

Wayland Mission Statement

Wayland Baptist University exists to educate students in an academically challenging, learning-focused, and distinctively Christian environment for professional success, and service to God and humankind.

Contact Information

Course: HLAD 5305 <<VC01>> – Operations Management in Health Care Systems

Campus: <<WBUonline >>

Term/Session: <<Spring 2025>>

Instructor: <<Dr. John Phelps>>

Office Phone Number/Cell #: <<(806)445-4134>>

WBU Email Address: << john.phelps@wayland.wbu.edu >>

Office Hours, Building, and Location: << Virtual Office Hours – Will access email 2x daily, and students may call at any time >>

Class Meeting Time and Location: << Asynchronous online instruction on Blackboard >>

Catalog Description:

Specific operational research techniques essential to the analysis of health care managerial challenges are studied. The design of new and improved systems is analyzed, as are those employed to achieve desired system performance. Operational considerations in managing hospitals, clinics, nursing homes, rehabilitation facilities, home health agencies, and other emerging forms of non-institutionalized health care delivery are examined.

Prerequisite:

HLAD 5334

Textbook Information

Required Textbook(s) and/or Required Materials:

BOOK	AUTHOR	ED	YEAR	PUBLISHER	ISBN#
<u>Health Care Operations Management</u>	Langabeer	3rd	2021	Jones & Bartlett	9781-28419-4142

*If this is an UNDERGRAD class the textbook for this course is part of the **Pioneer Academic Access Program**. You will have access to an eBook and interactive learning material on the first day of class through your Blackboard course site. If the course requires a physical book you can order at bookstore.wbu.edu. The cost of all your materials are billed to your student account at \$26.00 per credit hour. You can choose to opt-out, however if you do you will lose*

access to ***all classes/materials*** and have to source through third party vendors You will be notified via email with access instructions and additional information. If you are in a ***GRADUATE*** class you will have an Automatic eBook which is billed directly to your student account or a physical book that can be purchased at bookstore.wbu.edu. If you do not wish to participate in the Automatic eBook program, you will have the first week of class to opt-out of the program (additional details will be outlined in your email instructions).

Optional Materials: <<None>>

Course Outcome Competencies:

- Evaluate the strategic planning process that health care organizations must employ to ensure future viability and success in the changing dynamics of the health care system;
- Determine the impact that health policy has on the health care organization's strategic planning and management process;
- Analyze the cause and effect of strategy and public policy in health care;
- Assess the range of strategic options that health care organizations must consider to adapt to the change in the environmental, regulatory, and competitive condition in the health care industry. Particular emphasis is placed on: vertical integration and strategic alliances of health care organizations;
- Analyze whether health care organizations through strategic management can continue to provide effective and efficient health services in a health care delivery system with declining resources.

Attendance Requirements

<<WBUonline

Students are expected to participate in all required instructional activities in their courses. Online courses are no different in this regard; however, participation must be defined in a different manner. Student "attendance" in an online course is defined as active participation in the course as described in the course syllabus. Instructors in online courses are responsible for providing students with clear instructions for how they are required to participate in the course. Additionally, instructors are responsible for incorporating specific instructional activities within their course and will, at a minimum, have weekly mechanisms for documenting student participation. These mechanisms may include, but are not limited to, participating in a weekly discussion board, submitting/completing assignments in Blackboard, or communicating with the instructor. Students aware of necessary absences must inform the professor with as much advance notice as possible in order to make appropriate arrangements. Any student absent 25 percent or more of the online course, i.e., non-participatory during 2 or more weeks of an 8-week session, may receive an F for that course. Instructors may also file a Report of Unsatisfactory Progress for students with excessive non-participation. Any student who has not actively participated in an online class prior to the census date for any given session is considered a "no-show" and will be administratively withdrawn from the class without record. To be counted as actively participating, it is not sufficient to log in and view the course. The student must be submitting work as described in the course syllabus. Additional attendance and participation policies for each course, as defined by the instructor in the course syllabus, are considered a part of the university's attendance policy.

University Policies

Academic Integrity:

[Link to Statement on Academic Integrity](#)

Artificial Intelligence: Generative AI tools usage encouraged and may be actively assigned in coursework.

- i. Use of generative AI tools is actively encouraged and incorporated in to specific assignments for this course.
- ii. Use of generative AI tools for assignments in brainstorming, content understanding, or revision to work is perfectly acceptable if cited and referenced properly in any submitted work for the course.
- iii. Use of generative AI is encouraged as long as students understand the use of generative AI in the course is to be an assistance tool and not the generator of assignments and submitted work. Ultimately, all submitted work must still reflect student's own work, understanding, and analysis.
- iv. Specific parameters for generative AI usage provided by the instructor.
- v. Any use of generative AI tools outside of the approved instructor parameters will be considered a form of plagiarism and academic dishonesty.

Disability Statement: In compliance with the Americans with Disabilities Act of 1990 (ADA), it is the policy of Wayland Baptist University that no otherwise qualified person with a disability be excluded from participation in, be denied the benefits of, or be subject to discrimination under any educational program or activity in the university. The Disability Services Coordinator and Academic Coach serves as the coordinator of students with disabilities and must be contacted concerning accommodation requests. Office: (806) 291-1057. Documentation of a disability must accompany any request for accommodations.

Course Requirements and Grading Criteria

<< Grading Criteria:

Requirement	Percent of Grade
Weekly Discussions	40%
Weekly Quizzes	15%
Term Paper	30%
Final Exam	15%

Grading Scale:

100-90	A
89-80	B
79-70	C
69-60	D
Below 60	F

W=	Approved Withdrawal
WP=	Approved Withdrawal Passing
WF=	Withdrawal Failing
I=	Incomplete

Class Participation: Class participation is a very important part of education. This class requires active class participation.

Other Important Information:

1. Assignments are due on the deadlines given when the assignment is posted.
2. Late assignments will not be accepted.
3. Written work, including the term paper, is graded on the basis of content first, but also on the quality of grammar and punctuation.
4. All written assignments should be 12-point type, double-spaced, and using APA Manuscript Writing Style.
5. Questions concerning grades received should be resolved within one week after the assignment has been returned.
6. Unless noted as a group assignment, all work should be original work of the individual student.
7. Academic honesty is expected of all students. Plagiarism, cheating, and other acts that lack academic honesty may result in a zero on the particular assignment.
8. Students will need to use the Internet to access some assignments.
9. Always contact the professor if you need assistance.

Discussion Board Forum: The weekly discussion board assignments will have a deadline of Wednesday and Sunday due by 1159 p.m. CST of the assigned weeks. This class requires active class participation. **You must make substantive contributions** to the threaded discussion each week. Respond to some or all the starter questions and additional responses from your classmates to make at least **two posts** for each discussion assignment. You can either support or refute the observations or hypothesis presented.

Weekly Quizzes: Quizzes will be assigned weekly. Questions will come from the text according to required reading each week. Students will be required to complete quizzes by no later than midnight (CST) on Sunday of the assigned week. There will be **NO Makeups** for the weekly quizzes. Quizzes in the Course Content tab within the associated session number that corresponds to the week in which the topics are covered. The quizzes will close on the deadline. Ensure that you adhere to all quiz deadlines.

Exams: A final exam will be given in the last week of this course. The examination will be a comprehensive multiple-choice exam that is not timed.

Term Paper: Students will complete one research paper for this class. The paper should be a minimum of five pages of content, excluding coversheet, abstract and references, and should utilize at least ten scholarly references. Papers must utilize APA format. Topics for papers must also be pre-approved by the professor.

>>

Student Grade Appeals: Students shall have protection through orderly procedures against prejudices or capricious academic evaluation. A student who believes that he or she has not been held to realistic academic standards, just evaluation procedures, or appropriate grading, may appeal the final grade given in the course by using the student grade appeal process described in the Academic Catalog. Appeals may not be made for advanced placement examinations or course bypass examinations. Appeals are limited to the final course grade, which may be upheld, raised, or lowered at any stage of the appeal process. Any recommendation to lower a course grade must be submitted through the Vice President of Academic Affairs to the Faculty Assembly Grade Appeals Committee for review and approval. The Faculty Assembly Grade Appeals Committee may instruct that the course grade be upheld, raised, or lowered to a more proper evaluation.

Tentative Schedule

<<

Week	Materials Covered
1 Monday 2-Jun	Introduction/Syllabus review Syllabus review Chapters 1-3 discussion through direct questions Inspiration for the week Quiz Chapters 1-3
2 Monday 9-JUN	Chapters 4-6 discussion through article submissions Create outline of research paper Inspiration for the week Quiz Chapters 4-6
3 Monday 16-JUN	Chapters 7-9 discussion through direct questions Inspiration for the week Quiz Chapters 7-9
4 Monday 23-JUN	Chapters 10-12 discussion through direct questions Inspiration for the week Quiz Chapters 10-12
5 Monday 30-JUN	Chapters 13-15 discussion through direct questions Inspiration for the week Quiz Chapters 13-15
6 Monday 7-JUL	Chapters 16-18 discussion through direct questions Inspiration for the week Quiz Chapters 16-18
7 Monday 14-JUL	Inspiration for the week Term Paper Due
8 Monday 21-JUL	<u>Final Exam</u> <i>Must be completed NO LATER than Friday, July 25th at Midnight</i> Also, Please Complete Course Evaluation located in Blackboard

>>

Additional Information

<<This syllabus is not a binding contract between the Professor and the Student. It is subject to change whenever the Professor deems the change will improve the course.

Please be sure to ask if you have questions or concerns during this course. Remember that, while you are a student, you are also teaching the class that your education and experiences have taught you.

"This class will adhere to zero tolerance for using someone else's work as your own."

"Students are responsible for reading, understanding, obeying, and respecting all academic policies, with added emphasis being placed upon academic progress policies, appearing in the Wayland Baptist University Academic Catalog applicable to their curriculum and/or program of study.>>