Syllabus for PADM 600: Introduction to Healthcare Administration Fall 2024
(No prerequisites)

Instructor: Dr. Yi Tang
Office Location: SSCO 3038, and/or via Zoom
Office Hours: Tuesdays 4-6pm, and/or by appointment
Class Meeting Day: Tuesdays

Email: tangyi@unm.edu
Course Credits: 3.0
Class Location: SSCO 3030, or via Zoom
Class Time: 6:00-8:45pm

Cell: 612-300-2908 (please use Canvas messaging or email as your primary modes of communication, but phone number is provided for texting/calling during office hours)

Course Description
This course provides an overview of the evolving structure of the US public health and health care delivery systems. It is designed for graduate students in health policy and management who plan to work in, manage, and lead hospitals, clinics or other health service organizations or in other administrative or policy positions. This course supports the effectiveness of health services managers, administrators and other professionals by providing knowledge of a wide range of health organizations and services and associated management and policy issues.

The course introduces the student to the major areas in health management such as planning, operations, human resources, leadership, finance, information systems & technology, and quality. In addition, the course emphasizes a number of policy topics associated with, for example, population health, recruitment of physicians and other allied health personnel, coordination across health and human services organizations, Medicare funding, and managed care.

Course Objectives and Student Learning Outcomes
The following MHA core learning outcomes will be addressed in this course. Students will:
- Demonstrate knowledge of the political and legal institutions of governance that influence health care administration
- Identify the main components and issues of the organization, financing and delivery of health services and public health systems in the US
- Demonstrate the ability to identify policy problems related to health care administration
- Describe the underlying assumptions and relationships that characterize the historical evolution and current state of public health services delivery
- Identify and describe the basic economic concepts involved in health services delivery to include payor sources, revenue generation and financial control functions
- Analyze health administration related policies and problems by applying appropriate professional and ethical standards
- Demonstrate a nuanced understanding of public service values salient to health administration such as accountability, equity, responsibility, and diversity

Textbooks and Supplies

- Required textbook: *Introduction to Healthcare Management*. Sharon Buchbinder, Nancy Shanks, and Bobbie Kite. 4th Edition. (2019 or 2021) ISBN: 9781284156560.
- Weekly required materials: journal articles, podcasts, videos, etc., posted on weekly readings.

Course Assessments

Assessment	Due Date*	% of Grade
Weekly Reflections	Weekly before class	20%
Policy Brief	9/10	10%
Personal Strategic Plan	9/24	10%
Midterm	10/15	20%
Article Extract	11/5	10%
Book Analysis	11/12	10%
Final Exam	12/10	20%
Total		**100%**

Grading Scale

A+	100%	--	
A	93 – 99%	C+	77 – 79%
A-	90 – 92%	C	73 – 76%
B+	87 – 89%	C-	70 – 72%
B	83 – 86%	D	60 – 69%
B-	80 – 82%	F	Below 60%

Grade Response Time

I strive to grade all assignments within a 7-day window of submission.

Grade Requirements for Graduation

To earn a graduate degree at the University of New Mexico, students must have a minimum cumulative grade point average of 3.0 in graduate-level courses taken in graduate status at the time of degree completion as well as a grade point average of at least 3.0 for courses listed in their Program of Studies or Application for Candidacy. Students may not graduate with Incompletes or unrecorded grades (NR) pending in any graduate course, nor may they graduate while on probation. Courses taken to meet undergraduate deficiencies/prerequisites cannot be used to meet graduate degree requirements nor are they calculated into the graduate grade point average. It is expected that the student earns at least a B (3.0) in each of these courses. If a grade of less than "B" (3.0) is earned in any of these, the major department may deem that the prerequisite has not been satisfied. No more than 6 credit hours of coursework in which a grade of "C" (2.0), "C+" (2.33) or "CR" (grading option selected by student) was earned may be credited toward a graduate degree. Courses offered only on a CR/NC basis and required by the graduate program are excluded from this limitation.

Midterm Survey
We will use a midterm survey after the Fall Break week to assess what we can adjust in the course to make the second half of the class more effective.

Course Modality
This course is being scheduled as an O+C (Online + Classroom) course. In-person students (Section 001) will attend class face-to-face and remote students (Section 002) will attend via Zoom. To ensure equal learning experience and that students from both sections can communicate with each other, the Canvas sessions for both class sections are combined into a joining session. For the Zoom meetings, you will need:
- A headset with microphone. Headsets are widely available at stores that sell electronics, at the UNM Bookstore or online.
- A high-speed internet connection is highly recommended for these sessions. Please test your wireless Internet connection for audio and/or video quality prior to web conferencing.
- **A Zoom link which can be found on Canvas → "Zoom Meetings".**

For UNM Web Conference Technical Help: (505) 277-0857

Technical Skills
In order to participate and succeed in this class, you will need to be able to perform the following basic technical tasks:
- Use Canvas (help documentation located in "Help" > "UNM Canvas Help Site" link on left course menu, and also at Online Student Documentation).
- Use email – including attaching files, opening files, downloading attachments
- Copy and paste within applications including Microsoft Office
- Open a hyperlink (click on a hyperlink to get to a website or online resource)
- Use Microsoft Office applications
- Create, download, update, save and upload MS Word documents and MS PowerPoint presentations
- Download, annotate, save and upload PDF files
- Download, install, and use the in-course web conferencing tool (Zoom)

Technical Requirements
Computer
- A high-speed Internet connection is highly recommended.
- A supported web browser: Detailed Supported Browsers and Operating Systems.
- Any computer capable of running a recently updated web browser should be sufficient to access online course resources (Canvas, the library, YouTube, etc.). However, bear in mind that processor speed, amount of RAM and Internet connection speed can greatly affect performance. Many locations offer free high-speed Internet access including UNM's Computer Pods.

Microsoft Office products are available free for all UNM students (more information on the UNM IT Software Distribution and Downloads page)

Canvas outages: Unexpected Canvas system outages are rare but, if they occur, I will advise everyone on how to proceed.

For UNM Canvas Technical Support: (505) 277-0857 (24/7) or visit the Canvas Info Site

Coursework and Participation

Instructor Response Time

I routinely check the course for postings or Canvas messages, Monday (12 pm) – Friday (12 pm) and sometimes on the weekend. You can anticipate a 24 to 48-hour response from me, Monday – Thursday. I will try and respond to all weekend (Friday afternoon to Sunday) emails and postings by 5pm on Monday or earlier. If you have not heard from me within 72 hours, please re-send your message.

Procedures for Completing Coursework

- Deadlines get things done. The deadlines for the assignments in class are designed for your benefit and to balance my workload. I strongly encourage you to use these deadlines to help your own time management for the semester. However, we are living in unpredictable times. If you have a schedule conflict, please contact me as soon as possible, and we will work together to find a solution.
- All tests/exams are "take-home" style and none of them require a pre-arranged/approved proctor.
- All written work needs to be submitted online. If you have difficulty using a tool to complete work, please reach out to UNM's Canvas Support immediately and notify me as well.

Credit Hour Statement

This is a three credit-hour course. Class meets for 2 hours and 45 minutes of direct instruction for fifteen weeks during the Fall 2024 semester. Please plan for a *minimum* of six hours of out-of-class work (or homework, study, assignment completion, and class preparation) each week. (Some weeks will be a little less, some a little more.)

> **Support:** Student Learning Support at the Center for Teaching and Learning offers individual consultations and online support for graduate students through the [Graduate Resource Center](#) (GRC). This includes support through the [UNM Graduate Online Writing Lab](#), where you can seek feedback on your writing and research projects.

Office Hours

I have office hours set aside on Tuesdays from 4-6pm, but I prefer to do all office hours by appointment to best manage all our schedules. Send me an email to set up a meeting (time, day, mode, what the meeting is about), and we'll get something scheduled.

Expectations for Participation

- students are expected to learn how to navigate in Canvas
- students are expected to communicate with one another in team projects
- students are expected to keep abreast of course announcements
- students are expected to use the Canvas course inbox as opposed to a personal email address
- students are expected to keep instructor informed of class related problems, or problems that may prevent the student from full participation
- students are expected to address technical problems immediately
- students are expected to observe course netiquette at all times

Netiquette

Students are expected to follow the [guidelines of netiquette](#) when communicating and interacting in our course. Netiquette refers to a set of guidelines in online communication that help ensure positive interactions. In this

case specifically, these guidelines seek to keep our online class a positive learning environment for everyone.

Attendance Policy

Regular and punctual attendance is essential to both doing well and to fostering a space for learning. UNM *Pathfinder* policies apply, which in part means instructor drops based on nonattendance are possible. This class is an interactive learning class, which means that student engagement is vital to maximizing the learning experience for everyone. One great benefit of our program is that you have a chance to work with other excellent students who are doing impressive work. However, in order to benefit from this network, you have to get to know your fellow students. If you don't show up, you won't. If you show up and don't engage, you won't. I will do as much as I can to optimize opportunities for connections in our virtual classroom experience. That said, I understand you have work, family and life commitments which at times conflict with our class schedule. **Please try to communicate with me before any (un)expected absence**. Three or more unexcused absences may result in permanent removal and a drop from the course. All class sessions will be available as recordings on Canvas as quickly as the recordings are finished processing. If there are technical difficulties for any reason, the recording of the class will be made available to you as soon as possible.

Accommodations

UNM is committed to providing equitable access to learning opportunities for students with documented disabilities. As your instructor, it is my objective to facilitate an inclusive classroom setting, in which students have full access and opportunity to participate. To engage in a confidential conversation about the process for requesting reasonable accommodations for this class and/or program, please contact Accessibility Resource Center at arcsrvs@unm.edu or by phone at 505-277-3506.

Responsible Learning and Academic Honesty

Cheating and plagiarism (academic dishonesty) are often driven by lack of time, desperation, or lack of knowledge about how to identify a source. Communicate with me and ask for help, even at the last minute, rather than risking your academic career by committing academic dishonesty. Academic dishonesty involves presenting material as your own that has been generated on a website, in a publication, by an artificial intelligence algorithm (AI), by another person, or by otherwise breaking the rules of an assignment or exam. It is a Student Code of Conduct violation that can lead to a disciplinary procedure. When you use a resource (such as an AI, article, a friend's work, or a website) in work submitted for this class, document how you used it and distinguish between your original work and the material taken from the resource.

> **Support:** Many students have found that time management workshops or work with peer tutors can help them meet their goals. These and other resources, including support on how to cite a source, are available through Student Learning Assistance at the Center for Teaching and Learning.

Cell Phones and Technology

Please use it! Our largest challenge this year: muting and unmuting! Just be mindful of your technology and how you are using it to optimize your learning and not undermining it. I am here to help you work toward your goals, whatever they are, so let me know if there are specific ways I can support you.

Email policy

UNM policy 2540: Student Email notes that email policies may be determined by individual faculty for

instructional purposes, which will be specified in the course syllabus, and must be followed by the students. For this class, all communications must be conducted either within the UNM Canvas or students' and instructor's UNM email. This is both to promote efficiency and to implement best practices in regard to digital communication, which as future health administrators will be of the utmost importance.

Indigenous Peoples' Land and Territory Acknowledgement

Founded in 1889, the University of New Mexico sits on the traditional homelands of the Pueblo of Sandia. The original peoples of New Mexico - Pueblo, Navajo, and Apache since time immemorial - have deep connections to the land and have made significant contributions to the broader community statewide. We honor the land itself and those who remain stewards of this land throughout the generations and also acknowledge our committed relationship to Indigenous peoples. We gratefully recognize our history.

Library Services

UNM-Main campus provides many library services and tutorial services, including a range of services for distance students. For library services, go to UNM Libraries for links to link to specific libraries on campus or to contact a librarian.

Weather

During the semester, contact the UNM hotline at 505-277-7669 to determine if classes havebeen cancelled. Appropriate adjustments will be made to the schedule as needed in the event of weather-related class cancellations.

Important UNM Dates

The Registrar's Office has a page available that includes important semester deadline dates that students should know.

Title IX

The University of New Mexico and its faculty are committed to supporting our students and providing an environment that is free of bias, discrimination, and harassment. The University's programs and activities, including the classroom, should always provide a space of mutual respect, kindness, and support without fear of harassment, violence, or discrimination. Discrimination on the basis of sex includes discrimination on the basis of assigned sex at birth, sex characteristics, pregnancy and pregnancy related conditions, sexual orientation and gender identity. If you have encountered any form of discrimination on the basis of sex, including sexual harassment, sexual assault, stalking, domestic or dating violence, we encourage you to report this to the University. You can access the confidential resources available on campus at the LoboRESPECT Advocacy Center, the Women's Resource Center, and the LGBTQ Resource Center. If you speak with an instructor (including a TA or a GA) regarding an incident connected to discrimination on the basis of sex, they must notify UNM's Title IX Coordinator that you shared an experience relating to Title IX, even if you ask the instructor not to disclose it. The Title IX Coordinator is available to assist you in understanding your options and in connecting you with all possible resources on and off campus. For more information on the campus policy regarding sexual misconduct and reporting, please see UNM Administrative Policy 2740 and CEEO's website.

If you are pregnant or experiencing a pregnancy-related condition, you may contact UNM's Office of Compliance, Ethics, and Equal Opportunity at ceeo@unm.edu. The CEEO staff will provide you with access to available resources and supportive measures and assist you in understanding your rights. UNM's lactation stations are marked on the UNM campus map.

Citizenship and/or Immigration Status

All students are welcome in this class regardless of citizenship, residency, or immigration status. Your professor will respect your privacy if you choose to disclose your status. As for all students in the class, family emergency-related absences are normally excused with reasonable notice to the professor, as noted in the attendance guidelines above. UNM as an institution has made a core commitment to the success of all our students, including members of our undocumented community. The Administration's welcome is found on our website.

Respectful Conduct Expectations

I am committed to building with you a positive classroom environment in which everyone can learn. I reserve the right to intervene and enforce standards of respectful behavior when classroom conduct is inconsistent with university expectations [and/or classroom community agreements]. Interventions and enforcement may include but are not limited to required meetings to discuss classroom expectations, written notification of expectations, and/or removal from a class meeting. Removal from a class meeting will result in an unexcused absence. [Insert number] or more unexcused absences may result in permanent removal and a drop from the course (see attendance policy). The University of New Mexico ensures freedom of academic inquiry, free expression and open debate, and a respectful campus through adherence to the following policies: D75: Classroom Conduct, Student Code of Conduct, University Policy 2240 – Respectful Campus, University Policy 2210 – Campus Violence.

Connecting to Campus and Finding Support

UNM has many resources and centers to help you thrive, including opportunities to get involved in campus life, research experiences, mental health resources, academic support such as tutoring, resource centers for people like you, free food at Lobo Food Pantry, jobs on campus and financial capability support. Your advisor, staff at the resource centers and Dean of Students, and I can help you find the right opportunities for you.

Wellness

If you do need to stay home due to illness or are experiencing a wellness challenge, please take advantage of the resources below. You can communicate with me at tangyi@unm.edu / 612-300-2908 and I can work with you to provide alternatives for course participation and completion. Let me, an advisor, or another UNM staff member know that you need support so that we can connect you to the right resources. UNM is a mask friendly, but not a mask required, community. If you are experiencing COVID-19 symptoms, please do not come to class.

Support

- Student Health and Counseling (SHAC) at (505) 277-3136.
- TimelyCare: Free 24/7 virtual care services (medical, emotional support, health coaching, self-care, basic needs support).
- LoboRESPECT Advocacy Center (505) 277-2911: help with contacting faculty and managing challenges that impact your UNM experience.

SCHEDULE OF ACTIVITIES (Tentative)

The Schedule of Activities is subject to change. Changes will be announced in class and provided in writing.

Wk	Date:	Readings	Assessments*
1	8/20: Introduction to Course	--	--
2	8/27	Readings: Berwick 2008 Polancich et al. 2023 Chesley 2020 Scott 2020 (Application of Chesley2020) *Better* pp. 1-28 Podcast: Jost 2020 (59 minutes)	Weekly Reflection
3	9/3	Readings: Chapters 1 & 2 Gaskin 2019 & Yale 2019 (Application of Gaskin2019) O'Laughlin 2019 & Sanford 2019 (App of O'Laughlin) Couris 2020 Onyango et al. 2023 Podcast: Scales 2020 (11 minutes)	Weekly Reflection
4	9/10	Readings: Chapters 3 & 4 Waldo 2018 Cutler 2020 Fogel 2020 Zare et al 2023 Podcasts: Weil 2019 (4 minutes) Health Affairs 2019 (3 minutes)	Weekly Reflection **Policy Brief Due**

5	9/17	Readings: Chapters 5 & 6 Pitocco et al. 2020 Halverson 2020 (Application ofPitocco et al 2020) Austin 2023 Podcast: Agrawal 2020 (87 minutes)	Weekly Reflection
6	9/24	Readings: Chapters 7 & 8 Gaffney 2020 McGhan et al 2020 Tsang 2020 (Application of McGhan) Watkins 2023 Podcast: Grinberg 2018 (13 minutes)	Weekly Reflection **Personal Strategic Plan Due**
7	10/1	Readings: Chapters 9 Po 2019 Comer 2019 (Application of Po 2019) Sundar 2020 Rhodes et al 2023 Podcasts: Weil 2018 (4 minutes) ASHRM Podcast (14 minutes)	Weekly Reflection *Midterm Exam available 10/2 at 9am*
8	10/8	--	**Work on Midterm**
9	10/15	Readings: Chapter 10 & 11 Betancourt 2020 Parrill 2020 Sanatham 2020 Braddock et al 2023	**Midterm Exam Due**
10	10/22: Workshop/ Meetings/Catch-up	No Class – Professor at 2024 INFORMS Annual Meeting in Seattle	--
11	10/29	Readings: Chapter 12 Leadership Interviews (On Canvas) Johnson 2020 (TalentDevelopment)	Weekly Reflection

12	11/5: Personal Strategic Plan Workshop	Readings: Chapter 13 Fink 2013 Wade 2023 Navarro 2020 Podcasts: ASHRM 1 (Risk Manager's Journey,20 min.) ASHRM 2 ("Good Catch" stories, 9min.) Weil 2020 (34 minutes)	Weekly Reflection **Article Extract Due**
13	11/12: Health Book Discussion	Select book of your choice and prepare 3-5 minute pitch of the book for group discussion	**Book Analysis Due**
14	11/19	Readings: Chapters 14 & 17 Halpern 2020 (Metrics to EvaluateCancer Center Leadership) Henson 2020 (Application of Halpern) Battle 2022 Podcast: Schattner 2017 (24 minutes)	Weekly Reflection
15	11/26: Workshop/ Meetings/Catch-up	No class – Enjoy a long Thanksgiving break!	--
16	12/3: Legal & ethical Issues Health Care Marketing	Readings: Chapters 15 & 16 Ortiz 2019 Kling 2020 Hertelendy et al 2022 Podcasts: Blood 2020 (15 minutes) Emanuel 2019 (3 minutes)	Weekly Reflection
17	12/10: Final Exam	Final Exam	**Final Exam Due**

*Unless otherwise posted, assessments are due BEFORE class on the given day.