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HADM 7500 - Strategic Planning and Marketing in Health Care

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GEORGIA SOUTHERN UNIVERSITY
WATERS COLLEGE OF HEALTH PROFESSIONS
HADM 7500 - Strategic Planning and Marketing in Health Care

3 graduate credit hours

Fall 2019

updated 08/20/19

- Instructor:** Linda Kimsey, Ph.D.
e-mail: lkimsey@georgiasouthern.edu
Phone: 912-478-2008
- Class Meeting Time & Location:** Tuesdays & Thursdays, 3:30 – 4:45 PM, Hendricks Hall 1003
- Office Hours:** Tuesdays & Thursdays 2:00 – 3:15 pm and 5:00 – 6:00 pm, by appointment, or any time my door is open
- Course Description:** This course offers an introduction to strategic planning and marketing in health services organizations. Processes and formats employed in strategic planning and marketing are presented and applied in case studies and a final project. Elements of market assessment, environmental analysis and strategy development are presented and applied to course practices.
- Required Texts:** Hillestad, SG & Berkowitz, EN. (2018). *Health care market strategy: From planning to action*. (5th Ed.) Jones & Bartlett Learning. ISBN: 978-0763789282
- Andresen, K. (2006). *Robin Hood marketing: Stealing corporate savvy to sell just causes*. Josey Bass: San Francisco, CA.
- Recommended texts:** Paul, R., & Elder, L. (2014). *The miniature guide to critical thinking: Concepts & tools* (7th ed.). Foundation for Critical Thinking: Tomales, CA.

LEARNING OBJECTIVES	Domain: Competency	Assessment Method
Students will be able to:		
1. Describe the linkage between marketing in organizational strategic planning	Business Knowledge & Skills: financial analysis/ mgmt.; human resources mgmt.; effective governance mgmt. – comprehension and application	Exams
2. Discuss the marketing and strategic planning functions in daily operations of a healthcare organization	Business Knowledge & Skills: financial analysis/ mgmt.; human resources mgmt.; effective governance mgmt. – comprehension and application	Exams
3. Delineate and critique the marketing mix for a healthcare organization	Business Knowledge & Skills: financial analysis/ mgmt.; human resources mgmt.; effective governance mgmt. – application and analysis	Recurring analyses of healthcare organization marketing initiatives
4. Critically analyze how, when, where, and why varying marketing theories are applied in different areas of healthcare	Healthcare Environment: legal/regulatory environment; public policymaking environment; health workforce issues; financial/economic issues; socio-cultural aspects of health care – application and analysis	Recurring analyses of healthcare organization marketing initiatives, exams
5. Analyze an organization’s internal and external environments to assess marketing opportunities and challenges	Healthcare Environment: legal/regulatory environment; public policymaking environment; health workforce issues; financial/economic issues; socio-cultural aspects of health care – analysis	SWOT analysis of Georgia hospital
6. Evaluate healthcare organization strategic plans, taking into account ethical, legal and regulatory constraints	Leadership: Systems-based thinking – application and analysis	Recurring analyses of healthcare organization marketing initiatives
7. Conduct a healthcare business line strategic feasibility analysis	Business Knowledge & Skills: financial analysis/ mgmt.; human resources mgmt.; effective governance mgmt. – analysis and synthesis Communication and Relationship Management; Interpersonal communication skills; Oral, written & presentation skills; Technical communication skills – application	Business line strategic feasibility analysis
8. Develop a marketing plan for a health-related social cause	Communication and Relationship Management; Written skills; Technical communication skills – synthesis & evaluation	Marketing plan

Assignments:

Grade Distribution:	Points
End-of-chapter knowledge treemaps & concept maps (10 x 5)	50
End-of-chapter questions (10 x 10)	100
Mid-Term	140
Healthcare market/strategy assessments (5 x 12)	60
Group Project: Strategic feasibility assessment	150
Group Project: Evaluation of other team	25
Group Project: Team member evaluations	25
Individual Project: Social cause marketing plan	75
Final	75
Total Points	700

Grading Scale:

A= 90 – 100%

B= 80 – 89%

C= 70 – 79%

D= 60 – 69%

Grading Philosophy:

Do not expect to earn 100% of the points for any assignment unless you deliver an outstanding product, beyond requirements. General guidelines and requirements are given in this syllabus and in separate handouts. *Outstanding work would have all required components and reveal something beyond general requirements.*

Description of Assignments

Tree Maps and Concept Maps - As a tool to enhance understanding and ensure you are keeping up with assigned reading, you are required to submit a tree map and concept map for each chapter. Tree maps will reflect your assessment of 1) relative importance of chapter content and 2) your understanding of it. These tree maps will indicate to me what topics I should allocate extra time to in class. You will also create a concept map that focuses on one of the top three concepts in terms of importance from your tree map. You will create these concept maps using the Plectica mapping program found at <http://www.plectica.com>. All maps will be aggregated into a powerpoint file that will serve as a study guide for exams. These assignments are individual assignments: you are not allowed to work in teams.

End-of-Chapter Questions - Approximately three questions will be assigned at the end of each chapter for you to complete. These assignments are individual assignments: you are not allowed to work in teams.

Healthcare Marketing/Strategy Examples - As we cover course material, you will be required to find examples of key concepts in the real world, through news, articles, company websites, etc. You will be required to complete a brief written description (template to be provided) of your example and to discuss your findings in class.

Strategic Feasibility Assessment - This semester, we will be working with Jefferson Hospital in Louisville Georgia to assist them with a business expansion decision. We will have two groups, each of which will be analyzing one portion of their decision "trade space". The deliverables for this assignment are 1) a written report and 2) an oral presentation to the hospital's leadership. This is a real-life assignment, so the stakes are high for you and for me as your instructor.

Social Cause Marketing Plan - Based on what you learn from *Robin Hood Marketing*, you will complete a ~5-page marketing plan for a social cause of your choosing that a healthcare organization might consider as a part of their mission to care for the population it serves. This is a written assignment only.

Mid-Term Exam - The mid-term will consist of a variety of objective questions (multiple choice, fill-in-the-blank, true/false, short answer) covering material from the first half of the class.

Final Exam - The final will consist of an open-ended question based on the marketing simulation that we complete during the last week of class. You will be asked to relate five concepts from the class that you feel relate to the simulation. Additionally, there will also be a short section of objective questions (multiple choice, fill-in-the-blank, true/false, short answer) covering material from the first half of the class.

WEEKLY SCHEDULE

<u>Class Dates</u>	<u>Class Topics & Readings</u>	<u>Assignments</u>
08/20/19	Course Overview & HB CH 1: Strategy Development & the Strategic Mindset	
08/22/19	HB CH 1: Strategy Development & the Strategic Mindset	
08/27/19	Meet with Jefferson Hospital executives	
08/29/19	HB CH 2: Understanding the Strategic, Business, and Marketing Planning Process	End of Chapter 1 Questions & Concept Map 1 Due
09/03/19	HB CH 3: The Challenge of a Competitive Marketplace	End of Chapter 2 Questions & Concept Map 2 Due
09/05/19	HB CH 3: The Challenge of a Competitive Marketplace	
09/10/19	HB CH 4: Step 1 – Conducting the Internal/External Assessment	End of Chapter 3 Questions & Concept Map 3 Due
09/12/19	HB CH 4: Step 1 – Conducting the Internal/External Assessment	
09/17/19	HB CH 4: Step 1 – Conducting the Internal/External Assessment	End of Chapter 4 Questions & Concept Map 4 Due
09/19/19	HB CH 5: Step 2 – Creating the Mission, Vision, & Critical Success Factors	
09/24/19	Guest Speaker	
09/26/19	HB CH 5: Step 2 – Creating the Mission, Vision, & Critical Success Factors	End of Chapter 5 Questions & Concept Map 5 Due
10/01/19	MidTerm	
10/03/19	HB CH 6: Step 3 – The Strategy/Action Match	
10/08/19	HB CH 6: Step 3 – The Strategy/Action Match	
10/10/19	HB CH 6: Step 3 – The Strategy/Action Match	
10/15/19	HB CH 7: Step 4 - Determining Market Actions	End of Chapter 6 Questions & Concept Map 6 Due
10/17/19	HB CH 7: Step 4 - Determining Market Actions	
10/22/19	HB CH 8: Step 5 – Integration of the Marketing Plan with the Business Plan & Strategic Plan	End of Chapter 7 Questions & Concept Map 7 Due
10/24/19	HB CH 9: Step 6 – The Approval and Monitoring Process	End of Chapter 8 Questions Due Concept Map 9 Due
10/29/19	HB CH 10: The Approval and Monitoring Process	End of Chapter 9 Questions Due
10/31/19	PRESENT STRATEGIC FEASIBILITY ASSESSMENT	End of Chapter 10 Questions Due
11/05/19	KA 1,2	Other team and team member evals Due
11/07/19	KA 3,4	
11/12/19	KA 5,6	

11/14/19	KA 7,8	Concept Map 10 Due
11/19/19	SOCIAL CAUSE PROJECT WORK TIME	
11/21/19	SOCIAL CAUSE PROJECT WORK TIME	
11/26/19	THANKSGIVING	
11/28/19	THANKSGIVING	
12/03/19	SIMULATION	Social Cause Marketing Plan Due
12/05/19	SIMULATION	
12/12/19	FINAL: 12:30 – 2:30 PM	

Texting and Use of Cell Phones (and Other Technologies)

Do not text in class or use your cell phone during class unless I have authorized you to! Texting during class (or in a meeting) is disruptive and rude...at least to me. I reserve the right to request you to put electronic devices away if I believe they are being used for purposes other than class.

Class Attendance and Participation Policy

Federal regulations require attendance be verified prior to distribution of financial aid allotments. Regular attendance is expected. Your attendance will be verified at the first regular class session.

It is the policy of the University to permit students, faculty, and staff to observe those holidays set aside by their chosen religious faith. The faculty should be sensitive to the observance of these holidays so that students who choose to observe these holidays are not seriously disadvantaged. It is the responsibility of those who wish to be absent to make arrangements in advance with their instructors.

Students participating in authorized activities as an official representative of the University (i.e., athletic events, delegate to regional or national meetings or conferences, participation in university-sponsored performances) will not receive academic penalties and, in consultation with the instructor of record, will be given reasonable opportunities to complete assignments and exams or given compensatory assignment(s) if needed. The student must provide written confirmation from a faculty or staff advisor to the course instructor(s) at least 10 days prior to the date for which the student will be absent from the class. The student is responsible for all material presented in class and for all announcements and assignments. When possible, students are expected to complete these assignments before their absences. In the event of a disagreement regarding this policy, an appeal may be made by either the student or the instructor of record to the corresponding college dean. (*University Graduate Catalog*)

Academic Misconduct

As a student registered at this University, it is expected that you will adhere to only the strictest standards of conduct. It is recommended that you review the latest edition of the *Student Conduct Code* book, as well as the latest *Undergraduate & Graduate Catalog* to familiarize yourself with the University's policies in this regard. Your continued enrollment in this course is an implied contract between you and the instructor on this issue; from this point forward, it is assumed that you will conduct yourself appropriately.

Plagiarism

According to the Academic Dishonesty Policy of Georgia Southern University, Plagiarism includes (but is not limited to):

- A. Directly quoting words of others without using quotation marks or indenting to identify them.
- B. Using published or unpublished sources of information without identifying them.
- C. Paraphrasing material or ideas without identifying the source.
- D. Unacknowledged use of materials prepared by another person or agency engaged in the selling of term papers or other academic material.

If you are accused of plagiarism, the following policy, as per the Judicial Affairs website: (<http://students.georgiasouthern.edu/judicial/faculty.htm>) will be enforced.

PROCEDURES FOR ADJUDICATING ACADEMIC DISHONESTY CASES

First Offense - In Violation Plea

1. If the professor and the Dean of Students agree that the evidence is sufficient to warrant a charge of academic dishonesty, the professor should contact the Office of Judicial Affairs to determine if this is a first violation of academic dishonesty. The incident will be reported via the following website: <http://students.georgiasouthern.edu/judicial/faculty.htm>

2. If it is a first violation, the professor should talk with the student about the violation. **If the student accepts responsibility in writing and the professor decides to adjudicate the case, the following procedures will be followed:**

a. The student will be placed on disciplinary probation for a minimum of one semester by the Office of Judicial Affairs.

b. The student will be subject to any academic sanctions imposed by the professor (from receiving a 0 on the assignment to receiving a failing grade in the class).

c. A copy of all the material involved in the case (Academic Dishonesty Report Form and the Request for Instructor to Adjudicate Form) and a brief statement from the professor concerning the facts of the case and the course syllabus should be mailed to the Office of Judicial Affairs for inclusion in the student's discipline record.

First Offense - Not In Violation Plea (student does not admit the violation)

If the professor and the Dean of Students agree that the evidence is sufficient to warrant a charge of academic dishonesty, the professor should contact the Office of Judicial Affairs to determine if this is the first or second violation of academic dishonesty. The student will be charged with academic dishonesty and the University Judicial Board or a University Hearing Officer would hear the case. If the student is found responsible, the following penalty will normally be imposed:

a. The student will be placed on Disciplinary Probation for a minimum of one semester by the Office of Judicial Affairs.

b. The student will be subject to any academic sanctions imposed by the professor.

Second Violation of Academic Dishonesty

If the professor and the Dean of Students agree that the evidence is sufficient to warrant a charge of academic dishonesty, and if it is determined this is the second violation, the student will be charged with academic dishonesty and the University Judicial Board or a University Hearing Officer would hear the case.

If the student is found responsible, the following penalty will normally be imposed:

- a. Suspension for a minimum of one semester or expulsion.
- b. The student will be subject to any academic sanctions imposed by the professor.

NOT RESPONSIBLE FINDING

When a student is found not responsible of academic dishonesty, the work in question (assignment, paper, test, etc.) would be forwarded to the Department Chair. It is the responsibility of the Chair to ensure that the work is evaluated by a faculty member other than the individual who brought the charge and, if necessary, submit a final grade to the Registrar. For the protection of the faculty member and the student, the work in question should not be referred back to the faculty member who charged the student with academic dishonesty.

In the case of a Department Chair bringing charges against a student, an administrator at the Dean's level will ensure that the student's work is evaluated in an appropriate manner.

CONFIDENTIALITY

In accordance with provisions of the Family Educational Rights and Privacy Act of 1974 and the Georgia Open Records Act, any information related to a violation of academic dishonesty or the outcome of a judicial hearing regarding academic dishonesty, is prohibited and must be treated as confidential by members of the faculty."

Disability-related Accommodations

Georgia Southern University is committed to providing reasonable accommodations to students with documented disabilities as required under federal law. Disabilities may include ADD or AD/HD, autism spectrum disorder, brain injury, chronic medical conditions, communication disorders, hearing loss, learning disabilities, mobility impairment, psychological disorders, visual impairment or temporary injuries. The purpose of disability accommodation is to provide equal access to the academic material and equal access to demonstrate mastery of the material. If you have a disability and need accommodations, please contact the Student Accessibility Resource Center (SARC). You will need to meet with a SARC staff member who can help you gather documentation of your disability or refer you to an appropriate resource for assessment. Once documentation of the disability is approved, SARC staff will provide you with an accommodation letter detailing the approved accommodations which you should present to me so we can discuss and implement your accommodations. Disability accommodations work best starting at the beginning of the semester, but can be approved and started at any point in the semester. Accommodations start at the time the accommodation letter is presented to faculty within reasonable timelines; accommodations are not given retroactively. SARC on the Statesboro campus is located on the second floor of Cone Hall and the phone number is (912) 478-1566. SARC for Savannah and Liberty campuses is located on the second floor of Memorial College Center and the phone number is (912) 344-2572.

University Calendar for the Semester

The University Calendar is located with the semester schedule, and can be found at:
<http://em.georgiasouthern.edu/registrar/resources/calendars/>

One Final Note

The contents of this syllabus are as complete and accurate as possible. The instructor reserves the right to make any changes necessary to the syllabus and course material to ensure better student learning. The instructor will announce any such changes in class. It is the responsibility of the student to know what changes have been made in order to successfully complete the requirements of the course.

This syllabus, my lecture notes, and all materials distributed and presented during this course are protected by copyright law. You are authorized to take notes in this class but that authorization extends to only making one set of notes for your personal use and no other use. You are not authorized to sell, license, commercially publish, distribute, transmit, display, or record notes from this class unless you have my written consent to do so.