

Healthcare Strategic Analysis

MBA 680-56-4232

January 9, 2023 – February 12, 2023

Instructor Information

Todd Schmiedeler, EdD

Office: Off Campus

Office hours: One hour prior to each class or by appointment

Phone: 502-777-7107

E-mail: todd.schmiedeler@louisville.edu

Course Information

Course Description

This course is to build upon your existing courses and frameworks to provide the tools necessary for crafting successful strategies for firms operating in the U.S. health sector. As a participant, you will be introduced to the key strategic problems facing the complete set of healthcare organizations and to develop strategic frameworks that can be applied in a variety of settings. This course will explicitly cover recent healthcare changes, including COVID-19 and how those can represent both opportunities and threats for participants in a variety of markets.

Credit Hours: 1.5

Pre-requisites:

Standing in a College of Business MBA program

Student Learning Objectives

After completing this course, you should be able to:

1. identify and frame health care management problems;
2. define and choose among alternative strategies for addressing the identified problems;
3. develop plans for implementing chosen strategies;
4. articulate methods of evaluating implemented strategies;

5. apply leadership and teamwork skills in the multidisciplinary (managerial and clinical) environment of health care; and
6. work effectively in a team to formulate and present an action plan.

Materials

Required Reading

Schulze, Horst, and Dean Merrill. (2019) *Excellence Wins: a No-Nonsense Guide to Becoming the Best in a World of Compromise*. Zondervan.

Studer, Q. (2003). *Hardwiring Excellence: Purpose, Worthwhile Work, Making a Difference*. – Available on Amazon (Kindle or Paperback)

Collins, J. (2001). *Good to great*. Random House Business books

Other Materials

Readings may be posted on Blackboard. Please check weekly.

Taking an Online Class

Class communication is asynchronous, which means that not everyone is participating in the class at the same time. You can access the course any time, day or night, from anywhere that you have an internet connection.

The role of the professor is to be a facilitator, guide, coach, or resource, in order to create an effective learning environment. Your job as the student, is to use that environment to learn – interact with the materials, construct and share information, manage your time effectively, and use that time for critical thinking, reflection and application. You are in control and responsible for your own learning. I am here to support and help you, but it is up to you to ask for help when you need it.

Expectations of outside time required for class: to be successful you should allow 2.5-5.0 hours for reading, research and study time each week.

Technology Expectations

Because this course is held completely online, you will need to have access to a computer and reliable high speed internet. If you do not have access at home, you may be able to use a public library or come to campus to use computers in the library or one of the IT student computer labs. Make sure that you will have access several hours per week.

You must be able to use internet search tools, access Blackboard, use email, and know how to download and upload documents. You must also be able to play videos and have headphones or speakers.

All written assignments should be completed using Microsoft Word. Please use a virus checker on all documents before submitting them.

For your privacy and security, only your official U of L email account will be used for email communication. No information will be sent to personal email accounts. Please check your U of L email daily.

Netiquette

Netiquette is a set of rules for behaving properly online. The following bullet points cover some basics to communicating online:

- Be sensitive to the fact that there will be cultural and linguistic backgrounds, as well as different political and religious beliefs, plus just differences in general.
- Use good taste when composing your responses in Discussion Forums. Swearing and profanity is also part of being sensitive to your classmates and should be avoided. Also consider that slang can be misunderstood or misinterpreted.
- Don't use all capital letters when composing your responses as this is considered "shouting" on the Internet and is regarded as impolite or aggressive. It can also be stressful on the eye when trying to read your message.
- Be respectful of others' views and opinions. Avoid "flaming" (publicly attacking or insulting) them as this can cause hurt feelings and decrease the chances of getting all different types of points of view.
- Be careful when using acronyms. If you use an acronym it is best to spell out its meaning first, then put the acronym in parentheses afterward, for example: Frequently Asked Questions (FAQs). After that you can use the acronym freely throughout your message.
- Use correct grammar and spelling, and avoid using text messaging shortcuts.

Course Format

Each week, you will have a combination of material to read or view as well as assignments. These assignments will require you to be online and interact with your classmates. You may be in a group as well to complete assignments. You will also have assignments outside of class. Both will be used to assess your grade in this course.

Course Organization

Week/ Dates	Reading/Assignment Due	Learning Objectives	Guest Speaker(s)
Week 1 Dates	Reading Due: Good to Great Sign up for Literature Review Topic Complete 2 Class Participation Journals	Class Expectations and Team Designations Principles of Strategy Culture	<ul style="list-style-type: none"> • Dr. Steve Hester Division President and System Chief Medical Officer Norton Healthcare
Week 2 Dates	Reading Due: Excellence Wins Complete 2 Class Participation Journals	Employees and Customers Commitment to Excellence Managing Versus Leading Root Cause Analysis	<ul style="list-style-type: none"> • Steve Rudolf SPHR/JD System Vice President, HR Baptist Health System
Week 3 Dates	Literature Reviews Due Complete 1 Class Participation Journal	Strategic Planning Tools Expansion & Growth Inspiring Action Leading in Crisis	<ul style="list-style-type: none"> • Dr. Lynn Meyer Sr VP/Chief Dev Officer Norton Healthcare • Cort Bush, Vice President, Business Development, QHR Health

Week 4 Dates	Reading Due: Hardwiring Excellence Complete 2 Class Participation Journals	Evidenced Based Leadership Pillar Goals Organizational Development	<ul style="list-style-type: none"> Tawanda Owsley, Chief Marketing and Development Officer, Hosparus Health
Week 5 Dates	Team Presentations Peer Review	Team Presentations	

Course Requirements

Criteria for Determination of Grades

Assignment (Each described in Appendix)	Percentage of Final Grade	Due Date: All due Sunday by midnight on the day below.
Literature Reviews	35%	Week 3
Team Presentation on Designated Topic	35%	Week 4, with Peer review in Week 5
Class Participation	30%	Each week, submit journals or discussions assignments in Blackboard
Total	100%	

Literature Reviews

Write a brief (usually 2-3 paragraphs) literature review on 10 journal articles. Students will find recent journal articles on a designated topic given by the professor. The focus of a literature review is to summarize and synthesize the arguments and ideas of others without adding new contributions. There will be a total of 10 of these literature reviews on a single designated topic – due at the beginning of the 3rd class session. Please send each literature review electronically to my email before the 3rd class.

Team Presentation on Designated Topic

Groups of 2-4 students will be responsible for class presentation on designated topic relating to Strategic Management. Topics and teams will be assigned at the second class. Presentations should be thorough and encourage each member of the team to deliver content. PowerPoint or another presentation software should be utilized and class notes should be provided to instructor and classmates. The goal of the presentation is to “inform”, “teach”, and provide opportunity for class participation on the designated topic.

Presentations should be 20 - 30 mins in length.

Participation

Student participation is mandatory and critical. Participation will be evaluated on class discussion, class assignments, preparation for class topics, and key takeaways from guest speakers.

Grading

Grade	Percent range
A	93-100%
A-	90-92.9%
B+	87-89.9%
B	83-86.9%
B-	80-82.9%
C+	77-79.9%
C	73-76.9%
C-	70-72.9%
F	Less than 70%

Academic Conduct and Late Assignments

There is no extra credit. Late assignments will not be accepted. Assignments are due on the days listed in the syllabus at the beginning of the class period.

Inappropriate classroom behavior may result in the student being withdrawn from the classroom. The student, in such cases, may seek redress under the University Student Academic Grievance Procedures if the student believes the action taken was unfair or abridged the student's rights.

* If you do not understand what constitutes plagiarism please visit the following website that describes plagiarism:

(<http://louisville.edu/dos/policies-and-procedures/code-of-student-rights-and-responsibilities.html>)

Important Dates

Final Drop Date <http://louisville.edu/calendars/academic/undergrad-grad.html>

University Policies

Title IX/Clery Act Notification

Sexual misconduct (including sexual harassment, sexual assault, and any other nonconsensual behavior of a sexual nature) and sex discrimination violate University policies. Students experiencing such behavior may obtain confidential support from the PEACC Program (852-2663), Counseling Center (852-6585), and Campus Health Services

(852-6479). To report sexual misconduct or sex discrimination, contact the Dean of Students (852-5787) or University of Louisville Police (852-6111).

Disclosure to **University faculty or instructors** of sexual misconduct, domestic violence, dating violence, or sex discrimination occurring on campus, in a University-sponsored program, or involving a campus visitor or University student or employee (whether current or former) is **not confidential** under Title IX. Faculty and instructors must forward such reports, including names and circumstances, to the University's Title IX officer.

For more information, see the [Sexual Misconduct Resource Guide](#).

Students with Disabilities

The University of Louisville is committed to providing access to programs and services for qualified students with disabilities. If you are a student with a disability and require accommodation to participate and complete requirements for this class, notify me immediately and contact the Disability Resource Center (Stevenson Hall, 502-852-6938, <http://louisville.edu/disability>) for verification of eligibility and determination of specific accommodations.

Student Conduct & Responsibilities

Integrity is one of the most important characteristics that employers seek in new hires and one that the College of Business strives to foster in all its students. As such, this course will abide by the [College of Business student conduct and responsibilities](#) and the [University of Louisville student conduct and responsibilities](#).

Academic Dishonesty

Academic dishonesty is prohibited at the University of Louisville. It is a serious offense because it diminishes the quality of scholarship, makes accurate evaluation of student progress impossible, and defrauds those in society who must ultimately depend upon the knowledge and integrity of the institution and its students and faculty.

Sometimes circumstances make it tempting to cut corners or take the easy way out. You will always have a better final outcome by missing a deadline or completing less than your best work than by cheating. Plagiarized assignments will earn an automatic F, your final grade may be further adjusted by up to two full letters, and the incident will be reported to the Dean for further disciplinary action.

Statement on Diversity

The University of Louisville strives to foster and sustain an environment of inclusiveness that empowers us all to achieve our highest potential without fear of prejudice or bias.

We commit ourselves to building an exemplary educational community that offers a nurturing and challenging intellectual climate, a respect for the spectrum of human diversity, and a genuine understanding of the many differences - including race, ethnicity, gender, gender identity/expression, sexual orientation, age, socioeconomic status, disability, religion, national origin or military status - that enrich a vibrant metropolitan research university.

We expect every member of our academic family to embrace the underlying values of this vision and to demonstrate a strong commitment to attracting, retaining and supporting students, faculty and staff who reflect the diversity of our larger society.

Religious Holy Days and Observances

Federal law and university policy prohibit discrimination on the basis of religious belief. It is the policy of the University of Louisville to accommodate students, faculty, and staff who observe religious work-restricted holy days.

Students: Students who observe work-restricted religious holy days must be allowed to do so without jeopardizing their academic standing in any course. Faculty are obliged to accommodate students' request(s) for adjustments in

course work on the grounds of religious observance, provided that the student(s) make such request(s) in writing during the first two (2) weeks of term. For more information visit [Work Restricted Holiday Calendar](#).

Deans and department chairs must investigate and resolve student complaints arising from alleged faculty failure to make reasonable accommodations under these guidelines.

Severe Weather

If the University of Louisville is closed due to a holiday, there is no impact on online classes. Coursework will be due according to the schedule.

Support Services

BizComm Coaching

About

The BizComm Coaches can offer a variety of FREE assistance on writing, speaking, and team-based assignments. Specific help ranges from dealing with writers block or speech anxiety, to organizing preliminary ideas, to polishing final drafts or fine-tuning presentation graphics.

Contact Information

Laura Tetreault 502-852-4870

Patrick Danner 502-852-4870

Office: Room 392

Email: bizcomm@louisville.edu

To book an appointment, go to <http://business.louisville.edu/bizcomm/bizcomm-coach/> and click on the “Book Appointment” button.

Library Services

Library services are available for students in distance education-online courses, including off-campus access to online databases and Electronic Course Reserves. The UofL librarians are available to assist you with library services. For more information view the [Library Services for Distance Education and Online Courses](#) page.

Technical Support

If you need technical support with your university account, unlocking your password, accessing wireless, Blackboard or other technical issues, contact the HelpDesk at (502) 852-7997. You can chat with a support expert or submit an email by visiting the [HelpDesk Resources](#) website.

University Writing Center

The University Writing Center is committed to supporting the writing of distance education students. If you are taking a distance education course and cannot make a face-to-face appointment at the Writing Center, you can schedule an online consultation through their Virtual Writing Center. They provide both online live chat sessions and, when that's not possible, they can respond to your draft in writing through an eTutoring session. Learn more at the [Writing Center](#) website.

Syllabus Changes

This syllabus is subject to change. Any changes will be posted on the Announcements page of Blackboard and emailed to students' official UofL email account.