Course Title: Strategic Health Management and Planning
Course Prefix/Number: HSA 4140
Credit Hours: 3
Instructor: Will Baldwin, MPH
Email: baldwin.will@spcollege.edu
Phone: Please email within MyCourses for phone appointment (I do not want to miss you)
Office Location: Health Education Center, 205E
Office/Virtual Hours: 1-3pm Mondays/Wednesdays or by appointment
Instructor Web Page: https://web.spcollege.edu/instructors/id/baldwin.will

Program Administration
Dean, College of Health Sciences: Deanna Stentiford, Ed.S., RDH
Administrative Services Specialist: Sandy Malkin
Administrative Services Specialist Phone: 727-341-3771
Office Location: HEC 179

Important Course Dates:
- Last day to drop with a full refund: August 23, 2019
- Last day to withdraw with a “W”: September 19, 2019

Students are responsible for all information in the course syllabus. Please print and save this syllabus for reference for this course and the final Capstone Experience.

Required Textbooks:

Required Materials (Required for all Students in This Course)

Attendance: Participation/attendance is determined by actively participating in graded discussion forums and completing course assignments each week. Simply logging in does not constitute attendance. Attendance is recorded after Week 1 and Week 2; failure to actively participate and submit graded assignments for Module 1 and/or Module 2 may result in an administrative drop (“W”) for lack of attendance. Attendance is also recorded at the 60% mark (immediately after the last date to withdraw with a “W”); minimal or inconsistent participation
and submission of assignments prior to 60% mark of any course may result in an administrative withdrawal ("WF"). Note that self-withdrawal prior to the 60% mark results in a “W”. Students should monitor their grades in the course weekly (please see important course dates above).

**Holidays:** Holidays that occur during the course do not impact assignment due dates (See Course Snapshot); please plan ahead.

**Course Time Commitment:** This course is organized into 8 weekly Modules. Expect to spend 8-12 hours of time per week for each course. This course is not self-paced, the course snapshot details important dates for each module/week, including the shortened Module 8 time frame.

**Assignments/Discussion Postings:** A variety of assignments, activities and/or discussion postings are due each week. All first original discussion postings are due before 11:59 p.m. Thursday, EST. All discussion replies and assignments are due before 11:59 p.m. Sunday, EST (unless otherwise specified on the course snapshot). Starting your discussion replies on Sunday is not sufficient engagement in class discussions and will be graded accordingly.

**Contacting the Instructor:** The best way to contact me is via email within this course. If MyCourses is unavailable, please contact me using your @live.spcollege.edu. You may expect a response from me within 24-48 hours. Please do not send emails from your personal email accounts (Yahoo, Gmail, etc.) as they will be filtered to SPAM.

**Course Description:** Prerequisite: HSA 3104 with a grade of C and admission to the Health Services Administration Program. This course will focus on past and present interventions that affect supply and demand for health care at community, state, regional, and national levels. Health planning and regulatory entities will be presented. Strategic management and program planning in the context of current economic and market conditions will be discussed and students will formulate practical implications based on current literature. 47 contact hours or equivalent.

**Major Learning Outcomes:**

1. The student will demonstrate an understanding of strategic management and planning and the role that it plays in health care by:
   a. recognizing the importance of strategic management and planning in health care.
   b. analyzing problems that limit the effectiveness of strategic management and planning in health care and how to avoid these problems.
   c. analyzing the historical impact on strategic management and planning in health care.
   d. formulating a successful strategic plan by using critical steps.

2. The student will demonstrate an understanding of the core values for strategic planning in a health care organization by:
a. analyzing the health care environment and planning for the future based on this data.

b. creating mission, vision, strategy and value statements for a health care organization.

c. defining critical strategic issues and explaining how to resolve them.

3. The student will demonstrate an understanding of the principles, processes and outcomes of strategic planning in health care organizations by:

a. identifying the role of communication in the implementation of the strategic plan.

b. enumerating the benefits of strategic planning and management.

c. developing an annual strategic plan update to include objective projections.

4. The student will apply critical thinking skills in determining that the strategic planning team is a management tool in healthcare.

a. identifying the effective use of planning teams in the strategic planning process.

b. discussing the implementation of strategic management concepts in health care to create an ongoing organizational process.

5. The student will develop skills to use strategic management and planning in the health care setting by:

a. deriving a strategic plan for a health care organization.

b. comparing different processes to encourage strategic thinking in health care.

c. designing methods to create a more continuous, (iterative) strategic planning model in health care.

d. predicting the changing role of strategic planners and facilitators.

Criteria Performance Standard:
Upon successful completion of this course the student will, with a minimum of 70% accuracy, demonstrate mastery of each of the above stated objectives through classroom measures developed by individual course instructors.

Academic Integrity: All course work is expected to be the student’s OWN work. Cheating and plagiarism will not be tolerated. Please remember that plagiarism also includes paraphrasing another’s work without proper credit (citations). This includes “cutting and pasting” from Internet sources and the use of photos, figures, tables or clip art not classified as free
ware. Please see SPC’s Academic Honesty page, to learn more about how to avoid plagiarism: http://www.spccollege.edu/academichonesty

**Resubmission of Work:** Previously submitted course work may not be resubmitted for another class (self-plagiarism). Turning in any work that has been previously created and submitted (graded or not) in any course is self-plagiarism which is a violation of the SPC Academic Honesty Policy. All plagiarism is reported to the Associate Provost and may result in academic discipline.

**HSA Policy Regarding Quoted Material:** Rather than using quoted material, students are expected to paraphrase information in their own words to communicate facts as well as knowledge, thoughts, reactions, and reflections. Students will not receive a grade for quoted and/or cut and pasted material.

**HSA Late Policy:**
- **Late Assignments** (Modules 1-6) (i.e.: Papers, PowerPoints, Projects, Worksheets, etc.). Assignments submitted within 24 hours of due date - worth 50% of their graded value (grade achieved, minus 50%). No credit is given beyond 24 hours of due date.

- **Late policy for Quizzes and Discussion Forums:** Quizzes may not be made up. Discussion postings may not be made up; posts made after the 11:59 p.m. EST Sunday deadline will not receive credit.

- **Late course work from Module 7 and Module 8 will NOT be accepted.**

**Course Grading:**

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<thead>
<tr>
<th>Letter Grade</th>
<th>Points Range</th>
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<tbody>
<tr>
<td>A</td>
<td>258 - 286</td>
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<tr>
<td>B</td>
<td>229 - 257</td>
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<tr>
<td>C</td>
<td>201 - 228</td>
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<tr>
<td>D</td>
<td>172 - 200</td>
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<tr>
<td>F</td>
<td>&lt; 171</td>
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**Expectations of Professionalism:** In order to prepare you for a leadership role in a professional environment we maintain high expectations on all student work and course interactions. Faculty and students are responsible for maintaining a positive learning environment. Students are expected to conduct themselves in a professional manner at all times. Professional expectations include: following all assignment instructions and writing guidelines, submitting completed assignments in a timely manner, respectful communication with instructor and peers, maintaining Academic Integrity and Honesty, taking responsibility for your learning, and applying instructor feedback.

**Student Survey of Instruction (SSI):** The survey is administered each semester, and is designed to improve the quality of instruction. All student responses are confidential and anonymous.
Internet Caution: HSA courses require use of the Internet. Please note that other Internet users may be able to access students’ works whether the access is secured or unsecured. The College cannot protect against this or assure privacy.

Learning Resources: Learning Resources are available to all students either in person or online, at no cost. At the HSA Program home campus, the Health Education Center (HEC), students may contact the NIP Center at 727-341-3724. Please provide the name of your instructor, the course and specific assignment instructions. Have your assignment completed and ready for the learning resource specialist by Thursday at 5PM of the week in which the assignment is due. It is not the responsibility of the learning resource specialists to correct the students’ work, but rather, to help improve the students’ writing skills and critical thinking abilities. Instructors may refer students to Learning Resources by providing the HEC Library/Writing Help Referral Form to the student. The student will need to bring the assignment, assignment instructions and the Library/Writing Help Referral Form. Once you have received assistance please have the tutor email the instructor. The current learning resource specialists for the HSA program are:

- Suraj Wagh: Wagh.Suraj@spcollege.edu
- Lindsay Curry: Curry.Lindsay@spcollege.edu

Computer Issues: If you experience problems accessing the course or course materials online, posting assignments or any other hardware or software issues, please contact the Technical Support Desk at 727-341-4357 or email onlinehelp@spcollege.edu available daily from 7:00 a.m. to midnight. It is your responsibility to contact your instructor immediately should a problem arise. Computer issues will not extend the due date for course work.

Online Library: To logon to the Online Library through the SPC homepage (https://go.spcollege.edu/Libraries/), use your Student ID number and the last 4 numbers of your Social Security Number.

- For library help you may contact the Health Education Center library for assistance.
  - Joshua Brown, brown.josh@spcollege.edu, (727) 341-3657
  - Shilo Smith, Smith.Shilo@spcollege.edu, (727) 341-3673

Accommodations: This course is designed to be accessible and usable by everyone. Be sure to let the instructor know immediately if you encounter a required element or resource in the course that is not accessible to you.

Accessibility Services: St. Petersburg College recognizes the importance of equal access for all students. Accessibility Services is the campus office that works with students who have disabilities to provide and/or arrange reasonable accommodations. Instructors may not grant accommodations without proper notification from this Office. Due to the nature of all health programs, including the Veterinary Technology Program, accommodations requested for labs and/or a clinical will be determined by a committee that includes the HEC Accessibility Coordinator, Academic Chair, Dean, and other professionals deemed appropriate and on a case-by-case bases. These requests must be made prior to the semester starting or the in the first few
weeks. Students registered with Accessibility Services are encouraged to contact their instructors early in the semester. Students who have, or think they may have, a disability (e.g. learning disability, ADD/ADHD, psychiatric, medical/orthopedic, vision, and/or hearing), are invited to contact Accessibility Services for a confidential discussion at 727-341-3721 (V/TTY) or at silvers.stefanie@spcollege.edu. Additional information is available at the college-wide Accessibility Services website: http://www.spcollege.edu/accessibility/

Please note: Materials provided via MyCourses are copyrighted and for personal and educational use only during the course.

Instructional Continuity Plan: In the event of a natural disaster that affects the function of the college, this online course will continue as normal.

Other Important Links:

- As a SPC student, it’s vital that you know Titans Care. You can access resources through SPC’s Student Assistance Program (SAP) (https://mycoursesupport.spcollege.edu/student-assistance-program), a collaborative resource for students with mental health or general life issues. SAP provides help and education in suicide prevention, mental health, substance abuse awareness and more. It is SPC’s belief that supporting mental wellness is everyone’s charge, and that one loss as a result of substance abuse, mental illness, or suicide is one too many. If you or a loved one are considering suicide, please call the National Suicide Prevention Lifeline at 1-800-273-8255.

- Please see your MyCourses homepage (http://mycourses.spcollege.edu) to access important college resources/links.

- For tips on how to be a successful student visit: https://go.spcollege.edu/Addendum/
<table>
<thead>
<tr>
<th>Module Topic</th>
<th>Discussion Posting Forums (points)</th>
<th>Assignments (points)/Readings</th>
</tr>
</thead>
</table>
| Module 1                         | Strategic Planning (5)             | 1. Review Syllabus, Snapshot, and Course Materials  
2. See Assignment Readings in MyCourses (Course Content Link).  
3. Begin Here Quiz (10)  
4. Turn It In Quiz (1)  
5. Strategic Planning Assignment (20)  
6. Module 1 Quiz (10)  
7. Group Project: Team members assigned to groups – see Module 6 Group Project SWOT Analysis for more information |
| Module 2                         | Critical Issues Facing Health Care Organizations (5)  
Creative Data Gathering (5) | 1. See Assignment Readings in MyCourses (Course Content Link).  
2. View Video: Strategic Planning: SWOT and TOWS Analysis  
3. Strategic Planning Assignment (20) |
| Module 3                         | Goals, Mission and Values (5)      | 1. See Assignment Readings in MyCourses (Course Content Link).  
2. Strategic Planning Assignment (20) |
| Module 4                         | Broad Involvement of Internal Constituents (5)  
Goals versus Objectives (5)    | 1. See Assignment Readings in MyCourses (Course Content Link).  
2. Strategic Planning Assignment (20) |
| Module 5                         | Transitioning to Implementation (5) | 1. See Assignment Readings in MyCourses (Course Content Link).  
2. Module 5 Quiz (10)  
3. Strategic Planning Assignment (20) |
<table>
<thead>
<tr>
<th>Module 6</th>
<th>Facilitator (5)</th>
<th>1. See Assignment Readings in MyCourses (Course Content Link).</th>
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<tbody>
<tr>
<td>September 23, 2019 – September 29, 2019</td>
<td>Benefits from Strategic Planning (5)</td>
<td>2. Module 6 Quiz (20)</td>
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<td>3. Final Group Project Due (30)</td>
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<td>4. Self, Peer Evaluation Form (plus Instructor Evaluation) (20)</td>
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<tr>
<th>Module 7</th>
<th>Failure in Transition from Planning to Implementation (5)</th>
<th>1. See Assignment Readings in MyCourses (Course Content Link).</th>
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</thead>
<tbody>
<tr>
<td>September 30, 2019 – October 6, 2019</td>
<td>Annual Strategic Planning Retreat (5)</td>
<td>2. Strategic Planning Assignment (20)</td>
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<tr>
<td><em>Check Week 8 Closing Dates – Week 8 is Short</em></td>
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<thead>
<tr>
<th>Module 8</th>
<th>Strategic Thinking (5)</th>
<th>1. See Assignment Readings in MyCourses (Course Content Link).</th>
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<tbody>
<tr>
<td>October 7, 2019 – October 9, 2019</td>
<td>Future External Challenge to Health Care Organizations (5)</td>
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<tr>
<td><em>Short Week – Check Closing Dates</em></td>
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| Total Points 286                              | Discussion Forum 65                                                           | Begin Here (10)                                              |
|                                              |                                                                                | Turn It In Quiz (1)                                          |
|                                              |                                                                                | Individual Plan Components 120                              |
|                                              |                                                                                | Quizzes 40                                                   |
|                                              |                                                                                | Group Project 50                                             |

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**Important Course Information:**
- Assignments and discussion replies are due before 11:59 p.m. Sunday, EST (or as stated on Snapshot).
- All first original discussion postings are due before 11:59 p.m. Thursday, EST.