

 FLORIDA ATLANTIC UNIVERSITY	COURSE CHANGE REQUEST Undergraduate Programs	UUPC Approval <u>2/24/25</u> UFS Approval _____ SCNS Submittal _____ Confirmed _____ Banner Posted _____ Catalog _____
Department Management Programs College Business		
Current Course Prefix and Number HSA4511		Current Course Title Practice Management
Syllabus must be attached for ANY changes to current course details. See <u>Template</u> . Please consult and list departments that may be affected by the changes; attach documentation.		
Change title to: Change prefix From: To: Change course number From: To: Change credits* From: To: Change grading From: To: Change WAC/Gordon Rule status** Add <input type="checkbox"/> Remove <input type="checkbox"/> Change General Education Requirements*** Add <input type="checkbox"/> Remove <input type="checkbox"/> <small>*See <u>Definition of a Credit Hour</u>.</small> <small>**WAC/Gordon Rule criteria must be indicated in syllabus and approval attached to this form. See <u>WAC Guidelines</u>.</small> <small>***GE criteria must be indicated in syllabus and approval attached to this form. See <u>Intellectual Foundations Guidelines</u>.</small>		Change description to: Change prerequisites/minimum grades to: Remove HSA4110 (Health Care Organization & Administration) as a prerequisite. Change corequisites to: Change registration controls to: Please list existing and new pre/corequisites, specify AND or OR and include minimum passing grade (default is D-).
Effective Term/Year for Changes: Fall 2025		Terminate course? Effective Term/Year for Termination:
Faculty Contact/Email/Phone		
Approved by Department Chair _____ <i>Thlyn Williams</i> College Curriculum Chair _____ <i>Julie Hagg</i> College Dean _____ <i>W. J. Hagg</i> UUPC Chair _____ <i>Korey Sorge</i> Undergraduate Studies Dean _____ <i>Dan Meeroff</i> UFS President _____ Provost _____		Date <u>1/31/2025</u> <u>2-16-25</u> <u>2/19/25</u> <u>2/24/25</u> <u>2/24/25</u> _____ _____

Email this form and syllabus to mjenning@fau.edu seven business days before the UUPC meeting.



HSA 4511-001 12488
Practice Management
Date: Wednesday 6:30pm- 9:40pm
Building: Phil Smith Hall Boca Room: 410
3 Credit (s)
Summer XXXX- 1 Full Term

Instructor Information

Jean Marie Badio
Email: jbadio2012@fau.edu
Office: Phil Smith Hall- Room 410
Office Hours: By appointment Wednesday before class
Phone: 954-558-7528

TA Name: N/A

Office: N/A

Office Hours: N/A

Telephone: N/A

Email: N/A

Course Description

Practice Management

Prerequisites: HSA 3111

This course provides in-depth consideration of the fundamentals of managing a physician or other

form of ambulatory care office. Issues covered include medical coding, physician credentialing, reimbursement, staff supervision, and practice building.

Course Description and current environment

Health Care Practice Management Prerequisite: HSA 3111 or concurrent .This course will examine the conceptual framework of healthcare management with an emphasis on the process, functions, and roles that contribute to successful practice management. The course will focus on the six domains identified as essential for practice administrators/managers by the Medical Group Management Association (MGMA)

The healthcare delivery system in the United States continues to undergo transformational change. Driven by changes in reimbursement, utilization, technology, staffing challenges, cultural diversity, an aging population, and the political environment. This course will help prepare the next generation of healthcare leaders as they navigate these new challenges. The trend of care outside the four walls of a hospital into a community-based, outpatient model, including ambulatory outpatient and surgery centers, home health care, hospice, community mental health, skilled care, and others will require leaders who embrace change and view the landscape through a different lens.

The primary goal of this course is to provide a fundamental framework for success as a healthcare leader. Our focus will be on the fundamental principles of management, but we will also explore the important aspects of leadership that will generate success for your career and the organization that employs you. We want to create a real-world experience framework to supplement the theoretical knowledge you will learn. Therefore, there will be a high emphasis on class participation, role-playing real-life scenarios and guest speakers who are current healthcare leaders. Key topics relating to project management, new technologies Operations management

Human resource management

Transformative healthcare delivery

Financial management

Risk and compliance management

Organizational governance

Successful Healthcare Organizations must plan and manage their operations strategically to either meet or exceed the demands imposed by the current environment. Productivity and quality of services provided must be based on strategic analysis decisions. Students will learn contemporary management techniques including the emerging field of "Reflective Supervision and Practice". On occasion, we will invite occasional guest lecturers by healthcare leaders in South Florida to bring a real-world experience for our students.

This introductory course on the fundamental of "Practice Management "will examine processes, functions, roles and managerial planning as well implementations that could lead healthcare organizations to providing quality care to their patient/client while ensuring financial successes. We will discuss how external forces could affect our decision making, forces such as Political- Economics- Socio-demographics-Technology-Environment-Legal "PESTELL."

"The challenges facing the US- healthcare industry today will require fine-tuned managerial skills. Healthcare managers must keep pace with revolutionary and sophisticated breakthroughs in medical science and technology, transparency of service outcomes and charges, an educated customer base, an aging population, global health threats, and federal regulations growing exponentially. At the center of all these changes is the supervisor, who has to bring and hold together the human and physical resources, professional expertise, technologies, and other support systems necessary to provide care, efficiently, effectively, and economically. Therefore, healthcare managers and supervisors must understand the complexities of the organization, generational motivational differences, regional and national healthcare demands, and the industry as a whole.—the hardest job in any organization is clearly that of the supervisor. The supervisor is responsible for motivating the team to achieve organization goals as set by the board of directors and senior leadership. The supervisor must be able to translate the goals into understandable and achievable terms for team members and gain their buy-in; without the buy-in, the organization could fail."

Required Text/ Materials

Fundamentals of Medical Practice Management

ISBN: 9781567939309

Publisher: American College of Healthcare Executives

Learning Objectives

The primary goal of this course is to provide a fundamental framework for success as a healthcare leader. Our focus will be on the fundamental principles of management, but we will also explore the important aspects of leadership that will generate success for your career and the organization that employs you. We want to create a real-world experience framework to supplement the theoretical knowledge you will learn. Therefore, there will be a high emphasis on class participation, role-playing real-life scenarios and guest speakers who are current healthcare leaders. Key topics relating to project management, new technologies Operations management

- Human resource management
- Transformative healthcare delivery
- Financial management
- Risk and compliance management
- Organizational governance

Faculty Rights and Responsibilities

Florida Atlantic University respects the rights of instructors to teach and students to learn. Maintenance of these rights requires classroom conditions that do not impede their exercise. To ensure these rights, faculty members have the prerogative to:

- Establish and implement academic standards.
- Establish and enforce reasonable behavior standards in each class.
- Recommend disciplinary action for students whose behavior may be judged as disruptive under the Student Code of Conduct [University Regulation 4.007](#).

Disability Policy

In compliance with the Americans with Disabilities Act Amendments Act (ADAAA), students who require reasonable accommodations due to a disability to properly execute coursework must register with Student Accessibility Services (SAS) and follow all SAS procedures. SAS has offices across three of FAU's campuses – Boca Raton, Davie and Jupiter – however disability services are available for students on all campuses. For more information, please visit the SAS website at www.fau.edu/sas/.

Course Evaluation Method

There will be two exams consisted of multiple choice type questions; Each exam will be graded on 100 points

There will be three assignments: a) The first assignment will be on agencies that influence the delivery of health care in the United States. Those agencies could be Federal -State- and local.

The second paper will be Relative Value Unit (RVUs)

The third and final paper : Revenue Cycle Management

Each paper will be graded on 100 points

The total points will 500 points

Code of Academic Integrity

Students at Florida Atlantic University are expected to maintain the highest ethical standards. Academic dishonesty is considered a serious breach of these ethical standards, because it interferes with the university mission to provide a high quality education in which no student enjoys an unfair advantage over any other. Academic dishonesty is also destructive of the university community, which is grounded in a system of mutual trust and places high value on personal integrity and individual responsibility. Harsh penalties are associated with academic dishonesty. For more information, see [University Regulation 4.001](#).

Attendance Policy Statement

Students are expected to attend all their scheduled University classes and to satisfy all academic objectives as outlined by the instructor. The effect of absences upon grades is determined by the instructor, and the University reserves the right to deal at any time with individual cases of non-attendance. Students are responsible for arranging to make up work missed because of legitimate class absence, such as illness, family emergencies, military obligation, court-imposed legal obligations, or participation in University-approved activities. Examples of University-approved reasons for absences include participating on an athletic or scholastic team, musical and theatrical performances, and debate activities. It is the student's responsibility to give the instructor notice prior to any anticipated absences and within a reasonable amount of time after an unanticipated absence, ordinarily by the next scheduled class meeting. Instructors must allow each student who is absent for a University-approved reason the opportunity to make up work missed without any reduction in the student's final course grade as a direct result of such absence.

Religious Accommodation Policy Statement

In accordance with the rules of the Florida Board of Education and Florida law, students have the right to reasonable accommodations from the University in order to observe religious practices and beliefs regarding admissions, registration, class attendance, and the scheduling of examinations and work

assignments. University Regulation 2.007, Religious Observances, sets forth this policy for FAU and may be accessed on the FAU website at www.fau.edu/regulations.

Any student who feels aggrieved regarding religious accommodations may present a grievance to the executive director of The Office of Civil Rights and Title IX. Any such grievances will follow Florida Atlantic University's established grievance procedure regarding alleged discrimination.

Time Commitment Per Credit Hour

For traditionally delivered courses, not less than one (1) hour of classroom or direct faculty instruction each week for fifteen (15) weeks per Fall or Spring semester, and a minimum of two (2) hours of out-of-class student work for each credit hour. Equivalent time and effort are required for Summer Semesters, which usually have a shortened timeframe. Fully Online courses, hybrid, shortened, intensive format courses, and other non-traditional modes of delivery will demonstrate equivalent time and effort.

Course Grading Scale

Letter Grade	Letter Grade
A	94 - 100%
A-	90 - 93%
B+	87 - 89%
B	83 - 86%
B-	80 - 82%
C+	77 - 79%
C	73 - 76%
C-	70 - 72%
D+	67 - 69%
D	63 - 66%
D-	60 - 62%
F	Below 60

Grade Appeal Process

You may request a review of the final course grade when you believe that one of the following conditions apply:

- There was a computational or recording error in the grading.
- The grading process used non-academic criteria.

- There was a gross violation of the instructor's own grading system.

[University Regulation 4.002](#) of the University Regulations contains information on the grade appeals process

Policy on Make-up Tests, Late work, and Incompletes

Late Assignments

All students are expected to complete all assignments and exams on time. Instructors may at his sole discretion grant limited extensions of time for unexpected health or personal emergencies beyond the student's control. In order to be granted such an extension, the student must request accommodations prior to the exam or due date and the instructor may request documentation. For late submissions that have not been approved by the instructor the penalty will be a 10 percent reduction in the grade (on the hundred percent scale) for that assignment for each day that the assignment is late. No submissions will be accepted after grades have been posted for the class as a whole.

Adverse weather / inability of professor to make class:

In the case of adverse weather conditions, FAU university policies and directions as communicated from administration will be adhered to. Blackboard will be used to make up any missed lectures.

Attendance, Tardiness, Cell phone/texting and Class Participation

Please be considerate to your classmates. If you are late for class, come in quietly. Avoid excess noise or disruption during class meetings. Open discussion is encouraged; however insulting language or verbal attacks will not be tolerated. Cell phones are expected to be turned off when the class begins.

Policy on the Recording of Lectures

Students enrolled in this course may record video or audio of class lectures for their own personal educational use. A class lecture is defined as a formal or methodical oral presentation as part of a university course intended to present information or teach students about a particular subject. Recording class activities other than class lectures, including but not limited to student presentations (whether individually or as part of a group), class discussion (except when incidental to and incorporated within a class lecture), labs, clinical presentations such as patient history, academic exercises involving student participation, test or examination administrations, field trips, and private

conversations between students in the class or between a student and the lecturer, is prohibited. Recordings may not be used as a substitute for class participation or class attendance and may not be published or shared without the written consent of the faculty member. Failure to adhere to these requirements may constitute a violation of the University's Student Code of Conduct and/or the Code of Academic Integrity.

Artificial Intelligence Preamble

FAU recognizes the value of generative AI in facilitating learning. However, output generated by artificial intelligence (AI), such as written words, computations, code, artwork, images, music, etc., for example, is drawn from previously published materials and is not your own original work.

FAU students are not permitted to use AI for any course work unless explicitly allowed to do so by the instructor of the class for a specific assignment. [\[Policy 12.16 Artificial Intelligence\]](#)

Class policies related to AI use are decided by the individual faculty. Some faculty may permit the use of AI in some assignments but not others, and some faculty may prohibit the use of AI in their course entirely. In the case that an instructor permits the use of AI for some assignments, the assignment instructions will indicate when and how the use of AI is permitted in that specific assignment. It is the student's responsibility to comply with the instructor's expectations for each assignment in each course. When AI is authorized, the student is also responsible and accountable for the content of the work. AI may generate inaccurate, false, or exaggerated information. Users should approach any generated content with skepticism and review any information generated by AI before using generated content as-is.

If you are unclear about whether or not the use of AI is permitted, ask your instructor before starting the assignment.

Failure to comply with the requirements related to the use of AI may constitute a violation of the [Florida Atlantic Code of Academic Integrity, Regulation 4.001.](#)

Proper Citation: If the use of AI is permitted for a specific assignment, then use of the AI tool must be properly documented and cited. For more information on how to properly cite the use of AI tools, visit <https://fau.edu/ai/citation>

Counseling and Psychological Services (CAPS) Center

Life as a university student can be challenging physically, mentally and emotionally. Students who find stress negatively affecting their ability to achieve academic or personal goals may wish to consider utilizing FAU's Counseling and Psychological Services (CAPS) Center. CAPS provides FAU students a range of services – individual counseling, support meetings, and psychiatric services, to name a few

– offered to help improve and maintain emotional well-being. For more information, go to <http://www.fau.edu/counseling/>

Student Support Services and Online Resources

- [Center for Learning and Student Success \(CLASS\)](#)
- [Counseling and Psychological Services \(CAPS\)](#)
- [FAU Libraries](#)
- [Math Learning Center](#)
- [Office of Information Technology Helpdesk](#)
- [Center for Global Engagement](#)
- [Office of Undergraduate Research and Inquiry \(OURI\)](#)
- [Science Learning Center](#)
- [Speaking Center](#)
- [Student Accessibility Services](#)
- [Student Athlete Success Center \(SASC\)](#)
- [Testing and Certification](#)
- [Test Preparation](#)
- [University Academic Advising Services](#)
- [University Center for Excellence in Writing \(UCEW\)](#)
- [Writing Across the Curriculum \(WAC\)](#)

