



# Introduction to Healthcare Management

## Syllabus

### Required Texts



Malone, C. (2019). *Medical Office Management* (2nd ed.). Pearson.

ISBN: 9780134846477

### Course Description

This course introduces concepts of healthcare management for a wide variety of entry-level positions. Emphasis is on office practices, including decisions on managerial style, staffing, job descriptions, mission statements, and policies. Procedures such as staff hiring, employee development and retention, as well as the establishment of professional relationships with patients and staff are explored. Additional concepts of office culture, quality and risk, non-discriminatory strategies, compliance, patient experience, and other appropriate topics will provide a well-rounded view of effective medical office functions. Students will expand their understanding of the responsibilities required for a safe and effective patient support system and will apply their knowledge by developing sample documents needed in the practice setting.

## Course Objectives

- Investigate the roles and responsibilities for a variety of medical office management positions
- Demonstrate characteristics that will foster positive team relationships
- Implement expanded knowledge of operational office tasks and other applicable management topics
- Analyze quality, risk, and compliance components of the medical office
- Model managerial concepts by developing example documents for compliance in the healthcare setting

Credit Hours: 3

Prerequisites: None

## Testing

This is a proctored course. Distance Education Accrediting Commission (DEAC) requires validation “that the student who takes the examination is the same person who enrolled in the program and that the examination results will reflect the student’s own knowledge and competence in accordance with stated learning outcomes.” (Retrieved August 24, 2018, from the [2018 DEAC Accreditation Handbook, page 80 \(PDF\)](#)). The University of Arkansas Grantham (UAG) utilizes the services of ProctorU to meet this requirement.

## Proctored Exam Information

This course includes a proctored exam. You may register for and schedule your exam at any time after the course start date. [Register to take your exam](#).

To take the proctored exam you must:

- Have a webcam
- Provide a valid picture i.d. to the proctor before the exam starts
- Use a computer that will allow a live proctor from ProctorU (a third party) to temporarily take control of your computer
- Test must be scheduled at least 72 hours prior to the time you plan on completing the exam or there will be a \$5 fee paid directly to ProctorU (credit card or debit card only)
- Take the exam in a room with no other people, distractions, or interferences
- Review these three links: [ProctorU – Getting Started \(PDF\)](#), [ProctorU – How it Works \(PDF\)](#), [Exam Rules](#)

**Note: If you do not attempt the Proctored Exam,** you will be unable to access assignments and exams for all weeks following the Proctored Exam, essentially resulting in a failing grade for the course. In order to unlock assignments and exams in future weeks, schedule and complete your Proctored Exam in a timely manner.

## Course Schedule

Course Week	Weekly Content
Week 1: Healthcare & Management Foundations	<ul style="list-style-type: none"> <li>• Read: Chapters 1 &amp; 2</li> <li>• Read: Important Delegation Skills for Workplace Stress</li> <li>• Review Lectures:               <ul style="list-style-type: none"> <li>○ Welcome to Introduction to Healthcare Management</li> <li>○ The Challenge of Healthcare Delivery</li> <li>○ Empathy</li> <li>○ Final Project</li> </ul> </li> <li>• Review Slideshows: Chapters 1 &amp; 2</li> <li>• Watch:               <ul style="list-style-type: none"> <li>○ Empathy: The Human Connection to Patient Care</li> <li>○ Patient Empathy: It Starts with You</li> <li>○ Theory X &amp; Theory Y</li> </ul> </li> <li>• Discussions:               <ul style="list-style-type: none"> <li>○ Valuing Empathy</li> <li>○ Theory X vs. Theory Y</li> </ul> </li> <li>• Assignments:               <ul style="list-style-type: none"> <li>○ Delegation</li> <li>○ Staff Meeting Agenda</li> </ul> </li> </ul>
Week 2: Managing Personnel & Policies – Part 1	<ul style="list-style-type: none"> <li>• Read: Chapters 8 &amp; 10 and Appendix B</li> <li>• Read:               <ul style="list-style-type: none"> <li>○ Following Policies and Procedures and Why It's Important</li> <li>○ How to Write a Good Job Description</li> </ul> </li> <li>• Review Lectures:               <ul style="list-style-type: none"> <li>○ Who Me? A Manager?</li> <li>○ Policy &amp; Procedure</li> </ul> </li> <li>• Review Slideshows: Chapters 8 &amp; 10</li> <li>• Watch: How to Write a Mission Statement</li> <li>• Discussions:               <ul style="list-style-type: none"> <li>○ Job Descriptions</li> <li>○ Mission Statement</li> </ul> </li> <li>• Assignments:               <ul style="list-style-type: none"> <li>○ Developing Your Managerial Self</li> <li>○ Cover Page</li> </ul> </li> </ul>

<b>Course Week</b>	<b>Weekly Content</b>
<p>Week 3: Managing Personnel &amp; Policies – Part 2</p>	<ul style="list-style-type: none"> <li>• Read: <ul style="list-style-type: none"> <li>○ How to Hire the Best Candidate (Not Just the Best Interviewer)</li> <li>○ Interview Questions</li> <li>○ HR’s Guide to Performance Review Questions</li> <li>○ Best Practices and Key Ideas</li> <li>○ How to Retain Employees in Healthcare</li> <li>○ Teamwork</li> </ul> </li> <li>• Review Lectures: <ul style="list-style-type: none"> <li>○ Respect</li> <li>○ Picking Your Team</li> <li>○ Go Team</li> </ul> </li> <li>• Watch: <ul style="list-style-type: none"> <li>○ How to Conduct an Interview</li> <li>○ Overcome Staff Retention Challenges in Healthcare</li> <li>○ Onboarding</li> </ul> </li> <li>• Discussions: <ul style="list-style-type: none"> <li>○ Finding and Hiring the Best Candidate</li> <li>○ Staff Retention</li> </ul> </li> <li>• Assignments: <ul style="list-style-type: none"> <li>○ Staff Evaluation</li> <li>○ Policy 1</li> </ul> </li> </ul>
<p>Week 4: Managing Communications &amp; Relationships</p>	<ul style="list-style-type: none"> <li>• Read: Chapters 3 &amp; 4</li> <li>• Read: Effects of Ineffective Communication in Medical Offices</li> <li>• Review Lectures: <ul style="list-style-type: none"> <li>○ How’s Your Relationship?</li> <li>○ Welcome Home</li> </ul> </li> <li>• Review Slideshows: Chapters 3 &amp; 4</li> <li>• Watch: <ul style="list-style-type: none"> <li>○ Communication Barriers</li> <li>○ Communicating with Older Adults</li> <li>○ Improving Patient Care Through Relationships</li> <li>○ Relationship-based Care</li> <li>○ Poor Teamwork in the Medical Office</li> <li>○ Good Team Work in Office-Based Care</li> <li>○ Situation Monitoring</li> <li>○ Mutual Support</li> <li>○ Customer Service – If Restaurants Behaved Like Healthcare</li> </ul> </li> <li>• Discussions: <ul style="list-style-type: none"> <li>○ Harassment in the Medical Office</li> <li>○ Collaborative Communication</li> </ul> </li> <li>• Assignments: <ul style="list-style-type: none"> <li>○ Designing an Office Reception Space</li> </ul> </li> </ul>

<b>Course Week</b>	<b>Weekly Content</b>
	<ul style="list-style-type: none"> <li>○ Procedure 1</li> </ul>
<p>Week 5: Managing Operations &amp; Medical Records</p>	<ul style="list-style-type: none"> <li>● Read: Chapters 5 &amp; 6</li> <li>● Read: The Importance of Trust in Healthcare</li> <li>● Review Lectures: <ul style="list-style-type: none"> <li>○ Operations Foundations</li> <li>○ Problem Patients or Patients with Problems?</li> <li>○ In Healthcare We Trust, Don't We?</li> </ul> </li> <li>● Review Slideshows: Chapters 5 &amp; 6</li> <li>● Watch: Difficult Patient – Angry About Office Wait</li> <li>● Discussions: <ul style="list-style-type: none"> <li>○ Scheduling</li> <li>○ Medical Records and Malpractice</li> </ul> </li> <li>● Assignments: <ul style="list-style-type: none"> <li>○ Patient Health Portals</li> <li>○ Policy 2</li> </ul> </li> </ul>
<p>Week 6: Managing Revenue &amp; Health Insurance</p>	<ul style="list-style-type: none"> <li>● Read: Chapters 12, 13 &amp; 14</li> <li>● Review Lecture: Healthcare Means Business</li> <li>● Review Slideshows: Chapters 12, 13 &amp; 14</li> <li>● Watch: <ul style="list-style-type: none"> <li>○ Health Insurance Types 2020: The 4 Types of Healthcare</li> <li>○ Why Are Medical Bills in the US So Expensive?</li> </ul> </li> <li>● Discussions: <ul style="list-style-type: none"> <li>○ Medicare and Medicaid</li> <li>○ Workers' Compensation</li> </ul> </li> <li>● Assignments: <ul style="list-style-type: none"> <li>○ Budgeting</li> <li>○ Procedure 2</li> </ul> </li> </ul>

<b>Course Week</b>	<b>Weekly Content</b>
<p>Week 7: Managing Quality &amp; Risk</p>	<ul style="list-style-type: none"> <li>• Read: Chapters 10 &amp; 16</li> <li>• Review Lectures: <ul style="list-style-type: none"> <li>○ Risky Business</li> <li>○ Scared Safe</li> <li>○ Sowing Integrity</li> </ul> </li> <li>• Review Slideshows: Chapters 10 &amp; 16</li> <li>• Watch: <ul style="list-style-type: none"> <li>○ We Make Mistakes in healthcare</li> <li>○ Quality Improvement in Healthcare</li> <li>○ Healthcare Cyber Attacks: The 5 Biggest Breaches</li> <li>○ Why is the state of medical IoT so scary?</li> <li>○ Simplifying Humility and Integrity</li> </ul> </li> <li>• Discussions: <ul style="list-style-type: none"> <li>○ Safety Culture in Ambulatory Settings</li> <li>○ IoMT</li> </ul> </li> <li>• Assignments: <ul style="list-style-type: none"> <li>○ 2020 Ambulatory Healthcare National Patient Safety Goals</li> <li>○ Orientation 1</li> </ul> </li> </ul>
<p>Week 8: Managing Records &amp; Ethical Issues</p>	<ul style="list-style-type: none"> <li>• Read: Chapter 9</li> <li>• Read: OSHA Employee Safety Precautions for the Medical Office</li> <li>• Review Lectures: <ul style="list-style-type: none"> <li>○ Rules and Tools</li> <li>○ Hate Hurts</li> </ul> </li> <li>• Review Slideshow: Chapter 9</li> <li>• Watch: <ul style="list-style-type: none"> <li>○ Your Rights Under HIPAA + HIPAA Security Rule + Privacy Practices</li> <li>○ HIPAA Training: What is Required for HIPAA Compliance?</li> <li>○ Understanding bullying and sexual harassment</li> <li>○ Laws and Improving Healthcare Quality</li> <li>○ A Pivotal Moment in U.S. Healthcare</li> </ul> </li> <li>• Discussions: <ul style="list-style-type: none"> <li>○ Non-Discrimination in Healthcare</li> <li>○ End of Course Survey</li> </ul> </li> <li>• Assignment: Employee Manual Assembly</li> </ul>

## Grading Policy

Grading Category	Grade Weight
Discussions	37%
Assignments	50%
Final Project	10%
Proctored Exam	3%

## Estimated Student Workload

The following table outlines the academic effort required by students to become successful in this course. While the times in the table are hourly approximations, it is presented to help students with their time management. Please note, depending on the student's background knowledge and experience of the course subject, and an individual student's academic capabilities, these times will vary.

Course Week	Activity and Time Required
Week 1	<ul style="list-style-type: none"> <li>• Reading/Watching: 4.4</li> <li>• Discussion: 5.0</li> <li>• Homework: 4.0</li> <li>• Total Time Estimated: 13.4</li> </ul>
Week 2	<ul style="list-style-type: none"> <li>• Reading/Watching: 4.0</li> <li>• Discussion: 5.0</li> <li>• Homework: 3.0</li> <li>• Total Time Estimated: 12.0</li> </ul>
Week 3	<ul style="list-style-type: none"> <li>• Reading/Watching: 3.2</li> <li>• Discussion: 5.0</li> <li>• Homework: 8.0</li> <li>• Total Time Estimated: 16.2</li> </ul>
Week 4	<ul style="list-style-type: none"> <li>• Reading/Watching: 5.1</li> <li>• Discussion: 5.0</li> <li>• Homework: 12.3</li> <li>• Total Time Estimated: 22.4</li> </ul>
Week 5	<ul style="list-style-type: none"> <li>• Reading/Watching: 4.1</li> <li>• Discussion: 5.0</li> <li>• Homework: 8.0</li> <li>• Total Time Estimated: 17.1</li> </ul>
Week 6	<ul style="list-style-type: none"> <li>• Reading/Watching: 6.4</li> <li>• Discussion: 5.0</li> <li>• Homework: 11.0</li> <li>• Total Time Estimated: 22.4</li> </ul>
Week 7	<ul style="list-style-type: none"> <li>• Reading/Watching: 2.8</li> <li>• Discussion: 5.0</li> <li>• Homework: 8.0</li> <li>• Total Time Estimated: 15.8</li> </ul>

<b>Course Week</b>	<b>Activity and Time Required</b>
Week 8	<ul style="list-style-type: none"><li>• Reading/Watching: 2.5</li><li>• Discussion: 2.5</li><li>• Homework: 2.0</li><li>• Total Time Estimated: 7.0</li></ul>