

5. **Key Terms:** Key Terms are intended to guide students in their course of study. Students should pay particular attention to Key Terms as they represent important concepts within the unit material and reading.
6. **Discussion Boards:** Discussion Boards are a part of all CSU term courses. Information and specifications regarding these assignments are provided in the Academic Policies listed in the Course Menu bar.
7. **Unit Assessments:** This course contains eight Unit Assessments, one to be completed at the end of each unit. Assessments are composed of multiple-choice questions and written response questions.
8. **Unit Assignments:** Students are required to submit for grading Unit Assignments in Units II and VII. Specific information and instructions regarding these assignments are provided below.
9. **Ask the Professor:** This communication forum provides you with an opportunity to ask your professor general or course content related questions.
10. **Student Break Room:** This communication forum allows for casual conversation with your classmates.

Assignments

Unit II Flowchart

General Systems Flowcharting for Healthcare Processes: An important tool for the analysis and management of medical processes is the general systems flow chart. Every healthcare manager and administrator needs to know how to construct such a flow chart for his or her own departmental and organizational processes.

Utilizing the general systems flow chart symbols presented on page 56 of your textbook, prepare a flow chart for an existing process within your own organization including:

- Start/stop
- Specific operations or processes
- Files
- Decisions
- Documents
- Copies
- Off-page connectors if needed
- Clouds

If you are already working in healthcare, then select a medical process of special interest to your current professional role or the role to which you aspire. If you are not yet working in healthcare, you may interview a practicing healthcare professional to obtain the information you need to construct a flow chart for a medical process. Alternatively, you may select a process outside of healthcare with which you are familiar to serve as your example, and flowchart that process to demonstrate your understanding of general systems flow charts.

Unit II Article Review

You are assigned to write an article review using the CSU Online Library or another source that contains peer-reviewed/scholarly articles. You will choose one of the following topics.

- Search the CSU Online Library for an article of interest to yourself, dealing with use of flow charts for medical processes.
- Search the CSU Online Library for an article of interest to yourself, dealing with time value of money and healthcare.

As you read the article, consider the following questions: How could the topic of this article apply to your personal or professional life? How could it apply to an organization you have observed?

Use these guidelines to select an article:

- Is in reliable sources/journals
- Related to *business* and *economics*
- At least 10 pages long

Use these guidelines to prepare your article review:

Cont.

- At least two pages
- Identify the main topic/question
- Who is the author's intended audience?
- Summarize the article for page one
- State how the article relates to the topic of your choice
- Report your key learning regarding the selected topic
- State what is useful and you can utilize it in quantitative methods for healthcare

Handwritten mark resembling a stylized '4' or 'f'.

Format your article review using APA style. Use your own words and include citations for other articles as needed to avoid plagiarism.

Unit VII Report

Total Quality Management in Healthcare Quantitative Analysis: A very important aspect of quantitative analysis in healthcare today is total quality management (TQM). This is sometimes also referred to as continuous quality improvement (CQI). Successful healthcare managers must be knowledgeable and proficient in the TQM/CQI tools, and this is the focus of Chapter 14 in your textbook.

Please select any one of the TQM/CQI tools presented in Chapter 14, thoroughly study it in your textbook, and also conduct a web search on the application of your selected tool. Explain how you will utilize this particular TQM/CQI tool in advancing the quality of healthcare in your own medical facility or in a medical facility that you will someday hope to manage. The report should be at least two pages. Please present your use of the tool both in writing and graphically (if applicable) as shown in your textbook.

For your convenience, the TQM/CQI tools are listed here:

- Brainstorming
- Consensus building
- Force field analysis
- Fish bone chart
- Pareto chart
- Run and control charts
- Flow charts
- Scatter diagram

Use these guidelines to select articles:

- Are in reliable sources/journals
- At least ten pages for each source

Format your article review using APA style. Use your own words and include citations for other articles as needed to avoid plagiarism.

Click [here](#) to access a PDF of the Unit VII Research Report Grading Rubric.

APA Guidelines

CSU requires that students use the APA style for papers and projects. Therefore, the APA rules for formatting, quoting, paraphrasing, citing, and listing of sources are to be followed. A document titled "APA Guidelines Summary" is available for you to download from the APA Guide Link, found in the Learning Resources area of the myCSU Student Portal. It may also be accessed from the Student Resources link on the Course Menu. This document provides links to several internet sites that provide comprehensive information on APA formatting, including examples and sample papers.

CSU Grading Rubric for Papers/Projects

The course papers will be graded based on the CSU Grading Rubric for all types of papers. In addition, all papers will be submitted for electronic evaluation to rule out plagiarism. Course projects will contain project specific grading criteria defined in the project directions. To view the rubric, click the Academic Policies link on the Course Menu, or by accessing the CSU Grading Rubric link, found in the Learning Resources area of the myCSU Student Portal.

Appendix 6-1 Visit Volume for Northern College Health Services






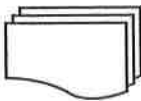


		<i>Visits to Health Services</i>	
	<i>Month</i>		
2005	Jan	21	
	Feb	19	
	Mar	16	
	Apr	20	
	May	15	
	Jun	18	
	July	16	
	Aug	14	
	Sept	18	
	Oct	25	
	Nov	30	
	Dec	16	
2006	Jan	22	
	Feb	26	
	Mar	31	
	Apr	39	
	May	44	
	Jun	17	
	July	22	
	Aug	18	
	Sept	27	
	Oct	33	
	Nov	29	
	Dec	33	
2007	Jan		32
	Feb		34
	Mar		39
	Apr		42
	May		41
	Jun		21
	July		24
	Aug		28
	Sept		47
	Oct		45
	Nov		46
	Dec		44
2008	Jan		39
	Feb		41
	Mar		34
	Apr		39
	May		38
	Jun		19
	July		28
	Aug		29
	Sept		37
	Oct		39

3. Lines on charts have arrowheads that indicate flow and sequence.
4. Specific symbols are used. Figure 3-1 includes the commonly used symbols.

Using these symbols and descriptive labels, charts are constructed that describe the operation of a current work process. Managers create charts that describe how the current processes work. In the development of these charts, the manager must ensure that all logical possibilities are included on the chart.

Flow Chart Symbols

Certain prerequisites must be satisfied before the actual general systems flow chart is constructed. The health services managers must know the goal of the system

Start or stop	
Specific operation of process	
A file	
A decision	
A document	
Many copies of the same document	
Off-page connector	
A cloud	

(used to represent an aspect of the process that is unclear)

Figure 3-1 Flow Chart Symbols

or work proc
It might also
appropriate p
manager mus
of the general
also provides
Improvements
Rarely, if ever
agenda for cha
its quality. The
goal statement.
The general
is done. The cr
what sequence.
observation. Coj
and traced. This
The description
mation is expres
After the flow
systems flow cha
will involve the
involve some act

LEARNING OBJECTIVES FLOW CHART

Creating general
completed correct
identifies "new qu
sheet of paper an
and verified (verb
to a logical "stop"
ways to accomplish
simplifying proced
steps that can be el
into more efficient
can be reordered &
correspond with sys
for improvements ne
chart and "field test
outcomes are realize

USES OF FINANCIAL INFORMATION

As noted earlier in this chapter, the reason for preparing, auditing, and disseminating financial reports is to allow the stakeholders to determine the financial performance of the organization. Financial reporting is also important because it enhances the ability of stakeholders to make decisions about the organization. According to William Cleverly (1997), a professor of health care financial management, five uses of financial information may be important in decision making:

1. Evaluating the financial condition of an entity
2. Evaluating stewardship within an entity
3. Assessing the efficiency of operations
4. Assessing the effectiveness of operations
5. Determining the compliance of operations with directives

A number of stakeholders would want to be able to make appropriate decisions about the organization using financial information:

■ *Governing board.* The board reviews the financial performance (the bottom-line results and the level of assets and liabilities—in other words, the financial condition) as well as the organization's actual financial ratios compared to budget and industry benchmarks. The governing board is also interested in the auditor's review of the organization's internal financial controls during the attestation process, sometimes called the "management letter" (stewardship). This has become even more critical in light of the accounting scandals of the late 1990s and early 2000s. In addition, the passage of the Sarbanes-Oxley law (SOX), which applies to investor-owned, for-profit organizations, created an expanded duty for the governing board in the performance of its fiduciary duties. See Chapter Four for further discussion of SOX.

■ *Senior management.* The same criteria apply here as with the governing board. In addition, senior management wants to review operating ratios such as departmental productivity (efficiency) and departmental budget variances (effectiveness).

■ *Department management.* Managers review the results during the period to determine their efficiency (did they make their budget