CityUniversity
of Seattle

Syllabus

SCHOOL OF BUSINESS AND MANAGEMENT
HL 495: Healthcare Practicum/Capstone

5 Credits
Effective: Winter 2018

FACULTY

Faculty Name: FACULTY NAME

Contact Information: CONTACT INFORMATION

[INSTRUCTOR MAY INSERT PERSONAL MESSAGE IF DESIRED]

COURSE DESCRIPTION

In this course students complete the capstone: a culminating project conducted under the supervision of the course instructor. The purpose of the capstone is to help each student integrate information and skills gained in coursework to address healthcare administration issues or problems. Course Entry Requirements: This course is the capstone for students in the Bachelor of Science in Healthcare Administration.

This course is the last and final course in the program and should not be taken until the student has completed HL 300, HL 310, HL 320, HL 330, HL 340, HL 400, HL 410, HL 420, HL 430, HL 440 or their equivalent.

COURSE RESOURCES

Required and recommended resources to complete coursework and assignments are available from the Course Document Lookup.

CITYU LEARNING GOALS

This course supports the following City University learning goals:

- Professional competency and professional identity
- Lifelong learning
- Commitment to ethical practice and service
- Critical thinking and information literacy
- Strong communication and interpersonal skills
- Diverse and global perspectives

COURSE OUTCOMES

In this course, learners:
- Evaluate a variety of business problems and create effective, ethical solutions
- Communicate effectively both orally and in writing
- Develop a broad functional knowledge of the many facets of healthcare management, including marketing, human resources, and project management
- Apply healthcare leadership theories to the work environment
- Demonstrate critical use and application of information in making strategic and tactical business decisions

CORE CONCEPTS, KNOWLEDGE, AND SKILLS

- Healthcare and Government
- Healthcare Administration
- Healthcare Delivery Systems
- Operational Performance
- Strategic Priorities in Healthcare

OVERVIEW OF COURSE GRADING

The grades earned for the course will be derived using City University of Seattle's decimal grading system, based on the following:

Overview of Required Assignments	% of Final Grade
Analysis of cross-cultural leadership practices	20%
Interpersonal communications paper and presentation	20%
Ethical leadership analysis	20%
Integrated systems analysis	20%
Conflict management plan	20%
TOTAL	**100%**

SPECIFICS OF COURSE ASSIGNMENTS

The instructor will provide grading rubrics that will provide more detail as to how this assignment will be graded.

Analysis of cross-cultural leadership practices

Today's healthcare organizations require leaders who can adjust to different environments and situations quickly and work with customers and employees from other cultures. Students will identify and analyze the leadership practices of working with various cultures in a healthcare organization. This paper may be written in analysis of how an organization works with employees or how the organization works with patients, regarding cultural issues. Students will write an 8-10 page paper that should address the following: What are best practices regarding communication, problem-solving, employee motivation, goal and team orientation, etc. across cultural contexts? What are the challenges leaders face in addressing cultural issues? How can those challenges be overcome? What are the ramifications to an organization that does not respond well to cultural issues? The paper must adhere to APA formatting and a minimum of 8 professional resources are to be included.

Components	*% of Grade*
Best practices	20%
Challenges	30%
Ramifications	30%
Style and mechanics	10%
Information literacy	10%
TOTAL	**100%**

Interpersonal communication paper and presentation

Using an organizational or group situation with which the student is familiar, students will construct a portfolio of interpersonal communication with groups/audiences. This assignment does not need to take place in a healthcare setting. Students may use a presentation given in the work or personal setting. The first part of the portfolio will include the following: 1) A clearly identified message to be communicated; 2) A clearly identified audience to receive the message, described in terms of the number of people in the audience, the reason they need to receive the message, and their characteristics (organizational role(s), cultural group(s) represented, preferred communication styles and methods, etc.); 3) A strategy for communicating the message that includes its format, timing, delivery options, and how technology will be used to support delivery and/or content of the message. This assessment must include a written reflection paper of 8-10 pages in APA format on the relative effectiveness of the communication, including consideration of how well the message was delivered, how it was received, and how the student gathered feedback from the audience regarding the effectiveness of the communication. The written reflection will also include specific lessons learned and recommendations for improvement. Recommendations should be backed up with a minimum of 5 professional references. The second part of this assessment consists of a recording of the presentation the student performed for this assignment. The recording must be uploaded to YouTube, with a link provided in the submitted paper.

Components	*% of Grade*
Interpersonal communication	30%
Use of technology for communication	25%
Reflection and recommendations for improvements	25%
APA formatting	10%
Style and mechanics	10%
TOTAL	**100%**

Ethical leadership analysis

Students will demonstrate their critical and ethical thinking skills by performing an analysis that applies ethical principles and theories to an ethical issue in healthcare. Students will select a healthcare organization that has experienced an ethical issue. Examples include the following: misrepresentation of materials or services; or violation of other ethical issues surrounding patient care or management of the healthcare organization. Students will submit an 8-10 page paper, using APA formatting. The paper should include the following: 1) A definition of the ethical issue; 2) an explanation of how the issue developed; 3) an explanation of what the student suggests should have been done for any penalties for the parties involved as well as suggestions for preventing this issue from occurring in the future; 4) a connection between the student's explanation on what should be done and authoritative literature regarding ethical concepts and theories. A minimum of 8 professional sources must be included.

Components	% of Grade
Professional Ethics	25%
Critical thinking	30%
Support and development	25%
APA formatting	10%
Style and mechanics	10%
TOTAL	**100%**

Integrated Systems Analysis

Students will compose a written analysis of the following from a leadership perspective, and draft a plan to integrate these three discipline areas within a healthcare organization: 1) marketing plan; 2) overall project plan; and 3) analysis of human resource practices. This paper should be written as if the student is supplying a healthcare leader with a template for integrating these three systems within their organization. The written analysis must be 8-10 pages in length and follow APA formatting. A minimum of 8 professional sources are to be used.

Components	% of Grade
Analysis of leadership perspective	40%
Style and mechanics	10%
Draft of unified plan	40%
APA style	10%
TOTAL	**100%**

Conflict Management Plan

Students will identify a minimum of 3 conflict issues that may arise in a healthcare organization. Students will draft a conflict management plan that could be used by a healthcare leader to address the conflict issues. The plan should demonstrate the use of systems-thinking in terms of training, diversity, team/task force management, and coaching. The following aspects should be addressed: 1) The root cause of the conflicts and; 2) the symptoms of the conflicts. Students will analyze the conflicts and address the following in their analysis: 1) Develop a strategy to resolve the conflicts, including specific steps and time frames for accomplishment of those steps; 2) barriers to overcome in resolving the conflicts; 3) how results for resolving the conflicts could be measured; and 4) steps to be taken if the proposed solution does not work. This paper must adhere to APA formatting, be 8-10 pages in length, and include a minimum of 8 professional references.

Components	% of Grade
Analysis of the conflict	20%
Development of strategy	25%
Description of measurements	20%
Proposed solutions	15%
Style and mechanics	10%
APA formatting	10%
TOTAL	**100%**

COURSE POLICIES

Late Assignments

A critical aspect of project management is to meet predefined deadlines. Therefore, all assignments are expected to be submitted when due. No late assignments are accepted. Life-situations do occur. When an issue arises coordinate with the instructor prior to the assignment's due date and the due date may be adjusted. It is in the best interest of the student to ensure that all assignments are submitted on time.

Participation

Class participation will be evaluated during class. Participation includes being prepared for class discussions and contributing meaningful content when appropriate. It also includes individual effort contributed to the team project.

Professional Writing

Assignments require error-free writing that uses standard English conventions and logical flow of organization to address topics clearly, completely, and concisely. CityU requires the use of APA style.

UNIVERSITY POLICIES

You are responsible for understanding and adhering to all of City University of Seattle's academic policies. The most current versions of these policies can be found in the **University Catalog** that is linked from the CityU Web site.

Title IX Statement

Non-Discrimination & Prohibition of Sexual Misconduct

City University of Seattle adheres to all federal, state, and local civil rights laws prohibiting discrimination in employment and education. The University is committed to ensuring that the education environment is bounded by standards of mutual respect and safety and is free from discriminatory practices.

In the U.S., the University is required by Title IX of the Education Amendments of 1972 to ensure that all of its education programs and activities do not discriminate on the basis of sex/gender. Sex include sex, sex stereotypes, gender identity, gender expression, sexual orientation, and pregnancy or parenting status. Sexual harassment, sexual assault, dating and domestic violence, and stalking are forms of sex discrimination, which are prohibited under Title IX and by City University of Seattle policy. City University of Seattle also prohibits retaliation against any person opposing discrimination or participating in any discrimination investigation or complaint process internal or external to the institution. Questions regarding Title IX, including its application and/or concerns about noncompliance, should be directed to the Title IX Coordinator. For a complete copy of the policy or for more information, visit https://my.cityu.edu/titleix or contact the Title IX Coordinator.

In Canada, in compliance with the British Columbia Human Rights Code, the Alberta Human Rights Act, WorksafeBC, and the Workers' Compensation Board of Alberta, the University believes that its environment should at all times be supportive and respectful of the dignity and self-esteem of individuals. Discrimination, harassment and bullying conduct, whether through person to person behaviour or via

electronic communications such as email or social media is not acceptable and will not be tolerated. As an educational institution, it is our responsibility to cultivate an environment of excellence, equity, mutual respect and to recognize the value and potential of every individual. The University will take all necessary steps to meet or exceed the requirements of the law to prevent discrimination, harassment and bullying. The Respectful Workplace Policy for the prevention of discrimination, harassment and bullying policy and procedure can be found at https://www.cityu.edu/discover-cityu/about-cityu/ under the Policies section or at https://www.cityuniversity.ca/about/ .

Religious Accommodations

City University of Seattle has a policy for accommodation of student absences or significant hardship due to reasons of faith or conscience, or for organized religious activities. The University's policy, including more information about how to request an accommodation, is available in the University Catalog and on the my.cityu.edu student portal. Accommodations must be requested by the 20% mark of this course (e.g. day 14 of a ten-week course, day 7 of a 5-week course) using the Religious Accommodations Request Form found on the student dashboard in the my.cityu.edu student portal.

Academic Integrity

Academic integrity in students requires the pursuit of scholarly activity that is free from fraud, deception and unauthorized collaboration with other individuals. You are responsible for understanding CityU's policy on academic integrity and adhering to its standards in meeting all course requirements. A complete copy of this policy can be found in the University Catalog in the section titled *Scholastic Honesty* under *Student Rights & Responsibilities*.

Attendance

Students taking courses in any format at the University are expected to be diligent in their studies and to attend class regularly.

Regular class attendance is important in achieving learning outcomes in the course and may be a valid consideration in determining the final grade. For classes where a physical presence is required, a student has attended if s/he is present at any time during the class session. For online classes, a student has attended if s/he has posted or submitted an assignment. A complete copy of this policy can be found in the University Catalog in the section titled *Attendance Policy for Mixed Mode, Online and Correspondence Courses*.

SUPPORT SERVICES

Disability Services Accommodations Statement

Students with a documented disability who wish to request academic accommodations are encouraged to contact Disability Support Services to discuss accommodation requests and eligibility requirements. Please contact Disability Support Services at *disability@cityu.edu* or 206.239.4752 or visit the Disability Support Services page in the my.cityu.edu portal. Confidentiality will be observed in all inquiries. Once approved, information about academic accommodations will be shared with course instructors.

Library Services

CityU librarians are available to help you find the resources and information you need to succeed in this course. Contact a CityU librarian through the *Ask a Librarian* service, or access library resources and services online, 24 hours a day, seven days a week.

Smarthinking

As a CityU student, you have access to 10 free hours of online tutoring offered through Smarthinking, including writing support, from certified tutors 24 hours a day, seven days a week. Contact CityU's Student Support Center at help@cityu.edu to request your user name and password.