

Syllabus

Course Overview

This course focuses upon concepts, principles, issues, and trends in the health care industry, as well as decision-making practices. In this course, you will consider health care economic decisions from a systems-based perspective, which includes the external environment, organizational strategy, risk management, and a variety of other factors. You will access resources that assist in equitable and responsible decision making on behalf of stakeholders within a health care organization and the respective community. Additionally, you will have the opportunity to examine relevant health care economic problems, within your current or desired future workplace, and to practice using tools for sound, economic decision making.

This course is designed to blend directed readings with support tools and your independent research toward immediate, practical application in the workplace. The goal of this course is to familiarize you with concepts, practices, and resources for responsible health care leadership and economic decision making.

Assignments

Week 3: Write a proposal for an initiative to take advantage of an identified economic opportunity, supported with economic data and an analysis of the prospective benefits. – 25% of grade. **Scoring Guide.**

Week 6: Develop a business case for the initiative you proposed in Week 3. – 25% of grade. **Scoring Guide.**

Week 9: Develop an implementation plan for the initiative you proposed in Week 3. – 30% of grade. **Scoring Guide.**

Discussions

Participation in discussions will count for 20% of your final grade.

Week 1: Discuss the effects of recent changes in health care economics, and share your suggestions for improving your organization's economic situation.

Week 2: Cite a health care scenario affected by Centers for Medicare and Medicaid Services (CMS) regulations and discuss the economic impact of those regulations.

Week 3: Propose insights and recommendations to promote reimbursement by CMS for services offered by providers, and discuss the implications for future supply and demand.

Week 4: Discuss how use of a value judgment and evaluation of resources affect an identified health care issue, and suggest a viable economic alternative.

Week 5: Provide recommendations to proceed with or defer the pursuit of an economic opportunity, based on a cost-benefit analysis.

Week 6: Describe your preferred approach to investigating and addressing financial risks, and explain why it is important to address financial risks when planning and implementing a new initiative.

Week 7: Discuss economic valuation methods, and determine which method best fits a selected problem or issue.

Week 8: Research various resources for a selected initiative that requires economic evaluation and identify the associated costs.

Week 10: Discuss how what you have learned in this course will help you in professional practice or make you better prepared to move into a desired role.

Course Competencies

(Read Only)

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

- 1 Analyze the effects of financial and economic factors (such as cost-benefit, supply and demand, return on investment, and risks) in a health care system on patient care, services offered, and organizational structures and operation.
- 2 Develop ethical and culturally equitable solutions to economic problems within a health care organization in an effort to improve the quality of care and services offered.
- 3 Justify the qualitative and quantitative information used to guide economic decision making to stakeholders and colleagues.

- 4 Develop ethical and culturally equitable economic strategies to address dynamic environmental forces and ensure the future security of an organization's resources and its ability to provide quality care.
- 5 Produce clear, coherent, and professional written work, in accordance with Capella's writing standards.

Course Prerequisites

There are no prerequisites for this course.

Syllabus >> Course Materials

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.

- Abraham, C. M., Norful, A. A., Stone, P. W., & Poghosyan, L. (2019). [Cost-effectiveness of advanced practice nurses compared to physician-led care for chronic diseases: A systematic review](#). *Nursing Economics*, 37(6), 293–305.
- Bae, S. (2016). [The Centers for Medicare & Medicaid Services reimbursement policy and nursing-sensitive adverse patient outcomes](#). *Nursing Economics*, 34(4), 161–171, 181.
- Battistoni, G., Genco, M., Marsilio, M., Pancotti, C., Rossi, S., & Vignetti, S. (2016). [Cost-benefit analysis of applied research infrastructure: Evidence from health care](#). *Technological Forecasting and Social Change*, 112, 79–91.
- Bennett, L. E., Jewell, V. D., Scheirton, L., McCarthy, M., & Muir, B. C. (2019). [Productivity standards and the impact on quality of care: A national survey of inpatient rehabilitation professionals](#). *Open Journal of Occupational Therapy*, 7(4), 1–11.
- Bergerum, C., Thor, J., Josefsson, K., & Wolmesjö, M. (2019). [How might patient involvement in healthcare quality improvement efforts work—A realist literature review](#). *Health Expectations*, 22(5), 952–964.
- Blom, J. W., van den Hout, W. B., Elzen, W. P. J. D., Drewes, Y. M., Bleijenberg, N., Fabbricotti, I. N., . . . Gussekloo, J. (2018). [Effectiveness and cost-effectiveness of proactive and multidisciplinary integrated care for older people with complex problems in general practice: An individual participant data meta-analysis](#). *Age & Ageing*, 47(5), 705–714.

- Chattopadhyay, S., & Zangaro, G. (2019). The economic cost and impacts of scope of practice restrictions on nurse practitioners. *Nursing Economics*, 37(6), 273–283.
- Delaveris, S. L. (2015). At your service line. *Physician Leadership Journal*, 2(1), 34–35.
- Doi, S., Ide, H., & Takeuchi, K., Fujita, S., & Takabayashi, K. (2017). Estimation and evaluation of future demand and supply of healthcare services based on a patient access area model. *International Journal of Environmental Research and Public Health*, 14(11), 1367–1381.
- Ford, D. C., Schroeder, M. C., Ince, D., & Ernst, E. J. (2018). Cost-effectiveness analysis of initial treatment strategies for mild-to-moderate Clostridium difficile infection in hospitalized patients. *American Journal of Health-System Pharmacy*, 75(15), 1110–1121.
- Gaurankumar, B. C. (2015). Cost benefit analysis of corporate social responsibility (CSR). *Advances in Management*, 8(5), 7–12.
- Hung, P., Kozhimannil, K. B., Casey, M. M., & Moscovice, I. S. (2016). Why are obstetrics units in rural hospitals closing their doors? *Health Services Research*, 51(4), 1546–1560.
- Intelligence Squared US (Producer). (2016). QA: Making healthcare more affordable [Video]. Films on Demand.
- Intelligence Squared US (Producer). (2018). Retail alliances, not Washington, will save the U.S. health care system: A debate [Video]. Films on Demand.
- Kolakowski, D. (2016). Constructing a nursing budget using a patient classification system. *Nursing Management*, 47(2), 14–16.
- Lacny, S., Zarrabi, M., Martin-Misener, R., Donald, F., Sketris, I., Murphy, A. L., . . . Marshall, D. A. (2016). Cost-effectiveness of a nurse practitioner-family physician model of care in a nursing home: Controlled before and after study. *Journal of Advanced Nursing*, 72(9), 2138–2152.
- Lee, Y., Mozaffarian, D., Sy, S., Huang, Y., Liu, J., Wilde, P. E., . . . Micha, R. (2019). Cost-effectiveness of financial incentives for improving diet and health through Medicare and Medicaid: A microsimulation study. *PLoS Medicine*, 16(3), 1–20.
- Leininger, B., Bronfort, G., Evans, R., Hodges, J., Kuntz, K., & Nyman, J. A. (2018). Cost-effectiveness of spinal manipulation, exercise, and self-management for spinal pain using an individual participant data meta-analysis approach: A study protocol. *Chiropractic & Manual Therapies*, 26(1), 1–8.
- Lewis, A. N., & Quamar, A. H. (2018). Data envelope analysis: A methodology for measuring cost effectiveness of telerehabilitation. *Journal of Applied Rehabilitation Counseling*, 49(2), 34–39.
- Lin, C., Romley, J. A., & Carlin, C. (2018). The relationship between the patient-centered medical homes, healthcare expenditures, and quality of care among children with special health care needs. *Maternal & Child Health Journal*, 22(12), 1751–1760.
- Lyford, S., & Lash, T. A. (2019). America's healthcare cost crisis: As the costs of U.S. healthcare continue to escalate, three commonsense reforms could reverse this unsustainable trend. *Generations*, 7–12.
- Oliver, T. R. (Ed.). (2014). Guide to U.S. health and health care policy. Thousand Oaks, CA: SAGE Publications.
- Panagioti, M., Reeves, D., Meacock, R., Parkinson, B., Lovell, K., Hann, M., . . . Bower, P. (2018). Is telephone health coaching a useful population health strategy for supporting older people with multimorbidity? An evaluation of reach, effectiveness and cost-effectiveness using a 'trial within a cohort'. *BMC Medicine*, 16(1), 1–15.
- Phillips, R. A., Cyr, J., Keane, J. F., Jr., Messina, L. M., Meyer, T. E., Tam, S. K. C., . . . Challapalli, S. (2015). Creating and maintaining a successful service line in an academic medical center at the dawn of value-based care: Lessons learned from the heart and vascular service line at UMass Memorial Health Care. *Academic Medicine*, 90(10), 1340–1346.
- Rambur, B. (2015). Health care finance, economics, and policy for nurses: A foundational guide. New York, NY: Springer Publishing Company.
- Roberts, C., Lewis, N., & Leaper, D. (2019). Development of a UK cost analysis model for the various methods of debriding leg ulcers. *Wounds UK*, 15(2), 54–61.
- Sacristán, J. A. (2018). Improving health care value by considering cost-effectiveness. *JAMA*, 320(12), 1287.
- Sahlen, K., Boman, K., & Brännström, M. (2016). A cost-effectiveness study of person-centered integrated heart failure and palliative home care: Based on a randomized controlled trial. *Palliative Medicine*, 30(3), 296–302.
- Sanders, G. D., Maciejewski, M. L., & Basu, A. (2019). Overview of cost-effectiveness analysis. *JAMA Guide to Statistics and Methods*, 321(14), 1400–1401.
- Shearer, J., Papanikolaou, N., Meiser-Stedman, R., McKinnon, A., Dalglish, T., . . . Byford, S. (2018). Cost-effectiveness of cognitive therapy as an early intervention for post-traumatic stress disorder in children and adolescents: A trial based evaluation and model. *Journal of Child Psychology & Psychiatry*, 59(7), 773–780.
- Verboom, M. C., Gelderblom, H., Kerst, J. M., Steeghs, N., Reyners, A. K. L., Sleijfer, S., . . . van den Hout, W. B. (2019). Survival and cost-effectiveness of trabectedin compared to ifosfamide monotherapy in advanced soft tissue sarcoma patients. *Sarcoma*, 2019, 1–11.
- Weeks, J. (2018). Paradigm change in integrative care: Third-party payment and the cost-benefit . . . plus more. *Integrative Medicine*, 17(4), 24–27.
- Yang, N. H., Dharmar, M., Yoo, B., Leigh, J. P., Kuppermann, N., Romano, P. S., . . . Marcin, J. P. (2015). Economic evaluation of pediatric telemedicine consultations to rural emergency departments. *Medical Decision Making*, 35(6), 773–783.
- Yuen, T., Carter, M. T., Szatmari, P., & Ungar, W. J. (2018). Cost-effectiveness of universal or high-risk screening compared to surveillance monitoring in autism spectrum disorder. *Journal of Autism & Developmental Disorders*, 48(9), 2968–2979.

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 College of Healthcare Executives. (n.d.). ACHE code of ethics. Retrieved from <https://www.ache.org/about-ache/our-story/our-commitments/ethics/ache-code-of-ethics>
- Centers for Disease Control and Prevention. (n.d.). Part I: Introduction to economic evaluation [PDF]. Retrieved from https://www.cdc.gov/dhdspp/programs/spha/economic_evaluation/docs/podcast_i.pdf

- Centers for Disease Control and Prevention. (n.d.). [Part II: Economic impact analysis \[PDF\]](https://www.cdc.gov/dhdspp/programs/spha/economic_evaluation/docs/podcast_ii.pdf). Retrieved from https://www.cdc.gov/dhdspp/programs/spha/economic_evaluation/docs/podcast_ii.pdf
- Centers for Disease Control and Prevention. (n.d.). [Part III: Programmatic cost analysis \[PDF\]](https://www.cdc.gov/dhdspp/programs/spha/economic_evaluation/docs/podcast_iii.pdf). Retrieved from https://www.cdc.gov/dhdspp/programs/spha/economic_evaluation/docs/podcast_iii.pdf
- Centers for Disease Control and Prevention. (n.d.). [Part IV: Benefit-cost analysis \[PDF\]](http://www.cdc.gov/dhdspp/programs/spha/economic_evaluation/docs/podcast_iv.pdf). Retrieved from http://www.cdc.gov/dhdspp/programs/spha/economic_evaluation/docs/podcast_iv.pdf
- Centers for Disease Control and Prevention. (n.d.). [Part V: Cost-effectiveness analysis \[PDF\]](http://www.cdc.gov/dhdspp/programs/spha/economic_evaluation/docs/podcast_v.pdf). Retrieved from http://www.cdc.gov/dhdspp/programs/spha/economic_evaluation/docs/podcast_v.pdf
- [Centers for Disease Control and Prevention](http://www.cdc.gov). (n.d.). Retrieved from <http://www.cdc.gov>
- [Centers for Medicare & Medicaid Services](http://cms.gov). (n.d.). Retrieved from [http://cms.gov/](http://cms.gov)
- [Congressional Budget Office](http://www.cbo.gov). (n.d.). Retrieved from <http://www.cbo.gov/>
- Danna, D. (n.d.). [Learning and mastering the operating budget](http://www.strategiesfornursemanagers.com/ce_detail/213520.cfm). Retrieved from http://www.strategiesfornursemanagers.com/ce_detail/213520.cfm
- Durvasula, R., Kelly, J., Schleyer, A., Anawalt, B. D., Somani, S., & Dellit, T. H. (2018). [Standardized review and approval process for high-cost medication use promotes value-based care in a large academic medical system](#). *American Health & Drug Benefits*, 11(2), 65–73.
- FindLaw. (n.d.). [Health care law](http://healthcare.findlaw.com/). Retrieved from <http://healthcare.findlaw.com/>
- [HealthCare.gov](http://www.healthcare.gov). (n.d.). Retrieved from <http://www.healthcare.gov/>
- Indresano, R. (2016). [How to rebalance the supply-demand scales in healthcare](https://www.beckershospitalreview.com/patient-engagement/how-to-rebalance-the-supply-demand-scales-in-healthcare.html). Retrieved from <https://www.beckershospitalreview.com/patient-engagement/how-to-rebalance-the-supply-demand-scales-in-healthcare.html>
- [National Institutes of Health](http://www.nih.gov). (n.d.). Retrieved from <http://www.nih.gov/>
- Plowman, N. (2014). [Writing a cost benefit analysis \[Blog post\]](http://www.brighthubpm.com/projectplanning/58181-writing-a-cost-benefit-analysis/). Retrieved from <http://www.brighthubpm.com/projectplanning/58181-writing-a-cost-benefit-analysis/>
- Pritchard, G. (n.d.). [How to develop an operating budget for a nursing unit](http://smallbusiness.chron.com/develop-operating-budget-nursing-unit-79824.html). Retrieved from <http://smallbusiness.chron.com/develop-operating-budget-nursing-unit-79824.html>
- The Community Guide. (n.d.). [Economic reviews](https://www.thecommunityguide.org/about/economic-reviews). Retrieved from <https://www.thecommunityguide.org/about/economic-reviews>
- Uittenbroek, R. J., van Asselt, A. D. I., Spoorenberg, S. L. W., Kremer, H. P. H., Wynia, K., & Reijneveld, S. A. (2018). [Integrated and person-centered care for community-living older adults: A cost-effectiveness study](https://www.ncbi.nlm.nih.gov/pmc/articles/PMC6153174/). *Health Services Research*, 53(5), 3471–3494. Retrieved from <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC6153174/>
- Zoun, M. H. H., Koekkoek, B., Sinnema, H., Muntingh, A. D. T., van Balkom, A. J. L. M., Schene, A. H., . . . Spijker, J. (2016). [Effectiveness and cost-effectiveness of a self-management training for patients with chronic and treatment resistant anxiety or depressive disorders: Design of a multicenter randomized controlled trial](https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4936240/). *BMC Psychiatry*, 16, 217–223. Retrieved from <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4936240/>

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.

Unit 1 >> Health Care Economics: An Industry Overview

Introduction

The Changing Health Care Environment

The health care environment has experienced significant changes following the enactment of the Patient Protection and Affordable Care Act of 2010 (Affordable Care Act). Such changes include updated concepts, methods of valuation, and reimbursement, to name just a few. Conditions of participation in state-funded and federally funded health care programs have generated new requirements, and some represent major challenges with respect to implementation and compliance.

As a health care leader, you will share in the responsibility for maintaining the financial viability of your organization, aligning with both the organizational mission statement and directional strategy, and allocating finite resources. Exercising sound economic decision making has become increasingly challenging as leaders serve in a fiduciary role within their organizations and communities. It is now imperative that you understand industry standards, risk management, the use of accepted decision-making tools from authoritative sources, and applicable laws that drive economic decision making.

We are excited to share some simple, yet highly useful, tools with you in this course. This week, you will take a close look at current issues in the U.S. health care system.

To-Do List:

- **Discussion:** Discuss the effects of recent changes in health care economics, and share your suggestions for improving your organization's economic situation.
- **What You Need to Know:** Learn the basics of health care economics and explore useful health care websites you should become familiar with.
- **Prepare:** Review APA resources.

Learning Activities

u01s1 - Activity Overviews

Discussion Overview

Consider recent changes in health care economics and discuss how they have affected your current (or desired) role and health care setting. Suggest strategies for maximizing your organization's resources and for shifting priorities to keep pace with a changing economic environment.

u01s2 - What You Need to Know

The Economic Impact of Health Care

Read the following:

- Chattopadhyay, S., & Zangaro, G. (2019). The economic cost and impacts of scope of practice restrictions on nurse practitioners. *Nursing Economics*, 37(6), 273–283.
 - This article provides a good example of the impact that the current health care environment has had on the practice of nurse practitioners. Many of these restrictions are similar to other disciplines, while others are unique to health care providers. This is important from the perspective of both caregivers and patients.
- Lyford, S., & Lash, T. A. (2019). America's healthcare cost crisis: As the costs of U.S. healthcare continue to escalate, three commonsense reforms could reverse this unsustainable trend. *Generations*, 7–12.
 - This article addresses the financial impact of health care and why health care executives and leaders play such a fiduciary role between the organization and environment. What is revealed is why the application of research and best practices becomes paramount for successful fiscal management for health care organizations' viability and sustainability.
- Rambur, B. (2015). Health care finance, economics, and policy for nurses: A foundational guide. New York, NY: Springer Publishing Company.
 - Chapter 1, "What Is Health Economics and Why Is It Important to Nurses?" pages 3–26.
 - This chapter presents the foundational components of the fiscal side of health care, including historical facts, regulatory influences, and the *why* behind the processes and policies that are in place and continuously evolving.

View the following video:

- Intelligence Squared US (Producer). (2018). Retail alliances, not Washington, will save the U.S. health care system: A debate [Video]. Films on Demand.
 - This insightful and informative video presents a debate about who in the United States can have the greatest impact on current health care delivery services. These accomplished health care professionals discuss and debate both sides of some of the key issues in the current environment, as they relate to cost and accessibility. The future is uncertain. Viewers of this debate will gain valuable information, which promotes critical thinking for all leaders who can be the catalysts for the future state.
 - Duration: 01:15:28.

Key Internet Resources

Explore the following Internet resources, which are excellent sources of information relevant to this week's discussion, as well as to other activities throughout the course.

- [National Institutes of Health](http://www.nih.gov/). (n.d.). Retrieved from <http://www.nih.gov/>
 - Focus on the organization's programs and activities.
- FindLaw. (n.d.). [Health care law](http://healthcare.findlaw.com/). Retrieved from <http://healthcare.findlaw.com/>
 - This web page is a useful resource for finding recent health care laws.
- [HealthCare.gov](http://www.healthcare.gov/). (n.d.). Retrieved from <http://www.healthcare.gov/>
 - Use this website to search for information regarding access to health insurance.

u01s3 - Prepare: APA Style Resources

APA Style Resources

Capella uses the *Publication Manual of the American Psychological Association* (commonly referred to as the APA Manual) as its style guide for scholarly writing. Using a single publication manual ensures a consistent style across degrees, programs, and schools, and APA style is well respected and widely used in scholarly works and academic publications.

For your program, Capella provides a selection of online resources designed to help you understand APA style and use it effectively. Please visit Capella's [APA Module](#) for more information.

u01d1 - Write Your Discussion Post

Note: Remember to adhere to the requirements for initial discussion posts and responses addressed in the Discussions section of the Course Policies and Expectations presentation.

The Changing Health Care Economic Landscape

Think of recent changes in health care economics, such as patient satisfaction scores and reimbursement, or universal health care coverage.

- Discuss how these changes have affected your current (or desired) role and health care setting.
- Share briefly your suggestions for improving the economic situation of your organization. You do not have to provide an in-depth plan, but at least address the following questions:
 - How would you maximize its resources?
 - How might strategies or priorities need to shift to keep up with the changing health care economic environment?

Response Guidelines

Read and respond your colleagues' posts. Try to comment on those who have had few or no responses thus far. In preparing your response, answer the following questions:

- Do you see similar effects from economic changes in your current or desired health care setting?
- What differences do you see?

Course Resources

Graduate Discussion Participation Scoring Guide

Unit 2 >> Health Care Economics: The Provider Organization

Introduction

Regulatory Impacts on Health Care

Regulatory changes instituted by the CMS have had a remarkable impact on how health care organizations conduct business. As a health care leader, you will be challenged to maintain the financial viability of your organization and to participate in team-based decision making.

This week, you will explore the impact of the CMS regulations on documentation, billing, and reimbursement for services. You will be encouraged to think on a systems-based, industry level; to consider organizational stakeholder interests; and to discern how to function within a system that has limited funding. The hypothetical question to ask yourself is, "how can we do more with less, while continuing to provide the best possible services to all customers?"

To-Do List:

- **Discussion:** Cite a health care scenario affected by the CMS regulations and discuss the economic impact of those regulations.
- **What You Need to Know:** Learn about key health care regulatory guidelines, examine the issues of health care cost evaluation and cost-effectiveness, and explore fundamental economic principles.
- **Prepare:** Prepare for your upcoming assignment in Week 3.

Learning Activities

u02s1 - Activity Overviews

Discussion Overview

Identify a scenario that would be affected by the CMS regulations. Then, discuss the economic impact of the recent CMS regulations on documentation, billing, and reimbursement for services and how it affects your current (or desired) role in the health care industry.

u02s2 - What You Need to Know

Regulatory Impact on Providers

Read the following article:

- Bae, S. (2016). *The Centers for Medicare & Medicaid Services reimbursement policy and nursing-sensitive adverse patient outcomes*. *Nursing Economics*, 34(4), 161–171, 181.
 - This article is a comprehensive review of the important changes from the CMS relative to reimbursement and regulatory guidelines that all leaders must understand and manage.

Cost-Effectiveness and Value-Based Purchasing

Read the following:

- Panagioti, M., Reeves, D., Meacock, R., Parkinson, B., Lovell, K., Hann, M., . . . Bower, P. (2018). *Is telephone health coaching a useful population health strategy for supporting older people with multimorbidity? An evaluation of reach, effectiveness and cost-effectiveness using a 'trial within a cohort'*. *BMC Medicine*, 16(1), 1–15.
 - This interesting article provides the perspective of the cost evaluation process with use of a trial for a new initiative. It can be identified why a *trial run* can be benefit when exploring the opportunities for management of the costs from before and after the plan is implemented.
- Sacristán, J. A. (2018). *Improving health care value by considering cost-effectiveness*. *JAMA*, 320(12), 1287.
 - This article presents the perspective of the medical community and the prestigious *JAMA* journal on cost-effectiveness. The focus among physicians has similarities and differences that are very interesting to read about.

- Oliver, T. R. (Ed.). (2014). *Guide to U.S. health and health care policy*. Thousand Oaks, CA: SAGE Publications.
 - Chapter 6, "The Centers for Medicare and Medicaid Services," pages 79–88.
 - Chapter 13, "Government Financing of Health Care," pages 169–180.
 - These chapters provide insight and clarity for both health care leaders and consumers into how value-based purchasing has impacted the current state of health care accountability and fiscal responsibility.

Economic Principles

Explore fundamental health care economic principles by completing the following multimedia presentations:

- [Medical Care Demand Elasticities](#).
 - This animation illustrates elastic and inelastic demand curves, with changes in price.
- [The Demand for Health](#).
 - This activity provides an opportunity for you to become familiar with some common health care terms and definitions.
- [Vila Health: A New Mobile Clinic](#).
 - This simulation presents the many concerns of stakeholders about the potential effects on an existing hospital system of a proposed mobile clinic for veterans with PTSD.

Key Internet Resources

Explore the following website:

- [Centers for Medicare & Medicaid Services](#). (n.d.). Retrieved from <http://cms.gov/>
 - The CMS was created by the Department of Health and Human Services in 1977 to administer Medicare and Medicaid. Their website is one of the most important resources for health care leaders to become familiar with. The information and data available on the website, ranging from quality assurance benchmarks and comparisons of nationwide hospital performance, are two examples of what can be learned as you explore this website. You will want to bookmark this one.

u02d1 - Write Your Discussion Post

Note: Remember to adhere to the requirements for initial discussion posts and responses addressed in the Discussions section of the Course Policies and Expectations presentation.

CMS Regulations

For this discussion:

- Identify a scenario that would be affected by the CMS regulations.
 - An example would be an unexpected complication during or immediately after a patient's hospitalization, which might have been prevented.
- Discuss the economic impact of the recent CMS regulations on documentation, billing, and reimbursement for services.
 - Explain how this impact affects your current (or desired) role in the health care industry.

Response Guidelines

Read and respond your colleagues' posts. Try to comment on those who have had few or no responses thus far. In preparing your response, address the following points:

- What are the additional economic impacts you see in your colleague's scenario?
- How do you see your colleague's scenario playing out and its effects on your practice and health care setting?

Course Resources

Graduate Discussion Participation Scoring Guide

u02s3 - Prepare: Proposing a New Initiative for an Economic Opportunity

In your upcoming assignment in Week 3, you will research an economic opportunity that might be available within your care setting that will provide ethical and culturally equitable improvements to the quality of care. Then, you will write a 2–4-page proposal for an initiative to take advantage of that opportunity, supported with economic data and an analysis of the prospective benefits.

To prepare for the assignment, conduct preliminary research on the supply and demand of various service lines and economic initiatives that could form the basis for your assignment.

In addition, you may wish to:

- Review the assignment instructions and scoring guide to ensure you understand the work you will be asked to complete and how it will be assessed.
- Reflect on the studies and discussions you have completed so far, and consider how the content of these activities might inform your approach to this assignment.
- Ask your instructor any questions you have at this time about the assignment.

Note: Remember that you can submit all, or a portion of, your draft proposal to [Smarthinking Tutoring](#) for feedback, before you submit the final version for this assessment. If you plan on using this free service, be mindful of the turnaround time of 24–48 hours for receiving feedback.

Unit 3 >> Proposing New Health Care Economics Opportunities

Introduction

The Rules of Health Care Supply and Demand

Health care economics can vary from the typical dynamics of other industries. The rules of supply and demand are influenced in unique ways. Consumers of health care services can have a need or demand for services, but may not be able to access supply or available care due to geography or financial constraints.

Suppliers or providers of care can deliver a service and not be reimbursed by the consumer if various quality, regulatory, and satisfaction standards are not met. An example of this can be observed in a problematic readmission within 30 days of a patient's discharge from a hospital. If the readmission meets criteria for being preventable, the provider may not be reimbursed for services, nor may the provider bill the patient for services already consumed.

It is important for health care leaders to understand how industry factors can affect the supply of and demand for services. This week, you will explore the supply and demand dynamics for a selected health care economic decision. The goals this week are to practice economic decision making, examine supply and demand dynamics in the health care industry, and consider the implications of short- and long-term decisions.

To-Do List:

- **Discussion:** Provide insight and suggested recommendations to promote reimbursement by the CMS for services offered by the provider, and discuss the implications for future supply and demand.
- **Assignment:** Write a proposal for an initiative to take advantage of an economic opportunity, supported with economic data and an analysis of the prospective benefits.
- **What You Need to Know:** Learn about the critical importance of the alignment of quality patient care initiatives with cost-effectiveness.

Learning Activities

u03s1 - Activity Overviews

Discussion Overview

With respect to the scenario you identified in the previous week's discussion, provide insight and suggested recommendations to promote reimbursement for services offered by the provider organization. Then, discuss the implications for future supply and demand for services provided.

Assignment Overview

Research an economic opportunity that might be available within your health care setting that will provide ethical and culturally equitable improvements to the quality of care. Then, write a 2–4-page proposal for an initiative to take advantage of that opportunity, supported with economic data and an analysis of the prospective benefits.

u03s2 - What You Need to Know

Health Care Supply and Demand

Read the following articles:

- Indresano, R. (2016). [How to rebalance the supply-demand scales in healthcare](https://www.beckershospitalreview.com/patient-engagement/how-to-rebalance-the-supply-demand-scales-in-healthcare.html). Retrieved from <https://www.beckershospitalreview.com/patient-engagement/how-to-rebalance-the-supply-demand-scales-in-healthcare.html>
 - Understanding supply and demand in health care can be crucial to effective cost management and fiscal responsibility. This author explains the concept well by the use of examples and strategies for success.
- Doi, S., Ide, H., & Takeuchi, K., Fujita, S., & Takabayashi, K. (2017). [Estimation and evaluation of future demand and supply of healthcare services based on a patient access area model](#). *International Journal of Environmental Research and Public Health*, 14(11), 1367–1381.
 - This article addresses the *how* and *why* behind the concept of spending efficiently in health care organizations. Examining the costs and benefits of economic opportunities is the key to success for leaders that know how to do more with less.

Cost-Effective Patient Care

Read the following articles, which address the critical importance of the alignment of quality patient care initiatives with cost-effectiveness. The creation of service lines and the improvement of current practices must be sustainable and realistic to meet the challenges of ongoing performance improvement from the perspective of productivity standards.

- Bennett, L. E., Jewell, V. D., Scheirton, L., McCarthy, M., & Muir, B. C. (2019). [Productivity standards and the impact on quality of care: A national survey of inpatient rehabilitation professionals](#). *Open Journal of Occupational Therapy*, 7(4), 1–11.
- Delaveris, S. L. (2015). [At your service line](#). *Physician Leadership Journal*, 2(1), 34–35.
- Lin, C., Romley, J. A., & Carlin, C. (2018). [The relationship between the patient-centered medical homes, healthcare expenditures, and quality of care among children with special health care needs](#). *Maternal & Child Health Journal*, 22(12), 1751–1760.
- Phillips, R. A., Cyr, J., Keaney, J. F., Jr., Messina, L. M., Meyer, T. E., Tam, S. K. C., . . . Challapalli, S. (2015). [Creating and maintaining a successful service line in an academic medical center at the dawn of value-based care: Lessons learned from the heart and vascular service line at UMass Memorial Health Care](#). *Academic Medicine*, 90(10), 1340–1346.

The Health Care Market

Read the following:

- Rambur, B. (2015). [Health care finance, economics, and policy for nurses: A foundational guide](#). New York, NY: Springer Publishing Company.
 - Chapter 4, "How Health Care Markets Differ from Classic Markets," pages 71–86.
 - Compared with other markets, the health care market has important, unique characteristics. The information in this chapter addresses the key components of what health care leaders must understand about the health care market to lead their teams to sustainable and successful outcomes.

Common Health Care Issues

The following multimedia activity provides an opportunity for you to define some common issues in U.S. health care:

- [U.S. Healthcare System Issues](#).

u03a1 - Proposing a New Initiative

Introduction

Master's-level health care practitioners are charged with the responsibility of constantly scanning the external environment for shifts in the supply of and demand for services. Concurrently, leaders must examine their organization's strategic direction and determine whether adjustments must be made to current service offerings, whether equipment updates are needed, whether staffing models should be changed, and whether other decisions must be made. Each decision that is proposed must be evaluated in terms of the organization as a system, alignment with the organization's mission and strategy, available internal resources, potential contract and payer source implications, and the short- and long-term economic effects at both the micro and macro levels.

Instructions

Research an economic opportunity that might be available within your health care setting—at both micro (departmental, neighborhood) and macro (organizational, community) levels—that you believe will provide ethical and culturally equitable improvements to the quality of care. Then, propose an initiative to take advantage of that opportunity. Support your proposal with economic data (sector growth, supply versus demand, cost versus reimbursement, et cetera) and an analysis of the prospective benefits for your department and for the organization overall.

Such economic opportunities might include offering a new service line, working to improve a service line already offered, retiring an outdated or unprofitable service line, or any other initiative you believe will be of benefit to your organization in the short and long term. One example is a recently launched partnership with a local bicycle sharing company. Your organization partners with them to host healthy community events that offer free screenings for early detection of various health issues. Free screenings help fulfill some of your organization's preventive and healthy lifestyle initiatives, while also potentially driving referrals to other services provided by your organization.

Example assignment: You may use the [Week 3 Assignment Example \[PDF\]](#) to give you an idea of what a Proficient or higher rating on the scoring guide would look like.

Requirements

The requirements for your proposal, outlined below, correspond to the scoring guide criteria, so be sure to address each main point. Read the performance-level descriptions for each criterion to see how your work will be assessed. In addition, be sure to note the requirements for document format and length and for supporting evidence.

- Explain why your proposed initiative presents a viable and beneficial economic opportunity for your organization.
 - Describe your proposed service line or economic initiative.
 - Explain why your proposal presents an economic opportunity at the micro level and macro level.
 - Explain how your proposed initiative will provide ethical and culturally equitable improvements to the quality of care.
- Analyze the economic factors of supply and demand associated with your proposed initiative, within a context relevant to your organization or care setting.
 - What do economic and demographic data suggest is the supply and demand?
 - What additional information would improve your analysis?
- Explain how relevant economic and environmental data support your proposed initiative.
 - How does the data illustrate a potential opportunity and the economic viability of your proposal?
- Write concisely and directly using active voice.
 - Proofread your document before you submit it to minimize errors that could distract readers and make it more difficult for them to focus on the substance of your proposal.
- Support main points, assertions, arguments, conclusions, or recommendations with relevant and credible evidence.

Additional Requirements

Your assignment should also meet the following requirements:

- **Format:** Format your proposal using APA style. Use the [APA Style Paper Template \[DOCX\]](#). An [APA Style Paper Tutorial \[DOCX\]](#) is also provided to help you in writing and formatting your proposal. Be sure to include:
 - A title page and references page. An abstract is not required.
 - A running head on all pages.
 - Appropriate section headings.
- **Length:** Your proposal should be 2–4 pages in length, not including the title page and references page.
- **Supporting evidence:** Cite 3–5 authoritative and scholarly resources to support your proposal. Be sure that your sources include specific economic data.

Portfolio Prompt: You may choose to save your proposal to your [ePortfolio](#).

Competencies Measured

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

- Competency 1: Analyze the effects of financial and economic factors (such as cost-benefit, supply and demand, return on investment, and risks) in a health care system on patient care, services offered, and organizational structures and operation.
 - Analyze the economic factors of supply and demand associated with a proposed initiative, within a context relevant to a particular organization or care setting.
- Competency 2: Develop ethical and culturally equitable solutions to economic problems within a health care organization in an effort to improve the quality of care and services offered.
 - Explain why a proposed initiative presents a viable and beneficial economic opportunity for an organization.
- Competency 3: Justify the qualitative and quantitative information used to guide economic decision making to stakeholders and colleagues.
 - Explain how relevant economic and environmental data support a proposed initiative.
- Competency 5: Produce clear, coherent, and professional written work, in accordance with Capella's writing standards.
 - Write concisely and directly using active voice.
 - Support main points, assertions, arguments, conclusions, or recommendations with relevant and credible evidence.

u03d1 - Write Your Discussion Post

Note: Remember to adhere to the requirements for initial discussion posts and responses addressed in the Discussions section of the Course Policies and Expectations presentation.

Reimbursement Recommendations

With respect to the scenario you identified in last week's discussion and how it is affected by the CMS regulations:

- Provide insight and suggested recommendations to promote reimbursement for services offered by the provider organization.
- Discuss the implications for future supply and demand for services provided.
 - For example: A preventable fall results in non-payment to provider; inaccurate coding or untimely claim submission results in payment denial; patient satisfaction scores deteriorate, and the CMS denies payment for provider services.

Response Guidelines

Read and respond your colleagues' posts. Try to comment on those who have had few or no responses thus far. In preparing your response, address the following points:

- Offer additional insights and recommendations for promoting reimbursement that you have observed or applied in your own health care setting.
- Identify additional implications of the current state of reimbursement on future supply and demand, within the scope of a health care setting or role with which you are familiar.

Course Resources

Graduate Discussion Participation Scoring Guide

Unit 4 >> Economic Decision-Making Processes

Introduction

Making Economic Decisions

Effective leaders must be able to evaluate data objectively, consider more than a single perspective on an issue, and propose solutions supported by quantitative and qualitative data.

Consider your current (or desired) health care setting. What are some of the problems, dilemmas, or issues for which you might have to make economic decisions, within the context of the organization's directional strategy and industry dynamics?

This week, you will delve further into the economic decision-making process. The goal is to practice health care economic data gathering, the critical analysis of information, and the formulation of possible alternative solutions to a problem. You are *on deck* to lead the next departmental economic decision, so let us get started.

To-Do List

- **Discussion:** Discuss how use of a value judgment and evaluation of resources affect an identified health care issue and suggest a viable economic alternative.
- **What You Need to Know:** Examine the economic decision-making process, payment reform, and economic evaluation. Become familiar with health insurance market terms and definitions, and explore key federal agency websites.

Learning Activities

u04s1 - Activity Overviews

Discussion Overview

Identify a health care issue that is directly tied to an economic decision and is related to the economic opportunity you proposed in your Week 3 assignment. Then, discuss how use of a value judgment and evaluation of resources affect the issue, suggest a viable economic alternative, and identify the types of evaluation, both quantitative and qualitative, that could be used to evaluate the alternative.

u04s2 - What You Need to Know

Economic Decision Making

Read the following articles, which address the significance of the leadership role in problem-solving relative to the economic decision-making process. Decision making is multifaceted and inclusive of the factors surrounding the change process, such as data collection, trial and error, and collaboration, which these articles illustrate.

- Abraham, C. M., Norful, A. A., Stone, P. W., & Poghosyan, L. (2019). Cost-effectiveness of advanced practice nurses compared to physician-led care for chronic diseases: A systematic review. *Nursing Economics*, 37(6), 293–305.
- Roberts, C., Lewis, N., & Leaper, D. (2019). Development of a UK cost analysis model for the various methods of debriding leg ulcers. *Wounds UK*, 15(2), 54–61.

Patient-Centered Care

This literature review offers an important perspective on patient-centered care and how it relates to safe, quality care and the best possible outcomes.

- Bergerum, C., Thor, J., Josefsson, K., & Wolmesjö, M. (2019). How might patient involvement in healthcare quality improvement efforts work—A realist literature review. *Health Expectations*, 22(5), 952–964.

Health Care Reimbursement

Read the following:

- Rambur, B. (2015). Health care finance, economics, and policy for nurses: A foundational guide. New York, NY: Springer Publishing Company.
 - Chapter 3, "Payment Reform," pages 47–68.

- Continuing with the theme of reimbursement services, this chapter reviews the various components of payment reform, related to quality performance, which is important for leaders to understand.

Economic Analysis

Read the following presentations from the CDC. These valuable presentations provide clarity on the principles and details of economic analysis in health care and what impact they have on an organization's bottom line. These presentations are a must-read for understanding economic analysis, as it relates to health care.

- Centers for Disease Control and Prevention. (n.d.). *Part I: Introduction to economic evaluation [PDF]*. Retrieved from https://www.cdc.gov/dhdsdp/programs/spha/economic_evaluation/docs/podcast_i.pdf
- Centers for Disease Control and Prevention. (n.d.). *Part II: Economic impact analysis [PDF]*. Retrieved from https://www.cdc.gov/dhdsdp/programs/spha/economic_evaluation/docs/podcast_ii.pdf

Market Terms and Definitions

Complete the following multimedia activity, which provides an opportunity for you to become familiar with some common terms and definitions associated with the health insurance market:

- [The Market for Health Insurance](#).

Key Internet Resources

Explore the following federal agency websites:

- [Centers for Disease Control and Prevention](#). (n.d.). Retrieved from <http://www.cdc.gov>
 - Peruse publications and statistics.
- [Congressional Budget Office](#). (n.d.). Retrieved from <http://www.cbo.gov/>
 - Locate and review health-care-related reports and studies published in the last year.

u04d1 - Write Your Discussion Post

Note: Remember to adhere to the requirements for initial discussion posts and responses addressed in the Discussions section of the Course Policies and Expectations presentation.

Economic Considerations

Identify a health care issue directly tied to an economic decision and is related to the economic opportunity you proposed in your Week 3 assignment.

- How does the use of a value judgment and evaluation of resources affect this health care issue?
- What is one economic alternative related to resource management that could cause a positive change in this situation?
 - In two sentences, briefly summarize the economic alternative.
- What types of evaluation, both quantitative and qualitative, might you develop to evaluate your economic alternative?
- What outcome measure are you expecting, and why?

Response Guidelines

Read and respond your colleagues' posts. Try to comment on those who have had few or no responses thus far. In preparing your response, address the following points:

- What other value judgments and evaluation of resources may be relevant to the health care issue that your colleague wrote about?
- How do these decisions affect care delivery in the community?
- Which economic considerations do you think have the strongest influence on the problem?

In addition, offer an additional economic alternative that could cause a positive change in the situation your colleague described.

Unit 5 >> Cost-Benefit Analysis

Introduction

Weighing Costs and Benefits

As a health care leader, you must consider many factors to make sound economic decisions. You must apply your critical thinking skills to the analysis of the costs and benefits associated with any initiative you propose.

This week, you will engage in systems thinking and consider the major risk categories associated with the time value of money and the strategic fit, over a five-year planning period, of the initiative you proposed in Week 3. Be prepared to provide a cost-benefit analysis of your proposed initiative and make fully supported recommendations to proceed with or defer the pursuit of the associated economic opportunity.

To-Do List:

- **Discussion:** Provide recommendations to proceed with or defer the pursuit of an economic opportunity, based on a cost-benefit analysis.
- **What You Need to Know:** Learn about the process of cost-benefit analysis and the benefits of cost-effectiveness.
- **Prepare:** Prepare for your upcoming assignment in Week 6.

Learning Activities

u05s1 - Activity Overviews

Discussion Overview

Build upon the initiative you proposed in your Week 3 assignment by analyzing the costs and benefits of your proposed initiative over a five-year period and making fully supported recommendations to proceed with or defer the pursuit of the associated economic opportunity.

u05s2 - What You Need to Know

Cost-Benefit Analysis

Read the following articles:

- Battistoni, G., Genco, M., Marsilio, M., Pancotti, C., Rossi, S., & Vignetti, S. (2016). Cost-benefit analysis of applied research infrastructure: Evidence from health care. *Technological Forecasting and Social Change*, 112, 79–91.
 - This study examines an innovative framework for a cost-benefit analysis.
- Blom, J. W., van den Hout, W. B., Elzen, W. P. J. D., Drewes, Y. M., Bleijenberg, N., Fabbricotti, I. N., . . . Gussekloo, J. (2018). Effectiveness and cost-effectiveness of proactive and multidisciplinary integrated care for older people with complex problems in general practice: An individual participant data meta-analysis. *Age & Ageing*, 47(5), 705–714.
 - This research report on the integration of care components for a population with chronic diseases details the benefits of cost-effectiveness.
- Plowman, N. (2014). Writing a cost benefit analysis [Blog post]. Retrieved from <http://www.brighthubpm.com/projectplanning/58181-writing-a-cost-benefit-analysis/>
 - Writing an accurate and thorough cost-benefit analysis requires some skill. This article outlines how to do it effectively.
- Sanders, G. D., Maciejewski, M. L., & Basu, A. (2019). Overview of cost-effectiveness analysis. *JAMA Guide to Statistics and Methods*, 321(14), 1400–1401.
 - This article illustrates how to evaluate cost-effectiveness in one particular setting.

- Verboom, M. C., Gelderblom, H., Kerst, J. M., Steeghs, N., Reyners, A. K. L., Sleijfer, S., . . . van den Hout, W. B. (2019). Survival and cost-effectiveness of trabectedin compared to ifosfamide monotherapy in advanced soft tissue sarcoma patients. *Sarcoma*, 2019, 1–11.
 - This article addresses the significance of the leadership role for problem solving relative to the economic decision-making process. Decision making is multifaceted and inclusive of the factors surrounding the change process, such as data collection, trial and error, and collaboration.
- Weeks, J. (2018). Paradigm change in integrative care: Third-party payment and the cost-benefit . . . plus more. *Integrative Medicine*, 17(4), 24–27.
 - This article addresses the *how* and *why* behind the concept of spending efficiently in health care organizations. It provides an example of efficient spending and what outcomes can be realized.

Read the following presentations from the CDC. These valuable presentations provide clarity on the principles and details of cost-benefit analysis in health care and what impact they have on an organization's bottom line. These presentations are a must-read for understanding cost-benefit analysis, as it relates to health care.

- Centers for Disease Control and Prevention. (n.d.). Part III: Programmatic cost analysis [PDE]. Retrieved from https://www.cdc.gov/dhdsdp/programs/spha/economic_evaluation/docs/podcast_iii.pdf
- Centers for Disease Control and Prevention. (n.d.). Part IV: Benefit-cost analysis [PDF]. Retrieved from http://www.cdc.gov/dhdsdp/programs/spha/economic_evaluation/docs/podcast_iv.pdf
- Centers for Disease Control and Prevention. (n.d.). Part V: Cost-effectiveness analysis [PDF]. Retrieved from http://www.cdc.gov/dhdsdp/programs/spha/economic_evaluation/docs/podcast_v.pdf

u05d1 - Write Your Discussion Post

Note: Remember to adhere to the requirements for initial discussion posts and responses addressed in the Discussions section of the Course Policies and Expectations presentation.

Cost-Benefit Analysis

Build upon the initiative you proposed in your Week 3 assignment.

- Analyze the costs and benefits of your proposed initiative over a five-year period.
- Make executive-level recommendations to proceed with or defer the pursuit of the associated economic opportunity.
 - Provide a sound rationale for your recommendations, which may incorporate regulations, industry standards, and best practices.
- Use the preformatted Cost-Benefit Analysis Template [XLSX] spreadsheet to conduct your analysis.

Response Guidelines

Read and respond your colleagues' posts. Try to comment on those who have had few or no responses thus far. In your response:

- Evaluate your colleague's recommendations and rationale, highlighting both strengths and weaknesses.

Course Resources

Graduate Discussion Participation Scoring Guide

u05s3 - Prepare: Developing a Business Case

In your upcoming assignment in Week 6, you will develop a business case for the economic initiative you proposed in Week 3. You will also examine the feasibility of the initiative and cost-benefit considerations over a 5-year period, analyze ways to mitigate risks, and complete a cost-benefit analysis.

In addition, you may wish to:

- Review the assignment instructions and scoring guide to ensure you understand the work you will be asked to complete and how it will be assessed.
- Conduct sufficient research of the scholarly and professional literature to inform your work and meet scholarly expectations for supporting evidence.

- Reflect on the studies and discussions you have completed so far, and consider how the content of these activities might inform your approach to this assignment.
- Ask your instructor any questions you have at this time about the assignment.

Note: Remember that you can submit all, or a portion of, your draft business case to [Smarthinking Tutoring](#) for feedback, before you submit the final version for this assessment. If you plan on using this free service, be mindful of the turnaround time of 24–48 hours for receiving feedback.

Unit 6 >> Health Care Economics and Risk Mitigation

Introduction

Assessing Risk

Regardless of the economic decisions they make, effective health care executives constantly engage in risk assessment. Risk assessment can be a combination of informal or formal processes, and it is wise to conduct a detailed risk assessment before embarking upon any major economic decision.

The goal this week is to prepare a business case for the initiative you proposed in Week 3, which includes your analysis of potential economic opportunities and associated risks.

To-Do List

- **Discussion:** Describe your preferred approach to investigating and addressing financial risks, and explain why it is important to address financial risks when planning and implementing a new initiative.
- **Assignment:** Develop a business case for the initiative you proposed in Week 3.
- **What You Need to Know:** Learn about risk assessment and evaluating cost-effectiveness.
- **Interactive Learning Module:** Look at the financial viability of a proposed mobile clinic to serve veterans.

Learning Activities

u06s1 - Activity Overviews

Discussion Overview

Reflect on various financial risks presented in a media simulation. Then, determine the seriousness of each risk, describe and explain your preferred approach to investigating and addressing those risks, and explain why it is important to consider and address financial risks when planning and implementing a new service or project.

Assignment Overview

Develop a 4–7-page business case for the initiative you proposed in Week 3. Examine feasibility and cost-benefit considerations over a 5-year period, analyze ways to mitigate risks, and complete a cost-benefit analysis.

u06s2 - What You Need to Know

Evaluating Cost-Effectiveness

The following articles illustrate how to evaluate the cost-effectiveness of new service lines, therapies, or treatment initiatives in different settings.

- Lacny, S., Zarrabi, M., Martin-Misener, R., Donald, F., Sketris, I., Murphy, A. L., . . . Marshall, D. A. (2016). Cost-effectiveness of a nurse practitioner-family physician model of care in a nursing home: Controlled before and after study. *Journal of Advanced Nursing*, 72(9), 2138–2152.
- Leininger, B., Bronfort, G., Evans, R., Hodges, J., Kuntz, K., & Nyman, J. A. (2018). Cost-effectiveness of spinal manipulation, exercise, and self-management for spinal pain using an individual participant data meta-analysis approach: A study protocol. *Chiropractic & Manual Therapies*, 26(1), 1–8.
- Shearer, J., Papanikolaou, N., Meiser-Stedman, R., McKinnon, A., Dagleish, T., . . . Byford, S. (2018). Cost-effectiveness of cognitive therapy as an early intervention for post-traumatic stress disorder in children and adolescents: A trial based evaluation and model. *Journal of Child Psychology & Psychiatry*, 59(7), 773–780.
- Yuen, T., Carter, M. T., Szatmari, P., & Ungar, W. J. (2018). Cost-effectiveness of universal or high-risk screening compared to surveillance monitoring in autism spectrum disorder. *Journal of Autism & Developmental Disorders*, 48(9), 2968–2979.
 - This article provides a real-life example of comparing the costs of treatment strategies and reveals all the elements of what is most important to consider from a fiscal management perspective.

u06a1 - Developing a Business Case

Introduction

As a master's-level health care practitioner, you are expected to consider a number of factors when analyzing the feasibility of a new initiative. For example, you must consider the various types of risk (such as patient safety, physical plant, financial, or reputation), as well as the present and future value of the service line or economic opportunity you are investing in. You must also balance your ethical and moral responsibility to provide quality care to patients and populations with your responsibility to protect your organization's assets and economic viability in the near and long terms.

Instructions

Develop a business case for the economic initiative you proposed in Week 3. Examine the feasibility and cost-benefit considerations of implementing your proposed initiative over the next five years. Analyze ways to mitigate risks and complete a cost-benefit analysis.

Example assignment: You may use the [Week 6 Assignment Example \[PDF\]](#) to give you an idea of what a Proficient or higher rating on the scoring guide would look like.

Requirements

The requirements for your business case, outlined below, correspond to the scoring guide criteria, so be sure to address each main point. Read the performance-level descriptions for each criterion to see how your work will be assessed. In addition, be sure to note the requirements for document format and length and for supporting evidence.

- Analyze the potential economic opportunities and risks associated with your proposed initiative.
 - How do the potential opportunities benefit your organization or care setting?
 - How could potential risks pose a threat to the financial security of your organization or care setting?
 - How do the potential economic opportunities compare to the potential economic risks?
- Propose ethical and culturally sensitive solutions that address the risks associated with your initiative to the future economic security of your organization or care setting.
 - Which risks are potentially the most significant for your organization or care setting?
 - How could you modify your proposed initiative to mitigate those risks?
 - How have other organizations and experts in the field dealt with similar risks?
 - How do ethics and equality factor into your proposed solutions?
 - Are your solutions unfairly burdening or disadvantaging any specific groups?
 - How will this proposal affect community health care delivery outcomes?
 - What makes this a great opportunity for economic growth?
 - What potential issues should be considered?
- Analyze the economic costs and benefits of your proposed initiative over a five-year period. Use the [Cost-Benefit Analysis Template \[XLSX\]](#) for your calculations. Add the worksheet to your business case as an appendix.
 - Does your analysis warn against specific aspects of your proposed initiative?
 - How would you recommend that your findings be incorporated into decisions about the feasibility of your proposed initiative?
- Propose ethical and culturally equitable ways of keeping costs under control, while maximizing the benefits of your initiative.
 - What costs are you most likely to be able to control or reduce?
 - How would you go about ensuring this?

- How could controlling or reducing these costs affect the benefits of your proposed initiative?
 - What strategies could you employ to maintain or maximize these benefits, while controlling or reducing costs?
- How do you plan to ensure that any cost controls or benefit reductions are ethical and equitable?
- Justify the relevance and significance of the quantitative and qualitative economic, financial, and scholarly evidence you used to support your business case.
 - This criterion applies to any evidence you cited throughout your business case. Your evidence should be persuasive and relevant to your findings, proposals, and recommendations. Consider one or more of the following questions when citing support evidence:
 - How is the evidence relevant to your organization or care setting?
 - How is the evidence relevant to your proposed economic initiative?
 - How does the evidence illustrate a solution that has been successful in the past?
 - How does the evidence illustrate that an initiative or a solution is likely to be a net benefit to the organization or care setting?
- Write concisely and directly using active voice.
 - Proofread your document before you submit it to minimize errors that could distract readers and make it more difficult for them to focus on the substance of your business case.
- Apply APA formatting to in-text citations and references.

Additional Requirements

Your assignment should also meet the following requirements:

- **Format:** Format your business case using APA style. Use the [APA Style Paper Template \[DOCX\]](#). An [APA Style Paper Tutorial \[DOCX\]](#) is also provided to help you in writing and formatting your business case. Be sure to include:
 - A title page and references page. An abstract is not required.
 - A running head on all pages.
 - Appropriate section headings.
- **Length:** Your business case should be 4–7 pages in length, not including the title page and references page.
- **Supporting evidence:** Cite 4–5 authoritative and scholarly resources to support your business case. Be sure that your sources include specific economic data.

Portfolio Prompt: You may choose to save your business case to your [ePortfolio](#).

Competencies Measured

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

- Competency 1: Analyze the effects of financial and economic factors (such as cost-benefit, supply and demand, return on investment, and risks) in a health care system on patient care, services offered, and organizational structures and operation.
 - Analyze the potential economic opportunities and risks associated with a proposed initiative.
 - Analyze the economic costs and benefits of a proposed initiative over a five-year period.
- Competency 2: Develop ethical and culturally equitable solutions to economic problems within a health care organization in an effort to improve the quality of care and services offered.
 - Propose ethical and culturally equitable ways of keeping costs under control, while maximizing the benefits of an initiative.
- Competency 3: Justify the qualitative and quantitative information used to guide economic decision making to stakeholders and colleagues.
 - Justify the relevance and significance of the quantitative and qualitative economic, financial, and scholarly evidence used to support a business case.
- Competency 4: Develop ethical and culturally equitable economic strategies to address dynamic environmental forces and ensure the future security of an organization's resources and its ability to provide quality care.
 - Propose ethical and culturally sensitive solutions that address the risks associated with an initiative to the future economic security of the organization or care setting.
- Competency 5: Produce clear, coherent, and professional written work, in accordance with Capella's writing standards.
 - Write concisely and directly using active voice.
 - Apply APA formatting to in-text citations and references.

In this simulation, an initiative to start a mobile clinic to serve veterans in the area is being proposed. Organizational leaders must be convinced that the clinic is financially viable.

This activity is the basis for this week's discussion.

Course Resources

[Vila Health: Assessing Financial Risk | Transcript](#)

u06d1 - Write Your Discussion Post

Note: Remember to adhere to the requirements for initial discussion posts and responses addressed in the Discussions section of the Course Policies and Expectations presentation.

Assessing Financial Risk

This discussion is based upon the media simulation Vila Health: Assessing Financial Risk.

Reflect on the various financial risks that were presented throughout the media simulation.

- Which risks did you feel were the most vital to address?
- How would you describe, in general, your preferred approach to investigating and addressing the financial risks that were presented?
 - Why did you take the approach that you did?
- Why is it important to consider and address the financial risks when planning and implementing a new service or project?

Response Guidelines

Read and respond your colleagues' posts. Try to comment on those who have had few or no responses thus far. In preparing your response, answer the following questions:

- How did the risks you identified as being most important to address compare to those your colleague identified?
- How did your approach to addressing these risks compare to that of your colleague?
- Do you have any further recommendations on strategies for addressing financial risks that could be helpful to your colleague?

Course Resources

[Graduate Discussion Participation Scoring Guide](#)

Unit 7 >> Economic Evaluation of Health Services

Introduction

Comparative Economic Analysis

Comparative economic analysis (CEA) is quite useful in the health care workplace, especially given the uncertain nature of reimbursement and emerging regulations. Health care leaders must consider a variety of options and ensure that the alternatives under consideration have been properly valued for the sake of comparison.

This week, you will explore the topic of CEA and be challenged to identify an application for various types of CEAs in your current or desired workplace. You will have an opportunity to explore methods for valuation that align with economic comparisons. Regardless of the CEA method or problem you select, you will be able to apply the comparative analysis tools in your workplace, as well as in your daily life. The goal this week is to consider what type of valuation tool is most appropriate for a given problem and to practice using a valuation method that is relevant to your workplace.

To-Do List:

- **Discussion:** Discuss economic valuation methods and determine which method best fits a selected problem or issue.
- **What You Need to Know:** Learn about economic valuation.

Learning Activities

u07s1 - Activity Overviews

Discussion Overview

Discuss three different methods of economic valuation and determine which method best fits a selected problem or issue in your current or desired health care setting.

u07s2 - What You Need to Know

Cost-Effectiveness

Read the following article:

- Uittenbroek, R. J., van Asselt, A. D. I., Spoorenberg, S, L. W., Kremer, H. P. H., Wynia, K., & Reijneveld, S. A. (2018). Integrated and person-centered care for community-living older adults: A cost-effectiveness study. *Health Services Research*, 53(5), 3471–3494. Retrieved from <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC6153174/>
 - In this study, the comparative analysis concept is illustrated through an example of cost effectiveness from a new integrated model of health care delivery in a select population.

u07d1 - Write Your Discussion Post

Note: Remember to adhere to the requirements for initial discussion posts and responses addressed in the Discussions section of the Course Policies and Expectations presentation.

Economic Valuation

For this discussion:

- Discuss three of the following methods of economic valuation:
 - Human capital.
 - Risk preference.
 - Contingent valuation.
 - Cost-benefit ratio.
- Determine which method best fits a selected problem or issue in your current (or desired) health care setting.
- Explain why you think this method has the best fit.

Response Guidelines

Read and respond your colleagues' posts. Try to comment on those who have had few or no responses thus far. In preparing your response, answer the following questions:

- What are the similarities and differences between the problem or issue you selected and the problem or issue selected by your colleague?
- Did you choose the same method as your colleague for solving the problem? Why or why not?

Course Resources

Graduate Discussion Participation Scoring Guide

Unit 8 >> Financing Health Care

Introduction

Economic Evaluations

Economic evaluations are an important step in determining how an initiative in a care setting should be financed to be implemented and sustained.

This week, you will read about economic evaluations and apply economic evaluation processes to an initiative or issue that interests you in your current (or desired) health care setting.

To-Do List:

- **Discussion:** Research various resources for a selected initiative that requires economic evaluation and identify the associated costs.
- **What You Need to Know:** Understand what cost-effective analysis is and what it is not and consider the theme of social and fiscal responsibility as an underpinning of fiscal management.
- **Prepare:** Prepare for your upcoming assignment in Week 9.

Learning Activities

u08s1 - Activity Overviews

Discussion Overview

Select an initiative or issue in your current (or desired) health care setting that requires economic evaluation. Then, research human resources, equipment, technology, and other applicable required resources, and identify the costs associated with the selected initiative or issue.

u08s2 - What You Need to Know

Cost-Effectiveness Analysis

Read the following articles, which provide great examples, in a variety of different health care settings, of what cost-effectiveness analysis is and what it is not. The theme of social and fiscal responsibility is paramount in these examples, which will aid your understanding of fiscal management.

- Ford, D. C., Schroeder, M. C., Ince, D., & Ernst, E. J. (2018). [Cost-effectiveness analysis of initial treatment strategies for mild-to-moderate Clostridium difficile infection in hospitalized patients](#). *American Journal of Health-System Pharmacy*, 75(15), 1110–1121.
- Lee, Y., Mozaffarian, D., Sy, S., Huang, Y., Liu, J., Wilde, P. E., . . . Micha, R. (2019). [Cost-effectiveness of financial incentives for improving diet and health through Medicare and Medicaid: A microsimulation study](#). *PLoS Medicine*, 16(3), 1–20.
- Zoun, M. H. H., Koekkoek, B., Sinnema, H., Muntingh, A. D. T., van Balkom, A. J. L. M., Schene, A. H., . . . Spijker, J. (2016). [Effectiveness and cost-effectiveness of a self-management training for patients with chronic and treatment resistant anxiety or depressive disorders: Design of a multicenter randomized controlled trial](#). *BMC Psychiatry*, 16, 217–223. Retrieved from <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4936240/>

Read the following articles, which provide examples of how to evaluate cost-effectiveness in different settings.

- Sahlen, K., Boman, K., & Brännström, M. (2016). A cost-effectiveness study of person-centered integrated heart failure and palliative home care: Based on a randomized controlled trial. *Palliative Medicine*, 30(3), 296–302.
- Yang, N. H., Dharmar, M., Yoo, B., Leigh, J. P., Kuppermann, N., Romano, P. S., . . . Marcin, J. P. (2015). Economic evaluation of pediatric telemedicine consultations to rural emergency departments. *Medical Decision Making*, 35(6), 773–783.

Economic Reviews

Read the following article, which presents the how and why of conducting economic reviews.

- The Community Guide. (n.d.). Economic reviews. Retrieved from <https://www.thecommunityguide.org/about/economic-reviews>

u08d1 - Write Your Discussion Post

Note: Remember to adhere to the requirements for initial discussion posts and responses addressed in the Discussions section of the Course Policies and Expectations presentation.

Initiative Financing

Select an initiative or issue in your current (or desired) health care setting that requires economic evaluation. Then:

- Conduct applicable research on human resources, equipment, technology, and other resources required to support the initiative or issue.
- Identify the associated costs.

Response Guidelines

Read and respond your colleagues' posts. Try to comment on those who have had few or no responses thus far. In preparing your response, answer the following question:

- How do the costs associated with your colleague's selected initiative or issue compare with the costs associated with your initiative or issue?

Course Resources

Graduate Discussion Participation Scoring Guide

u08s3 - Prepare: Developing an Implementation Plan for the Proposed Initiative

In your upcoming assignment in Week 9, you will develop an implementation plan for the economic initiative you proposed in Week 3 that includes a budget for material, staffing, and capital costs over the first five years of the initiative, as well as projected earnings. In addition, you will provide a timeline, an organizational impact analysis, and an explanation of the effects of environmental changes on the initiative.

To prepare for the assignment, you may wish to:

- Review the assignment instructions and scoring guide to ensure you understand the work you will be asked to complete and how it will be assessed.
- Conduct sufficient research of the scholarly and professional literature to inform your work and meet scholarly expectations for supporting evidence.
- Reflect on the studies and discussions you have completed so far, and consider how the content of these activities might inform your approach to this assignment.
- Ask your instructor any questions you have at this time about the assignment.

Note: Remember that you can submit all, or a portion of, your draft implementation plan to [Smarthinking Tutoring](#) for feedback, before you submit the final version for this assessment. If you plan on using this free service, be mindful of the turnaround time of 24–48 hours for receiving feedback.

Unit 9 >> Health Care Budgeting and Ethical Decision Making

Introduction

Economic Decision Making

Economic decision making is truly multidimensional. Remember that health care leaders are held to higher standards than business people in other industries, as they are charged with protecting human lives and ensuring patient safety. Leaders are also expected to act in the best interests of others and serve as moral agents. In addition, leaders have fiduciary obligations and an explicit code of conduct from the American College of Healthcare Executives (ACHE).

This week, you will explore the responsibilities associated with economic decision making on behalf of health care executives and apply these concepts to an implementing plan for the initiative you proposed in Week 3.

To-Do List:

- **Assignment:** Develop an implementation plan for the initiative you proposed in Week 3.
- **What You Need to Know:** Examine the strategies and tools that will help you to develop an effective and thorough implementation plan.

Learning Activities

u09s1 - Activity Overviews

Assignment Overview

Develop a 6–7-page implementation plan for the initiative you proposed in Week 3. Include a budget for material, staffing, and capital costs over the first five years of the initiative, as well as projected earnings. In addition, include a timeline, an organizational impact analysis, and an explanation of the effects of environmental changes on the initiative.

u09s2 - What You Need to Know

Value-Based Purchasing

Read the following articles:

- Durvasula, R., Kelly, J., Schleyer, A., Anawalt, B. D., Somani, S., & Dellit, T. H. (2018). Standardized review and approval process for high-cost medication use promotes value-based care in a large academic medical system. *American Health & Drug Benefits*, 11(2), 65–73.
 - This article provides insight into the concept of value-based purchasing concept in health care, why it is important and what type of strategies can be effective for meeting the challenges of this current environment.
- Lewis, A. N., & Quamar, A. H. (2018). Data envelope analysis: A methodology for measuring cost effectiveness of telerehabilitation. *Journal of Applied Rehabilitation Counseling*, 49(2), 34–39.
 - This article is an interesting perspective on the strategy called data envelope analysis (DEA). This methodology is a form of linear program that measures decision-making inputs and outputs that can be applied to production and cost data. In this case, the effectiveness of telemedicine in the rehabilitation center is assessed.

Budgeting

Read these articles, which are helpful in helping you to create a budget:

- Danna, D. (n.d.). Learning and mastering the operating budget. Retrieved from http://www.strategiesfornursemanagers.com/ce_detail/213520.cfm

- Kolakowski, D. (2016). [Constructing a nursing budget using a patient classification system](#). *Nursing Management*, 47(2), 14–16.
 - Although this budget creation process is unique to nursing, it can be widely influential. This author provides an innovative strategy for the patient classification system. This is a best practice that is interesting and important to read about.
- Pritchard, G. (n.d.). [How to develop an operating budget for a nursing unit](http://smallbusiness.chron.com/develop-operating-budget-nursing-unit-79824.html). Retrieved from <http://smallbusiness.chron.com/develop-operating-budget-nursing-unit-79824.html>

Cost-Effectiveness

The following two articles, along with those you read in Week 8, also touch on the issues of cost-effectiveness, social and fiscal responsibility, and fiscal management.

- Gaurangkumar, B. C. (2015). [Cost benefit analysis of corporate social responsibility \(CSR\)](#). *Advances in Management*, 8(5), 7–12.
- Hung, P., Kozhimannil, K. B., Casey, M. M., & Moscovice, I. S. (2016). [Why are obstetrics units in rural hospitals closing their doors?](#) *Health Services Research*, 51(4), 1546–1560.

ACHE Code of Ethics

The ACHE code of ethics can be useful in helping to ensure that the implementation plan you will develop for this week's assignment addresses important ethical considerations.

- American College of Healthcare Executives. (n.d.). [ACHE code of ethics](https://www.ache.org/about-ache/our-story/our-commitments/ethics/ache-code-of-ethics). Retrieved from <https://www.ache.org/about-ache/our-story/our-commitments/ethics/ache-code-of-ethics>

u09a1 - Developing an Implementation Plan

Introduction

As a master's-level health care practitioner, you may be expected to create budgets and implementation plans to ensure that initiatives to take advantage of economic opportunities for the organization are rolled out successfully and can be sustained over multiple years. Additionally, it is important to be able to envision how an initiative could be implemented in different contexts and for different purposes to ensure the investment remains a viable and positive asset to your organization or care setting.

Instructions

Develop a thorough implementation plan for the initiative you proposed in Week 3. Your plan must include a budget for material, staffing, and capital costs over the first five years of the initiative, as well as projected earnings. In addition, include:

- A plan and timeline for rolling out the initiative.
- An analysis of how the initiative may impact other aspects of the organization or care setting.
- An explanation how the initiative can remain viable in the face of environmental changes.
- Sufficient relevant and credible supporting evidence.

Example assignment: You may use the [Week 9 Assignment Example \[PDF\]](#) to give you an idea of what a Proficient or higher rating on the scoring guide would look like.

Requirements

The requirements for your implementation plan, outlined below, correspond to the scoring guide criteria, so be sure to address each main point. Read the performance-level descriptions for each criterion to see how your work will be assessed. In addition, be sure to note the requirements for document format and length and for supporting evidence.

- Create a budget for expected costs and earnings over the first five years of your proposed initiative.
 - What are the expected material, staffing, and capital costs of your proposed initiative over its first five years?
 - What are the projected earnings for your organization or care setting over the first five years of your economic initiative?
 - How does this budget take into account the findings and feedback you received on your business case?
 - What assumptions are you basing your budget on?
- Create an implementation plan for your proposed initiative that enables achievement of quality or service improvements in an ethical and culturally equitable way.
 - Did you create a timeline for the rollout?

- How will you work with relevant stakeholders to ensure that your economic initiative is implemented successfully and sustained?
- How will you ensure that the rollout is conducted in an ethical and culturally equitable manner?
- How will you ensure that the desired quality or service improvements your economic initiative will achieve are on track during and after implementation?
- Analyze the impact of your proposed initiative, once implemented, on other aspects of your organization or care setting and ways in which negative impacts could be mitigated.
 - What other aspects of your organization or care setting may be positively or negatively impacted by the implementation of your proposed initiative?
 - How will these other aspects of your organization or care setting be affected? (For example, increased workload on a testing department, borrowing of staff hours from another part of the care setting, or better communication with the community.)
 - How could you mitigate at least some of the negative effects on other aspects of your organization or care setting?
- Explain your strategies for ensuring that your proposed initiative can remain a viable asset to the organization or care setting in the face of dynamic environmental forces.
 - What are the environmental risks to your economic initiative?
 - How could your initiative, or aspects of it, still be a viable benefit to your organization or care setting if the environment shifts in unpredictable ways?
 - What strategies would you propose implementing to keep all, or a portion of, your initiative a viable net benefit to your organization or care setting?
- Justify the relevance and significance of the quantitative and qualitative economic, financial, and scholarly evidence you used throughout your plan to support your recommendations.
 - How is the evidence relevant to your organization or care setting?
 - How is the evidence relevant to your proposed economic initiative?
 - How does the evidence illustrate a solution that has been successful in the past?
 - How does the evidence illustrate that a recommendation is the best course of action for your situation and organization or care setting?
- Write concisely and directly, using active voice.
 - Proofread your document, before you submit it, to minimize errors that could distract readers and make it more difficult for them to focus on the substance of your implementation plan.
- Adhere to the rules of grammar, usage, and mechanics.

Additional Requirements

Your assignment should also meet the following requirements:

- **Format:** Format your implementation plan using APA style. Use the [APA Style Paper Template \[DOCX\]](#). An [APA Style Paper Tutorial \[DOCX\]](#) is also provided to help you in writing and formatting your implementation plan. Be sure to include:
 - A title page and references page. An abstract is not required.
 - A running head on all pages.
 - Appropriate section headings.
- **Length:** Your implementation plan should be 6–7 pages in length, not including the title page and references page.
- **Supporting evidence:** Cite 3–5 authoritative and scholarly resources to support your implementation plan. Be sure that your sources include specific economic data.

Portfolio Prompt: You may choose to save your implementation plan to your [ePortfolio](#).

Competencies Measured

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

- **Competency 1:** Analyze the effects of financial and economic factors (such as cost-benefit, supply and demand, return on investment, and risks) in a health care system on patient care, services offered, and organizational structures and operation.
 - Create a budget for expected costs and earnings over the first five years of a proposed initiative.
 - Analyze the impact of a proposed initiative, once implemented, on other aspects of an organization or a care setting and ways in which negative impacts could be mitigated.
- **Competency 2:** Develop ethical and culturally equitable solutions to economic problems within a health care organization in an effort to improve the quality of care and services offered.
 - Create an implementation plan for a proposed initiative that enables achievement of quality or service improvements in an ethical and culturally equitable way.
- **Competency 3:** Justify the qualitative and quantitative information used to guide economic decision making to stakeholders and colleagues.
 - Justify the relevance and significance of quantitative and qualitative economic, financial, and scholarly evidence used throughout an implementation plan to support recommendations.

- Competency 4: Develop ethical and culturally equitable economic strategies to address dynamic environmental forces and ensure the future security of an organization's resources and its ability to provide quality care.
 - Explain strategies for ensuring that a proposed economic initiative can remain a viable asset to an organization or a care setting in the face of dynamic environmental forces.
- Competency 5: Produce clear, coherent, and professional written work, in accordance with Capella's writing standards.
 - Write concisely and directly, using active voice.
 - Adhere to the rules of grammar, usage, and mechanics.

Unit 10 >> Reflection on Health Care Economic Decision Making

Introduction

Taking Time to Reflect

Congratulations on arriving at the final week!

This is your opportunity to reflect on how health care economics influences your current (or future) health care setting and role and to consider how you can leverage your knowledge and skills to improve your practice or advance in your career.

This week, you will reflect on what you have learned in this course about health care economics and discuss how the knowledge and skills you have gained will help you in professional practice.

To-Do List:

- **Discussion:** Discuss how what you have learned in this course will help you in professional practice or make you better prepared to move into a desired role.
- **What You Need to Know:** Examine two sides of the health care cost containment issue, as it relates to the high cost of prescription drugs.

Learning Activities

u10s1 - Activity Overviews

Discussion Overview

Reflect on what you have learned in this course about health care economics and discuss how it will help you in professional practice or make you better prepared to move into a desired role. In addition, you will reflect on whether how you view your role has shifted.

u10s2 - What You Need to Know

There are no readings this week. Instead, take time to reflect deeply on this week's discussion activity and view the following video:

- Intelligence Squared US (Producer). (2016). *QA: Making healthcare more affordable [Video]*. Films on Demand.
 - This video is part of an interesting debate about cost containment in health care, as it relates to the high cost of prescription drugs. The discussion is true to the contemporary theme accountability and value-based purchasing. This issue is one of many components of the current health care environment that has many unanswered questions and poses challenges for today's leaders across the continuum.
 - Duration: 01:36:48.

u10d1 - Write Your Discussion Post

Note: Remember to adhere to the requirements for initial discussion posts and responses addressed in the Discussions section of the Course Policies and Expectations presentation.

Economics to Further Your Practice

Reflect on what you have learned in this course about health care economics, and answer the following questions:

- How will the knowledge and skills related to economics that you have acquired in this course help you in professional practice or make you better prepared to move into a desired role?
- How has your view on your role shifted as you have learned more about economics in the health care industry?

Response Guidelines

Read and respond your colleagues' posts. Try to comment on those who have had few or no responses thus far. In preparing your response, answer the following question:

- How does your assessment of what you have learned compare with that of your colleague?
 - What insight, if any, have you gained from your colleague's reflection?
 - What additional economic insights might you offer to your colleague?

Course Resources

Graduate Discussion Participation Scoring Guide