each contribute to your task?
- Explain how the health care system itself serves as the framework for problem solving.
- Explain any ethical questions related to your task that could arise.

Deliverable Format

The business report is a professional document and should therefore follow the corresponding MBA Academic and Professional Document Guidelines, including single-spaced paragraphs.

Also include:

- Title page.
- References page.
- APA-formatted references.
- 2–3 pages in addition to the title page and references page.
- At least three supporting resources.

Evaluation

By successfully completing this assignment, you will demonstrate your proficiency in the following course competencies through corresponding scoring guide criteria:

- Competency 2: Analyze relationships between elements of a health care system and organizational goals.
  - Analyze the relationships within a health care system that are necessary to achieve an organizational goal.
- Competency 3: Analyze how health care systems influence decision making within health care organizations.
  - Explain how the health care system itself serves as the framework for problem solving.
- Competency 1: Analyze how economic, legal, regulatory, and policy factors influence the organization and financing of health care delivery systems.
  - Explain any ethical questions related to an organizational goal that could arise.

- Competency 4: Communicate health care management needs, opportunities, and strategies with multiple stakeholders.
  - Correctly format citations and references using current APA style.
  - Write content clearly and logically with correct use of grammar, punctuation, and mechanics.

Your course instructor will use the scoring guide to review your deliverable as if they were the CEO of your health care organization. Review the scoring guide prior to developing and submitting your assignment.

ePortfolio

This portfolio work project demonstrates your competency in applying knowledge and skills required of an MBA learner in the workplace. Include this in your personal ePortfolio.

Course Resources
Unit 5 Assignment Example [PDF]
[MBA Program Resources](#)

u05s2 - Activity: Course Project

This week, use the feasibility template to start working on Section IV: Economic and Fiscal Issues. This section may require more than one week to research and complete.

u05d1 - Optional: Course Project Feedback

If you choose to post in this discussion, you are obligated to provide feedback to at least one of your peers.

Post Section IV of your feasibility study (as much as you have completed). What specific questions do you have for which you would like feedback?

Response Guidelines

If you post something, you must respond to someone. Be thoughtful in your feedback, and offer helpful suggestions for improvement or clarity.

Introduction

This week you will:

- Look at the role of economics in the decision-making process.
- Participate in one discussion.
- Continue to work on your course project.
- Submit Sections III and IV of your feasibility study by midnight CST Sunday.

Health care economics is a driving factor in health care. Using the understanding of the health system, you will examine the production, distribution, and consumption of health services. The activities in this unit introduce key concepts and look broadly at the important ways that economic conditions affect the health system.

Learning Activities

u06d1 - Health Care Economics

Discussion Resources

Use these resources to guide your discussion post. They may also be helpful as you complete your course project.

- Fuchs, V. R. (2012). Major trends in the U.S. health economy since 1950. Retrieved from http://www.nejm.org/doi/full/10.1056/NEJMp1200478
- PH210x. (Producer). (n.d.). *Financing healthcare system* [Video] | Transcript. Retrieved from https://www.youtube.com/watch?v=85XDL7RLe7A&feature=youtu.be
- Guinness, L., & Wiseman, V. (2011). *Introduction to health economics* (2nd ed.). New York, NY: McGraw-Hill Education.
  - Section 1.

- Baker, L. C., Bundorf, M. K., & Kessler, D. P. (2014). Vertical integration: Hospital ownership of physician practices is associated with higher prices and spending. *Health Affairs, 33*(5), 756–763.
- Ho, K., & Lee, R. S. (2017). *Insurer competition in health care markets* [PDF]. *Econometrica, 85*(2), 379–417. Retrieved from http://www.people.fas.harvard.edu/~robinlee/papers/InsurerComp.pdf
- American College of Healthcare Executives. (2017). Top issues confronting hospitals in 2017. Retrieved from https://www.ache.org/pubs/research/ceoissues.cfm

Discussion Instructions

It may be safe to say that almost all of the issues health care organizations face, at some point, will be related (directly or indirectly) to economics. Consider the organization you are using for your feasibility study. What would you say is the most pressing issue the organization is facing? What role will economics play in how the organization addresses the issue?

Response Guidelines

After posting your discussion, respond to at least two other learners. How do the issues they presented compare with the one you presented? Have they fully addressed the relationship between economics and the issues presented?

Course Resources
Graduate Discussion Participation Scoring Guide

u06d1 - Learning Components

- Research economic and financial aspects of health care decision making.
- Apply graduate-level skill in critical thinking, research, and writing.

u06s1 - Activity: Economics

Completion of this activity will strengthen your understanding of the topics and concepts covered so far in the course, and may be helpful in completing your course project.

- [Economics](#) | [Transcript](#).

u06s2 - Activity: Course Project

This week, you should finish your work on Section IV: Economic and Fiscal Issues.

u06d2 - Optional: Course Project Feedback

If you choose to post in this discussion, you are obligated to provide feedback to at least one of your peers.

Post Section IV of your feasibility study. What specific questions do you have for which you would like feedback?

Response Guidelines

If you post something, you must respond to someone. Be thoughtful in your feedback, and offer helpful suggestions for improvement or clarity.

u06a1 - Feasibility Study: Sections III and IV

Instructions

Complete and submit the following sections of the Feasibility Study Template:

- Section III: Program Consistency (from Unit 4).
- Section IV: Economic and Fiscal Issues (from Units 5 and 6).

At this stage, these sections of your course project may not be fully developed, but your instructor can provide feedback and suggestions that you can incorporate before the final submission in Unit 10.

Course Resources
[MBA Program Resources](#)

u06s3 - Additional Topic Resources

The following resources are provided to enhance your understanding of the unit topic and may be useful in completing your course project.

- Prieto, L., & Sacristán, J. A. (2003). [Problems and solutions in calculating quality-adjusted life years (QALYs)](#). *Health and Quality of Life Outcomes, 1*, 80. Retrieved from https://www.ncbi.nlm.nih.gov/pmc/articles/PMC317370/
- Whitehead, S. J., & Ali, S. (2010). [Health outcomes in economic evaluation: The QALY and utilities](#). *British Medical Bulletin, 96*(1), 5–21. Retrieved from https://academic.oup.com/bmb/article/96/1/5/300011

Introduction

This week you will:

- Examine revenue cycle management and elements of finance that affect the decision-making process.
- Participate in one discussion.
- Continue to work on your course project.

The current health care environment challenges leaders to rely on the revenue cycle and its outcome as a key performance measure. In this unit, you will be introduced to a model for managing the revenue cycle to optimize fiscal outcomes, optimize patient satisfaction, and meet the highest quality standards.

Learning Activities

u07d1 - Finance and Revenue Cycle in the Health Care System

Discussion Resources

The following resources are provided to help you develop your discussion post, and may be useful as you work on your course project, as well as your second assignment, due this week.

- Mcaskill, R. (2014). Examining the basics of the healthcare revenue cycle. Retrieved from https://revcycleintelligence.com/news/examining-the-basics-of-the-health-care-revenue-cycle
- Kaiser, L. S., & Lee, T. H. (2015, October 8). Turning value-based health care into a real business model. *Harvard Business Review Digital Articles*, 2–5.
- Cheney, C. (2017). Top 5 differences between NFPs and for-profit hospitals. Retrieved from http://www.healthleadersmedia.com/finance/top-5-differences-between-nfps-and-profit-hospitals
- Kaiser Family Foundation. (Producer). (2014). *Health insurance explained: The YouToons have it covered* [Video] | Transcript. Retrieved from https://www.youtube.com/watch?v=-58VD3z7ZiQ&feature=youtu.be
- Paradise, J., Rosenbaum, S., Markus, A., Sharac, J., Tran, C., Reynolds, D., & Shin, P. (2017). Community health centers: Recent growth and the role of the ACA. Retrieved from https://www.kff.org/medicaid/issue-brief/community-health-centers-recent-growth-and-the-role-of-the-aca/
- Rudowitz, R., & Garfield, R. (2017). 10 things to know about Medicaid: Setting the facts straight. Retrieved from https://www.kff.org/medicaid/issue-brief/10-things-to-know-about-medicaid-setting-the-facts-straight/

Discussion Instructions

Preparation

Before you begin to draft your post for this unit, watch:

- Milken Institute. (Producer). (2014). *Health care delivery in the 21st century* [Video] | Transcript. Retrieved from http://www.milkeninstitute.org/videos/view/health-care-delivery-in-the-21st-century
  - Please note that this video is approximately 60 minutes in length.

Discussion Topic

Based on the video, the resources provided, and your own research, describe the role of economics in the health care system of the 21st century. Which presenter in the video discussed an issue that relates to your interests and/or area of current practice?

Be sure you follow current APA standards for references and citations.

Response Guidelines

After posting your discussion, respond to at least two other learners. Do you agree or disagree with their discussion of the role of economics in the health care system? Be specific.

Course Resources

Graduate Discussion Participation Scoring Guide

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u07d1 - Learning Components

- Research economic and financial aspects of health care decision making.
- Apply graduate-level skill in critical thinking, research, and writing.

u07s1 - Activity: Revenue

Completion of this activity will strengthen your understanding of the topics and concepts covered so far in the course, and may be helpful in completing your course project.

- Revenue | Transcript.

Course Resources

Revenue | Transcript

u07s2 - Activity: Course Project

This week, take some time to review the feedback you have received on your feasibility study from both your peers and your instructor. Revise the sections that need improvements.

u07d2 - Optional: Course Project Feedback

If you choose to post in this discussion, you are obligated to provide feedback to at least one of your peers.

Post the revisions of your feasibility study. What specific questions do you have for which you would like feedback?

Response Guidelines

If you post something, you must respond to someone. Be thoughtful in your feedback, and offer helpful suggestions for improvement or clarity.

Unit 8 ≫ Policy and Regulation

Introduction

This week you will:

- Navigate the complex world of policies and regulations that play a significant role in the decision-making process.
- Participate in one discussion.
- Continue to work on your course project.

Health care is a highly regulated industry. Policy and regulation in this sector are constantly evolving to meet the market demands for quality, safety, innovation, access, and fiscal stability. In this unit, you will get a high-level overview of the general outlines of health policy and regulation, with a focus on potential future advances in this aspect of health care.

u08d1 - Policy and Regulation

Discussion Resources

The following resources are provided to help you develop your discussion post, and may be useful as you work on your course project.

- Rand Health. (n.d.). [Healthcare reform: The future of U.S. health care: Replace or revise the Affordable Care Act?](). Retrieved from https://www.rand.org/health/key-topics/health-policy/in-depth.html
- PH210x. (Producer). (n.d.). *[Definitions](* [Video] | [Transcript](. Retrieved from https://youtu.be/wDPcMuowSuA
- The Audiopedia. (Producer). (n.d.). *[What is best practice? What does best practice mean? Best practice meaning & explanation](* [Video] | [Transcript](. Retrieved from https://www.youtube.com/watch?v=IKWvL9BpxdE&feature=youtu.be
- National Conference of State Legislatures. (n.d.). [Health](). Retrieved from http://www.ncsl.org/research/health.asp
- Thornhill, L., & Conant, R. (2018). [Improving care through public policy](). *The Gerontologist, 58*(Supplement 1), S141–S147. Retrieved from https://academic.oup.com/gerontologist/article/58/suppl_1/S141/4816758?searchresult=1
- Field, R. I. (2008). [Why is health care regulation so complex?](). *Pharmacy and Therapeutics, 33*(10), 607–608. Retrieved from https://www.ncbi.nlm.nih.gov/pmc/articles/PMC2730786/
- U.S. National Library of Medicine. (n.d.). [Health Services Research Information Central](). Retrieved from https://www.nlm.nih.gov/hsrinfo/abouthsr.html
  - Explore this site to find research resources on a variety of topics.

Discussion Instructions

Using the resources provided, your state or local department of health, and your own research that focuses on your area of interest or practice, for each of the following, identify one organization or government agency that:

- Provides licensing and oversight of your area of practice or interest.
- Establishes or publishes policy for your area of practice or interest.
- Regulates your area of practice or interest.
- Disseminates best practices for your area of practice or interest.
- Audits organizations for quality and compliance in your area of practice or interest.

In addition, for each of the organizations or agencies you identified, provide the following information:

- Name of the organization or agency.
- Link to its website.
- Mission statement.
- How the organization or agency affects your area of practice or interest.
- The importance of the organization or agency as a resource for your feasibility study.

Response Guidelines

After posting your discussion, respond to at least two other learners. Are the organizations or agencies clearly related to the area of practice or interest? Are there other resources you might suggest? Do any of the resources seem like they could apply to your feasibility study?

Course Resources
Graduate Discussion Participation Scoring Guide

u08d1 - Learning Components

- Explain the interaction of the elements of a health care system.
- Explain the role of health care policy and regulation in decision making.

u08s1 - Activity: Health Policy

Completion of this activity will strengthen your understanding of the topics and concepts covered so far in the course, and may be helpful in completing your course project.

- [Health Policy](#) | [Transcript](#).

Course Resources
[Health Policy](#)	[Transcript](#)

u08s2 - Activity: Course Project

Continue to develop your feasibility study. This week, you should focus on Section VI: Organizational Issues. You will work on Section V in Unit 9.

u08d2 - Optional: Course Project Feedback

If you choose to post in this discussion, you are obligated to provide feedback to at least one of your peers.

Post Section VI of your feasibility study. What specific questions do you have for which you would like feedback?

Response Guidelines

If you post something, you must respond to someone. Be thoughtful in your feedback, and offer helpful suggestions for improvement or clarity.

Unit 9 >> Marketing

Introduction

This week you will:

- Examine the role of marketing in health care decision making.
- Participate in one discussion.
- Work on completing your course project, due at the end of Unit 10.

The health care market is increasingly competitive. A clear and consistent approach to marketing health services and preventative health care is more important than ever. This unit provides an overview of the health care topics that will dovetail with the core content in the MBA marketing course.

Learning Activities

u09d1 - Marketing and Social Media

Discussion Resources

These resources will be helpful in completing this discussion, and may also help in completing your course project.

- Thomas, R. K., & Calhoun, M. (2007). *Marketing matters: A guide for health care executives.* Chicago, IL: Health Administration Press.
  - Chapter 1.

- Greenfield, J., & Whitler, K. A. (2015). The new world of healthcare marketing: A framework for adaptation. Retrieved from https://www.forbes.com/sites/kimberlywhitler/2015/09/06/the-new-world-of-healthcare-marketing-a-framework-for-adaptation/#57603c3a1c10

- Honigman, B. (2017). [24 outstanding statistics & figures on how social media has impacted the health care industry](https://getreferralmd.com/2013/09/healthcare-social-media-statistics/). Retrieved from https://getreferralmd.com/2013/09/healthcare-social-media-statistics/

Discussion Instructions

For this discussion, think about how health care marketing has changed over the last 5–10 years, especially with the increased popularity of social media. In your post, consider:

- How has the average health care consumer demographic changed?
- What role have technological advances played in health care marketing?
- How has social media affected the way people view health care? What does that mean for health care organizations?
    - For example, if your hospital received terrible reviews on Healthgrades, Facebook, Yelp, and/or other social media sites, how would you manage the message and turn the situation around?
- Will technology and/or social media play a part in marketing your proposed program? How?

Response Guidelines

After posting your discussion, respond to at least two other learners. Have they missed any important elements? Do you agree with how they would handle negative reviews on social media? What might you do differently?

Course Resources
Graduate Discussion Participation Scoring Guide

u09d1 - Learning Components

- Examine the challenges of health care marketing.
- Explain the role of social media in health care marketing.
- Apply graduate-level skill in critical thinking, research, and writing.

u09s1 - Activity: Markets

Completion of this activity will strengthen your understanding of the topics and concepts covered so far in the course, and may be helpful in completing your course project.

- [Markets](#) | [Transcript](#).

u09s2 - Activity: Course Project

Wrap up the work on your feasibility study this week by completing Section V: Marketing Issues, and Section VII: Conclusion and Recommendations. The optional discussion in this unit will be the last opportunity for feedback before you submit it in Unit 10.

u09d2 - Optional: Course Project Feedback

If you choose to post in this discussion, you are obligated to provide feedback to at least one of your peers.

Post Sections V and VII of your feasibility study. What specific questions do you have for which you would like feedback?

Response Guidelines

If you post something, you must respond to someone. Be thoughtful in your feedback, and offer helpful suggestions for improvement or clarity.

Unit 10 ❯❯ Synthesis

Introduction

This week you will:

- Participate in one discussion.
- Complete and submit your course project by 6:00 p.m. CST **Friday**.

The synthesis is your opportunity to bring content and decision making together, and develop evidence-based recommendations. The key role of a leader in health care is to present forward-looking solutions in the form of achievable, measurable recommendations.

Learning Activities

u10d1 - Ethics and Decision Making

Discussion Resources

These resources are presented again to help guide your discussion post.

- Bowen, S. A. (2015). How would Kant approach this? A model for ethical healthcare business decisions. Retrieved from http://www.hfma.org/Leadership/E-Bulletins/2015/July/How_Would_Kant_Approach_This__A_Model_for_Ethical_Healthcare_Business_Decisions/
- Mandal, J., Ponnambath, D. K., & Parija, S. C. (2016). Utilitarian and deontological ethics in medicine. *Tropical Parasitology, 6*(1), 5–7.
- Nelson, W. A. (2015). *Making ethical decisions* [PDF]. Retrieved from https://www.ache.org/abt_ache/EthicsToolkit/JA15_ethic_reprint.pdf
- Guo, K. L. (2008). DECIDE: A decision-making model for more effective decision making by health care managers. *Health Care Manager, 27*(2), 118–127. Retrieved from https://www.ncbi.nlm.nih.gov/pubmed/18475113
- MakenaSolution. (Producer). (2010). *DECIDE model* [Video] | Transcript. Retrieved from https://youtu.be/QwL1wug6nck
- Guo, K. L. (2008). *DECIDE decision-making model* [PDF]. Retrieved from https://www.wilderness.net/toolboxes/documents/safety/DECIDE%20Decision-Making%20Model.pdf

Discussion Instructions

Using the resources provided and the DECIDE model, analyze the presence of ethical principles throughout your proposed program. Where have you successfully integrated ethical principles? Are there areas that may need a second look? How will you reflect your ethical approach in the Conclusion and Recommendations section of the feasibility study?

Response Guidelines

After posting your discussion, respond to at least two other learners. In your response, provide feedback on how well they have stated their ethical position and related it to their proposed program.

Course Resources
Graduate Discussion Participation Scoring Guide

u10d1 - Learning Components

- Examine the importance of ethics in health care decision making.
- Explain the benefits of a proposed program.
- Apply graduate-level skill in critical thinking, research, and writing.

u10a1 - Course Project: Feasibility Study

Introduction

This portfolio work project will demonstrate your ability to think critically about the relationships between the health care system and the decisions that leaders make.

Scenario

You have been asked by the CEO of your organization to propose a project to address a specific need, and to develop a feasibility study to determine if the proposed project should be undertaken.

Your Role

You are a department leader in the organization.

Example assignment: You may use the assignment example, linked in the Resources, to give you an idea of what a Proficient or higher rating on the scoring guide would look like.

Requirements

Complete each section of the feasibility study as completely as possible, and support with relevant evidence. The length of your feasibility study will depend largely on the project or program you are proposing to address the need of your organization. Be sure that each section is fully addressed.

Your feasibility study should:

- Provide relevant information on the organization (Section I).
- Analyze the objectives of the proposed program (Section II).
    - Explain why you are proposing the program.
        - What systems issues will it address?
        - What systems will be affected by it?
        - Where does it fit within the organization?
    - Explain how both patients and the organization will benefit from implementing the proposed program.
    - Provide evidence that the program is needed.

- Explain the value of the program (Section III).
    - How well does it align to the organization's mission?
    - How well does it fit with existing programs and services?
    - Do competitors offer something similar? If so, how will your program give your organization a competitive advantage?

- Analyze the potential financial and economic issues of implementing the program (Section IV).
    - Identify any economic issues that could affect the success of the program.
    - Explain how your program could affect the local economy (both positively and negatively).
    - Identify possible funding sources.
    - Estimate the cost of implementing and maintaining your program.

- Analyze the marketing issues associated with your program (Section V).
    - Explain how your program may affect the existing marketing approach.
    - Explain how your program will meet the needs of the target market demographic.
    - Explain how you will differentiate your program from those of competitors.

- Determine how the program may affect the entire organization (Section VI).
    - Are there regulatory or policy implications?
    - Will new licenses or certificates be required for the organization or staff members?
    - Will the program affect the tax status of the organization?
    - How might the program affect liability and risk management?
    - Do you have enough space for the program?
    - Do you have evidence to support the effectiveness of the program?

- Recommend a course of action based on the information in the feasibility study.
    - How does your recommendation reflect ethical decision making?

Deliverable Format

The feasibility study is a professional document and should therefore follow the corresponding MBA Academic and Professional Document Guidelines, including single-spaced paragraphs.

Organize your document using this structure:

- Title page. (What is the title of your proposed program?)
- Executive summary. (Many executives require an executive summary for projects of this type. The summary is written last, but becomes the first section of the feasibility study and provides an overview of the goals and objectives, summarizes the key points supporting the need, summarizes the key points supporting your proposed program, and includes your conclusion and recommendations.)
- Feasibility study.
- References page.
    - APA-formatted references.
- Written using language appropriate for an executive audience.

Evaluation

By successfully completing this assignment, you will demonstrate your proficiency in the following course competencies through corresponding scoring guide criteria:

- Competency 1: Analyze how economic, legal, regulatory, and policy factors influence the organization and financing of health care delivery systems.
    - Provide relevant information on an organization.
    - Analyze the potential financial and economic issues associated with implementing the proposed program.
    - Analyze the marketing issues associated with the proposed program.

- Competency 2: Analyze relationships between elements of a health care system and organizational goals.
    - Explain the value of a proposed program.

- Competency 3: Analyze how health care systems influence decision making within health care organizations.
  - Analyze the objectives of a proposed program for an organization.
  - Determine how the proposed program could affect the organization.

- Competency 4: Communicate health care management needs, opportunities, and strategies with multiple stakeholders.
  - Recommend an ethical and evidence-based course of action.
  - Correctly format citations and references using current APA style.
  - Write content clearly, logically, and in a manner appropriate for the target audience.

Your course instructor will use the scoring guide to review your deliverable as if they were your CEO. Review the scoring guide prior to developing and submitting your assignment.

ePortfolio

This portfolio work project demonstrates your competency in applying knowledge and skills required of an MBA learner in the workplace. Include this in your personal ePortfolio.

Course Resources
Unit 10 Assignment Example [PDF]
[MBA Program Resources](#)