

**APPLICATION FOR CHANGE IN EXISTING COURSE: MAJOR and MINOR**

1. Submitted by the College of Public Health Date: 06/30/09

Department/Division offering course: Health Services Management

2. What type of change is being proposed?  Major  Minor\*

\*See the description at the end of this form regarding what constitutes a minor change. Minor changes are sent directly from the dean of the college to the Chair of the Senate Council. If the Senate Council chair deems the change not to be minor, the form will be sent to the appropriate Council for normal processing and an email notification will be sent to the contact person.

3. Current Distance Learning (DL) status:  N/A  Already approved for DL<sup>†</sup>  Please Add  Please Drop  
If ADDING, check one of the methods below that reflects how the majority of the course content will be delivered.

Internet/Web-based  Interactive Video  Extended Campus

<sup>†</sup>If already approved for DL, a new Distance Learning Form must be submitted with this form unless the department affirms (by checking this box)  that the proposed course changes will not affect DL delivery.

**PROPOSED CHANGES**

Please complete all "Current" fields.

Fill out the "Proposed" field only for items being changed. Enter N/A if not changing.

Circle the number for each item(s) being changed. For example: (6)

4. Current prefix & number: HA 602 Proposed prefix & number: HA 602

5. Current Title Organizational change and strategic planning

Proposed Title<sup>†</sup> Strategic planning for health organizations

<sup>†</sup>If title is longer than 24 characters, offer a sensible title of 24 characters or less: Strategic planning

6. Current number of credit hours: 3 Proposed number of credit hours: 3

7. Currently, is this course repeatable? YES  NO  If YES, current maximum credit hours: \_\_\_\_\_

Proposed to be repeatable? YES  NO  If YES, proposed maximum credit hours: \_\_\_\_\_

8. Current grading system:  Letter (A, B, C, etc.)  Pass/Fail

Proposed grading system:  Letter (A, B, C, etc.)  Pass/Fail

9. Courses must be described by at least one of the categories below. Include number of actual contact hours per week for each category.

Current:

CLINICAL  COLLOQUIUM  DISCUSSION  LABORATORY  3 LECTURE  
 INDEPEND. STUDY  PRACTICUM  RECITATION  RESEARCH  RESIDENCY  
 SEMINAR  STUDIO  OTHER - Please explain: \_\_\_\_\_

Proposed:

CLINICAL  COLLOQUIUM  DISCUSSION  LABORATORY  3 LECTURE  
 INDEPEND. STUDY  PRACTICUM  RECITATION  RESEARCH  RESIDENCY  
 SEMINAR  STUDIO  OTHER - Please explain: \_\_\_\_\_

10. Requested effective date (term/year): Fall / 2009



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19. Is this course currently included in the University Studies Program?  Yes  No

20.  Check box if changed to 400G or 500. If changed to 400G- or 500-level, you must include a syllabus showing differentiation for undergraduate and graduate students by (i) requiring additional assignments by the graduate students; and/or (ii) the establishment of different grading criteria in the course for graduate students. (See SR 3.1.4)

21. Within the department, who should be contacted for further information on the proposed course change?

Name: Julia F. Costich Phone: 7-6712 Email: julia.costich@uky.edu

22. Signatures to report approvals:

5/27/09  
DATE of Approval by  
Department Faculty

JULIA F. COSTICH / Julia F. Costich  
printed name Reported by Department Chair signature

5/29/09  
DATE of Approval by College  
Faculty

Stephen Wyatt / Wyatt  
printed name Reported by College Dean signature

\*DATE of Approval by  
Undergraduate Council

/  
printed name Reported by Undergraduate Council Chair signature

\*DATE of Approval by Graduate  
Council

/  
printed name Reported by Graduate Council Chair signature

\*DATE of Approval by Health  
Care Colleges Council (HCCC)

/  
printed name Reported by Health Care Colleges Council Chair signature

\*DATE of Approval by Senate  
Council

/  
Reported by Office of the Senate Council

\*DATE of Approval by the  
University Senate

/  
Reported by the Office of the Senate Council

\*If applicable, as provided by the *University Senate Rules*. (<http://www.uky.edu/USC/New/RulesandRegulationsMain.htm>)

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Excerpt from *University Senate Rules*:

SR 3.3.0.G.2: **Definition.** A request may be considered a minor change if it meets one of the following criteria:

- a. change in number within the same hundred series;
- b. editorial change in the course title or description which does not imply change in content or emphasis;
- c. a change in prerequisite(s) which does not imply change in content or emphasis, or which is made necessary by the elimination or significant alteration of the prerequisite(s);
- d. a cross-listing of a course under conditions set forth in SR 3.3.0.E;
- e. correction of typographical errors.

Organizational Change and Strategic Planning in Health Care  
Health Administration 602  
Fall 2007 Wednesdays 6:00 – 8:30 PM

<b>Professor:</b>	Sarah Wackerbarth, Ph.D.	<b>Office:</b>	435 Patterson Office Tower
<b>Phone:</b>	257-5145	<b>E-Mail:</b>	sbwack0@uky.edu
<b>Fax:</b>	323-1937	<b>Office Hours:</b>	Mon & Wed 3:30–4:30pm or by appt.

### Required Texts

- Joiner Associates. (1995). *The Team Memory Jogger: A Pocket Guide for Team Members*. Joiner/Oriel Inc; Spiral edition. ISBN: 1884731104
- Michael Brassard. (1994). *The Memory Jogger II. Goal/QPC*. ISBN: 1879364441
- Rebecca Staton-Reinstein. (2003). *Success Planning: A 'How-To' Guide for Strategic Planning*. Tobsus Press. ISBN: 0972624503
- Vince Pelote & Lynne Route (Eds.) (2007). *Masterpieces in Health Care Leadership: Cases and Analysis for Best Practice*. Jones and Bartlett Publishers. ISBN: 0763738808.
- Robert Chalice. (2007). *Improving Healthcare Using Toyota Lean Production Methods: 46 Steps for Improvement, Second Edition*. ASQ Quality Press. ISBN: 0873897137

### Other Resources

- Donald M. Berwick, A. Blanton Godfrey, Jane Roessner. (2002). *Curing Health Care: New Strategies for Quality Improvement*. Jossey-Bass; 1st edition. ISBN: 0787964522
- John P. Kotter, Dan S. Cohen. (2002). *The Heart of Change: Real-Life Stories of How People Change Their Organizations* Harvard Business School Press; 1st edition. ISBN: 1578512549

### Course Description

This course is designed to focus on the future needs of the health care organization as contrasted to day-to-day operational management. Strategies for the design and implementation of organizational change including techniques of process improvement will be addressed. The course has been designed to generate discussion and active learning.

### Course Objectives

The student will be able to:

#### Organizational Change

1. Articulate mistakes that lead to an organization's failure
2. Describe concepts and stages of change models
3. Identify and explain the economic and social forces driving the need for change in organizations
4. Distinguish the difference between management and leadership
5. Discuss how to establish a tension for change and overcome complacency
6. Recommend the strategy for creating a guiding coalition overcoming the barriers and pitfalls
7. Appreciate the essential value of creating a vision and list the characteristics of a successful vision
8. Know the strategies for communicating a vision and strategy within the organization
9. Learn the role of empowerment for achieving broad based action

#### Strategic Planning

10. Learn the value of strategic planning during time of turmoil as vital tool in health care organizations
11. Differentiate and describe several approaches to strategic planning
12. Identify the four stages and elaborate the basic components of each stage
13. Discuss major trends in the health care environment that drive the need for strategic planning

14. Explain the 10 critical steps and the key elements for organizing strategic planning.
15. Analyze a current situation using situational analysis or environmental assessment
16. Use SWOT analysis as a tool for strategic planning.
17. Assess the market place in which the organization operates to identify the competitive advantages
18. Establish benchmarks and targets as part of the process
19. Describe the organization's culture, ethics and values
20. Know the basic planning terminology and definitions
21. Develop a mission statement, vision statement, strategies, goals and objectives, and action plan
22. Identify the organization's core business
23. How to achieve adoption and continuous updating of a plan
24. Apply the skills and knowledge of strategic planning to selected case studies of health care organizations
25. Explain how scenarios are an important component of strategic planning

#### Quality Improvement

26. Describe and construct the charts that are used for different purposes in the various stages of the problem solving process. These charts include Flow Charts, Check Sheets, Pareto Charts, Run Charts, Histograms, Scatter Diagrams, Control Charts, and Process Control
27. Describe and employ techniques that are used for different purposes in the various stages of the problem solving process. These techniques include Nominal Group, Stratification and Force Field Analysis
28. Apply the concepts, chart and techniques to three case studies in health care organizations

#### Healthcare Marketing

29. Understand the importance of building a brand.
30. Identify how a variety of media types, including internet, may be used in marketing.
31. Develop effective satisfaction surveys.
32. Identify competitive advantages.
33. Understand the needs of health care consumers.

#### Policies

- Students are expected to attend all classes and to have read the course material for that class.
- Projects are due at the beginning of the class period. Projects will be accepted up to 1 week after they are due, however, a 10% penalty will be assessed. You must turn in all projects to pass the course.
- Makeup exams will be given only for university defined excused absences. Case-by-case pre-approved exceptions will be given for holidays.
- Cheating, including plagiarism will not be tolerated in this course. Consult the UK student handbook for what constitutes cheating. Serious cheating offenses may result in a failing grade for the course or expulsion from the University. You can find the UK Statement of Student Rights and Responsibilities at <http://www.uky.edu/StudentAffairs/Code/>.
- Final grades will be assigned as follows: 100 – 90.0% = A, 89.9 – 80.0% = B, 79.9 – 70.0% = C, below 69.9% = E.

## Course Requirements

Grades will be calculated as follows:

Change Model Project	15%
Case: Leadership Report (Individual) & Presentation (Group)	5%
Need & Demand Project	5%
Midterm Exam	25%
Case: Improvement Report (Group)	5%
Process Improvement Report & Presentation (Group)	20%
Final Project: Strategic Planning Report	20%
Participation	5%

## Projects and Cases

Reports to address questions listed on case handouts and additional questions assigned during case session. Specifics regarding report and presentation requirements will be provided during case session.

## Midterm Exam

The exam is designed to not only challenge your grasp of the material but also your ability to apply it to real-world problems. The format is most likely a scenario description with several related questions. The scenario will be based on real-life situation and will be designed to provide a “safe test” of your abilities (providing an opportunity to identify your own strengths and weaknesses.) The exam will be graded on clarity, use of concepts, and your ability to tie concepts to the context of the scenario. The answer is expected in essay format. All else being equal – a clear outline (or bullet response) will be graded higher than a rambling response. This exam will be “open-book” (any notes or materials can be used), which means I am not grading your ability to define or recall concepts but rather your ability to apply them to the given scenario.

## Participation

The course has been designed to generate discussion and active learning. To reinforce that aim, a significant portion of the course grade (5%) is allocated to the following:

- Attendance (0%) – Each student is expected to attend each class.
- Contribution to Group Activities (1%)
- Participation in Impromptu Discussions (2%)
- Participation in Planned Activities (2%)

**HA 602 – Fall 2007 Schedule**

Date	Lecture Topics	Read for today	Due today
8/22/07	Introduction Future Trends Driving Health Care Change		
8/29/07	Team Assignments Resistance to Change Change Model I	Change Model handout	
9/5/07	Change Model II Case: Leadership	Pelote & Route	
9/12/07	Strategic Planning Model Planning to Plan Mission Vision Leadership Case Presentations	Staton-Reinstein	Change Model Project Report  Leadership Case Report
9/19/07	Situational Analysis Competitor Analysis Speaker: Benchmarking		
9/26/07	Addressing Uncertainty Action Plans Positioning Speaker: Certificate of Need		
10/3/07	Quality Process Improvement Tools Speaker: Lean Healthcare	Chalice The Memory Jogger II The Team Memory Jogger	Need & Demand Project Report
10/10/07	Midterm Exam Review Speaker: Lean Healthcare		
10/17/07	<b>Midterm Exam</b>		
10/24/07	Assign Process Improvement Project Case: Improvement Improvement Case Presentations	Improvement Case Prep	Improvement Case Presentation
10/31/07	No class meeting – meet at project site		
11/7/07	Work-in-progress presentations		
11/14/07	Process Improvement Presentations		PI Project Report PI Presentation
11/21/07	No Class (Thanksgiving Holiday)		
11/28/07	Evaluation Balanced Score Cards Customer Needs Speaker: Balanced Score Cards		
12/5/07	Future of Healthcare Implementation Marketing Speaker: Marketing		

**Final project (Strategic Planning) due 12/12/07; 6:00 PM**