



Lake Sumter
State College

Lake Sumter State College · Business and Technologies · Health
Services Management

Health Services Management Con HSA-2182

Spring Full Term 2024 CRN 20388 3 Credits 01/08/2024 to 04/27/2024 Modified 12/22/2023

Class days, Location, Time

COURSE INFO

Instructional Method: Traditional Online

Start and End Dates: Monday, January 08, 2024 to Saturday, April 27, 2024

CLASS DETAIL

Lead Instructor: Ziesemer, Brandy

Class Location: Online (Textbooks: Leesburg Bookstore)

Instructor Information

Instructor: Professor (Part-time) Brandy Ziesemer

Email: ziesemeb@lssc.edu

Office: See Notes

Phone: N/A

To set-up an appointment by Zoom or in-person, please contact me at the email address listed or via Canvas Mail. In-person appointments will be on the Leesburg Campus, Science-Math Building, Office Suite 225-231 Lobby

You may expect replies to email or course messages within 24 hours of receipt if the message was sent Sunday-Thursday and within 48 hours if sent Friday-Saturday or on holidays.

Course Description

Leadership in health information services in any setting and medical practice administration, along with best practices in managing health information and medical office processes will be taught. The use of tools, techniques and strategies to assess and improve performance, manage risk and manage utilization will be explored. Compliance with labor laws and HIPAA rules will be studied.

Requisites

Prerequisite: C or higher in HSA 1100 and HIM 1273

Course Objectives

Objectives are defined as what the course will do &/or what the students will do as part of the course.

This course offers students theory, best practices and practical application of the knowledge, skills and abilities required of a typical health services department or medical practice manager in order to understand leadership styles; perform human resources management tasks including following OSHA and labor laws, recruiting, retaining, training, and evaluating the performance of employees; managing processes related to facilities management, the revenue cycle, inventory control, quality management, utilization management, risk management, customer service, and marketing.

Student Learning Outcomes

Student Learning Outcomes & Assessment:

Lake-Sumter State College (LSSC) aims to provide students with a broad foundation of knowledge and skills across the various academic disciplines and programs. A “learning outcome” is defined as the knowledge, skills, attitudes, or habits of mind that students take with them beyond the learning experience.

The following learning outcomes will be assessed in this course:

HSA2182.1 – Analyze attributes and attitudes of an effective leader.

HSA2182.2 – Be a team lead and effectively manage any team conflict.

HSA2182.3 – Relate the various aspects of organizational dynamics (decision-making, motivation, leadership, and communication) to the needs and problems of health care organizations.

HSA2182.4 – Relate personnel administration practices to the total scope of labor relations, including: prepare job descriptions; recruit staff; assess & develop orientation and training programs; conduct performance evaluations; administer payroll; measure and improve employee satisfaction; and implement staff motivation/retention strategies.

HSA2182.5 – Explain laws governing harassment, labor, safety and employment and the legal aspects of human resource management.

HSA2182.6 – Prepare policy and procedure manuals.

HSA2182.7 – Demonstrate business and facility management skills: use an effective inventory management system; prepare purchase orders (value-based); conduct accounts payable practices; manage contracts with vendors and business associates; conduct practice accounting tasks; and participate in financial planning

HSA2182.8 – Demonstrate knowledge of the revenue cycle in a medical practice setting (others covered in different courses) including coding analysis and patient billing.

HSA2182.9 – Demonstrate an understanding of Total Quality Management including Continuous performance assessment and improvement; utilization review; and risk management strategies

HSA2182.10– Assist in the implementation of risk management policies and procedures in healthcare settings including compliance strategies, credentialing, licensure and scope of practice of clinical and non-clinical staff

HSA2182.11 – Discuss practices that could result in malpractice, liability, negligence, abandonment, false imprisonment and fraud.

HSA2182.12 – Comply with OSHA requirements for environmental health and safety standards and national

personal safety standards advocated by leading healthcare agencies and assist in implementation of the necessary protocols to mitigate, manage, and report safety hazards.

HSA2182.13 – Discuss appropriate regulatory and accrediting agency patient safety guidelines including how medical errors might occur and ways to prevent or mitigate such errors.

HSA2182.14 – Identify methods to monitor internal and external customer satisfaction and implement improvements.

HSA2182.15 – Identify and assist in implementing volume and growth strategies for healthcare agencies (including marketing strategies).

As a result of completing courses as part of the Health Services Management A.S. program, students will be able to achieve the following learning outcomes:

1. Demonstrate the ability to select, manage and use a variety of information technology applications in healthcare.
2. Demonstrate employability skills relevant to health service careers.
3. Demonstrate leadership, human resources management, and administrative skills basic to management in any health facility.
4. Interpret federal, state, and local laws as they apply to health care facilities while upholding legal and ethical responsibilities
5. Explain the economics involved in healthcare.

Textbooks & Other Course Materials

No textbooks/materials required

Technology Requirements

Canvas is a required component of this course. Students unfamiliar with Canvas are expected to complete the [Canvas Orientation](#) within the first week of classes.

Major writing assignments need to be created and saved in a file format that is compatible with Microsoft Word. If using a word processing program other than Word, it is the student's responsibility to adhere to all formatting and submission requirements. Please ask for help if you are unsure how to save a file in a Word-compatible format.

See the [LSSC student Technology Help Desk website](#) for more information on how to **obtain Microsoft Office 365** as an LSSC student.

Methods of Evaluation

Grading Information:

Grading Scale:

90-100% A, 80-89% B, 70-79% C, 60-69% D, 59% and below F

Methods of Evaluation:

Each project will be graded electronically using a rubric provided when the assignment is given. Your work will be judged against accepted academic standards for writing and documentation.

Assignment Overview & Grade Breakdown:

Category	Description	Points or %
Journal Article or Video Presentation	A manager is often responsible for implementing and monitoring strategies to assess and improve quality; Manage risk and Manage appropriate Utilization of health services. Students will study scenarios related to these functions and write a journal article with at least one relevant graphic. As an option, students may choose to create a 12-15 minute video explaining to an audience of practice managers how to best solve a real-world scenario using strategies learned in this course and through online research	100
Video Clip Analysis	Video Clip Analysis (5x20 points ea); Identify what a manger does wrong for each of 5 case studies and explain how a manager should have handled the situation using best practices from the reading assignments	100
General Assignments	Application of best practices in health services and medical practice management (Critical Thinking and Practical Application of Theory Assignments)	100
Quizzes	Module Quizzes based on all reading assignments (10x10)	100
Final Exam	Comprehensive	100
	Total Points	500

* Instructor Policies

Academic Honesty:

Academic Honesty:

1. This class may make use of Artificial Intelligence (AI) in various ways. You are permitted to use AI only in the manner described in the assignments. Any attempt to represent AI output inappropriately as your own work will be treated as plagiarism. (If in doubt, ask your instructor)
2. Please refer to the LSSC policy. Students are expected to uphold Lake-Sumter State College's standard of conduct relating to academic honesty. Students assume full responsibility for the content and integrity of the academic work they submit. The guiding principle of academic integrity shall be that a student's submitted work, exams, quizzes, assignments and projects must be that of the student's own work. Students shall be guilty of violating the honor code when and if they: (a) Represent the work of others as their own, (b) use or obtain unauthorized assistance in any academic work, (c) give unauthorized assistance to other students, and/or (d) use another student's documents without permission. Any student violating the honor code is subject to receiving an "F" grade for the course and will be reported to the Office of Student Affairs. If a student is unclear about whether a particular situation may constitute an honor code violation, the student should contact the instructor prior to beginning the assignment to discuss the situation.

Online Course Etiquette:

Taking an online course and corresponding via the World Wide Web presents communicators with the task of overcoming the lack of nonverbal in communication. When taking a course online, it is important to remember several points of etiquette that will smooth communication between the students and their instructors.

1. Avoid language that may come across as strong or offensive. Language can be easily misinterpreted in written communication. If a point must be stressed, review the statement to make sure that an outsider reading it would not be offended, then post the statement. Humor and sarcasm may easily be misinterpreted as well, so try to be as matter-of-fact and professional as possible.
2. Keep writing to a point and stay on topic. Online courses require a lot of reading. When writing, keep sentences poignant and brief so that readers do not get lost in wordy paragraphs and miss the point of the statement. Also, do not introduce new topics; it may just confuse the readers.
3. Read first, write later. It is important to read all posts or comments of students and instructors within the course discussion before personally commenting to prevent repeating commentary or asking questions that have already been answered.
4. Review, review, then send. There's no taking back a comment that has already been sent, so it is important to double-check all writing to make sure that it clearly conveys the exact intended message.
5. An online classroom is still a classroom. Though the courses may be online, appropriate classroom behavior is still mandatory. Respect for fellow classmates and the instructors is as important as ever.
6. The language of the Internet. Though still a fairly young type of communication, certain aspects of this form of communication are becoming conventional. For example, do not write using all capital letters, because it will appear as shouting. Also, the use of emoticons can be helpful when used to convey nonverbal feelings (example: :-) or :-(), but avoid overusing them.
7. Consider the privacy of others'. Ask permission prior to giving out a classmate's email address or other information.
8. No inappropriate material. Do not forward virus warnings, chain letters, jokes, etc. to classmates or instructors. The sharing of pornographic material is forbidden. Any students that persist in behavior deemed inappropriate by the instructor after being warned will be reported to the Office of Student Services.

Late Work/Extensions:

Health Services Management courses require time and effort for success. Full participation is expected and is essential for success in the course. Less than full participation and incomplete assignments will diminish your grade. Appropriate email and online etiquette are required. Please be sure to use complete sentences when using email and address the professor and each other in a professional manner. If you find you are having difficulty with the course material, it is YOUR responsibility to make an appointment with the instructor by first discussing your situation with your instructor by email or phone call. If you miss an assignment due to illness or court, you must submit written medical documentation (from a medical professional) or a court subpoena to support this. Persons caught cheating on any assignments will receive a zero for that assignment and the Dean's office will be notified.

Classroom Etiquette:

You are expected to (1) be responsible for your work, (2) be committed to learning, (3) be courteous to students and instructors, (4) submit quality work, (5) submit all course work, assignments, and examinations on time; (6) participate in discussions and team assignments, (7) carefully edit all communications, and (8) be honest and maintain an ethical behavior.



Institutional Policies & Procedures

Academic Integrity

The successful functioning of the academic community demands honesty, which is the basis of respect for both ideas and persons. In the academic community, there is an ongoing assumption of academic integrity at all levels. There is the expectation that work will be independently thoughtful and responsible as to its sources of information and inspiration. Honesty is an appropriate consideration in other ways as well, including but not limited to the responsible use of library resources, responsible conduct in examinations, and the responsible use of the Internet. See the [college catalog \(https://lssc.smartcatalogiq.com/2019-2020/Catalog-and-Student-Handbook/College-Policies-Procedures/Academic-Integrity\)](https://lssc.smartcatalogiq.com/2019-2020/Catalog-and-Student-Handbook/College-Policies-Procedures/Academic-Integrity) for complete statement.

Basic Needs Statement

Any student who faces challenges securing basic needs such as food or housing and believes this may affect their performance in the course is encouraged to contact a campus dean at deanofstudents@lssc.edu (<mailto:deanofstudents@lssc.edu>). The deans will then be able to share any resources at their disposal.

Course Content

- All LSSC students will be exposed to a learning environment promoting the open exchange of ideas.
- LSSC course content is presented on an adult level and classroom discussions require a mature understanding of divergent viewpoints and the ability to think analytically. Courses will not be modified to accommodate variations in student age and/or maturity.
- This course will be presented objectively and is not presented to espouse, promote, advance, inculcate, or compel any individual to adopt as a belief any of the subjects of the discussion that

may be construed as concepts constituting discrimination based on race, color, sex, or national origin as provided by Florida law. Please note that I do not endorse such concepts but present them for academic discussion and consideration. The law does not prohibit discussion of such concepts in an objective manner and without endorsement. Should a student feel uncomfortable with how course content is presented or discussed, please contact the instructor for further conversation.

Important Information for Students with Disabilities

Any student with a documented disability who requires assistance or academic accommodations should contact the Student Accessibility Services immediately to discuss eligibility. The Student Accessibility Services (SAS) is located on the Leesburg Campus, but arrangements can be made to meet with a student on any campus. An appointment can be made by calling 352-365-3589 and specific information about SAS and potential services can be found at [Student Accessibility Services \(https://www.lssc.edu/current-students/student-accessibility-services/\)](https://www.lssc.edu/current-students/student-accessibility-services/).

Initial Attendance

Initial attendance is recorded based on being present in class and/or submitting an assigned academic related activity during the first two weeks of the course. If marked as not attending during this period, the student will be financially responsible for the course and Financial Aid and Veteran benefits may be decreased. Students who are reported as not attending will remain in the class (PRO 3-05).

LSSC Safety Statement

Lake-Sumter State College values the safety of all campus community members. **If you have an emergency, call 911.** Otherwise, to report a concern, suspicious activity, or to request a courtesy escort, call Campus Safety:

(352) 516-3795 Leesburg

(352) 536-2143 South Lake

(352) 303-7296 Sumter

LSSC also has a free safety app, **Lake-Sumter Safe** that is available for download. You will receive important emergency alerts and safety messages regarding campus safety via LSSC Alert. You are opted into this system when you become an LSSC student. For more information regarding safety and to view available resources, visit the [Campus Safety \(https://www.lssc.edu/safety/\)](https://www.lssc.edu/safety/) web page.

Privacy Policy (FERPA)

The Family Educational Rights and Privacy Act (FERPA) (20 U.S.C. § 1232g; 34 CFR Part99) is a Federal law that protects the privacy of a student's education records. In order for your information to be released, a form must be signed and, in your records, located in the Admissions/Registrar's Office.

Syllabus Disclaimer

Information contained in this syllabus is, to the best knowledge of this instructor, considered correct and complete when distributed to students. The instructor reserves the right, acting within policies and procedures of Lake-Sumter State College, to make necessary changes in course content or instructional techniques with notification to students.

Syllabus Statement

Students may, without prior notice, record video or audio of a class lecture for a class in which the student is enrolled for their own personal educational use. A class lecture is defined as a formal or methodical oral presentation as part of a college course intended to present information or teach enrolled students about a particular subject. Recording class activities other than class lectures, including but not limited to lab sessions, student presentations (whether individually or part of a group), class discussion (except when incidental to and incorporated within a class lecture), clinical presentations such as patient history, academic exercises involving student participation, test or examination administrations, field trips, private conversations between students in the class or between a student and the faculty member, and invited guest speakers is **prohibited**. Recordings may not be used as a substitute for class participation and class attendance and may not be published or shared without the written consent of the faculty member. Failure to adhere to these requirements may constitute a violation of the LSSC Student Code of Conduct.

Zero-Tolerance for Violence Statement

Lake-Sumter State College has a policy of zero tolerance for violence as stated in College Board Rule 2.17. Appropriate disciplinary action will be taken in accordance with Board Rule 2.17.

Withdrawal

Once the Add/Drop period passes, students deciding to discontinue class attendance and/or online participation have the responsibility for formal withdrawal by the withdrawal deadline.

Student Assessment

Students will be evaluated using methods such as essays, tests, quizzes, assignments, discussions, oral presentations, and projects.

Withdrawal Deadline

Add Date: Sunday, January 14, 2024

Drop Date: Sunday, January 14, 2024

Withdrawal Date: Monday, March 25, 2024

Class Calendar

Week	Due Date	Objectives & Reading Assignments	Items Due
Week 1 "Getting Started/Orientation" and Module 1 Introduction to Medical Office and Health Services Management	Due: 1/14	<p>In Canvas: Read the syllabus and all material in the getting started module and module 1. Note: Plagiarism/APA Module optional.</p> <p>Read Chapter 1 (Basics of Today's Medical Offices) and view PPTs. PDF of Chapter embedded in Canvas. Read through all other Module 1 materials.</p> <p>HSA2182 SLO #8, 10 & 14 are introduced</p>	<p>Discussion: Introduction and reply (See Start Here and Module 1 under the Modules link in Canvas) (10 pts)</p> <p>Video Clip 1 (the Widow) (20 pts)</p> <p>Extra Credit: Up to 10 pts for APA quiz</p>
Week 2 Module 2 Cornerstones of Management with a focus on application in medical practice and other health services settings	Due: 1/21	<p>Review all materials in Module 2 in Canvas.</p> <p>Read Chapter 2 (Application of Classic Management Principles in a Modern Medical Office) in embedded pdf of the text and view PPT.</p> <p>HSA2182 SLO#1, 3, 4 & 7</p>	<p>Video Clip 2 (Budget Variance) (20 pts)</p> <p>Mission Statement Assignment (10 pts)</p> <p>Chapters 1&2 quiz (20 pts)</p>
Week 3&4 Module 3 Leadership and Human Resources Management	Due: 2/4	<p>Review all materials in Module 3</p> <p>Read Chapters 3 (Leading the Medical Office Team) and 4 (Managing the Team Players in the embedded text. Review PPTs.</p> <p>HSA2182 SLO # 2, 4, 5, 6, 12, & 13</p>	<p>Video Clip 3 (Performance Issue) (20 pts)</p> <p>Recruitment Plan & Job Ad Assignment (10 pts)</p> <p>Chapters 3&4 quiz (20 pts)</p>

Week	Due Date	Objectives & Reading Assignments	Items Due
Weeks 5&6 Module 4 Revenue Cycle & Business Management	Due 2/18	Review all materials in Module 4 Read Chapters 5 (Managing 3 rd Party Payers) and 6 (Managing the Revenue Cycle and Financial Health of the Practice HSA2182 SLOs# 7&8	MIPS Assignment (10 points) Chapter 5&6 quiz (20 points)
7&8 Module 5 Compliance and Facility Management	Due 3/3	Review all materials in Module 5 Read Chapters 9 (Managing Legal Aspects) &10 (Provider Credentialing, Facility Licensure, & Keeping Up with Emerging Trends) HSA2182 SLOs# 7, 10, & 11	Assignment 1: Analyze Vendor Contract/Business Associate Agreement (for coding services) (10 pts) Assignment 2: (Credentialing) (10 pts) Quiz on Chapters 9&10 (20 pts)
9&10 Module 6 Total Quality Management (includes Continuous Performance Assessment & Improvement, Utilization Review and Risk Management),	Week 10 is Spring Break but Week 9 work isn't due until the Sunday of Spring Break: Due 3/17	Review all materials in Module 6 Read Chapter 7 (Managing Quality and Performance Improvement) HSA2182 SLOs#9 & 10	Assign #1:Video Clip 4 (Brainstorming) (20 pts) Assign #2: RM assignment (10 pts) Assign #3: UM assignment; (10 pts) Quiz on Chapter 7 (10 pts)

Week	Due Date	Objectives & Reading Assignments	Items Due
11 Module 7 Customer Service and Marketing	Due: 3/24	Review all Materials in Module 7 Read Chapter 8 (Customer Service, Loyalty and Marketing) SLOs HSA2182 #14 & 15	Video Clip 5: (Chain Reaction); (20 pts); Patient Education Assignment (10 pts) Quiz on Chapter 8 (10 pts)
Week 12 through Week 14 Module 8	Due: 4/14	A manager is often responsible for implementing and monitoring strategies to assess and improve quality; Manage risk and Manage appropriate Utilization of health services. Students will study scenarios related to these functions and write a journal article with at least one relevant graphic. As an option, students may choose to create a 12-15 minute video explaining to an audience of practice managers how to best solve a real-world scenario using strategies learned in this course and through online research. (See scenarios and topic lists in Canvas) SLOs HSA2182 #2, 9, 10, 11, 13 & 14	Journal Article or Video Presentation (100 points)
15 Module 9	Due: 4/21	Reflect on a Career Plan related to Health Services Management. Review for Final Exam	O*Net & Career Planning Discussion(10 pts)
Final Exam SHORT WEEK	Due: Must take by 9:00 PM on Thursday 4/25	Review all course reading materials and study guide for the final exam. SLOs HSA2182 #1-15 Have a nice Summer	Take final exam, online (100 pts)