

Required Text:

Required Texts

1. Gapens, Lou s C² & C ca o' IL A PHA
2. I BN
Gapens, Lou s C² &

Dr. n e a address
Internet access
D L
Memory t c k for cross ass n ents

Recommended Publications:

Journal of Health Affairs
Journal of Health care Management
Journal of Health care Finance
Health care Executive
Journal of Health Economics
Modern Health care
New England Journal of Medicine
Applied Health Economics and Health Policy

Group Feasibility Study Service Line Project		
Total	100%	

References and use of references

Scholarly level of references

How effective the references are used in the paper

Soundness of references

APA style in reference list and for citations

Another references uses are important and are of good scholarly quality
ere s a n u o n

HLA Competency Model
Adopted MHA Program Course Specific Core Competencies

Domain #1: Communication and Relationship Management

- A Apply principles of communication and demonstrate specific applications
- B Present results of data analysis to decision makers
- C Use factual data to produce and deliver credible and understandable results
- D Facilitate group dynamics' processes' meetings' and discussion
- E Utilize effective interpersonal skills

Domain #2: Leadership

- A Explain potential impacts and consequences of decisions taken in situations both internal and external
- C Gain perspective buy-in to accept risks and support new business ventures
- D Accurately assess and evaluate strengths and weaknesses

Domain # 3: Professionalism

- B Uphold and act upon ethical and professional standards
- C Demonstrate professional norms and behaviors
- D Engage in continued professional development including reflection and self-directed learning

Domain # 4: Knowledge of the Healthcare Environment

- A Assess the interrelationships between access' quality' cost' resource allocation' accountability' and community
- B Prepare projects that are credible to government' regulatory' professional and accreditation agencies
- E Analyze and apply funding and payment mechanisms of the healthcare system

Domain # 5: Business Skills and Knowledge

- A Integrate information from various sources to make decisions and recommendations
- B Demonstrate critical thinking' analysis' and problem solving
- C Apply basic financial analysis principles
- D Apply reimbursement principles' ratifications and techniques including rate setting and contracts
- E Apply principles of operation' project and capital budgeting

Course Requirements/Assessment:

by Designation
 Domain #1 'Competency A-Z'
 Content Domain Level 'Affecting Domain Level' add

Activity

Domain/Competency

Case study

D, A, E, D, AD, D, B, D, D, A, C

Critical Article Analysis

D, AD, D, A, D, CD, D, D, B

Feasibility Study Service Line Project Grant

D, A, E, D, ACD, D, B, D, D, ABE, D, A, E

In Class Problems

D, A, E, D, CD, D, B, D, D, A, D, D

Midterm Exam

D, A, D, AD, D, B, D, D, D, B, E

Graduate Project Analysis

D, A, E, D, ACD, D, B, D, D, ABE, D, A, E

Elective Finance Cases

D, ACE, D, AC, D, B, D, D, A, E, D, AB

Course Objectives

Domain/Competency/Level

1. Apply specific knowledge of economic and healthcare finance

1. Demonstrate written and oral communication skills through preparation and presentation of case studies

D AB'cd 'ad
D A E'cd 'ad AD'cd 'ad
D B D'cd 'ad D A'cd 'ad
D A E'cd 'ad

Class Attendance

eserved#2 – A ana ed care cycle prov des contract overs t
 eserved#1 – afety net nst tut ons buffer t e pact of Med ca d
 ana ed care
 eserved#4 Mana ed Med ca d at a crossroads

Act v t es

In class lectures and discuss on
 Group interact on
 Group exerc ses
In-class Team problems and exercises

February 7– Class #2

Learn n ob ect ves

Apply t e value analys s tec n ques
 Expa n rant wr t n and proposa

Class Content
 ead n:

Gapens, c
 eserved#1 – How to n ect consu ers nto your ex st n eat
 plans
 eserved#2 – A ana ed care cycle prov des contract overs t
 eserved#1 – afety net nst tut ons buffer t e pact of Med ca d
 ana ed care
 eserved#4 Mana ed Med ca d at a crossroads

Act v t es

In class lectures and discuss on
 Globa Heat Mana e ent
 Group interact on
 Group exerc ses
In Class Team problems and exercises assigned
Mini Case Study : Case #1 (Ethics Mini Cases) Pages
229-230 Trigon Blue Cross/ Blue Shield (presented by group #1)

February 14 – Class #3

Learn n ob ect ves

F nanc a s k and equ red ate of eturn toc a e 2 41 11 1

February 21 – Class #4

Learning objectives

Lead in:

Longer Debt Financing

Gapens, c 11
reserved# 1 – Cost and quality under managed care Irreconcilable differences

Activities

In class lectures and discussion

Group interaction

Group exercises

Guest lecture

Mini Case Study Jefferson General Hospital(235-236) Group #3

Feb, 28 – Class #5

Learning objectives

Class Content

Equity Financing and Securities Markets

Lead in:

Gapens, c 3
reserved# 1 – Medical services and the evolution of provider compensation: d n 4

eserved#1 Cost and quality under managed Care Irreconcilable
Differences
Guest speaker Robert P. Neff

Activities

Group exercises

Guest speaker

In-class Team problems and exercises

March 14 – Class #7

SPRING BREAK – No Class

March 21 – Class # 8

Learning objectives

readings:

Gapenski, Ch. 1

eserved#1 – Med care's risk-adjusted capitation method

eserved#2 – Med care's fee schedule for hospital outpatient care

eserved#3 – Hospitals and roses with county rating for services
businesses

eserved#4 – Case studies analysis as become critical
component of a hospital

April 4 – Class #10

MANDATORY ATTENDANCE ACHE SYMPOSIUM

April 11– Class # 11

Learn n o b e c t v e s

Pro e c t s k A n a l y s i s ' L e a s e F i n a n c i n g

C l a s s C o n t e n t

l e a d i n g :

Gapens, s c a l e
e s e r v e d # 1 - A c t i v e n e s s b a l a n c e b e t w e e n r i s k a n d r e t u r n
e s e r v e d # 2 - e f f e c t o f a c t i v i t y b a s e d c o s t a c c o u n t i n g o n e a r t
c a r e c a p a b i l i t y i n v e s t m e n t d e c i s i o n s
e s e r v e d # 3 - A s s e s s m e n t o f B u s i n e s s d e c i s i o n s u p p o r t e e t s
c o n c a r d d e c i s i o n s u p p o r t

A c t i v i t i e s

In c l a s s l e c t u r e s a n d d i s c u s s i o n
G r o u p i n t e r a c t i o n
G r o u p e x e r c i s e s
In c l a s s l e c t u r e s a n d d i s c u s s i o n
G r o u p i n t e r a c t i o n
l o c a t i o n a n d c a r e a n d t h e b o t t o m l i n e e x e r c i s e
Mini Case Study : Westwood Imaging Centers page 239-240 (presented by group #5)
Grant Proposal Due

April, 18th –Class 12

Easter Break- No Class

April 25 - Class # 13

Learn n o b e c t v e s

P r e s e n t c a s e s t u d y
A p p l y c o u r s e l e a r n i n g t o r e a l w o r l d p r o j e c t
C o n v e n c e b o a r d c l a s s t o f u n d t e a c h i n g p r o j e c t
e f f e c t o n c o u r s e e x p e r i e n c e
s y n t e s i z e a n d d e s c r i b e c o u r s e c o n t e n t a n d a p p l i c a t i o n s

C l a s s C o n t e n t

A p p l i e d c a s e s t u d y
e a r l y p r e s e n t a t i o n s
C o u n c i l c a t e g o r y
B o a r d r e p r e s e n t a t i o n s
C l a s s r e f l e c t i o n
C l a s s s u m m a r y a n d d i s c u s s i o n
C o u n c i l c a t e g o r y

A c t i v i t i e s

In c l a s s l e c t u r e s a n d d i s c u s s i o n
G r o u p i n t e r a c t i o n
Group #1 Case Study Presentation

Group #2 Case Study Presentation
Group #3 Case Study Presentation
Group #4 Case Study Presentation

May 2 – Class #14

Learn n o b e c t v e s

Present fea s i b i l i t y s e r v i c e s t u d y

A c t i v i t e s

In c l a s s l e c t u r e s a n d d i s c u s s i o n

G r o u p i n t e r a c t i o n

Group #1 Feasibility Study Presentation

Group #2 Feasibility Study Presentation

Group #3 Feasibility Study Presentation

Group #4 Feasibility Study Presentation

Group #5 Feasibility Study Presentation

May 9 – Class # 15

Learn n o b e c t v e s

A n a l y z e n o n t e r c a r e f i n a n c i a l i s s u e s

C l a s s C o n t e n t

Med care beds vs Med ca d beds

C a s e s t u d y

Med ca Data et

Med care re b u r s e m e n t n o n t e r c a r e

t y p e s o f n o n t e r c a r e s e t t i n g s

A d m i n i s t r a t i v e e f f e c t i v e n e s s a n d e t c

C a n t h e E d e n A l t e r n a t i v e s a v e y o u r n o n t e r c a r e f a c i l i t y m o n e y

L e a d i n g

E d e n A l t e r n a t i v e a n d o u t

M D a n d C a s e M a n a g e m e n t

A c t i v i t e s

In c l a s s l e c t u r e s a n d d i s c u s s i o n

G r o u p i n t e r a c t i o n

May 15-20 – Class #16

FINAL EXAMS WEEK

Appendix A

Case Study Content Evaluation

During the class session, the instructor will break the class participants into teams of four. Each team will select a case provided by the instructor from cases in each care finance and be responsible for solving and presenting the solution in a written and oral format. The content of the paper and oral presentation should focus on:

Introduction – State the purpose and the importance of the case and provide an overview of the case.

Organization – Describe the type of financial environment the organization in the case is operating in using the relevant course terms, concepts, principles, theories and knowledge.

Questions, Methods, Tools, etc. Explain and analyze the case problem by applying the relevant course concepts, principles, theories and knowledge.

Accurate use of case information/lessons Apply the relevant course terms, concepts, principles, theories and knowledge to the information/recommendations for a solution and develop a team solution. Lessons learned for each analyzer from the case need to be identified.

Case Study Oral Presentation Evaluation

Name:

Date:

Criteria

Points

Comments/Questions

Content

Introduction

1

Organization

2

Questions
Methods/tools/etc

Accurate use of
Case information/Lessons

Original thinking

3

Use of time

4

Executive Delivery

5

**Visual materials,
Handouts, etc.**

6

Questions to class

7

total 2

Appendix B

Grant Project

Instructions:

Select one of the topics below or something of interest to you. You will prepare a brief grant application to address the following questions in the rubric. The topics should be focused on a community and target for example Addressing obesity in secondary schools in the Midway secondary school. See detailed information below.

Topics:

Local Breast Cancer Navigation Program
Addressing Community Perception on Quality of Care in a Region
Obesity Prevention and Awareness Campaign
Youth Smoking Cessation for Teenagers
Influenza Vaccination Program

Grading Scale – 20 points

Grant purpose – 1 point 1 sentence provided in the purpose of the grant
Grant Background – 1 point 1 paragraph provided in context of the grant's community, etc.
Needs Assessment – 2 points Demonstrate the need to the grant using statistics, etc. You can't use local, state, and national.
Goals, Objectives, Actions – 4 points 2 goals which are broad, 2 objectives per goal which are measurable, 4 actions per objective.
Evaluation – 2 points Discuss how the objectives and goals will be measured.
Projected Impact – 2 points Why it is so important and what are the future projections.
Budget –

Appendix C

CRITICAL ANALYSIS REPORT

Guidelines for Critical Analysis Report

A Introduction

A critical analysis report is a comprehensive review of a written work and a personal

the presentation objective and factual or was the presentation subjective and
acknowledgment of facts. Explain your opinion on

Issue Analysis

Provide a list of the issues presented in the article

Conclusions and recommendations

List of author's conclusions and or recommendations' as well as your own
conclusions and or recommendations

Agreement or Disagreement

Based on the author's conclusions and or recommendations' do you agree or
disagree provide a brief justification regarding your opinion concerning your
agreements and disagreements use your professional experience to develop
this section as well as class lecture and readings and other citations

Professional Projects

Every paragraph should state what you learned from the article and how you will apply
this experience negative or positive in your professional career. What
significance does this have in your studies or professional life? How will this
information help you in the future? Improve work performance

D Guide to Grading of the Critical Analysis Report

Critical will be graded on a competency basis as follows:

- Appropriate article 1 point
- Synopsis and summary 2 points
- General theme stated 1 point
- Point of view stated 1 point
- Issue analysis stated 2 points
- Conclusions and recommendations stated 2 points

Agreement or disagreement stated 1 point

Professional projects stated 1 point

NO E submit copy of journal article with your critical analysis report

E Specific Requirements

Two 2 reviews are to be selected from two 2 earliest finance topics. Articles must
be selected from reputable and refereed journals. Articles taken from trade magazines are
not acceptable

F Penalties

Failure to submit reviews on specific due dates may result in the deduction of one full
grade for each successive class period that the reviews are not submitted. Failure to submit
one or more reviews may result in an Incomplete. Even at the time of final grades

Appendix D
Service Line Analysis/Feasibility Study
Total Point Value: 25

✓ , ✓ , , ✓ , ✓ , ✓ , ✓ , ✓ service line ✓ specific (real life) ✓
✓ , ✓ , ✓ , ✓ specific geographic area

Financial Analysis – 15 points

Evaluate resources currently available or required for presentation and maintenance

Obtain net cap tax and cost of cap tax Debt Equity Financing

Number of full time equivalents FTEs based on hours of operations $\frac{2}{4}$ hours

Cost of staff benefits

Is training needed recruitment

Medical and other supplies

Space and square footage Construction if needed

Externalities to other services/impacts

Appendix E

GROUP MINI ETHICS CASE ASSIGNMENTS

Submission Guidelines:

Length: 1 to 2 pages

Format: Double spaced with one inch margins, 12 point font

Dr. Hosseini's Selected Peer- Reviewed Publications

Hosseini H, K... Causes of Mental Health Underutilization on
As an American Fort Collins

Hosseini H ... Action and Ethics in the Practice of Nursing

Hosseini H ... Management Post-urca Outcomes in Franchise Order Patients: Lessons for
Hospital Leaders

Hosseini H, Pa... Factors in the Decision to Work for Profit versus Not for Profit Nursing
Homes in Pennsylvania

Hosseini H ... Mental Health Underutilization on As an American Experience: Patient
Diversity in the MHA Classroom Fort Collins

Pa... Hosseini, Brown ... Does Efficiency and Quality of Care Affect Hospital
Closures

Hosseini H ... Food Insecurity and the Use of Group Kitchens among Suburban Elderly
Women in Two Counties in Pennsylvania

Hosseini H ... Missions' Data on Borrowing a Narrative-Based Health
Homes System

Hosseini H ... Review of Adolescent and Young Adult Care: The Role of
Hospital Care in the United States In D J Carey Ed

Hosseini H ... Stroke and Cardiovascular Disease among Women

Hosseini H ... Is the Quality of Education in Any Way Related to the Health of
Children in the United States

Hosseini H ... Factors Preventing Rates in Two Nursing Homes: How Can They be
Improved and Properly Managed

Hosseini H ... Action and the Social Costs of Health Care in the United States: Can They
be Addressed

Hosseini H, Hosseini H ... Ethical Principles at Market and

Economy More Equa

Hossein H. The Role of New Economy in Global Health Education

Hossein H. Ethics of the Integrity of Physician Assisted Suicide in the United States and the Role of Dr. Jack Kevorkian before his Death

Hossein H. Recently Passed Health Care Reform and its Impact on Health Care Disparities in Access and Ethnic Minorities in the New Medical Economics to Each It

Hossein H. Do Health Care Professionals Find the Use of Age Based Rationing to Reduce Health Care Costs Ethical

Hossein H. Strategies to Contain the High and Rising Costs of Health: Increase in Health Care Disparities are they Ethical

Hossein H. Disparities in Health Care and HIV/AIDS in Hispanic Latinos in the United States

Hossein H. Hossein K. Infectious Agents and the Role in Coronary Artery Disease

Hossein H. Hossein N. Epidemic and Prevention of Food Insecurity in the Elderly

Hossein H. Association of Health Care Delivery and Consideration of the Amount of Resources Allocated to the Health Care of the Elderly

Hossein H. Reasonable Complex Health Care Quality Problem in the United States: Is the Business Model Appropriate

Hossein H. International Diversity and its Problems

Book, Chapter in Scholarly Book-New Publications

Pa'D Hossein H. Analyzing Operations and Financial Performance of

Invited Book Chapters

Hossein Hosseini, "Cancer Treatments Happen Every Day In America: Evidences and Implications for Health Policy," in *Health Care and Health Care Costs in America: Evidence and Implications for Health Policy*, eds. Hossein Hosseini and Robert A. Antoc, pp. 1-15. New Brunswick, NJ: Transaction Publishers, 2008.

Hossein Hosseini, "Medicare and Medicaid Costs: Evidence and Implications for Health Policy," in *Health Care and Health Care Costs in America: Evidence and Implications for Health Policy*, eds. Hossein Hosseini and Robert A. Antoc, pp. 16-30. New Brunswick, NJ: Transaction Publishers, 2008.

Hossein Hosseini, "The Health Care System: Obama's Prescription for Reform and Beyond," in *Health Care and Health Care Costs in America: Evidence and Implications for Health Policy*, eds. Hossein Hosseini and Robert A. Antoc, pp. 31-45. New Brunswick, NJ: Transaction Publishers, 2008.

Hossein Hosseini, "The Economic Factors Drive Factors on Elderly Americans," in *Health Care and Health Care Costs in America: Evidence and Implications for Health Policy*, eds. Hossein Hosseini and Robert A. Antoc, pp. 46-60. New Brunswick, NJ: Transaction Publishers, 2008.

Hossein Hosseini, "Pennsylvania's Pre-emptive Policy on Tobacco and Governance," in *Health Care and Health Care Costs in America: Evidence and Implications for Health Policy*, eds. Hossein Hosseini and Robert A. Antoc, pp. 61-75. New Brunswick, NJ: Transaction Publishers, 2008.