

APPROVED

The University Of Toledo

RECEIVED

New Graduate Program Proposal

MAY 1 2012

COLLEGE OF
GRADUATE STUDIES

* denotes required fields

College*: Coll Business and Innovation

Dept/Academic

Unit*: --Select a Department-- SCHOOL HEALTHCARE BUSINESS INNOVATION & EXCELLENCEContact Person*: Dr. Mark Vonderembse Phone: 530-4319 (xxx-xxxx) Email:
Mark.Vonderembse@utoledo.eduProgram Code*: CERTIFICATEProgram Name*: HEALTHCARE BUSINESS MANAGEMENT EXCELLENCE

Degree to be granted (if applicable): Certificate

Minimum number of credit hours for completion*: 12Proposed effective term: 201240 (e.g. 201140 for 2011 Fall)List all courses which
comprise the certificate or
degree and identify term
offered (summer/fall/spring):SEE ATTACHED: COURSE ARE RECENTLY DEVELOPED,
WITH TENTATIVE SCHEDULE IN ATTACHMENT

Identify delivery method (Online/in class/off campus):

BLENDED ON-LINE & IN-CLASS
MAY BE OFFERED OFF
CAMPUS

Attach the OBOR new program proposal:

Browse...

Additional Attachment

Browse...

Program Approval:

Department Curriculum Authority:

NA

Date

School Director
Department Chairperson:

Mark Vonderembse

Date

4/27/2012

College Curriculum Authority or Chair:

Thompson

Date

4/30/2012

College Dean:

Kendall S. Linn

Date

4/30/2012

Graduate Council:

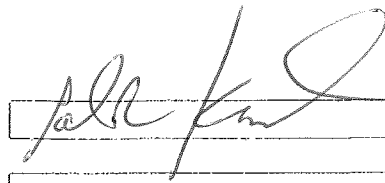
Nick Piazza

Date

7.16.12

Date

Dean of Graduate Studies:



07/16/12

Office of the Provost :

Date

0

[Submit New Program Proposal](#)**Administrative Use Only****Effective Date:**

(YYYY/MM/DD)

CIP Code:**Subsidy Taxonomy:****Program Code:****Instructional Level:**

The University of Toledo • 2801 W. Bancroft • Toledo, OH 43606-3390 • 1.800.586.5336
© 2006-2007 The University of Toledo. All rights reserved. • Send all feedback / comments to [webMaster](#)

Certificate: Healthcare Business Management Excellence

Background: The impetus for this idea came from discussions with Dr. Jeff Gold who felt that medical students, residents, and MDs should have basic knowledge of business concepts as they relate to the practice of healthcare. An initial outline of business concepts was prepared, reviewed by Dr. Gold, and revised to meet the needs of those in the medical profession. The result was a six course twelve credit hour proposal. Clearly, there are other topics that could be added and would be useful, but these were judged to best meet the needs of the participant/customer, and twelve hours was thought to be the appropriate upper limit.

As this proposal was being developed, ProMedica asked to meet with representatives from the School of Healthcare Business Innovation and Excellence because they wanted to have UT participate in delivering education to doctors who are seeking careers as physician executives (there is a second certificate proposal for Physician Executives that addresses this request). At these meetings, it was suggested that ProMedica also consider having its doctors participate in the Healthcare Business Management Excellence Certificate, and they liked the idea. They view the Healthcare Business Management Excellence proposal as a feeder into the Physician/Healthcare Executive proposal that they originally contacted us about. ProMedica has suggested that all of its employed physicians would benefit from participating in the Healthcare Business Management Excellence Certificate. They will consider making this a requirement for employment and promotion. They see this certificate as a stepping stone to becoming a Physician Executive as well as to an MBA or EMBA.

Target Market: The target market includes Medical Students at UT's College of Medicine, Residents in the Toledo area, and MDs who contemplate starting a practice or who are currently in a practice. Given that the Certificate in Healthcare Business Management Excellence will likely be delivered via distance learning, there exists a possibility for geographic market expansion.

Additional Market Opportunities: This program is appropriate so that it could be taken by any healthcare manager or clinical professional such as Physical Therapists and Occupational Therapist. In fact, a meeting was held recently with the head of the Physical Therapy program at UTMC, and he is very interested and would like representatives of the School to meet with his faculty to discuss. In addition, the program would be beneficial to healthcare manager who lack business education. ProMedica prefers a mixture of physicians from different hospitals as well as participants from different fields including healthcare managers without professional training in medicine.

Pedagogy: The pedagogy is most likely to be primarily DL with some face-to-face instruction. The most likely offering will be in a 16 week or 8 week format. These will be determined by the most effective way to meet the needs of the customers.

Summary: The certificate has six two credit hour courses. The details of the offering follow.

- | | |
|---|-----------------|
| 1. SHBE 5001: Healthcare Finance | (Fall Semester) |
| 2. SHBE 5002: Healthcare Policy and Law | (Fall Semester) |
| 3. SHBE 5003: Healthcare Information Systems | (Fall Semester) |
| 4. SHBE 5004: Healthcare Marketing and Customer Relationship Management | (Spg Semester) |
| 5. SHBE 5005: Healthcare Process Improvement | (Spg Semester) |
| 6. SHBE 5006: Entrepreneurial Strategic Management in Healthcare | (Spg Semester) |

Proposal for
SHBE 5001: Healthcare Finance

Course Description:

The course examines, from a healthcare perspective, basic finance topics including financial markets and institutions, financial statements and their time value of money, risk and return, and stock and bond valuation. It explains how to manage cash flows and working capital and discuss preparing budgets and statements for business planning.

Learning Objectives:

Able to do the following:

1. Understanding basic tools, functions, and objectives of accounting systems and internal controls.
2. Understand the basic tools, functions, and objectives of finance and financial management, including risk and return.
3. Perform basic analysis of financial statements using ratio analysis
4. Calculate the time value of money and how it is used to invest in projects
5. Manage cash flows and working capital
6. Make basic investment decisions in stocks and bonds

Topics:

1. Understanding the accounting cycle, cost systems, and corporate governance
2. Understanding financial statements including the balance sheets, income statements, and cash flow statements
3. Analyzing financial statements
4. Time value of money
5. Investing in bonds
6. Investing in stocks
7. Risk and return in investing
8. Investing capital into the business
9. Working capital management and cash flows

Proposal for
SHBE 5002 – Healthcare Policy and Law

Course Description:

The course examines the primary policy, legal and ethical issues facing healthcare leaders today. In doing so, the course places the student in a position to explore and understand the business implications of current healthcare trends in reimbursement methodologies, protected information, healthcare portability, patient privacy, advanced directives, euthanasia, anti-kickback issues, Stark Laws, Accountable Care Organizations, Meaningful Use, Patient Centered Medical Homes, EMTALA, and other relevant policy developments.

Learning Objectives:

Able to do the following:

1. Be aware of the major policy generating entities in the U.S.A.
2. Identify the key regulatory changes afoot.
3. Understand and explain the business and managerial implications of healthcare policy.
4. Identify opportunities and threats to the healthcare business resulting from policy changes.
5. Develop effective business strategies that improve business performance given of healthcare policy.

Topics:

1. The role of the Federal Government in policy making
2. Reimbursement methodologies and major payers
3. Accountable Care Organizations (ACOs)
4. Stark Law
5. Anti-Kickback regulation
6. Health Insurance Portability and Accountability ACT (HIPAA) and EMTALA
7. Meaningful Use and Regional Health Information Exchanges (Interoperability)
8. Patient Centered Medical Homes (PCMH)
9. Medical Malpractice issues

Proposal for
SHBE 5003: Healthcare Information Systems

Course Description:

The course examines, from a healthcare perspective, critical issues in planning for and implementing process workflow software such as electronic health record (EHR) applications. It examines salient issues such as benefits from, software selection of, and user support of, EHR. It examines the emerging concepts of Regional Health Information Exchanges. It also provides an overview of Practice Management Systems.

Learning Objectives:

Able to do the following:

1. Explain the benefits and business value from EHR applications
2. Understand the functionalities and workflows of EHR applications
3. Identify steps needed for implementation of EHR applications
4. Identify and address management and user acceptance issues relating to optimal use of EHR applications
5. Understand the benefits and challenges associated with Regional Health Information Exchanges
6. Identify integration, security and compliance issues salient to Practice Management Systems

Topics:

1. IT in healthcare and overview of EHR applications
2. Benefits and business value from EHR applications
3. Implementation of EHR applications – Needs assessment, software selection etc
4. User support and acceptance of EHR applications
5. Definition and benefits of Regional Health Information Exchanges
6. Current Regional Health Information Exchanges
7. Challenges and Issues on building and participating in a Regional Health Information Exchange
8. Functionalities and benefits of Practice Management Systems
9. Integration of EHR applications and Practice Management Systems
10. Compliance and security issues in Practice Management Systems

Proposal for
SHBE 5004: Healthcare Marketing and Customer Relationship Management

Course Description:

This course involves analysis, evaluation, and implementation of marketing and customer relationship management (CRM) strategies within healthcare environments. This course deepens practical knowledge by addressing when and how marketing and CRM techniques do, and do not, apply within the health sector. It is designed to cultivate skills in applying marketing and CRM tools and tactics for enhanced patient-centered care, patient satisfaction, and organizational performance.

Learning Objectives:

Able to do the following:

1. Understand environmental trends that can influence the healthcare market.
2. Gain knowledge of the strategic marketing process in a healthcare environment.
3. Develop skills in applying marketing strategies and tactics to the health sector.
4. Understand healthcare CRM process and tools for patient-centered care.
5. Manage patient satisfaction and healthcare organization performance

Topics:

1. Emerging Healthcare Market Landscape
 - a. Current Healthcare Market Trends
 - b. Need for Marketing the Healthcare Organizations
 - c. Challenges of Healthcare Marketing
2. Healthcare Strategic Marketing
 - a. Strategic Management Process
 - b. Strategic Healthcare Marketing
 - c. Developing Marketing Plan for the Healthcare Organizations
 - d. Healthcare Marketing Strategies and Tactics
3. Healthcare Customer Relationship Management (CRM)
 - a. Customer Orientation and Patient-centered Care
 - b. Healthcare CRM Process
 - c. Personalized Patient Management
 - d. Healthcare CRM Tools for Patient-centered Care
4. Managing Healthcare Outcome
 - a. Quality in Healthcare Management
 - b. Patient Satisfaction Measurement
 - c. Enhancing Patient Satisfaction: Approaches and Best Practices
 - d. Healthcare Organizations' Performance Management

Proposal for
SHBE 5005: Healthcare Process Improvement

Course Description:

The course examines, from a healthcare perspective, critical issues in improving the performance of healthcare operations including lean systems and six sigma quality in ways that increase efficiency and maintain or even increase the quality of care and patient satisfaction.

Learning Objectives:

Able to do the following in the context of healthcare:

1. Understand and apply lean principles in healthcare
2. Conduct process analysis to identify inefficiencies in processes and suggest improvement initiatives.
3. Be able to identify and initiate productivity enhancing initiatives in the workplace
4. Apply six-sigma principles to improve healthcare performance
5. Understand and improve patient satisfaction

Topics:

1. Principles of Lean Systems
 - a. Value Stream Mapping
 - b. Productivity improvement
 - c. Sourcing principles
 - d. Lean materials management
2. Process Management
 - a. Defining and mapping detailed process flows
 - b. Process Analysis for identification of inefficiencies
 - c. Improving process performance
 - d. Conduct capacity planning
 - e. Understand resource scheduling
3. Six-Sigma and Quality Management
 - a. Total Quality Management
 - b. Understand and Execute the Define, Measure, Analyze, Improve and Control (DMAIC) cycle for improving quality
 - c. Understand and identify metrics to measure, and monitor service quality and patient satisfaction

Proposal for
SHBE 5006: Entrepreneurial Strategic Management in Healthcare

Course Description:

This is a capstone course in entrepreneurial strategic management in the rapidly changing healthcare sector. It is becoming increasingly important for leaders to recognize the opportunities facing their organization and act on them to position their organizations for survival and growth in the long run. The course is designed to help you integrate what you have learned in your separate functional areas to analyze complex strategic problems to turn them into opportunities for your healthcare organization.

Learning Objectives:

Able to do the following:

1. Think and act like an entrepreneur within an established healthcare organization
2. Understand the approaches to recognizing and assessing emerging internal and external opportunities due to constant changes in the environment
3. Formulate and present a feasibility study to take advantage of emerging opportunities
4. Lead the successful implementation of the feasibility study using your available resources.

Topics:

1. Entrepreneurship/Intrapreneurship
2. The External environment
3. The Internal environment
4. Recognizing emergent opportunities
5. Feasibility Analysis
 - a. Service/Product feasibility
 - b. Market feasibility
 - c. Organizational feasibility
 - d. Financial feasibility
6. Types of strategies
7. Strategic analysis and choice
8. Long term goals and short term goals
9. Strategic implementation mechanisms
 - a. Leadership
 - b. Structure
 - c. Culture
 - d. Compensation
10. Strategic Implementation by functions
 - a. Accounting and Finance
 - b. Marketing
 - c. Operations
 - d. information system