

SYLLABUS: HLTH 6373-04 (Spring 2018)

Course Information

<i>Course</i>	HLTH 6373-04 – Leading Change in Health Care Organizations
<i>Term</i>	Spring 2018
<i>Meeting time</i>	Online
<i>Meeting location</i>	Online
<i>Instructor</i>	Dr. Ray Newman, PhD, MPhil, MBA, CPA, CGMA, FHFMA, FACHE
<i>Telephone</i>	(936) 294-3454
<i>Email address</i>	rgn006@shsu.edu
<i>Office hours</i>	Main Campus: Tuesdays 1 – 4. By appointment only; email for other times or for prompt resolution of issues
<i>Office location</i>	CHSS 432C

Course Description

This course focuses on advanced theoretical concepts and applications in the areas of leadership, organizational development, team building, change management, and the particular challenges involved with leading change in healthcare organizations. The effects of culture on change initiatives will be examined as well as approaches to changing organizational cultures to create more openness to change initiatives will be discussed. Prerequisites: Graduate Standing, Admission to the Program, and HLTH 5373. Credit 3 hours.

RATIONALE: Organizational improvement requires change, which is often resisted by individuals who will be affected by that change. Improvement cannot occur without change. This course provides the student with the background to identify and prioritize opportunities for improvement and to lead the efforts to overcome resistance to change in order to improve processes and outcomes. The student will also learn ways to work with upper administration to help the organization increase its capacity for change.

You will gain the necessary cognitive information through readings, media, discussion, and activities. Discussion Boards may be used to elaborate on health issues, which may include related topics not necessarily embedded in your reading. To get the most from the course, you must keep up with your readings and assignments.

Prerequisites

HLTH 5463

Textbook and/or Resource Material

Launching and Leading Change Initiatives in Health Care Organizations, David A.

Shore, Jossey-Bass, 2014. ISBN 978118099148

Healthcare Kaizen: Engaging Front-Line Staff in Continuous Improvements, Mark Graben and Joseph Schwartz, CRC Press, 2012, ISBN 9781439872963

Building Organizational Capacity for Change: The Strategic Leader's New Mandate, William Judge, Business Expert Press, 2011, ISBN 9781606491249

Additional readings of current literature will be assigned to supplement the text.

Course Objectives

HLTH 6373	<i>Course Objectives</i> <i>By the end of the course, you should be able to:</i>
	1. Propose and prioritize change targets in organizations
	2. Apply change management theory and organizational development practices to effectively lead change initiatives
	3. Monitor and maintain the improvements gained by change processes
	4. Employ the Kaizen and Lean processes and tools in managing change
	5. Promote the increase in an organization's capacity for change

Course Topics, Readings, Assignments and Dates

All assignments are **due prior to midnight on the date shown**. Dates are subject to change by professor with prior notice.

Dates (Week of)	Topic	Assignment and Due Dates
1/17	Syllabus and conduct of course Signed statement re Syllabus (see last page)	Survey 1 Due 1/19 Statement Due 1/23
1/21	<u>Launching and Leading Change Initiatives (Shore)</u> Chapter 1: How Organizations Can Really Change Chapter 2: Criteria for an Initiative's Success	Assignment #1 Due 1/27
1/28	Chapter 3: Planning: Seeds of Success and Failure Chapter 4: Identifying and Creating the Right Initiatives	Assignment #2 Due 2/3
2/4	Chapter 5: Selecting, Prioritizing, and Monitoring Change Initiatives Chapter 6: What You Are Looking For	Assignment #3 Due 2/10
2/11	Chapter 7: Assembling the Individuals for a Change Event Chapter 8: Converting Individuals into a Project Implementation Team Chapter 9: The First Mile and Beyond	Assignment #4 Due 2/17
2/18	<u>Healthcare Kaizen (Graben & Schwartz)</u> Chapter 1: Kaizen and Continuous Improvement Chapter 2: The Roots and Evolution of Kaizen	End of Chapter Questions Assignment #5 Due 2/24 1 st and 3 rd 3 rd and 4 th
2/25	Chapter 3: Types of Kaizen Chapter 4: Moving Toward a Kaizen Culture	Assignment #6 Due 3/3 1 st and 3 rd 1 st and 3 rd
3/4	Chapter 5: Quick and Easy Kaizen Chapter 6: Visual Idea Boards	Assignment #7 Due 3/10 1 st and 4 th 1 st and 2 nd
3/11	Spring recess	
3/18	Chapter 7: Sharing Kaizen Chapter 8: The Art of Kaizen	Assignment #8 Due 3/24 2 nd and 4 th 1 st
3/25	Chapter 9: The Role of Leaders in Kaizen Chapter 10: Organization-Wide Kaizen Programs	Assignment #9 Due 3/31 1 st and 3 rd 2 nd and 4 th
4/1	Chapter 11: Lean Methods of Kaizen Chapter 12: Kaizen at Home	Assignment #10 Due 4/7 1 st and 3 rd 1 st
4/8	<u>Building Organizational Capacity for Change (Judge)</u> Chapter 1: The Strategic Leader's New Mandate Chapter 2: What is Organizational Capacity for Change (OCC)?	
4/15	Chapter 3: OCC 1—Trustworthy Leadership Chapter 4: OCC 2—Trusting Followers Chapter 5: OCC 3—Capable Champions	
4/22	Chapter 6: OCC 4—Involved Midmanagement Chapter 7: OCC 5—Systems Thinking Chapter 8: OCC 6—Communication Systems	

4/29	Chapter 9: OCC 7—Accountable Culture Chapter 10: OCC 8—Innovative Culture Chapter 11: The Big Picture	Assignment #11 Due 5/1 Complete Survey in Appendix A
5/6	SEMESTER PAPER	Assignment #12 Paper Due 5/5

Grading

Discussion Boards (4 x 7.5%)	30%
Kaizen papers (3 x 10%)	30%
Paper	40%

Total 100%

A = 90-100%

B = 80-89%

C = 70-79%

D = 60-69%

F = <60%

EXAMS

There are no specific exams. The format of the course is to apply various concepts of change to an organizational setting in the form of a recommended program and approach to effect change. Instructions on the content of the semester paper will also be shown on Blackboard.

ASSIGNMENTS

You will have the opportunity to relate and describe situations in your healthcare environment to the concepts and materials presented in course materials. Instructions are on Blackboard. Proper grammar is essential to your grade. The assignments (other than the semester paper) account for 30% of your grade. Late submission is allowed with a 10% grade drop per day late, starting at 12:00 AM on the due date.

PAPER

You will select a project for implementation at your organization (or one with which you are familiar) and prepare a comprehensive recommended approach for the organization to approve. It should be presentable to the CEO or other responsible person(s) in the organization. The report will incorporate important and critical concepts of managing change as learned in the course.

This assignment is a semester paper, which encapsulates the concepts and systems discussed throughout the course materials. The purpose of the paper is to apply what you have learned. You will do this by either: (1) selecting a significant project to be implemented in your organization (or one with which you are familiar) or (2) analyzing a project for change that was implemented that you were intimately aware of and involved in.

For the chosen project, and using a Kaizen approach, plan an implementation that you will recommend to the organization for the conduct of successful completion of the change to be effected. While developing the plan, make note of how employees might react to the various efforts in implementing the plan.

The paper should include, at a minimum:

1. A description of what you expect to work well (or did work well, in the case of a completed project), why it worked well, and employees' reactions
2. A description of the challenges expected to be (or were) encountered, an explanation of what may have led to those challenges, and what employees' responses were
3. A description of what steps you will take to improve the next project implementation based upon experiences in the foregoing project

4. ~~The paper will incorporate the professional jargon and terminology read in the texts.~~

The paper is to be no longer than 10 double-spaced pages (approximately 3,000 words) excluding any reference or title pages. Margins should be 1" on all sides, pages numbered, and font no larger than 12.

Please keep in mind up to 50% of the grade may be grammar and proper writing related. Late submission is allowed with a 10% grade drop per day for each day the report is late. The penalty begins at 12 midnight of the due date; meaning, if you submit one minute past midnight of the due date, there is a 10% penalty.

PARTICIPATION

All students are expected to participate in the course. Students are responsible for all work; therefore, you should make arrangements with fellow classmates to obtain missed material.

The professor must be notified as soon as possible if there is an emergency affecting timely submission of an assignment.

NOTE: It is strongly suggested that you do not wait until the deadline to submit assignments, etc. Illness, computer issues, etc. will not be acceptable reasons for missing or late work.

COURSE ASSIGNMENT CRITERIA

For writing assignments, you must use APA 6th edition to cite all sources. In addition, use 12 point font, Times New Roman, and one inch margins. Use double spacing for all writing.

For complete APA rules please refer to the:

American Psychological Association. (2010). Publication manual of the American Psychological Association (6th ed.). Washington, DC: APA Press.

ISBN: 978-1-4338-0561-5.

For a quick online reference you may use the following:

<https://owl.english.purdue.edu/owl/resource/560/05/>

An additional resource is available on Blackboard labeled APA Resource.

Plagiarism and other assignment need-to-knows:

- If an assignment seems unclear, it is *YOUR* responsibility to talk to the instructor early.
- If you desire academic accommodation for a documented disability, please see the section on Americans with Disabilities Act (ADA) ASAP.
- *Plagiarism* simply means using someone else's work or writing without giving credit. If you copy a paragraph, sentence or even phrase from someone else's work, you must place quotes around what you have copied and cite the author. If you borrow an idea from someone else, but don't quote them exactly, you don't need to add the quotes, but you still must cite the author. When citing an author, use either the APA style (Brown, 2014) or the AMA style (superscript number) immediately after the statement. Then, in the Endnotes give the entire reference: 1. Brown, S (2014). *Best article. Journal of Cool Stuff*; 4(2), p.3-7. This is your fair warning: if you borrow without giving credit you will receive zero points for the parts borrowed. If you are working on an assignment that requires all your own work (or an exam), you should not be citing other authors anyway. (See section 5.32, page 2 of 3, of SHSU Academic Policy Statement 810213, Procedures in Cases of Academic Dishonesty, revised 6

—January 16, 2006.)

Sam Houston State University Policies

Attendance and Make-up Policies

The University views class attendance as the responsibility of an individual student. Attendance is essential to complete the course successfully. University rules related to excused and unexcused absences are located on-line at [SHSU Attendance Policy](#)

You will be graded during each one of the course sessions. For these reason, it is imperative you be in class every day we meet.

STUDENT ABSENCES ON RELIGIOUS HOLY DAYS POLICY

Section 51.911(b) of the Texas Education Code requires that an institution of higher education excuse a student from attending classes or other required activities, including examinations, for the observance of a religious holy day, including travel for that purpose. A student whose absence is excused under this subsection may not be penalized for that absence and shall be allowed to take an examination or complete an assignment from which the student is excused within a reasonable time after the absence.

University policy 861001 provides the procedures to be followed by the student and instructor. A student desiring to absent himself/herself from a scheduled class in order to observe (a) religious holy day(s) shall present to each instructor involved a written statement concerning the religious holy day(s). This request must be made in the first fifteen days of the semester or the first seven days of a summer session in which the absence(s) will occur. The instructor will complete a form notifying the student of a reasonable timeframe in which the missed assignments and/or examinations are to be completed.

Other Pertinent Course Information

Every effort will be made to ensure that power point lecture files, notes, articles and assignments are available online in a timely manner. Written assignments will be delivered thru the Blackboard course website. Handouts, changes in assignments or the schedule of class modules will be announced on the Bb course webpage. E-mail contact will be initiated with all students the first week of class. If you do not have access to your assigned SHSU e-mail account, it is your responsibility to make the instructor aware of that fact so that other arrangements may be made. You are expected to use SHSU e-mail address for all official correspondence.

Blackboard (Bb Statement)

Blackboard (Bb): This course will be supported via Blackboard, your online learning community, where you will interact with your classmates and with me. Within the course Blackboard site you will access the learning materials, tutorials, and syllabus; discuss issues; submit assignments; take quizzes; email other students and the instructor; participate in online activities; and display your projects.

In order to access the course material you will need to go to <https://shsu.blackboard.com> or look for Campus Tools on the top of the University's homepage. Please do not contact your instructor with technical problems. If you are having a technical problem with the course, review the support resources at <http://distance.shsu.edu/tech-support/>. You will need to possess the required computing technology to be successful in an online course. Important!!! Save your work as you go along. Nothing is more discouraging than to lose an assignment due to a computer hang ups! You may want to also make hard copies of your work to have "proof" and save yourself time and trouble!

Plagiarism Virtual Course

Plagiarism is the leading form of academic dishonesty that the Department of Population Health has to address. As a student in this department, you are responsible for knowing what plagiarism is and how to avoid it.

End of Course Evaluation

Constructive feedback from students on course evaluations is taken very seriously at the College of Health Sciences. I am asking for your assistance in helping the Department in its assessment of courses and faculty through your participation in the evaluation of your courses. As health professionals you will one day have the responsibility to evaluate colleagues and health initiatives. The College views providing feedback on the Department's courses as part of your professional responsibility.

DPH Mission

The mission of the Department of Population Health is to foster student-centered learning for early and advanced health professionals; to conduct applied, evidence-based research in population health; and to improve health and wellbeing through community engagement at the local and global levels.

Americans with Disabilities Act (ADA)

SHSU adheres to all applicable federal, state, and local laws, regulations, and guidelines with respect to providing reasonable accommodations for students with disabilities. Students with disabilities that may affect adversely their work in this class should register with the SHSU Counseling Center and talk with their University supervisor and classroom mentor teachers about how they can help. All disclosures of disabilities will be kept strictly confidential. NOTE: no accommodation can be made until registration with the Counseling Center is complete.

STUDENTS WITH DISABILITIES POLICY

It is the policy of Sam Houston State University that no otherwise qualified individual with disabilities shall, solely by reason of his/her handicap, be excluded from the participation in, be denied the benefits of, or be subjected to discrimination under any academic or Student Life program or activity. Students with disabilities may request help with academically related problems stemming from individual disabilities from their instructors, school/department chair, or by contacting the Chair of the Committee for Continuing Assistance for Disabled Students and Director of the Counseling Center, Lee Drain Annex, or by calling (936) 294-1720.

Academic Integrity

According to the administration's guidelines: "All students are expected to engage in all academic pursuits in a manner that is above reproach. Students are expected to maintain complete honesty and integrity in the academic experiences both in and out of the classroom. Any student found guilty of dishonesty in any phase of academic work will be subject to disciplinary action. The University and its official representatives may initiate disciplinary proceedings against a student accused of any form academic dishonesty including, but not limited to, cheating on an examination or other academic work which is to be submitted, plagiarism, collusion and the abuse of resource materials."

"Students will refrain from behavior in the classroom that intentionally or unintentionally disrupts the learning process and, thus, impedes the mission of the university. Cellular telephones and pagers must be turned off before class begins. Students are prohibited from eating in class, [chewing gum], using tobacco products, making offensive remarks, reading newspapers, or engaging in any other form of distraction. Inappropriate behavior in the classroom shall result in a directive to leave class. Students who are especially disruptive also may be referred to the Dean of Students for disciplinary action in accordance with the university policy."

The full policy for "Code of Student Conduct and Discipline" is found at the following link:
<https://www.shsu.edu/students/guide/dean/codeofconduct.html>

FERPA

The Federal Education Rights & Privacy Act requires that we advise students that by registering for this course, their SHSU assigned e-mail address will be revealed to classmates and the instructor. By continuing your enrollment in the course you acknowledge your understanding of this policy. By enrolling in this course you agree to the following statement: "I understand that as a result of registering for this course, my SHSU/Blackboard assigned e-mail address will be revealed to classmates and the instructor."

Equal Opportunity Statement

Sam Houston State University is an Equal Opportunity / Affirmative Action Institution.

DISCLAIMER

This syllabus is representative of materials that will be covered in this class; it is not a contract between the student and the institution. It is subject to change. These changes will be communicated via email or posted as announcements. If you have any problems related to this course, please feel free to discuss them with the instructor.

Title IX

"No person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance."

Title IX of the Education Amendments of 1972 is a federal law that prohibits sex discrimination in education.

NOTICE OF NON-DISCRIMINATION

Sam Houston State University complies with Title IX of the Higher Education Amendments of 1972 (Title IX), which prohibits discrimination on the basis of sex in educational programs or activities; Title VII of the Civil Rights Act of 1964 (Title VII), which prohibits sex discrimination in employment; and the Campus Sexual Violence Elimination Act. Sexual misconduct, as defined in the University's Sexual Misconduct Policy, constitutes a form of sex discrimination prohibited by Title IX and Title VII.

TITLE IX CONTACTS

Sex discrimination includes sexual harassment and sexual assault. While it is often thought of as a law that applies to athletics programs, Title IX is much broader than Athletics and applies to many programs at Sam Houston State University. While compliance with the law is everyone's responsibility at SHSU, below is a list of staff members that have primary responsibility for Title IX Compliance.

Title IX Coordinator--Jeanine Bias
Associate Dean of Students --Lowman Student Center, Suite 215
936-294-3026 or jbias@shsu.edu

I, _____, have read the syllabus for HLTH 6373-04 and
(print name)
agree to abide by the policies contained therein.

Signature

Date

N.B. This statement must be signed and posted to the Blackboard course tab ("ACTION ITEM DUE NOW") **no later than Tuesday 23 January 2018**. There are no points awarded for submitting this statement; however, failure to respond in time will result in a 5-point penalty and may affect such things as financial aid.