

Course Syllabus

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Course Information

This course is offered collaboratively through the UW MBA Consortium.

Course Title: MBA 780: Leading the Healthcare Workforce

Credit Hours: 2.0

Course Term: Fall 2023

Delivery Mode: Online

Course Dates: October 30, 2023 - December 17, 2023

If you are considering dropping this course, having a conversation with your academic advisor is a good place to start. You should also let the instructor know what your plans are. Click the following links, based on your home campus, to learn more about dropping this course: [Consortium/UW-Eau Claire](#)[Links to an external site.](#) | [UW Oshkosh](#)[Links to an external site.](#) | [UW-Parkside](#)[Links to an external site.](#)

Instructor Information

Name: Nancy Hanson-Rasmussen

Home Campus: University of Wisconsin – Eau Claire

Email: hansonrn@uwec.edu

Course Description

This course explores challenges and opportunities that leaders in healthcare face. Students will learn how to maximize human resources and other organizational resources to improve organizational efficiencies and the quality of healthcare. Topics include motivation, EDIB (equity, diversity, inclusion, belonging), managing change, and other concepts related to leadership.

Learning Outcomes

This course aims to help prepare leaders by focusing on the following objectives. After completing this course, students will be prepared to:

- Identify the changing roles of healthcare leaders in a highly regulated industry (e.g., accreditation and regulation).
- Describe the top sources of motivation in today's healthcare workforce.
- Build an argument for the importance of EDIB in healthcare.

- Describe key human resource functions in health care organizations (e.g., problem solving, teamwork, recruitment, retention, and compensation).
- Demonstrate written communication skills.
- Identify strategies of leadership as an ethical change agent and manager of constructive conflict.

Required Course Materials

Textbook

Title: The People Value Proposition: See one, Do one, Teach one...LEAD, A Physician's Journey to Leadership (2022)

Authors: Stanley E. Harris, MD, MA

ISBN: 978-0996663274

Textbook Purchasing Options

- [Purchase the text through the publisher's website.](#) [Links to an external site.](#)
- Purchase the text through any other site where you can buy physical books or e-books.

Please note that this ISBN may differ from what appears on the UWEC bookstore website. If ordering from a source other than the UWEC bookstore, be sure to use the ISBN provided here to ensure you get the correct text.

[Click here to learn more about ordering textbooks](#) [Links to an external site.](#)

Contact mba@uwec.edu with any textbook-related concerns.

Additional Materials

You will encounter additional required readings or viewings throughout the course. Each unit overview will define any required materials needed to complete the week's activities which may include videos, articles, or websites. Any of these materials listed other than the required textbook will be accessible for free.

Technology Requirements

Access to a computer and high-speed Internet connection that is capable of accessing Canvas is a requirement of this course.

Please review the minimum technology requirements and recommendations in the **Online Course Resources** link in the left-hand Course Navigation menu. To set yourself up for success, pay special attention to the sections on *Your Responsibilities, Strategies for Success, Tech Tips, and Tech Support*.

Course Topical Outline

This course is organized in the following units:

- Unit 1: A Foundation for Leadership in Healthcare
- Unit 2: Today's Healthcare Worker, Regulated Environment, and Workplace Teams
- Unit 3: The Role of Human Resources in Healthcare
- Unit 4: Engagement, Empowerment, and Belonging in Healthcare Organizations
- Unit 5: Ethics, Safety, and Personal Choice in Healthcare
- Unit 6: Conflict Management as a Role of the Healthcare Leader
- Unit 7: Moving Forward: Preparing for Future Leadership Challenges in Healthcare

Assignments and Activities

In this course, you'll have discussions, individual assignments, and ungraded quizzes. See each unit in the content area for specific details about these assignments.

Activity & assignment points

Activity/Assignment	Points
Seven Discussions, 50 pts each	350 pts or 50%
Seven Individual Written Assignments, 50 pts each	350 pts or 50%
Three Interactive Exercises (ungraded)	0
TOTAL	700 pts or 100%

Individual Written Assignments

Each unit also has an individual written assignment. These assignments allow you to explore the topics of the week within an area of specific interest to you. The intent is to

provide thought to issues in your current and future healthcare leadership. Most require research into a topic, and all require completing the week's assigned readings.

Specific directions are provided for each of these assignments. Headings are needed in written assignments as well as APA style references and possibly citations when direct ideas or quotes are used. If you choose to complete a video instead of a written paper in Units 6 and 7, you will want to upload a document with the references you used. It is also helpful if you include page numbers and your name at the top of the document. Always check the written assignment rubric prior to writing your papers. So that you cover each graded area. The rubric will provide ideas for headings in your written work.

Submit your individual written assignments or videos to the appropriate area by 11:59 p.m. CDT on the due date in the calendar. Formats should be Microsoft Word or Kaltura (videos). Assignments in other file formats will receive a score of 0 if the instructor cannot open them. Documents in WordPerfect, Works, or other programs cannot be opened in Canvas. Make sure that your file names end with .doc or .docx. Occasionally, files are received that do not have any extension at all and these cannot be opened.

Discussion Postings

You will be completing a discussion post and responses to peer's initial posting in each of the seven course units. These discussions are intended to incorporate different perspectives and experiences into the course. They add more depth and examples to our exploration of healthcare leadership.

The discussions are an important component of this course and require interaction between you and your classmates and between you and your instructors. Each week, we will have a discussion that requires an original response from you as well as a response from you to another student or two students. To achieve high scores in the discussions you will need to actively engage in discussions with your classmates. Generally, you will make a well-informed discussion post early in the week and then engage in conversation and inquiry with peers later in the week.

Specific directions and rubrics are provided for each of these discussions. Initial posting should be posted to the discussion forum by 11:59 p.m. CDT on the due dates in the calendar. These are generally Tuesdays for initial posts and Fridays for response posts. Incorporate headings or numbered prompts where needed and include an APA style reference list unless no resources were used. Always check the discussion rubric prior to writing your posts to be certain you have addressed each required area. Discussion posting are 50% of you grade in this course.

Compose discussions in Microsoft Word or Notepad and then copy and paste the material into your discussion message. That way if your browser crashes, you can just open it up again and re-paste the message. Note there is an opportunity to edit your discussion posts. Discussions should be spell checked and use standard English grammar.

Ungraded Activities

This course uses three quiz-like activities and a Padlet activity for generating ideas. These are not graded but success in the course includes having command of the quiz and Padlet topics.

Final Letter Grades Scale

The following grading scale applies in this course:

Final letter grades scale.		
Percentage	Consortium / UW-Parkside	UW-Oshkosh
93–100%	A	A
90–92.9%	A-	A-
87–89.9%	B+	B+
83–86.9%	B	B
80–82.9%	B-	B-
77–79.9%	C+	C+
73–76.9%	C	C
70–72.9%	C-	C
67–69.9%	D+	F

63–66.9%	D	F
60-62.9%	D-	F
0–59.9%	F	F

Consortium Excused Absence Policy

An absence will be considered excused or authorized according to the following institutional policies:

1. The student's home campus policy on excused absences will apply.
 - [UW Oshkosh](#)
 - [UW-Parkside](#) (see page 31)
2. UW MBA Consortium students will follow the [UW-Eau Claire Authorized Absence Policy](#).

If your absence falls into the excused absence category, please contact your instructor as soon as possible. They may request that you provide documentation and may need time to make alternative assessments available to you.

Late Work Policy

Any **individual** assignments (including individual case assignments) turned in after the deadline receive a 10% deduction each day it is late for up to three days. For example, if you miss an 11:59 p.m. due date on Sunday but turn the assignment in before 11:59 p.m. on Monday, the assignment will receive a 10% deduction. If it is after 11:59 p.m. on Monday and you still haven't turned in the late assignment but turn it in before 11:59 p.m. Tuesday, the assignment receives a 20% deduction, and so on. After three days, the assignment receives a score of 0.

The Flexibility Clause: We recognize, of course, that sometimes life happens and that you may need some flexibility regarding a week's deadlines. If you have work or emergencies that prevent you from completing course work on time, please communicate with us so that we can keep you on track during the course. If, however, you find that you continually struggle to meet deadlines, please contact us so that we can discuss options for taking this course in another semester that works better for your schedule.

What You Can Expect From Me

I will do my utmost to respond to your questions within 24 hours. The same applies to questions you pose in the Ask the Class/Raise Your Hand discussion area (although a classmate may answer you before that). I will grade your assignments in a timely manner. If I can't, I'll let you know in an announcement posted to Canvas.

Please note that while I am sympathetic to the fact that most - if not all - of you are working professionals, and many of you prefer to work on assignments during the weekend, the Consortium administrators may not be able to reply to queries on assignments over the weekend.

What I Expect From You

Log in at least once every day and check the Announcements for any updates. Complete your readings and be prepared so that you can contribute fully to group discussions. Make your first discussion post(s) early so that there can, in fact, be a discussion. Strong participation in discussions is critical to the success of this class. Prior to the start of class, become familiar with Canvas and post early to the first discussion in Unit 1. Participation is so important that not participating in group work will result in failing this course.

For questions related to the course, please post in the [Ask the Class/Raise your Hand](#) discussion forum. Your instructor responds to any questions posted within 24 hours (weekend responses may take longer). If you find that someone has posted a question that you can answer and we haven't responded yet, please feel free to help each other out! If you have a question that you would prefer to ask privately (e.g., a grade question), please email your instructor at hansonrn@uwec.edu.

Always adhere to [Netiquette guidelines](#)Links to an external site. when interacting with us as well as your peers in this course. Read the written feedback and completed rubrics for all assignments. You have to click to expand the written comments from your instructors. Below is a picture of what that looks like in Grades. [Click here to find instructions along with a video demonstrating how to expand your feedback in Canvas](#)Links to an external site..

For more information, see the **Online Course Resources** area on the left-hand side of the course navigation bar.

Please contact me if you are having difficulty understanding any of the material or if you are having difficulty accessing it. I want you to succeed in this course and I can help you do so.

Academic Conduct

To foster a productive learning environment, all students are required to accept and adhere to the Student Code of Conduct agreement to participate in this course.

Academic Integrity Policy

Integrity is an important component of students' academic experience. The academic evaluation a student receives for a course becomes a permanent University student record and it is critical such records be accurate and consistent. In addition, the integrity students learn and exhibit at the University will be the model for the professional integrity they practice when they complete their academic work. The University believes unquestionable character and integrity are essential for successful careers. Whatever role you may play in an organization, be it publicly or privately owned, you will occupy a position of trust. High ethical standards, therefore, are not only necessary but are fundamentally part of all the University represents when it grants a degree.

All class materials are the intellectual property of the instructor and may not be shared outside of this course (e.g., to commercial "study sites") without my permission.

Unless I specify otherwise, all work that you turn in to me should be an individual effort. The sentence structure, wording, and content for your assignments and discussions must be your original work. Academically dishonest behaviors include (but may not be limited to) the following:

- Intentionally or unintentionally presenting someone else's ideas or words as your own, either as a direct quote or paraphrased or summarized material, without the proper citation. All quotes and direct references must include citations. Remember to use APA format for citations. See the [OWL website from PurdueLinks to an external site.](#) for APA citation guidelines. If there is a question of original content, Turnitin software may be used to check the originality of assignments.
- Submitting work that is identical to or so like that of another is in its wording, sentence structure, and content that it cannot be considered original.
- Plagiarizing yourself by submitting work for evaluation in this course that was previously graded or otherwise evaluated in another course. You can cite your previous work. If you want to use your previous work, contact me first.
- Making up data or citations.
- Consulting resources to complete a graded course assessment other than those allowed in the assessment directions. If you are unsure what is considered as an authorized resource, consult with your instructor.
- Helping someone else engage in academically dishonest behavior, including posting course materials online.
- Violating copyright laws. In some cases, citing a source is not sufficient; you also have to obtain permission from the original source for the materials you

use. Likewise, if you use any materials from this course outside this course, you may need permission to use them (e.g., in your company's training manuals, publications, or style guides).

Generative AI Use

To create a shared understanding regarding the use of generative AI in this course, this course's policy on the "Generative AI Use" page is available in the [Course Information module](#). Keep in mind that other instructors may have different expectations based on their course outcomes, so be sure you always check before you use generative AI in your classes.

Please note that the UW MBA Consortium owns the copyright to all course and program materials. You may not share program or course materials in any way in any generative AI platform. Likewise, this course will not require you to share program or course content or your work in a generative AI platform. You are encouraged to ask any questions you have regarding the policy.

Accommodation for Students with Disabilities

To create a shared understanding regarding the use of generative AI in this course, this course's

In order to ensure that all of our students have equitable access to our online course materials, we strive to meet the guidelines set by Section 508 of the Rehabilitation Act, which requires the public to provide reasonable accommodations to individuals with disabilities when posting web-based materials. Canvas is [compliant with W3C's Web Accessibility Initiative](#)[Links to an external site.](#)[Links to an external site.](#) and with [Section 508](#)[Links to an external site.](#)[Links to an external site.](#) guidelines. Additionally, Canvas was certified as a [substantially conformant LMS](#)[Links to an external site.](#)[Links to an external site.](#) by WebAIM, a third-party authority in web accessibility. If you find that course materials are not posted in a format that meets your needs, or you need testing accommodations, please contact Online Course Support at BIZHelp@uwec.edu and we will work with you to find a reasonable accommodation.

Your instructor usually provides feedback on your writing assignments with written comments in the feedback area and within rubrics. If you prefer feedback is delivered in another format, please let your instructor know.

Course Summary:

Date	Details	Due
Mon Oct 30, 2023	Calendar Event Complete the Student Code of Conduct	1am
Tue Oct 31, 2023	Discussion Topic Unit 1 Discussion: Introductions and People Value Propositions	due by 11:59pm
Fri Nov 3, 2023	Page Unit 1 Discussion Response Post	to do: 11:59pm
Sun Nov 5, 2023	Assignment Unit 1 Written Assignment: Leadership and Culture	due by 11:59pm
Mon Nov 6, 2023	Calendar Event Unit 2 Interactive Activity on Regulations (not graded)	12am
Tue Nov 7, 2023	Discussion Topic Unit 2 Discussion: The Recognition and Application of Team Strategies	due by 11:59pm
Fri Nov 10, 2023	Page Unit 2 Small Group Discussion Response Post	to do: 11:59pm
Sun Nov 12, 2023	Assignment Unit 2 Written Assignment: Exploring Industry Changes in Healthcare: A Look at Regulation, Trends, and Motivation	due by 11:59pm
Mon Nov 13, 2023	Calendar Event Unit 3 Interactive Activity on Worker Protections, Human Resource Compliance, and Regulations (not graded)	12am
Tue Nov 14, 2023	Discussion Topic Unit 3 Discussion: Preventing Employee Exit and Exploring Retention in Healthcare Organizations	due by 11:59pm
Fri Nov 17, 2023	Page Unit 3 Discussion Response Post	to do: 11:59pm
Sun Nov 19, 2023	Assignment Unit 3 Written Assignment: Recruitment, compensation, and work scheduling in healthcare worksheet	due by 11:59pm

Date	Details	Due
Tue Nov 21, 2023	Discussion Topic Unit 4 Discussion: Blind Spot Identification and Elimination	due by 11:59pm
	Page Midterm Course Evaluation	to do: 11:59pm
Fri Nov 24, 2023	Assignment Unit 4 Interactive Activity on Implicit or Explicit Bias	due by 11:59pm
	Page Unit 4 Discussion Response Post	to do: 11:59pm
Sun Nov 26, 2023	Assignment Unit 4 Written Assignment: Examples of Job Satisfaction, Engagement, and EDIB (Equity, Diversity, Inclusion, Belonging)	due by 11:59pm
Mon Nov 27, 2023	Page Unit 5 Interactive activity - Personal Choice Dilemma Padlet	to do: 11:59pm
Tue Nov 28, 2023	Discussion Topic Unit 5 Discussion: Ethical Issues and the Healthcare Worker	due by 11:59pm
Fri Dec 1, 2023	Page Unit 5 Discussion Response Post	to do: 11:59pm
Sun Dec 3, 2023	Assignment Unit 5 Written Assignment: Ethical Leadership in Healthcare	due by 11:59pm
Tue Dec 5, 2023	Discussion Topic Unit 6 Discussion: Defining and Managing Conflict	due by 11:59pm
Fri Dec 8, 2023	Page Unit 6 Discussion Response Post	to do: 11:59pm
Sun Dec 10, 2023	Assignment Unit 6 Written or Video Assignment: Conflict at Madison Falls Healthcare System	due by 11:59pm

Date	Details	Due
Tue Dec 12, 2023	Discussion Topic Unit 7 Discussion: Identifying and Eliminating Fraud in your Healthcare Leadership	due by 11:59pm
Fri Dec 15, 2023	Page Unit 7 Discussion Response Post	to do: 11:59pm
Sun Dec 17, 2023	Page Final Course Evaluation	to do: 11:59pm
	Assignment Unit 7 Written or Video Assignment: Healthcare Leadership Plan	due by 11:59pm
	Assignment Final Grade	