

Course Syllabus

Course Information

<i>Course Number/Section</i>	HMG 3320
<i>Course Title</i>	Complex & Dynamic Healthcare Environment
<i>Term</i>	Fall 2020
<i>Days & Times/Location</i>	Monday 10 -12:45 p.m. JSOM 12.214 – REMOTE/ ONLINE

Professor Contact Information

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Course Pre-requisites, Co-requisites, and/or Other Restrictions

Upper class in business, pre-med, pre-dental, pre-health

Course Description

An introduction to the business and financial ecosystem that is the healthcare industry. The focus will be on the major actors in the healthcare system - the four Ps - Patient, Provider, Payer, and Policy (government regulations, legislation, etc.). The actors and how they interact with each other to create this system will be explored. Concepts of healthcare analytics and behavioral dynamics will also be explored as they relate to the understanding of the healthcare ecosystem. The course will also explore the tools, models, and theories of healthcare and show how those tools can be used to improve decision-making in the healthcare ecosystem.

University Mission/ Student Learning Objectives/Outcomes

The University of Texas at Dallas provides the State of Texas and the nation with excellent, innovative education and research. The University is committed to graduating well-rounded citizens whose education has prepared them for rewarding lives and productive careers in a constantly changing world; to continually improving educational and research programs in the arts and sciences, engineering, and management; and to assisting the commercialization of intellectual capital generated by students, staff, and faculty.

Program Mission - Undergraduate	Program Mission - Graduate
<p>The BS-HMGT program will prepare students for successful careers in healthcare leadership and management. The program will recognize the needs of healthcare organizations (including hospitals, medical and dental practices, insurance companies, consulting firms, and other healthcare related industries) and how to serve these organizations by providing the foundations for excellent client care and services through outstanding management practices and leadership. The program places emphasis on five important elements of Health Care Management:</p> <ol style="list-style-type: none"> 1. Human Resources 2. Accounting 3. Information Systems 4. Financial/Economics 5. Law and Regulatory 	<p>The MS-HMGT program is to meet the challenges of a rapidly changing, technology driven global society by partnering with the business and healthcare communities to deliver high quality leadership and management education to current and future healthcare leaders.</p>
Program Goals - Undergraduate	Program Goals- Graduate
<p>The BS-HMGT program will prepare graduates who:</p> <ol style="list-style-type: none"> 1. Will gain practical and theoretical knowledge of Healthcare management and will be able to manage a healthcare organization in a private or public environment. (SLO 1, 2) 2. Be able to identify external and internal risk factors facing today's healthcare organization (SLO 3, 4) 3. Manage multiple functional areas of a healthcare institution (SLO 5, 6) 	<p>The MS-HMGT will prepare graduates who:</p> <ol style="list-style-type: none"> 1. Have a broad understanding of healthcare organization and delivery in the U.S. (PSLO 1) 2. Can analyze how laws, regulations, and policies control healthcare delivery. (PSLO 2) 3. Define and evaluate the role of information technology in healthcare organizations. (PSLO 3) 4. Are prepared to be skilled decision-makers through comprehensive analysis of internal and external factors in healthcare environments. (PSLO 4)
Student Learning Outcomes (SLOs) - Undergraduate	Student Learning Outcomes (SLOs) - Graduate
Students will be able to:	Students will be able to:

<ol style="list-style-type: none"> 1. Develop competency in explaining and evaluating the evolution, structure and function of the US health care system 2. Demonstrate the ability to analyze health care organizations strategically, examining the impact of healthcare reform in regard to cost, access, and quality 3. Recognize and identify key elements of healthcare accounting and finance 4. Understand and analyze the role of information technology and management in health care decision making 5. Develop skills to categorize, compare and contrast key elements of the health care economy and its impact on the greater U.S. economy 6. Demonstrate the ability to explain the history of the U.S. health care legal and regulatory systems 	<ol style="list-style-type: none"> 1. Assess the role of organized efforts to influence health policy formulation, and the contributions of technology, research, and societal values on our evolving health care delivery system 2. Describe how laws, regulations and policies control healthcare delivery and assess the relationship between cost, access, and quality in healthcare 3. Identify and evaluate the types of information systems prevalent in healthcare organizations 4. Analyze how healthcare organizations create sustainable strategies to stay competitive
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Student Learning Objectives and Outcomes

Students to understand the makeup of the healthcare market (the Four Ps) and these actor's role with respect to the dynamics of healthcare.

1. Understand the impact of current consumption, provider, payer, and policy behavior in the healthcare market.
2. Provide tools and various conceptual frameworks with which to gain a better understanding of the healthcare market and issues.
3. Understand how to apply business principles to a range of policy questions
4. Understand how to improve decision-making in healthcare settings

PART ONE

Ch 1: Overview of Economics

Ch 2: Output of Healthcare Sector

Ch 3: Economic Dimensions of Healthcare System

PART TWO

Ch 4: Demand for Health and Medical Care

Ch 5: Healthcare Production and Costs

Ch 6: Behavior of Supply
Ch 7: Provider Payment
Ch 8: Competitive Markets
Ch 9: Market Power in Healthcare
Ch 10: Health Insurance
Ch 11: The Labor Market

PART THREE

Ch 12: Economic Evaluation of Health Services
Ch 13: Value Judgments and Economic Evaluation
Ch 14: Financing Health Care
Ch 15: Public Health Insurance
Ch 16: Regulation and Antitrust Policy in health Care
Ch 17: Reform of the Healthcare Market

Required Textbooks and Materials

Economics of Health and Medical Care, Seventh Edition
Lanis L. Hicks

Assignments & Academic Calendar

See Below

Grading Policy

A – 95-100
A (-) 94-90
B (+) 89-87
B 86-82
B (-) 81-80
C (+) 79-77
C 76-72
C (-) 71-70
D 60
F 55 and below

Course Policies

No make-up exams will be given. The course syllabus may be changed based on the needs of the class and faculty input.

Extra Credit

As determined

Late Work

Deduction for late work will be one grade (10%) per week

Class Attendance

Deductions for unexcused absences, tardies and early departures

Classroom Citizenship

Participation in class discussion is required

**HMGT 3320 – Complex & Dynamic Healthcare Environment
Fall 2020**

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Teaching Assistant - TBD

Office Hours - As scheduled via on-line

Grade Composition

Test #1 –	20%
Test #2 –	20%
Test #3 –	20%
Quizzes (12+) –	10%
Class Attendance & Participation	15%
Individual and Group Project	15%
Total Grade –	100%

Tests –

- Focus on the readings. The lectures will supplement the readings and provide greater insight into the concepts.
- Not cumulative
- Multiple Choice, Short Answer, T/F

Quizzes –

- Taken in class
- Covers the readings for upcoming class lectures
- Open book/open notes
- NOT open classmates (no sharing answers with classmates)
- Anticipate numerous Pop Quizzes
- Topics discussed from Kaiser Health News - sign up at KHN.org
- Topics discussed from D Healthcare - sign up at <http://healthcare.dmagazine.com>

Class Attendance –

- Expected 100% attendance (spot attendance will be scored...See modality guide)
- Expected class participation, comments, questions
- Excused absences only for University Authorized events/activities

Individual and Group Projects -

- The class will be divided and assigned into groups. The first half of the class will be a review of the chapter ideas and concepts. The second half of the class will build on the readings and chapter content but will be focused on discussions, group work, projects, case studies and report outs based on the course learning objectives.

Weekly Schedule

Week	Date	Class Topic	Readings	
ONE	8/17	Introductions/Class Overview	Chapters 1	
TWO	8/24	Output of Healthcare Sector	Chapter 2	
THREE	8/31	Economic Dimensions of Healthcare System	Chapter 3	
FOUR	9/7	Labor Day Weekend		
			Test #1	
FIVE	9/14	Demand for Health and Medical Care	Chapter 4	
SIX	9/21	Healthcare Production and Costs	Chapter 5	
SEVEN	9/28	Behavior of Supply	Chapter 6	
EIGHT	10/5	Provider Payment	Chapter 7	
NINE	10/12	Competitive Markets	Chapter 8	
TEN	10/19	Market Power in Healthcare	Chapter 9	
ELEVEN	10/26	Health Insurance The Labor Market	Chapter 10 & 11	
			Test #2	
TWELVE	11/2	Economic Evaluation of Health Services Value Judgments and Economic Evaluation	Chapter 12 & 13	
THIRTEEN	11/9	Financing Health Care	Chapter 14	
FOURTEEN	11/16	Public Health Insurance	Chapter 15	
FIFTEEN	11/23	Regulation and Antitrust Policy in health Care Reform of the Healthcare Market	Chapters 16 & 17	
			Test #3	

Course Modality and Expectations

Course Platform	This course will be delivered via MS Teams. Technical information and appropriate links will be provided via elearning.
Expectations	Students will be expected to actively participate in class discussions. Asynchronous students will coordinate their work with approval of the instructor.
Asynchronous Learning Guidelines	If students select asynchronous instruction, prior approval from instructor is required. Quizzes and Tests will be on-line. See https://www.utdallas.edu/fall-2020/asynchronous-access-for-fall-2020/

COVID-19 Guidelines and Resources

The information contained in the following link lists the University's COVID-19 resources for students and instructors of record.

Please see <http://go.utdallas.edu/syllabus-policies>.

Comet Creed

This creed was voted on by the UT Dallas student body in 2014. It is a standard that Comets choose to live by and encourage others to do the same:

"As a Comet, I pledge honesty, integrity, and service in all that I do."

UT Dallas Syllabus Policies and Procedures

Student Conduct and Discipline

The University of Texas System and The University of Texas at Dallas have rules and regulations for the orderly and efficient conduct of their business. It is the responsibility of each student and each student organization to be knowledgeable about the rules and regulations which govern student conduct and activities. General information on student conduct and discipline is contained in the UT Dallas printed publication, *A to Z Guide*, which is available to all registered students each academic year.

The University of Texas at Dallas administers student discipline within the procedures of recognized and established due process. Procedures are defined and described in the *Rules and Regulations, Series 50000*, Board of Regents, The University of Texas System, and in *Title V, Rules on Student Services and Activities* of the university's *Handbook of Operating Procedures*. Copies of these rules and regulations are available to students in the Office of the Dean of Students, where staff members are available to assist students in interpreting the rules and regulations (SU 1.602, 972/883-6391) and online at <http://www.utdallas.edu/judicialaffairs/UTDJudicialAffairs-HOPV.html>.

A student at the university neither loses the rights nor escapes the responsibilities of citizenship. He or she is expected to obey federal, state, and local laws as well as the Regents' Rules, university regulations, and administrative rules. Students are subject to discipline for violating the standards of conduct whether such conduct

takes place on or off campus, or whether civil or criminal penalties are also imposed for such conduct.

Students are expected to be attentive during class and to participate actively in group activities. Students are expected to listen respectfully to faculty and to other students who are speaking. Racism, sexism, homophobia, classism, ageism, religious intolerance and other forms of bigotry are inappropriate to express in class. Personal values, comments and opinions will be respected. Classes will discuss issues that require sensitivity and maturity. Disruptive students will be asked to leave and may be subject to disciplinary action.

Academic Integrity

The faculty expects from its students a high level of responsibility and academic honesty. Because the value of an academic degree depends upon the absolute integrity of the work done by the student for that degree, it is imperative that a student demonstrates a high standard of individual honor in his or her scholastic work.

Scholastic Dishonesty: Any student who commits an act of scholastic dishonesty is subject to discipline. Scholastic dishonesty includes but is not limited to cheating, plagiarism, collusion, submitting for credit any work or materials that are attributable in whole or in part to another person, taking an examination for another person, or any act designed to give unfair advantage to a student or the attempt to commit such acts.

Plagiarism, especially from the web, from portions of papers for other classes, and from any other source, is unacceptable and will be dealt with under the university's policy on plagiarism (see general catalog for details). This course will use the resources of *turnitin.com*, which searches the web for possible plagiarism and is over 90% effective.

Class Recordings

Students are expected to follow appropriate University policies and maintain the security of passwords used to access recorded lectures. Unless the Office of Student AccessAbility has approved the student to record the instruction, students are expressly prohibited from recording any part of this course. Recordings may not be published, reproduced, or shared with those not in the class, or uploaded to other online environments except to implement an approved Office of Student AccessAbility accommodation. Failure to comply with these University requirements is a violation of the [Student Code of Conduct](#).

Copyright Notice

The copyright law of the United States (*Title 17, United States Code*) governs the making of photocopies or other reproductions of copyrighted materials, including music and software. Copying, displaying, reproducing, or distributing copyrighted works may infringe upon the copyright owner's rights and such infringement is subject to appropriate disciplinary action as well as criminal penalties provided by federal law. Usage of such material is only appropriate when that usage constitutes "fair use" under the Copyright Act. As a UT Dallas student, you are required to follow the institution's copyright policy ([UTDPP1043](#)). For more information about the fair use exemption, see <http://copyright.lib.utexas.edu/copyol2.html>.

Technical Requirements

In addition to a confident level of computer and Internet literacy, certain minimum technical requirements must be met to enable a successful learning experience. Please review the important technical requirements on the [Getting Started with eLearning](#) webpage.

Course Access and Navigation

This course can be accessed using your UT Dallas NetID account on the [eLearning](#) website.

Please see the course access and navigation section of the [Getting Started with eLearning](#) webpage for more information.

To become familiar with the eLearning tool, please see the [Student eLearning Tutorials](#) webpage.

UT Dallas provides eLearning technical support 24 hours a day, 7 days a week. The [eLearning Support Center](#) includes a toll-free telephone number for immediate assistance (1-866-588-3192), email request service, and an online chat service.

Email Use

The University of Texas at Dallas recognizes the value and efficiency of communication between faculty/staff and students through electronic mail. At the same time, email raises some issues concerning security and the identity of each individual in an email exchange. The university encourages all official student email correspondence be sent only to a student's UT Dallas email address and that faculty and staff consider email from students official only if it originates from a UT Dallas student account. This allows the university to maintain a high degree of confidence in the identity of all individuals corresponding and the security of the transmitted information. UT Dallas furnishes each student with a free email account that is to be used in all communication with university personnel. The Department of Information Resources at UT Dallas provides a method for students to have their UT Dallas mail forwarded to other accounts.

Class Attendance

Regular and punctual class attendance is expected. Students who fail to attend class regularly are inviting scholastic difficulty (See modality matrix for guidance on asynchronous learning options).

Withdrawal from Class

The administration of this institution has set deadlines for withdrawal from any college-level courses. These dates and times are published in that semester's course inventory and in the academic calendar. Administration procedures must be followed. It is the student's responsibility to handle withdrawal requirements from any class. In other words, a professor or other instructor cannot drop or withdraw any student. You must do the proper paperwork to ensure that you will not receive a final grade of "F" in a course if you choose not to attend the class once you are enrolled.

Student Grievance Procedures

Procedures for student grievances are found in university policy [UTDSP5005](#) (<http://policy.utdallas.edu/utdsp5005>). In attempting to resolve any student grievance regarding grades, evaluations, or other fulfillments of academic

responsibility, it is the obligation of the student first to make a serious effort to resolve the matter with the instructor, supervisor, administrator, or committee with whom the grievance originated.

Incomplete Grade Policy

As per university policy, incomplete grades will be granted only for work unavoidably missed at the semester's end and only if 70% of the course work has been completed. An incomplete grade must be resolved within eight (8) weeks from the first day of the subsequent long semester. If the required work to complete the course and to remove the incomplete grade is not submitted by the specified deadline, the incomplete grade is changed automatically to a grade of F.

Disability Services

It is the policy and practice of The University of Texas at Dallas to make reasonable accommodations for students with properly documented disabilities. However, written notification from the Office of Student AccessAbility (OSA) is required. If you are eligible to receive an accommodation and would like to request it for a course, please discuss it with an OSA staff member and allow at least one week's advanced notice. Students who have questions about receiving accommodations, or those who have, or think they may have, a disability (mobility, sensory, health, psychological, learning, etc.) are invited to contact the Office of Student AccessAbility for a confidential discussion.

The primary functions of the Office of Student AccessAbility are to provide:

1. academic accommodations for students with a documented permanent physical, mental or sensory disability
2. non-academic accommodations
3. resource and referral information and advocacy support as necessary and appropriate.

OSA is located in the Student Services Building, suite 3.200. They can be reached by phone at (972) 883-2098, or by email at disabilityservice@utdallas.edu.

Religious Holy Days

The University of Texas at Dallas will excuse a student from class or other required activities for the travel to and observance of a religious holy day for a religion whose places of worship are exempt from property tax under Section 11.20, Tax Code, *Texas Code Annotated*.

The student is encouraged to notify the instructor or activity sponsor as soon as possible regarding the absence, preferably in advance of the assignment. The student, so excused, will be allowed to take the exam or complete the assignment within a reasonable time after the absence: a period equal to the length of the absence, up to a maximum of one week. A student who notifies the instructor and completes any missed exam or assignment may not be penalized for the absence. A student who fails to complete the exam or assignment within the prescribed period may receive a failing grade for that exam or assignment.

If a student or an instructor disagrees about the nature of the absence [i.e., for the purpose of observing a religious holy day] or if there is similar disagreement about whether the student has been given a reasonable time to complete any missed assignments or examinations, either the student or the instructor may request a ruling from the chief executive officer of the institution, or his or her designee. The chief executive officer or designee must take into account the legislative intent of *TEC 51.911(b)*, and the student and instructor will abide by the decision of the chief executive officer or designee.

Avoiding Plagiarism

Take time to make careful choices among--and learn to use--the research tools available to you. You will probably find that your favorite web search engine is not adequate by itself for college-level research. Consult with your professor or a librarian. You may need to use specialized research tools, some of which may require learning new searching techniques.

Expect to make trips to the library. While you can access many of the library's resources from your home computer, you may find that you need to make several trips to use materials or research tools that are not accessible remotely. Of course, you will be seeking the best information, not settling for sources simply because they happen to be available online.

Allow time for gathering materials that are not available at UT Dallas. The InterLibrary Loan Office can borrow articles and books from other libraries, but this process takes additional time.

Allow time for reading, rereading, absorbing information, taking notes, synthesizing, and revising your research strategy or conducting additional research as new questions arise.

Sloppy note-taking increases the risk that you will unintentionally plagiarize. Unless you have taken note carefully, it may be hard to tell whether you copied certain passages exactly, paraphrased them, or wrote them yourself. This is especially problematic when using electronic source materials, since they can so easily be copied and pasted into your own document.

Identify words that you copy directly from a source by placing quotation marks around them, typing them in a different color, or highlighting them. (Do this immediately as you are making your notes. Don't expect to remember days or weeks later what phrases you copied directly.) Make sure to indicate the exact beginning and end of the quoted passage. Copy the wording, punctuation and spelling exactly as it appears in the original.

Jot down the page number and author or title of the source each time you make a note, even if you are not quoting directly but are only paraphrasing.

Keep a working bibliography of your sources so that you can go back to them easily when it's time to double-check the accuracy of your notes. If you do this faithfully during the note-taking phase, you will have no trouble completing the "works cited" section of your paper later on.

Keep a research log. As you search databases and consult reference books, keep track of what search terms and databases you used and the call numbers and URLs of information sources. This will help if you need to refine your research strategy, locate a source a second time, or show your professor what works you consulted in the process of completing the project.

You must cite direct quotes.

You must cite paraphrases. Paraphrasing is rewriting a passage or block of text in your own words. If you paraphrase, you must still cite the original source of the idea.

You must cite ideas given to you in a conversation, in correspondence, or over email.

You must cite sayings or quotations that are not familiar, or facts that are not "common knowledge." However, it is not necessary to cite a source if you are repeating a well known quote or familiar proverb. Common knowledge is something that is widely known. For example, it is widely known that Bill Clinton served two terms as president; it would not be necessary to cite a source for this fact.

These types of sources should be cited as well. Printed sources: Books, parts of books, magazine or journal articles, newspaper articles, letters, diaries, public or private documents; *Electronic sources:* Web pages, articles from e-journals, newsgroup postings, graphics, email messages, software, databases; *Images:* Works of art, illustrations, cartoons, tables, charts, graphs; *Recorded or spoken material:* Course lectures, films, videos, TV or radio broadcasts, interviews, public speeches, conversations.

Resources to Help You Succeed

The GEMS Center (located within the Conference Center) provides a wide array of free academic support and enhancement for UT Dallas undergraduate students. Offerings include, but are not limited to, a Math Lab and Writing Center, Peer Tutoring (with a focus on science, technology, engineering and math courses), test review sessions, and academic success coaching. The current menu of services, schedules, and contact information is posted on the GEMS website:
<http://www.utdallas.edu/ossa/gems/>

Please go to <http://go.utdallas.edu/syllabus-policies> for these policies.

The descriptions and timelines contained in this syllabus are subject to change at the discretion of the Professor.