



**Required Text:**

**Required Texts**

1. Gapens, Lou s C<sup>2</sup> & C ca o' IL A PHA
2. I BN  
Gapens, Lou s C<sup>2</sup> &

Dr. n e a address  
Internet access  
D L  
Memory t c k for cross ass n ents

**Recommended Publications:**

Journal of Health Affairs  
Journal of Health care Management  
Journal of Health care Finance  
Health care Executive  
Journal of Health Economics  
Modern Health care  
New England Journal of Medicine  
Applied Health Economics and Health Policy



Group Feasibility Study Service Line Project	100%	
<b>Total</b>	<b>100%</b>	

**References and use of references**

**Scholarly level of references**

**How effective the references are used in the paper**

**Soundness of references**

**APA style in reference list and for citations**

Another references uses are important and are of good scholarly quality. There is a number of

**HLA Competency Model**  
**Adopted MHA Program Course Specific Core Competencies**

**Domain #1: Communication and Relationship Management**

- A Apply principles of communication and demonstrate specific applications
- B Present results of data analysis to decision makers
- C Use factual data to produce and deliver credible and understandable results
- D Facilitate group dynamics' processes' meetings' and discussion
- E Utilize effective interpersonal skills

**Domain #2: Leadership**

- A Explain potential impacts and consequences of decisions taken in situations both internally and externally
- C Gain perspective and buy-in to accept risks and support new business ventures
- D Accurately assess and evaluate strengths and weaknesses

**Domain # 3: Professionalism**

- B Uphold and act upon ethical and professional standards
- C Demonstrate professional norms and behaviors
- D Engage in continued professional development including reflection and self-directed learning

**Domain # 4: Knowledge of the Healthcare Environment**

- A Assess the interrelationships between access' quality' cost' resource allocation' accountability' and community
- B Prepare projects that are credible to government' regulatory' professional and accreditation agencies
- E Analyze and apply funding and payment mechanisms of the health care system

**Domain # 5: Business Skills and Knowledge**

- A Integrate information from various sources to make decisions and recommendations
- B Demonstrate critical thinking' analysis' and problem solving
- C Apply basic financial analysis principles
- D Apply reimbursement principles' ratifications and techniques including rate setting and contracts
- E Apply principles of operation' project and capital budgeting

**Course Requirements/Assessment:**

by Designation  
 Domain #1 'Competency A-Z'  
 Content Domain Level 'Affect' Domain Level 'Add'

**Activity**

**Domain/Competency**

Case study

D, A E, D AD, D B D, D, A  
D A C

Critical Article Analysis

D, AD, D A, D CD, D, A, D B

Feasibility Study Service Line Project Grant

D, A E, D ACD, D B D, D, ABE  
D A E

In Class Problems

D, A E, D CD, D B D, D, A  
D A D

Midterm Exam

D, A, D AD, D B D, D, A, D B E

Graduate Project Analysis

D, A E, D ACD, D B D, D, ABE  
D A E

Elective Finance Cases

D, A CE, D AC, D B D, D, A E  
D AB

**Course Objectives**

**Domain/Competency/Level**

1 Apply specific knowledge of economic and healthcare finance



1. Demonstrate written and oral communication skills through preparation and presentation of case studies

D AB'cd 'ad  
D A E'cd 'ad D AD'cd 'ad  
D B D'cd 'ad D A'cd 'ad  
D A E'cd 'ad

**Class Attendance**

eserved#2 – A ana ed care cycle prov des contract overs t  
eserved#1 – afety net nst tut ons buffer t e pact of Med ca d  
ana ed care  
eserved#4 Mana ed Med ca d at a crossroads

Act v t es

In class lectures and discuss on  
Group interact on  
Group exerc ses  
**In-class Team problems and exercises**

## February 7– Class #2

Learn n ob ect ves

Apply t e value analysis tec n ques  
Expan rant wr t n and proposa

Class Content  
ead n:

Gapens, c  
eserved#1 – How to n ect consu ers nto your ex st n eat  
plans  
eserved#2 – A ana ed care cycle prov des contract overs t  
eserved#1 – afety net nst tut ons buffer t e pact of Med ca d  
ana ed care  
eserved#4 Mana ed Med ca d at a crossroads

Act v t es

In class lectures and discuss on  
Goba Heat Mana e ent  
Group interact on  
Group exerc ses  
**In Class Team problems and exercises assigned**  
**Mini Case Study : Case #1 ( Ethics Mini Cases) Pages**  
**229-230 Trigon Blue Cross/ Blue Shield (presented by group #1)**

## February 14 – Class #3

Learn n ob ect ves

F nanc a s k and equ red ate of eturn toc a e 2 41 11 1

**February 21 – Class #4**

Learning objectives

Lead in:

Longer Debt Financing

Gapens, c  
eserved# – Cost and quality under managed care Irreconcilable differences

Activities

In class lectures and discussion

Group interaction

Group exercises

Guest lecture

**Mini Case Study Jefferson General Hospital (235-236) Group #3**

**Feb, 28 – Class #5**

Learning objectives

Class Content

Equity Financing and Securities Markets

Lead in:

Gapens, c  
eserved# – Medical services and the evolution of provider compensation

eserved#1 Cost and quality under managed Care Irreconcilable  
Differences  
Guest speaker Robert P. Neff

Activities

Group exercises

Guest speaker

**In-class Team problems and exercises**

**March 14 – Class #7**

**SPRING BREAK – No Class**

**March 21 – Class # 8**

Learning objectives

readings:

Gapenski, Ch. 1

eserved#1 – Med care's risk-adjusted capitation method

eserved#2 – Med care's fee schedule for hospital outpatient care

eserved#3 – Hospitals and roses with county ration for services  
business

eserved#4 – Case studies analysis as become critical  
component of a hospital

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April 4 – Class #10

MANDATORY ATTENDANCE ACHE SYMPOSIUM

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April 11– Class # 11

Learn n o b e c t v e s

Pro e c t s k A n a l y s i s ' L e a s e F i n a n c i n g

C l a s s C o n t e n t

l e a d i n g :

Gapens, s c a l e  
e s e r v e d # 1 - A c t i v e n e s s b a l a n c e b e t w e e n r i s k a n d r e t u r n  
e s e r v e d # 2 - e f f e c t o f a c t i v i t y b a s e d c o s t a c c o u n t i n g o n h e a l t h  
c a r e c a p a b i l i t y i n v e s t m e n t d e c i s i o n s  
e s e r v e d # 3 - A s s e s s m e n t o f B u s i n e s s d e c i s i o n s u p p o r t t e e t s  
c o n c e r n i n g d e c i s i o n s o n s u p p o r t

A c t i v i t i e s

In c l a s s l e c t u r e s a n d d i s c u s s i o n  
G r o u p i n t e r a c t i o n  
G r o u p e x e r c i s e s  
In c l a s s l e c t u r e s a n d d i s c u s s i o n  
G r o u p i n t e r a c t i o n  
l o c a t i o n a n d c o s t c a r e a n d t h e b o t t o m l i n e e x e r c i s e  
**Mini Case Study : Westwood Imaging Centers page 239-240 ( presented by group #5)**  
**Grant Proposal Due**

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April, 18<sup>th</sup> –Class 12

Easter Break- No Class

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April 25 - Class # 13

Learn n o b e c t v e s

Present case study  
Apply course material to real life project  
Convence board class to fund tea project  
effect on course experience  
Synthesize and describe course content and applications

C l a s s C o n t e n t

Applied case study  
tea presentation  
Co un cat on  
Board reat ons ps  
Class reflect on  
Class summary and discussion  
Co un cat on

A c t i v i t i e s

In c l a s s l e c t u r e s a n d d i s c u s s i o n  
G r o u p i n t e r a c t i o n  
**Group #1 Case Study Presentation**

**Group #2 Case Study Presentation**  
**Group #3 Case Study Presentation**  
**Group #4 Case Study Presentation**

**May 2 – Class #14**

Learn n o b e c t v e s

Present fea s i b i l i t y s e r v i c e s t u d y

A c t i v i t e s

In c l a s s l e c t u r e s a n d d i s c u s s i o n

G r o u p i n t e r a c t i o n

**Group #1 Feasibility Study Presentation**

**Group #2 Feasibility Study Presentation**

**Group #3 Feasibility Study Presentation**

**Group #4 Feasibility Study Presentation**

**Group #5 Feasibility Study Presentation**

**May 9 – Class # 15**

Learn n o b e c t v e s

A n a l y z e n o n t e r c a r e f i n a n c i a l i s s u e s

C l a s s C o n t e n t

M e d c a r e b e d s v s M e d c a d b e d s

C a s e s t u d y

M e d c a r e D a t a s e t

M e d c a r e r e b u r s e m e n t n o n t e r c a r e

t y p e s o f n o n t e r c a r e s e t t i n g s

A d m i n i s t r a t i v e e f f i c i e n c y a n d e t c

C a n t h e E d e n A l t e r n a t i v e s a v e y o u r n o n t e r c a r e f a c i l i t y m o n e y

L e a d i n g

E d e n A l t e r n a t i v e a n d o u t

M D a n d C a s e M a n a g e m e n t

A c t i v i t e s

In c l a s s l e c t u r e s a n d d i s c u s s i o n

G r o u p i n t e r a c t i o n

**May 15-20 – Class #16**

**FINAL EXAMS WEEK**

## Appendix A

### Case Study Content Evaluation

During the class session, the instructor will break the class participants into teams of four. Each team will select a case provided by the instructor from cases in each care finance and be responsible for solving and presenting the solution in a written and oral format. The content of the paper and oral presentation should focus on:

Introduction – state the purpose and the importance of the case and provide an overview of the case

Organization – Describe the type of financial environment the organization in the case is operating in using the relevant course terms, concepts, principles, theories and knowledge

Questions, methods, tools, etc. Explain and analyze the case problem by applying the relevant course concepts, principles, theories and knowledge

Accurate use of case information/lessons apply the relevant course terms, concepts, principles, theories and knowledge to the informed recommendations for a solution and develop a team solution reflecting lessons learned for each analyzer from the case need to be identified



Case Study Oral Presentation Evaluation

Name:

Date:

Criteria

Points

Comments/Questions

**Content**

Introduction

1

Organization

2

Questions  
Methods/tools/etc

Accurate use of  
Case information/Lessons

**Original thinking**

3

**Use of time**

4

**Executive Delivery**

5

**Visual materials,  
Handouts, etc.**

6

**Questions to class**

7

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total 2

## Appendix B

### Grant Project

#### Instructions:

Select one of the topics below or something of interest to you. You will prepare a brief grant application to address the following. The grant rubric. The topics should be focused on a community and target for example Address obesity in secondary schools in the Midway secondary school. See detailed information below.

#### Topics:

Community Breast Cancer Navigation Program  
Addressing Community Perception on Quality of Care in a Region  
Obesity Prevention and Awareness Campaign  
Youth Cessation for Teenagers  
Influenza Vaccination Program

#### **Grading Scale – 20 points**

Grant purpose – 1 point 1 sentence provided in the purpose of the grant  
Grant Background – 1 point 1 paragraph provided in context of the grant's community, etc.  
Needs Assessment – 2 points Demonstrate the need to the grant using statistics, etc. You can't use local, state, and national.  
Goals, Objectives, Actions – 4 points 2 goals which are broad, 2 objectives per goal which are measurable, 4 actions per objective.  
Evaluation – 2 points Discuss how the objectives and goals will be measured.  
Projected Impact – 2 points Why it is so important and what are the future projections.  
Budget –

## Appendix C

### CRITICAL ANALYSIS REPORT

Guidelines for Critical Analysis Report

#### A Introduction

A critical analysis report is a comprehensive review of a written work and a personal

the presentation objective and factual or was the presentation subjective and  
acknowledgment of facts. Explain your opinion on

#### Issue Analysis

Provide a list of the issues presented in the article

#### Conclusions and recommendations

List of author's conclusions and or recommendations' as well as your own  
conclusions and or recommendations

#### Agreement or Disagreement

Based on the author's conclusions and or recommendations' do you agree or  
disagree provide a brief justification regarding your opinion concerning your  
agreements and disagreements use your professional experience to develop  
this section as well as class lecture and readings and other citations

#### Professional Projects

Every paragraph is on what you learned from the article and how you will apply  
this experience negative or positive in your professional career. What  
significance does this have in your studies or professional life. How will this  
information help you in the future. Improve work performance

#### D Guide to Grading of the Critical Analysis Report

Critical will be graded on a competency basis as follows:

- a. Appropriate article 1 point
- b. Synopses and summary 2 points
- c. Generate the stated 1 point
- d. Point of view stated 1 point
- e. Issue analysis stated 2 points
- f. Conclusions and recommendations stated 2 points

Agreement or disagreement stated 1 point

Professional projects stated 1 point

NO E submit copy of journal article with your critical analysis report

#### E Specific Requirements

The two best reviews are to be selected from two best finance topics. Articles must  
be selected from reputable and refereed journals. Articles taken from trade magazines are  
not acceptable

#### F Penalties

Failure to submit reviews on specific due dates may result in the deduction of one full  
grade for each successive class period that the reviews are not submitted. Failure to submit  
one or more reviews may result in an Incomplete. Even at the time of final grades



**Appendix D**  
**Service Line Analysis/Feasibility Study**  
**Total Point Value: 25**

✓ , ✓ , , ✓ , ✓ , ✓ , ✓ , ✓ service line ✓ specific (real life) ✓  
✓ , ✓ , ✓ , ✓ specific geographic area

**Financial Analysis – 15 points**

Evaluate resources currently available or required for presentation and maintenance

Obtain net capital and cost of capital Debt Equity Financing

Number of full-time equivalents FTEs based on hours of operations  $\frac{2}{4}$  hours

Cost of staff benefits

Is training needed recruitment

Medical and other supplies

Space and square footage Construction if needed

Externalities to other services/impacts

## Appendix E

### **GROUP MINI ETHICS CASE ASSIGNMENTS**

#### **Submission Guidelines:**

Length: 1 to 2 pages

Format: Double spaced with one inch margins, 12 point font



**Dr. Hosseini's Selected Peer- Reviewed Publications**

Hosseini H, K... Causes of Mental Health Underutilization on  
As an American Fort Collins

Hosseini H ... Administration and Ethics in the Practice of Nursing

Hosseini H ... Management Post-graduate Outcomes in Family Order Patients: Lessons for  
Hospital Leaders

Hosseini H, Pa... Family Injuries Action For Profit versus Not For Profit Nursing  
Hospitals in Pennsylvania

Hosseini H ... Mental Health Underutilization on As an American's Experience Patient  
Diversity in the MHA Classroom Fort Collins

Pa... Hosseini, Brown ... Does Efficiency and Quality of Care Affect Hospital  
Closures

Hosseini H ... Food Insecurity and the Use of Group Kitchens among Suburban Elderly  
Women in Two Counties in Pennsylvania

Hosseini H ... Missions' Data on Borrowing a Narrative-Based Health  
Housesystem

Hosseini H ... Review of Adolescent's Current and Future Role in the Coordination of  
Hospital Care in the United States In D J Carey Ed

Hosseini H ... Stroke and Cardiovascular Disease among Women

Hosseini H ... Is the Quality of Education in Any Way Related to the Health of  
Children in the United States

Hosseini H ... Family Prevention Strategies in Two Nursing Homes: How Can they be  
Improved and Properly Managed

Hosseini H ... Administration and the Social Costs of Health Care in the United States: Can there  
be a Solution

Hosseini H, Hosseini H ... Ethical Principles at Market and

Economy More Equa

Hossein H. The Role of New Economy in Global Health Education

Hossein H. Ethics of the Integrity of Physician Assisted Suicide in the United States and the Role of Dr. Jack Kevorkian before his Death

Hossein H. Recently Passed Health Care Reform and its Impact on Health Care Disparities in Access and Ethnic Minorities in the New Medical Economics to Each

Hossein H. Do Health Care Professionals Find the Use of Alternative Based Approach to Reduce Health Care Costs Effective

Hossein H. Strategies to Contain the High and Rising Costs of Health: Increase in Health Care Disparities are they Effective

Hossein H. Disparities in Health Care and HIV/AIDS in Hispanic/Latino Communities in the United States

Hossein H. Hossein K. Infectious Agents and their Role in Coronary Artery Disease

Hossein H. Hossein N. Epidemic and Prevention of Fungal Infections in the Elderly

Hossein H. Association of Health Care Delivery and Consideration of the Amount of Resources Allocated to the Health Care of the Elderly

Hossein H. Resolving the Complex Health Care Quality Problem in the United States: Is the Business Model Appropriate

Hossein H. International Diversity and its Problems

Book, Chapter in Scholarly Book-New Publications

Pa'D Hossein H. Analyzing Operations and Financial Performance of

