



HMAP 5300 – Healthcare Operations Management**Course Syllabus****Spring 2021- Friday, noon to 3PM**

COURSE INSTRUCTOR(S)**Arthur M. Moon, PhD, MHA**

Office location: remote
Office hours: Thursday, 2-3PM via [Zoom Meeting](#) (passcode: 123456)
E-mail: Arthur.moon@UNTHSC.edu

COURSE PREREQUISITES

HMAP 5302 or obtain permission from the instructor.

<http://catalog.unthsc.edu/>**CREDIT HOURS:** 3 SCH**COURSE DESCRIPTION**

This course will cover management techniques commonly used in healthcare organizations for decision-making, problem solving, and operations. Such topics include queuing and waiting models, supply chain management, project management and other management techniques.

COMPETENCIES & ASSESSMENT METHODS

COMPETENCIES This course will address the following competencies (level):	ASSESSMENT METHODS
Project Management The ability to plan, execute, and oversee a multi-year, large-scale project involving significant resources, scope, and impact. Examples include the construction of a major building, implementation of a new enterprise-wide information system, or development of a new service line. (Introductory)	Final Project
Performance Measurement The ability to understand and use statistical and financial metrics and methods to set goals and	Chapter Assignment

measure clinical as well as organizational performance; commits to and deploys evidence-based techniques. (Emphasizing)	
--	--

Required Textbook(s)

Operations Management 2nd Edition

by Gerard Cachon, Christian Terwiesch

HealthCare Operations Management: A Systems Perspective, 3rd ed. By James Langabeer III and Jeffrey Helton. Available through the library at the following link: [Langabeer](#)

Note: The book is only available to 3 users at time. Please do not procrastinate to access.

REQUIRED JOURNAL ARTICLE(S)

Additional articles will be made available through Canvas

REQUIRED/RECOMMENDED SOFTWARE

Microsoft Excel 2016 or later is recommended.

RECOMMENDED TEXTBOOK(S)/READING(S)

N/A

COURSE REQUIREMENTS & ASSIGNMENTS

Chapter Assignments- Students will be required to apply statistical methods to set goals and measure clinical/organizational performance through 8 end of chapter assignments. These assignments will require students to solve problems and answer questions following one or multiple class sessions. It is important that the student be aware of all due dates as late assignments will not be accepted. (Performance Measurement)

Final Project- The final project will require students to demonstrate appropriate application of project management tools on a fictional project provided. The content of the project will draw from tools taught throughout the semester. The final product will be a narrated presentation posted onto a discussion board.

SPH ACADEMIC REQUIREMENTS

The School of Public Health supports initiatives that foster students' academic progress. Specifically, the SPH has launched efforts that facilitate mastery of program competencies, while ensuring academic integrity. The school requires that students submit appropriate written papers to *Turnitin* (an evaluative software service not affiliated with UNTHSC) to receive feedback on originality of student's work. The use of this tool in Canvas is designed to be a formative process, allowing students to gain/improve experience in writing skills and proper referencing. An additional goal allows students to evaluate and synthesize concepts covered in the course that need to be reflected within the written paper.

Best practices for students:

The result in a *Turnitin* report does not guarantee that you have not plagiarized – it merely highlights matched content, thus aiding you in checking that your work is correctly cited and referenced. When paraphrasing you must restate ideas in your own words and credit the original authors for the ideas. Changing a few words within a sentence while keeping key phrases intact may still constitute plagiarism if you do not properly quote the original phrasing. It is important to use academic judgment in each individual piece of work; ask your professor if you are unclear. To avoid any possibility of plagiarism, ensure that you write original work in each assignment you submit.

Ask yourself:

- Have I written an original piece of work?
- Have I clearly acknowledged all my sources?
- Are my sources in my reference list?

ACADEMIC PERFORMANCE & PROFESSIONAL BEHAVIOR EXPECTATIONS

- Students are required to be an active participant in this course which includes participating in all assigned course activities and assignments.
- Students are expected to complete all assignments by their assigned due date. Partial or no credit will be given for work completed after the due date, at the discretion of the instructor.
- Students are expected to show respect for the instructor, each other and all guest presenters.
- Students shall dress appropriately to represent the school in a professional manner. Business casual dress code is particularly expected at class sessions when guest speakers present and when students conduct team presentations (e.g. no caps, no flip flops, no shorts, no T-shirts).
- Students are expected to check UNTHSC Live Email and Canvas regularly for course and School of Public Health timely correspondence.
- Cell Phones: Students are expected to silence their cell phones to avoid disruption of class. Inappropriate phone use could result in dismissal from class session.
- Laptop Computers: Laptops may be used for note taking. Inappropriate laptop use could result in dismissal from class session.

ATTENDANCE EXPECTATIONS

Course directors, instructors and the School of Public Health administration expect students to be regular and punctual in class attendance. Should a student need to request time off for any reason, it is expected that he/she inform the course instructor – by phone, email or in person – prior to the class (only emergency situations will be exempt from this expectation) and complete the Excused Absence Form: https://unthsc.qualtrics.com/SE/?SID=SV_6I02t80Xr5HNO7P. An instructor may request the Registrar to drop a student from a course for lack of participation or one unexcused absence. Details regarding attendance policies are outlined in the UNTHSC Catalog: <http://catalog.unthsc.edu/>

ASSESSMENT AND GRADING POLICY

Course grades will be based on the course director's/instructor's evaluation of each student's or group's performance on the required components of the course according to the following scale:

Chapter Assignments (8) 80 points

Final Project 20 points

"A" represents exceptional performance for graduate school

"B" represents good performance for graduate school

"C" represents minimally acceptable performance for graduate school

"F" represents unacceptable performance for graduate school

All academic grades will appear on student's official UNTHSC transcript as detailed in the catalog.

INCOMPLETE (I) GRADE PROCEDURE:

<https://www.unthsc.edu/school-of-public-health/office-of-admission-and-academic-services-forms/>

GRADE APPEAL PROCEDURE: https://unthsc.qualtrics.com/jfe/form/SV_6gqSiFDVFJIEBXn

QUALITY OF WORK PROCEDURE:

<https://insite.unthsc.edu/connections/wp-content/uploads/sites/8/2017/07/SPH-Probation-Dismissal-and-Graduation.pdf>

ALL FORMS:

<https://www.unthsc.edu/school-of-public-health/office-of-admission-and-academic-services-forms/>

UNIVERSITY REPORTING

For University level reporting there is a centralized reporting tool for Care Team referrals, violations of the Student Code of Conduct and reports of sexual assault/misconduct:

<http://unthsc.edu/personofconcern>.

COURSE WITHDRAWAL PROCEDURE

The University of North Texas Health Science Center Student Catalog can be referenced at the following website: <http://catalog.unthsc.edu/>

The University of North Texas Health Science Center School of Public Health academic calendar can be referenced at the following website: <https://www.unthsc.edu/students/registrar/academic-calendars/>

CAP/ACADEMIC ASSISTANCE

The Course Directors, Instructors and Academic Advisors are available for email, telephonic and personal interactions with students. Students are encouraged to make appointments when they are experiencing difficulty with completing course requirements.

In addition, academic assistance is available through the UNTHSC Center for Academic Performance (CAP). CAP provides academic counseling, learning and study strategy assessments, writing support, tutoring, and workshops on time management, test-taking skills, paper formatting, learning styles and strengths-based learning. All services are available to School of Public Health students at no charge. To schedule an appointment with CAP, email: CAP@unthsc.edu – or – call: 817.735.2531.

STUDENT CODE OF CONDUCT

The Student Code of Conduct is posted at the following website:

<https://app.unthsc.edu/policies/Home/AllPolicies>

AMERICANS WITH DISABILITIES ACT

For assistance contact the Center for Academic Performance within the Division of Student Affairs:

email: CAP@unthsc.edu – or – call: 817.735.2531.

Reference 07.105 Americans with Disabilities Act Policy in Student Policies and Forms:

<https://www.unthsc.edu/students/office-of-disability-accomodations/policies-and-forms/>

FERPA

The policy can be reviewed at this website: <https://www.unthsc.edu/students/registrar/ferpa/>

ZERO TOLERANCE FOR SEXUAL VIOLENCE AND HARASSMENT

If you or someone you know has been harassed or assaulted, you can find the appropriate resources on the UNT Health Science Center's website:

<https://www.unthsc.edu/students/what-should-i-do-if-i-am-the-victim-of-sexual-assault/>

COURSE SCHEDULE

Week	Date	Course Session Topic	Instructor	Assigned Readings	Assessment
1	1/15	<i>Syllabus review: introduction to major topics...vaccines...PPE</i>	Mora	<i>none</i>	
2	1/22	<i>Productivity</i> <i>Key Performance Indicators</i>		<i>Langabeer, Chapter 9 & 11</i>	Chapter Assignment #1
3	1/29	<i>Variation</i>		<i>Perla Benneyan</i>	Chapter Assignment #2
4	2/5	<i>Introduction to Processes</i>		<i>Cachon, Chapter 2</i>	
5	2/12	<i>Process Analysis</i>		<i>Cachon, Chapter 3</i>	Chapter Assignment #3
6	2/19	<i>Process Improvement</i>		<i>Cachon, Chapter 4</i>	
7	2/26	<i>Process Analysis with Multiple Flows</i>	On campus	<i>Cachon, Chapter 5</i>	Chapter Assignment #4
8	3/5	<i>Introduction to Inventory Management</i>		<i>Cachon, Chapter 10</i>	
9	3/19	<i>Supply Chain Management</i>		<i>Cachon, Chapter 11</i>	Chapter Assignment #5
10	3/26	<i>Inventory Management: Steady or Perishable Demand</i>		<i>Cachon, Chapter 12, 13</i>	Chapter Assignment #6
11	4/2	<i>Forecasting</i>	On campus	<i>Cachon, Chapter 15</i>	Chapter Assignment #7

SPH Syllabus

12	4/9	<i>Service Systems with Patient Customers</i>		<i>Cachon, Chapter 16</i>	
13	4/16	<i>Scheduling to Prioritize Demand</i>		<i>Cachon, Chapter 18</i>	Chapter Assignment #8
14	4/23	<i>Project Management</i>		<i>Cachon, Chapter 16</i>	
15	4/30	<i>Project Management</i>	On campus	<i>Cachon, Chapter 16</i>	Final Project

The course syllabus is a guide for this class, but it is subject to change. Students will be informed in writing of any change in content or exam/assignment dates.