LONG SIGNATURE SHEET

UNC CHARLOTTE

Proposal Number: PHS 2012-02-20

Proposal Title   Establishment of recurrent special topics course as

HADM6210 Medical Practice Management

Originating Department   Department of Public Health Sciences

TYPE OF PROPOSAL: UNDERGRADUATE_____   GRADUATE__X__   UNDERGRADUATE & GRADUATE____
(Separate proposals sent to UCCC and Grad. Council)

DATE RECEIVED	DATE CONSIDERED	DATE FORWARDED	ACTION	SIGNATURES
3/5/12	3/5/12	3/5/12	Approved	**DEPARTMENT CHAIR** _(signature)_ [print name here] Dr. Vivian Lord
JMARK	12MARR	RMARR	Approved	**COLLEGE CURRICULUM COMMITTEE CHAIR** _(signature)_ Print name: Dr. Michael Thompson
			Approved	**COLLEGE FACULTY CHAIR** Print name:
3/12/2012	3/13/2012	3/13/2012	Approved	**COLLEGE DEAN** Jane B. Neese Print name here if signing on behalf of Dean: Jane B. Neese
			Approved	**UNDERGRADUATE COURSE & CURRICULUM COMMITTEE CHAIR** (for undergraduate courses)
3-13-12	4-3-12	4-5-12	Approved	**GRADUATE COUNCIL CHAIR** (for graduate courses) Rob Roy McGregor
			Approved	**FACULTY GOVERNANCE SECRETARY** (noting Faculty Council approval on Consent Calendar)
				FACULTY EXECUTIVE COMMITTEE (if decision is appealed)

Revised 10/20/10
OAA/cag

University of North Carolina at Charlotte

New: Graduate

Course and Curriculum Proposal from: Department of Public Health Sciences

Establishment of recurrent special topics course as HADM6210 Medical Practice Management

Summary

The Department of Public Health Sciences proposes to add recurrent a special topics course addressing practice management as a new graduate-level health administration course, HADM 6210 Medical Practice Management for its Master of Health Administration (MHA) students.

A. Proposed Catalog Copy

HADM 6210 Medical Practice Management (3). This course provides a comprehensive study of medical practice management and the issues, tools, and techniques to resolve those issues. The course also provides the student with an understanding of the financial and regulatory issues that influence today's medical practice with an insight into the cultural, human resource, and governance issues that make physician practices unique among healthcare organizations. (*on demand*)

B. Justification

1. Students, faculty, and members of UNC Charlotte's MHA advisory board have expressed the need for training in practice management. In response, this course has been offered twice as a well-received special topics course. Student, faculty, and advisory board consensus is that the course should be formalized as part of our MHA program's regular elective offerings.

2. Prerequisites or co-requisites. None; department permission required.

3. The proposed course number, HADM 6210 is consistent with university guidelines and departmental practices for MHA elective courses.

4. The challenges and issues of a medical practice are different from those found in hospitals and require a unique set of skills and understanding. Examples of skills required of a health administrator working in a practice setting include recruiting, retaining, and managing physicians; managing risks involved with current regulatory and litigious environment, developing new lines of service or products; building relationships with community hospitals; and understanding and managing revenue cycles.

   Students acquire the tools and techniques necessary to handle these issues in the Practice Management course in part by assuming administrator roles in life-like scenarios of physician practices. This course enhances students' understanding of the practice environment and associated challenges, filling a gap in our current offerings.

C. Impact

1. Medical Practice Management will serve graduate students enrolled in the Master of Health Administration program, as well graduate level students from other disciplines such as MBA, MSPH, and PSM HIT, on a case-by-case basis.

2. The course will serve as an elective to augment an identified gap in the MHA elective offerings. Its formal addition will enrich our offerings and strengthen the MHA program.

    a. The Department will offer Practice Management on an "on demand" basis, most likely continuing its once per year rotation.

    b. Like most HADM courses, meeting times will be in the evenings to accommodate students who work during the day. The offering of Medical Practice Management will not affect the content or frequency of core offerings.

    c. Based upon enrollment in the two special topics offerings, we anticipate 20-25 students will take the course when offered. The course is designed to accommodate up to 30 students.

    d. The course will be offered in a rotation of electives such that it will not impact other elective offerings.

    e. As previously noted, the course has been taught twice, with enrollments of 19 and 24 respectively.

    f. Formal inclusion of this MHA elective course will not impact other catalog elements.

D. Resources Required to Support Proposal

1. Personnel. By its nature, this course requires an active practitioner deliver its content. Professional affiliate (part-time, adjunct) faculty member **Stephen Wagner, PhD**, Vice President, Division of Medical Education and Research for Carolinas Healthcare System, has taught this course using part-time faculty money allocated to the MHA program. We expect to continue the relationship with Dr. Wagner

2. Physical Facility: none
3. Equipment and Supplies: none
4. Computer: none
5. Audio- visual: none
6. Other Resources: none
7. Funding Sources for Additional Resources: N/A

E. Consultation with the Library and Other Units

1. Library Consultation: See attached email correspondence.
2. Consultation with Other Units: N/A

F. Initiation and Consideration of the Proposal

1. Originating Unit. The MHA Program faculty developed this course in response to an identified need. The MHA Program Committee reviewed and unanimously approved this long form proposal to establish this special topics course as a formal elective offering 20 Feb 12. The proposal subsequently was reviewed and unanimously approved, following minor clarifications to the syllabus by the Public Health Sciences Departmental Curriculum Committee on 27 Feb 12.
2. Other Considering Units: N/A

G. Attachments

1. Library Consultation

2. Course Syllabus

J. Murrey Atkins Library

Memorandum

TO: Dr. Stephen L. Wagner and Melissa A. Smith MSPH | MHA Program Administrator

FROM: Barbara Tierney, Sciences Subject Librarian and Jean Hiebert, Public Health Subject Librarian

DATE: **Feb. 16, 20128**

RE: Consultation with Library for Course and Curriculum proposal

Date of initiation of consultation with Library Reference personnel: Request received Feb. 8, 2012

Proposal No: HADM 6210 Medical Practice Management (3). This course provides a comprehensive study of medical practice management and the issues, tools, and techniques to resolve those issues. The course also provides the student with an understanding of the financial and regulatory issues that influence today's medical practice with an insight into the cultural, human resource and governance issues that make physician practices unique among healthcare organizations.

SUMMARY OF REFERENCE LIBRARIAN'S EVALUATION OF HOLDINGS;

Evaluators: Jean Heibert & Barbara Tierney   Date: Feb. 16, 2012

Check one: 1. Holdings are superior.

          2. Holdings are adequate.   X (Please see "Comments")

          3. Holdings are adequate only if Dept.purchases additional holdings.

          4. Holdings are inadequate.

COMMENTS:

We believe that the J. Murrey Atkins Library has sufficient relevant databases, indexes, journals, and books to support the proposed new course HADM 6210 Medical Practice Management . Please see the following pages for a summary of these relevant library resources.

INDEXES AND DATABASES:

MULTIDISCIPLINARY
Academic Search Complete
Cambridge Journals Online
Dissertation Abstracts Online
Dissertations & Theses @ UNCC
HighWire
Lexis Nexis Academic
Liebert Online
News Bank
Oxford Journals
Proceedings
Project Muse
Proquest Dissertations and Theses
Sage Journals Online
Science Citation Index
Science Direct
Springer Link
Wiley Online Library

SOCIAL SCIENCES
ASSIA: Applied Social Sciences Index and Abstracts
Communication and Mass Media Complete
PAIS International/PAIS Archive
PsycInfo
Public Administration Abstracts
Social Services Abstracts
Sociological Abstracts
Worldwide Political Sciences Abstracts
American Public Health Administration Public Health Links
Health Resources and Services Administration

BUSINESS
Biotechnology Resource Abstracts
Business Source Complete
Country Commerce
EconLit
Emerald Management Reviews
Entrepreneurial Studies Source
Hoover's Online
Industry Market Research
Lexis Nexis Company Profiles
Medical and Pharmaceutical Biotechnogy Abstracts
Mergent Online
Mergent Reports

Morningstar Investment Research Center
Small Business Reference Center
Value Line
Ward's Business Directory of U.S. Private and Public Companies
Economic Development Information System

MEDICAL
CINAHL
EBM (all)
Medline via EbscoHOST
PubMed
Health Source: Nursing/Academic
BioMed Central

LEGAL
Congressional
Legal Information Resource Center
Lexis Nexis Federal and State Cases
Lexis Nexis Law Reviews
Lexis Nexis Tax Laws
Proquest Congressional
Supreme Court Compendium
Washington Information Directory
Westlaw Campus Research
Bills from the NC General Assembly
Charlotte School of Law
FindLaw
General Statutes of NC
Internet Law Library
NC General Assembly
Supreme Court Decisions
Thomas Legislation

MONOGRAPHS (BOOKS):

Required Textbook: Essentials of physician practice management, by Blair A. Keagy and Marci S. Thomas. **Atkins Library does not own this title.**

The call number ranges for this course cover the social sciences as well as law and medicine. The primary call number range, however, is RA.

A search of the Atkins Library online catalog reveals the current number of monographic titles in each of the below listed Library of Congress subject headings (or keywords) and the currency of these holdings.

L.C. Subject Headings	Total Atkins Titles	#Titles 2005+
Medicine – Practice	61	3
Medicine – Practice – Accounting	6	2
Medicine – Practice – Cost of operation	2	2
Medicine – Practice – Economic aspects	2	0
Medicine – Practice – Finances – Handbooks	1	0
Medicine – Practice – Handbooks, manuals	2	0
Medicine – Practice – Management	1	0
Medicine – Practice—Periodicals	12	
Medicine – Practice – Research Periodicals	3	
Medicine – Practice – United States	12	0

Possible titles that the Dept. of Public Health might wish to consider ordering to further support this new course:

1   Medical law, ethics, and bioethics for the health professions /
     Author: Lewis, Marcia A.; Tamparo, Carol D.,; Lewis,
     Marcia A. Publication: Philadelphia, PA : F.A. Davis Co., 2007
     Document: English : Book   Libraries Worldwide: 249
2   The business of healthcare /
     Author: Cohn, Kenneth H.; Hough, Douglas E.
     Publication: Westport, Conn. : Praeger, 2008 Document: English :
     Book   Libraries Worldwide: 200
3   Thomson Delmar Learning's comprehensive medical assisting :
     administrative and clinical competencies /
     Author: Lindh, Wilburta Q. Publication: Clifton
     Park, NY : Thomson Delmar Learning, 2006 Document: English : Book
     Libraries Worldwide: 168
4   EHR implementation : a step-by-step guide for the medical practice /
     Author: Hartley, Carolyn P.; Jones, Ed Publication:
     [Chicago] : AMA Press, 2005 Document: English : Book   Libraries

Worldwide: 88

5   Start your own medical practice : a guide to all the things they
don't teach you in medical school about starting your own practice /
Author: Huss, William H.; Coleman, Marlene.
Publication: Naperville, Ill. : Sphinx Pub., 2006 Document: English
: Book   Libraries Worldwide: 77

6   Pearson's comprehensive medical assisting : administrative and
clinical competencies /
Author: Beaman, Nina.Publication: Upper Saddle
River, N.J. : Pearson, 2011 Document: English : Book   : Videodisc
Libraries Worldwide: 65

7   Physician practice management : essential operational and financial
knowledge /
Author: Wolper, Lawrence F. Publication: Sudbury,
Mass. : Jones and Bartlett Publishers, 2005 Document: English : Book
Libraries Worldwide: 65

8   Medical practice policies and procedures /
Author: Moghadas, Kathryn I. Publication: Chicago :
American Medical Association, 2005 Document: English : Book
Computer File   Libraries Worldwide: 54

9   Medical assisting : administrative and clinical procedures including
anatomy and physiology.
Author: Booth, Kathryn A., Publication: New York :
McGraw-Hill, 2011 Document: English : Book   Libraries Worldwide: 53

10   Medical practice management in the 21st century : the handbook /
Author: Satinsky, Marjorie A.; Curnow, Randall
T.Publication: Oxford : Radcliffe Pub., 2007 Document: English :
Book   Libraries Worldwide: 50

11   Integration strategies for the medical practice /
Author: Reiboldt, J. Max.; Hunter, Craig W.;
DeWeese, P. Todd., and others Publication: Chicago : AMA Press, 2006
Document: English : Book   Libraries Worldwide: 42

12   Medical practice management system /
Author: Nadeau, Linda. Publication: Clifton Park, NY
: Thomson Delmar Learning, 2007 Document: English : Book   Computer
File   Libraries Worldwide: 40

13   Electronic health records : transforming your medical practice /
Author: Amatayakul, Margaret K.; Lazarus, Steven
S.Publication: Englewood, CO. : Medical Group Management Association,
2005 Document: English : Book   Libraries Worldwide: 37

14   Risk assessment and management guide for the medical practice /
Author: Lorton, Lewis. Publication: [Chicago] : AMA
Press, 2005 Document: English : Book   Computer File   Libraries
Worldwide: 35

15   Administrative procedures for medical assisting /
Author: Booth, Kathryn A., Publication: Boston :

McGraw Hill Higher Education, 2009 Document: English : Book
Computer File Libraries Worldwide: 35

16 The physicians guide to survival and success in the medical practice
Publication: Chicago : American Medical Association, 2007
Document: English : Book Libraries Worldwide: 33

17 Maximizing billing and collections in the medical practice /
Author: Stanley, Kay, Publication: Chicago :
American Medical Association, 2007 Document: English : Book
Computer File Libraries Worldwide: 31

18 Tools for an efficient medical practice : forms, templates, and
checklists /
Author: Moghadas, Kathryn I. Publication: Chicago :
American Medical Association, 2009 Document: English : Book
Computer File Libraries Worldwide: 28

19 Financial management of the medical practice /
Author: Reiboldt, J. Max.Publication: Chicago, Ill.
: American Medical Association, 2011 Document: English : Book
Libraries Worldwide: 28

20 Kinn's the administrative medical assistant : an applied learning
approach /
Author: Young-Adams, Alexandra Patricia.; Kinn, Mary
E.Publication: St. Louis, Mo. : Elsevier Saunders, 2011 Document:
English : Book Libraries Worldwide: 26

21 Physician ancillary services /
Author: Stanley, Kay, Publication: Sudbury, Mass. :
Jones and Bartlett, 2006 Document: English : Book Computer File
Libraries Worldwide: 25

22 The Physician Employment Contract handbook : a guide to structuring
equitable arrangements /
Author: Todd, Maria K., author.Publication: New York
: Productivity Press, 2011 Document: English : Book Libraries
Worldwide: 25

23 In their own words : 12,000 physicians reveal their thoughts on
medical practice in America /
Author: Miller, Phillip B.; Goodman, Louis J.;
Norbeck, Timothy B.Publication: Garden City, NY : Morgan James, 2010
Document: English : Book Libraries Worldwide: 25

24 The business of medical practice : transformational health 2.0
skills for doctors /
Author: Marcinko, David E.; Hetico, Hope
R.Publication: New York : Springer Pub. Co., 2011 Document: English
: Book Libraries Worldwide: 23

25 Workbook to accompany Thomson Delmar Learning's comprehensive
medical assisting : administrative and clinical competencies /
Author: Lindh, Wilburta Q.Publication: Clifton Park,
NY : Thomson Delmar Learning, 2006 Document: English : Book

Libraries Worldwide: 22

26   Practicing medicine in the 21st century /
Author: Nash, David B. Publication: Tampa, Fla. :
American College of Physician Executives, 2006 Document: English :
Book Libraries Worldwide: 21

27   Cutting costs in the medical practice /
Author: Whiteman, Alan S.; Hermanson, Jerry.;
Palkon, Dennis Stanley,Publication: Phonenix, MD : Greenbranch Pub.,
2006 Document: English : Book Libraries Worldwide: 21

28   Mastering patient flow : using lean thinking to improve your
practice operations /
Author: Woodcock, Elizabeth W. Publication:
Englewood, CO : Medical Group Management Association (MGMA), 2007
Document: English : Book Libraries Worldwide: 20

29   Administrative procedures for medical assisting /
Author: Booth, Kathryn A., Publication: New York, NY
: McGraw-Hill, 2011 Document: English : Book Computer File
Libraries Worldwide: 21

30   Reimbursement management : improving the success and profitability
of your practice /
Publication: Chicago : American Medical Association, 2011
Document: English : Book Libraries Worldwide: 20

31   Compliance guide for the medical practice : how to attain and
maintain a compliant medical practice /
Author: Trites, Patricia A. Publication: Chicago :
American Medical Association, 2006 Document: English : Book
Computer File Libraries Worldwide: 15

32   Physician compensation plans : state-of-the-art strategies /
Author: Johnson, Bruce A., 1958-; Keegan, Deborah
Walker, Publication: Englewood, CO : Medical Group Management
Association, 2006 Document: English : Book Libraries Worldwide: 15

33   Valuing, selling, and closing the medical practice /
Author: Reiboldt, J. Max.Publication: [Chicago] :
American Medical Association, 2012 Document: English : Book
Libraries Worldwide: 16

34   Management essentials for doctors /
Author: Shaw, Rory.Publication: Cambridge, UK ; New
York : Cambridge University Press, 2011 Document: English : Book
Libraries Worldwide: 12

35   Rx for business success : joining a medical practice : for
physicians.
Publication: Englewood, CO : Medical Group Management
Association, 2005 Document: English : Book Libraries Worldwide: 10

36   21st century medical practice management /
Author: Meredith, G. G.Publication: Mt. Ommaney,
Qld. : Mereton Publishings, 2006 Document: English : Book

Libraries Worldwide: 8

37 RVUs : application for medical practice success /
Author: Glass, Kathryn P. Publication: [Englewood,
CO] : Medical Group Management Association, 2008 Document: English :
Book Computer File Libraries Worldwide: 9

38 Quality management.
Publication: Englewood, CO : Medical Group Management
Association, 2009 Document: English : Book Libraries Worldwide: 6

39 Benchmarking success : the essential guide for group practices /
Author: Feltenberger, Gregory S.; Gans, David N.
Publication: Englewood [Colo.] : Medical Group Management Association,
2008 Document: English : Book Libraries Worldwide: 8

40 Electronic health records : transforming your medical practice /
Author: Amatayakul, Margaret K.Publication:
Englewood, CO : MGMA, 2010 Document: English : Book Libraries
Worldwide: 8

41 Organizational governance.
Publication: East Englewood, CO : Medical Group Management
Association, 2009 Document: English : Book Libraries Worldwide: 7

42 Patient care systems.
Publication: East Englewood, CO : Medical Group Management
Association, 2009 Document: English : Book Libraries Worldwide: 5

43 The smarter physician. Conquering your practice's billing and
reimbursement /
Author: Satiani, Bhagwan. Publication: Englewood, CO
: Medical Group Management Association, 2007 Document: English :
Book Computer File Libraries Worldwide: 6

44 Business and clinical operations /
Author: Gulko, Edward.Publication: Englewood, CO :
Medical Group Management Association, 2006 Document: English : Book
Libraries Worldwide: 6

45 Rx for business success : starting a medical practice /
Author: Ealey, Tom. Publication: Englewood, CO :
Medical Group Management Association, 2007 Document: English : Book
Computer File Libraries Worldwide: 6

46 Human resource management.
Publication: East Englewood, CO : Medical Group Management
Association, 2009 Document: English : Book Libraries Worldwide: 4

47 The medical practice start-up guide /
Author: Halley, Marc D.,; Ferry, Michael
J.Publication: Phoenix, MD : Greenbranch Pub., 2008 Document:
English : Book Libraries Worldwide: 5

48 Information management.
Publication: East Englewood, CO : Medical Group Management
Association, 2009 Document: English : Book Libraries Worldwide: 5

49 Business operations.

Publication: East Englewood, CO : Medical Group Management
Association, 2009 Document: English : Book   Libraries Worldwide: 5

50   Operating policies & procedures manual for medical practices /
      Author: Warn, Bette A.; Woodcock, Elizabeth W.
      Publication: Englewood, CO : Medical Group Management Association, 2006
      Document: English : Book Computer File Libraries Worldwide: 6

51   Professional responsibility /
      Author: Peterson, David J.; Mace, Ken,; Wolper,
      Lawrence F.Publication: [Denver, CO] : Medical Group Management
      Association, 2006 Document: English : Book   Libraries Worldwide: 5

52   31 1/2 essentials for running your medical practice /
      Author: Guiliana, John.; Ornstein, Hal.; Terry,
      Mark,Publication: Phoenix, MD : Greenbranch Pub., 2011 Document:
      English : Book   Libraries Worldwide: 6

53   The smarter physician. Demystifying the business of medicine in your
      practice /
      Author: Satiani, Bhagwan. Publication: Englewood, CO
      : Medical Group Management Association, 2007 Document: English :
      Book Computer File Libraries Worldwide: 5

54   MGMA operating policies & procedures manual for medical practices /
      Author: Woodcock, Elizabeth W.; Warn, Bette
      A.Publication: Englewood, CO : Medical Group Management Association,
      2011 Document: English : Book   Libraries Worldwide: 5

55   Building and rewarding your team : a how-to guide for medical
      practices /
      Author: Murphy, Susan, 1947- Publication: Englewood,
      CO : Medical Group Management Association, 2009 Document: English :
      Book   Libraries Worldwide: 4

56   Risk management.
      Publication: Englewood, CO : Medical Group Management
      Association, 2009 Document: English : Book   Libraries Worldwide: 4

57   Information management
      Author: Slovensky, Donna J.Publication: Englewood,
      CO : Medical Group Management Association, 2006 Document: English :
      Book   Libraries Worldwide: 5

58   Governance and organizational dynamics /
      Author: Wagner, Stephen L.; Wolper, Lawrence
      F.Publication: [Denver, CO] : Medical Group Management Association,
      2006 Document: English : Book   Libraries Worldwide: 5

59   Financial management.
      Publication: East Englewood, CO : Medical Group Management
      Association, 2009 Document: English : Book   Libraries Worldwide: 4

60   Front office success : how to satisfy patients and boost the bottom
      line / Author: Woodcock, Elizabeth W.Publication:
      Englewood, CO : Medical Group Management Association, 2011 Document:
      English : Book   Libraries Worldwide: 6

61   Medical practice, psychiatry and the pharmaceutical industry : and
      ever the trio shall meet /
      Author: Singh, Ajai R.; Singh, Shakuntala
      A.Publication: Mumbai, India : Mens Sana Research Foundation, 2005
      Document: English : Book   Libraries Worldwide: 4

62   Medical practice business plan workbook /
      Author: Lucash, Peter D.Publication: Boca Raton, FL
      : CRC Press, 2012 Document: English : Book   Libraries Worldwide: 4

63   Think business! : medical practice quality, efficiency, profits /
      Author: Dahl, Owen. Publication: Phoenix, Md. :
      Greenbranch Pub., 2007 Document: English : Book   Libraries
      Worldwide: 5

64   Staff handbook for medical practices /
      Author: Price, Courtney H.; Novak, Alys.
      Publication: Englewood, CO : Medical Group Management Association, 2009
      Document: English : Book   Libraries Worldwide: 2

65   Medical law, ethics & bioethics for the health professions /
      Author: Lewis, Marcia A.; Tamparo, Carol D.,; Tatro,
      Brenda M., and othersPublication: Philadelphia, PA : F. A. Davis Co.,
      2012 Document: English : Book   Libraries Worldwide: 4

66   On your own: starting a medical practice from the ground up /
      Author: Henry, Julie.; Bare, James.; Bagley, Bruce.,
      and othersPublication: Leawood, Kan. : American Academy of Family
      Physicians, 2005 Document: English : Book   Libraries Worldwide: 3

67   The blatant truth about owning a medical practice : Rx for practice
      owners /
      Author: Horowitz, EsterPublication: Merrick, N.Y. :
      M2 Power Inc., 2009 Document: English : Book   Libraries Worldwide: 3

68   Study guide for kinn's the administrative medical assistant : an
      applied learning approach.
      Author: Young, Alexandra PatriciaPublication:
      Philadelphia : Elsevier Saunders, 2010 Document: English : Book
      Libraries Worldwide: 3

69   Planning and marketing
      Author: Oetjen, Reid M.; Oetjen, Dawn M.Publication:
      Englewood, CO : Medical Group Management Association, 2006 Document:
      English : Book   Libraries Worldwide: 3

70   Innovative staffing for the medical practice /
      Author: Keegan, Deborah Walker.Publication:
      Englewood, CO : Medical Group Management Association, 2011 Document:
      English : Book   Libraries Worldwide: 3

71   Relationship management and the new workforce : a how-to guide for
      medical practices /
      Author: Murphy, Susan, 1947- Publication: Englewood,
      CO : Medical Group Management Association, 2009 Document: English :
      Book   Libraries Worldwide: 2

72   Get the money in the door : physician billing basics /
      Author: Holt, Sarah J.Publication: Englewood, CO :
      Medical Group Management Association, 2010 Document: English : Book
      Libraries Worldwide: 4

73   Successful medical practice : winning strategies for doctors /
      Author: Malpani, Aniruddha.; Malpani,
      Anjali.Publication: Ramanthapur, Hyderabad : PTN Communications, 2005
      Document: English : Book   Libraries Worldwide: 2

74   Experts answer 95 new practice management questions /
      Author: Mourar, Mary.; Hertz, Kenneth
      T.,Publication: Englewood, CO : Medical Group Management Association,
      2012 Document: English : Book   Libraries Worldwide: 2

75   Assessment workbook for medical practices.
      Author: Pickles, Carolyn.; Novak, Alys.; Schryver,
      Darrell L.Publication: Englewood, CO : Medical Group Management
      Association, 2011 Document: English : Book   Libraries Worldwide: 3

76   Good medical practice : professionalism, ethics and law /
      Author: Breen, Kerry J.Publication: Cambridge :
      Cambridge University Press, 2010 Document: English : Book
      Libraries Worldwide: 2

77   Medical Law, Ethics, and Bioethics for the health professions.
      Author: Lewis, Marcia A.; Tamparo, Carol
      D.Publication: Philadelphia, Pa. : F.A. Davis, 2007 Document:
      English : Book   Libraries Worldwide: 2

78   Human resource management /
      Author: O'Connell, Michael A., MHA.Publication:
      Englewood, CO : Medical Group Management Association, 2006 Document:
      English : Book   Libraries Worldwide: 2

79   Aligning the team with practice goals : a how-to guide for medical
      practices /
      Author: Murphy, Susan, 1947- Publication: Englewood,
      CO : Medical Group Management Association, 2009 Document: English :
      Book   Libraries Worldwide: 1

80   Introduction to Medical Practice Management.
      Publication: Delmar Pub 2009 Document: English : Book
      Libraries Worldwide: 2

91   Medical practice management /
      Author: DeCaul, Donna.; Jakubowski, Joe.
      Publication: 2007 Document: English : Book :
      Thesis/dissertation/manuscript Archival Material Libraries
      Worldwide: 1

92   RVUs at work : relative value units in the medical practice /
      Author: Reiboldt, J. Max.; Chamblee,
      Justin.Publication: Phoenix, MD : Greenbranch Pub., 2010 Document:
      English : Book   Libraries Worldwide: 1

93   Knowledge assessment.

Publication: [Englewood, CO?] : American College of
Medical Practice Executives, 2009 Document: English : Book
Libraries Worldwide: 1

94   Physician practice management : essential operational and financial
knowledge /
Author: Wolper, Lawrence F. Publication: Sudbury,
Mass. : Jones and Bartlett Publishers, 2005 Document: English :
Book   Libraries Worldwide: 1

95   Expansion of the Entrepreneurs in Action! program : evaluation of
the effectiveness of a medical practice management case study for a university
nursing program /   Author: Peterson, Geoffrey Deane. Publication:
2006-12Dissertation: Thesis (Ed. D. in Higher Education
Administration)--Peabody College of Vanderbilt University, Dec. 2006.
Document: English : Book : Thesis/dissertation/manuscript
Archival Material   Libraries Worldwide: 1

96   EHR optimization and operations guide for medical practices /
Author: Mourar, Mary.Publication: Englewood, CO :
Medical Group Management Association, 2012 Document: English : Book

SUMMARY:
We believe that the J. Murrey Atkins Library has sufficient relevant databases, indexes, journals, and books to support the new HLTH 3000 History of Public Health course. It is recommended, however, that the Public Health Department consider purchasing some of the books listed above and that the Department continue to add current monographic materials in the above subject areas to update relevant collections.

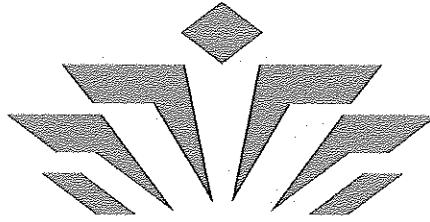Barbara Tierney *Barbara Tierney,Sciences Subject Librarian* Feb. 16, 2012

Jean Hiebert, *Public Health Subject Librarian*

Evaluator's Signature   Date
Phone: 704-687-5870; Fax: 704-687-2232   bgtierne@uncc.edu

UNC CHARLOTTE

Master of Health Administration Program

Department of Public Health Sciences

HADM 6210: Medical Practice Management Course Syllabus

Course Number:	HADM 6210
Course Title:	**Medical Practice Management**
Course Credits:	3 Graduate semester hours
Course Date & Time:	Summer 1, Tuesdays and Thursdays, uptown, 5:30-9:15 p.m.
Prerequisites:	Elective course
Faculty:	Stephen L. Wagner, Ph.D., FACMPE
	Office Hours: by appointments only
	Office Phone: 704-650-1616
	Email: swagner@uncc.edu

Catalog Description:

HADM 6210 Medical Practice Management (3). This course provides a comprehensive study of medical practice management and the issues, tools, and techniques to resolve those issues. The course also provides the student with an understanding of the financial and regulatory issues that influence today's medical practice with an insight into the cultural, human resource, and governance issues that make physician practices unique among healthcare organizations. (*on demand*)

Course Objectives:

This course is designed to assist students in understanding an integrative part of the healthcare system. Students successfully completing this course should be able to:

1. Understand how to turn strategic plans into financial reality for a physicians practice by identifying the scope, key processes and objectives of the revenue cycle, and differentiating common reimbursement methodologies, revenue cycle issues and solutions

2. Understand the risks that physician practices face in today's regulatory and litigious environment by developing knowledge of legal and contract terminology, interpreting complex laws and regulations, and understanding the risk of medical malpractice suits and how to reduce that risk

3. Implement the various governance models appropriate to physician practices through interpreting and integrating the various laws and regulations that affect the practice's human resource policies and procedures. Design recruitment and retention strategies and apply the best physician compensation model for the practice, while understanding the impact on the practice of nursing workforce issues and the role of the midlevel provider

4. Create, implement, and communicate a business plan for the practice, including the mission and vision, analyzing marketing data, and developing buy-in for the plan
5. Developing a new service line or program for the practice
6. Developing and maintaining those relationships between medical practices and community hospitals
7. Assessing the short term and long term needs of the practice including teamwork and monitoring outcomes
8. Understanding the realities that medical practices are facing in the twenty-first century

About the Instructor:

Stephen L. Wagner, Ph.D., FACMPE, lives in Charlotte, North Carolina and serves as the V.P President of Business Curriculum and Resident Development for the Carolinas Healthcare System. He has been active in the field of healthcare as an executive, teacher and researcher for more than 35 years. He currently teaches Healthcare Management in the Seton Hall University Online MHA program and serves as the Executive Mentor for the Online Master of Healthcare Administration Program.

Dr. Wagner holds a Master degree in Healthcare Fiscal Management from The University of Wisconsin-Madison School of Business and a Ph.D. from the University of Louisville College of Business in Healthcare Public Policy Analysis. Dr. Wagner's principal areas of emphasis are in medical practice administration, medical economics, community health, international medicine, new healthcare and educational technologies as well as healthcare policy. His research has focused on outcome measurement for cardiovascular services, cardiovascular health, and on the development of healthcare systems in underserved communities, both domestic and international.

Dr. Wagner has been involved in establishing medical practices and community services in St. Petersburg, Russia and continues to work on healthcare service and cardiovascular issues in Charlotte. His most recent publications are a textbook chapter entitled, "Organization and Operations of Medical Group Practice', which appears in *Physician Practice Management: Essential Operational and Financial Knowledge*, Larry F. Wolper, FACMPE, editor, Jones and Bartlett, 2005 and a book entitled *Organizational Governance and Group Dynamics*, published by the MGMA as part of their American College of Medial Practice Executive Body of Knowledge Series (2006 and 2008). More recently Dr Wagner served as the co-investigator of a study, " *Effect of a Web-based self-management intervention on patient activation: A randomized controlled trial.* " An article of the same name has been submitted for publication.

Dr. Wagner is a Fellow in the American College of Medical Practice Executives and has served as their examination committee chair.

University Policies

The Code of Student Responsibility:

The UNC Charlotte Code of Student Responsibility "exercises the duty of the Chancellor to regulate matters of student conduct in the University community" http://legal.uncc.edu/policies/ps-104.html . The Code applies only to those instances of student conduct which are harmful to the appropriate interests of the University: (1) the opportunity of all members of the University community to attain education objectives consistent with the policies and purposes of the University; (2) the protection of the health, safety, welfare, and property of all persons in the University community; and (3) the protection of the University's integrity and its property. All students are required to read and abide by this Code.

Code of Student Academic Integrity:

All students are required to read and abide by the Code of Student Academic Integrity. Violations of the Code of Student Academic Integrity, including plagiarism, will result in disciplinary action as provided in the Code. Definitions and examples of plagiarism are set forth in the Code. The Code is available from the Dean of Students Office or online at: http://www.legal.uncc.edu/policies/ps-105.html

Academic integrity refers to cheating and plagiarism.

Plagiarism is when you use or borrow another person's words or ideas without giving them credit – in other words, stealing that person's work. Regardless of where you saw or heard these words or ideas – lecture, book, Internet, website, BLOG, chat room, letter, diary, newspaper, journal article, on TV or radio – you must reference that material and the person who spoke or wrote these ideas. As an author, you must cite a person's work whenever you use their idea, opinion, or theory, quote their exact words, or use facts, statistics or diagrams, unless that information is common knowledge, meaning something that most people could reasonably be expected to know (e.g. the name of the President of the United States is something that most people would know and you would not have to cite where you found this information)

It is your job to ask your teacher if you have any questions about how to cite a source.

Plagiarism is against the ethical code of the faculty, the researchers in this college, and UNC Charlotte. Plagiarism shows a serious lack of honesty and truthfulness and it will be dealt with harshly. The University has a process led by the Chair of the Academic Integrity Board, a faculty member, that considers a violation of the Code at a Board Hearing. This hearing can result in penalties from failing an assignment to being expelled from the university, depending on how extreme the violation and other circumstances.

Special Needs:

If you have a documented disability and require accommodation in this course, contact Disability Services, Fretwell 230, phone: 687 4355 voice/TDD) the first week of the semester. Information about available services may be found at http://legal.uncc.edu/policies/ps-51.html. Accommodations for learning will be arranged by that office and communicated to the Instructor. If you speak English as a second language, please inform the instructor.

Diversity Statement:

UNC Charlotte strives to create an academic climate in which the dignity of all individuals is respected and maintained. Therefore, we celebrate diversity that includes, but is not limited to ability/disability, age, culture, ethnicity, gender, language, race, religion, sexual orientation, and socio-economic status.

All students are required to abide by the UNC Charlotte Sexual Harassment Policy (http://www.legal.uncc.edu/policies/ps-61.html) and the policy on Responsible Use of University Computing and Electronic Communication Resources (http://www.legal.uncc.edu/policies/ps-66.html). Sexual harassment, as defined in the UNC Charlotte Sexual Harassment Policy, is prohibited, even when carried out through computers or other electronic communications systems, including course-based chat rooms or message boards.

Religious Accommodation:

It is the obligation of students to provide faculty with reasonable notice of the dates of religious observances on which they will be absent by submitting a Request for Religious Accommodation Form to their instructor prior to the census date for enrollment for a given semester http://legal.uncc.edu/policies/ps-134.html . The census date for each semester (typically the tenth day of instruction) can be found in UNC Charlotte's Academic Calendar (http://registrar.uncc.edu/calendars/calendar.htm) .

Grading Scale: The following grading will be used in this course:

90% - 100%	A
80% - 89%	B
70% - 79%	C
less than 69%	U

Teaching Strategies:

1. Instructor Lectures
2. Student Discussions
3. Student/Group presentations of project results
4. Additional readings
5. Issue/Resolution Discussion

Evaluation Methods:

1.	Final Exam	35%
2.	Student Participation	30%
3.	Semester Project	35%
		100%

Group Studies/Projects: At the beginning of the semester, students will be assigned to groups to complete group tasks and projects. Group projects are designed so that students learn from each other. For most groups, the projects are completed in an uneventful manner with occasional differences in opinions or difficulty arranging a mutually agreeable time to meet. At times, group members do not participate or contributing to the group's project. All group members are expected to contribute in a significant manner. At the end of the course, each student will be evaluated by members of their group based on their contribution to the group projects.

Issue/Resolution Discussion:

Students will be divided into pre-assigned teams at the start of the semester. Each team will be responsible for the preparation and presentation of analyses of selected cases assigned by the Instructor.

Class Participation:

Students should read and prepare all assigned materials *prior to* class. It is expected that all students will prepare for each class as if she/he will be called upon at any time. Preparations should demonstrate students' integration of course materials and readings, and they should demonstrate a working knowledge of the topic. Students will be evaluated on both the content and quality of the discussions they engage in the classroom.

Semester Project:
Each pre-assigned group will be assigned a "scenario" of a physician practice. The purposes of this project are to (as applicable in each case situation):

- Analyze the facts and assess the situation;
- Resolve cost, revenue and budgetary issues, if applicable;
- Apply concepts from the class and readings to resolve the issues presented in the case;
- Develop a plan of action, or recommendations.
- Each case will have specific tasks, questions and instructions.

The following rubric is used to assign points for the group project

Qualities & Criteria	Poor (0-80)	Good (80-90)	Excellent (90-100)
Format/Layout ○ Presentation of the text ○ Structuring of text ○ Follows requirements of length, and style *(Weight 15%)*	Follows poorly the requirements related to format and layout.	Follows, for the most part, all the requirements related to format and layout. Some requirements are not followed.	Closely follows all the requirements related to format and layout.
Content/Information ○ All elements of the topics are addressed ○ The information is technically sound ○ Information based on careful research ○ Coherence of information *(Weight 50%)*	The essay is not objective and addresses poorly the issues referred in the proposed topic. The provided information is not necessary or not sufficient to discuss these issues.	The essay is objective and for the most part addresses with an in depth analysis most of the issues referred in the proposed topic. The provided information is, for the most part, necessary and sufficient to discuss these issues.	The essay is objective and addresses with an in depth analysis all the issues referred in the proposed topic. The provided information is necessary and sufficient to discuss these issues.
Quality of Writing ○ Clarity of sentences and paragraphs ○ No errors and spelling, grammar and use of English ○ Organization and coherence of ideas *(Weight 20%)*	The essay is not well written, and contains many spelling errors, and/or grammar errors and/or use of English errors. The essay is badly organized, lacks clarity and/or does not present ideas in a coherent way.	The essay is well written for the most part, without spelling, grammar or use of English errors. The essay is for the most part well organized, clear and presents ideas in a coherent way.	The essay is well written from start to finish, without spelling, grammar or use of English errors. The essay is well organized, clear and presents ideas in a coherent way.
References and use of references ○ Scholarly level of references as discuss for the assignment (number as assigned) ○ How effective the references are used in the essay ○ Soundness of references ○ APA style in reference list and for citations *(Weight 15%)*	Most of the references used are not important, and/or are not of good/scholarly quality. There is not a sufficient number of scholarly resources, and/or they are not used effectively in the essay. References are not effectively used, and/or correctly cited and/or correctly listed in the reference list according to APA style. (Chicago maybe used)	Most of the references used are important, and are of good/scholarly quality. There is a minimum number (assigned) of scholarly resources that are for the most part used effectively in the essay. Most of the references are effectively used, correctly cited and correctly listed in the reference list according to APA style. (Chicago maybe used)	All the references used are important, and are of good/scholarly quality. There is a minimum number (assigned) of scholarly resources that are used effectively in the essay. All the references are effectively used, correctly cited and correctly listed in the reference list according to APA style. (Chicago maybe used)

Overriding criterion: Originality and authenticity. If the essay is identified as not being original, and/or not done by the student, the instructor has the right to grade the paper as an F.

As most of the graded assignments are scored after mid-terms, the instructor provides substantive feedback in-class, via email, and/or via Moodle, as appropriate.

Required Text/Readings:
Essentials of Physician Practice Management by Blair A. Keagy and Marci S. Thomas

Computer Needs?
UNC Charlotte students may visit computer labs at various sites across campus. For information on location of computer labs and equipment available, call 704-687–3100 and select option one (1) or check UNC Charlotte on the World Wide Web: http://www.uncc.edu/lis.

Class Schedule and Reading Assignments:
Other readings will be assigned weekly

Sessions	Topic/Reading Assignments	Key Concepts
Session 1	**Discuss course and semester project** **Revenue Cycle** Reading Assignments Chapter 1, 2,3 Assigned discussion questions and or cases **Understanding the Cost of Providing Services & Budgeting for Physician Practices**	- Course introduction - Scope, processes & objectives of revenue cycle - Reimbursement methods - Revenue cycle issues & solutions - Types of costs, costing methods, breakeven analysis - Purpose & advantage of budgeting - Describe & prepare a budget
Session 2	**Taxation & Physician Practices, Contract and Managed Care** **Capital Investment Decisions** **Managed Care Contracts** **Monitoring Financial Performance** Reading Assignments Chapter 4, 5,6 and 7 Assigned discussion questions and or cases	- Identify tax issues - Tax implications of physician compensation arrangements - Components of a capital investment decision - Capital investment alternatives - Financing options for capital investments -Standards for measuring practice performance -Indicators the practice should measure -Practice "report card" -Practice performance
Session 3	**Federal & State Regulations** **Corp. Comp. in a Medical Practice Setting**	- Legal rules - Legal issues - Sources of Law - Laws & regulations relating to Medicare

		fraud & abuse
	Risk Management	- Major compliance risk areas
		- Effective Corp. Comp. program
	<u>Reading Assignment</u>	
	Chapter 8, 9 and 10	- Effective risk management program
		- Loss prevention strategies
	<u>Assigned Discussion Questions and or</u>	- Reduce exposure to malpractice claims
	<u>cases</u>	- Methods of maintaining good communication between patients and families
Session 4	**Governance & Leadership in a Medical Practice**	- Practice relationships with outside entities
		- Duties & contributions of the practice manager
	Performance Monitoring	- Physician involvement in practice management
	Physician Compensation	- Practice management models
		-Compensation Models
	<u>Reading Assignment</u>	- Effective compensation formula
	Chapter 11,13 &23	- Need to build capital
		- Role of compensation methods
	<u>Assigned Discussion Questions and or</u>	-Performance Monitoring
	<u>cases</u>	
Session 5	**Human Resource Management**	- Duties associated with HR function
	Impact of Nursing Workforce Issues on Physician & Practice Manager	- HR law & regulation
		- Types of non-physician clinicians
	Role of Non-physician Clinicians	- NPCs effect on billing practices
		- Integrating an NPC into a medical practice
	<u>Reading Assignment</u>	
	Chapter 12,14 & 15	-Nursing workforce issues
		- Roles/responsibilities of registered nurses
	<u>Assigned Discussion Questions and or</u>	
	<u>cases</u>	
Session 6	**Developing a Business Plan**	- Value of a strategic plan for a physician group
	Adding a New Service Line or Program	- Key players in planning & providing input for plan
	Marketing a Practice	- Framework for planning process
		- Creation and roll-out of strategic plan
	<u>Reading Assignments</u>	-Advantages to adding a service line
	Chapter 16, 17 & 18	-Clinical impact of new program
		-New program opportunities
	<u>Assigned Discussion Questions and or</u>	-Costs of adding a new service line
	<u>cases</u>	

		-Strategic marketing plan -Grassroots market research -Effective media choices -Marketing expenses -View a practice as patients see it
Session 7	**Integrating a Clinical Research Program Relationships Between Medical Practices and the Community Hospital Academic Medical Centers Information Systems** Reading Assignments Chapter 19,20,21 & 22 Assigned Discussion Questions and or cases	-Clinical Research and medical practice -Merger and acquisitions -Affiliations -Medical Education -Information systems, EMR, HER, Meaningful Use
Session 8	**The Future** Reading Assignments Chapter 24 and outside assigned reading Assigned Discussion Questions	-ACOs -Reform -Medical Homes -The Future State of Healthcare
Session 9	**Student presentation of semester projects.** Assigned Discussion Questions and or cases	Students will present a synopsis of their semester project. Length will be determined by the number of students in the class.
Session 10	**Student presentation of semester projects.** **Final Exam**	

Syllabus Subject to Change: The instructor reserves the right to alter this syllabus based on best practices that fit changing circumstances.

MHA Competencies

This ELECTIVE course contributes to the following MHA competencies at a basic level.

Course-specific Competencies: HADM 6210 Medical Practice Management

Syllabus Objectives	Leadership — 1. Values & ethics	2. Diversity	3. Strategic thinking	4. Motivational strategies	5. Models of organizational change, innovation	6. Work with other professionals	7. Team development	8. Work with Boards and governance	Critical Thinking — 1. Systems & strategic thinking	2. View issues from different perspectives	3. Create innovative strategies	Science & Analysis — 1. Scientific method	2. Quantitative analysis, economic, financial	3. Qualitative & quantitative data analysis	4. Use & manage computer technology	5. Management information systems	Management — 1. Management concepts	2. Basic concepts and tools	3. Human resource management	4. Continuous quality improvement	5. Business plans	6. Legal, regulatory, & political environment	7. Public health perspective	Stakeholders — 1. Identify stakeholders	2. Negotiation, consensus, conflict resolution	3. Emotional intelligence	Communication — 1. Develop, organize, synthesize, articulate	2. Listen, hear, & respond effectively	3. Speak clearly & effectively	4. Write clearly & effectively	5. Communication strategies for various
1. Strategic Planning			X						X	X							X				X		X	X							
2. Regulation and legal environment																						X									
3. Governance models			X				X	X							X		X		X			X		X							
4. Develop business plan							X			X	X				X		X		X	X	X	X		X	X		X	X	X	X	X
5. Develop service line							X			X	X						X		X	X	X	X		X	X		X	X	X	X	X
6. Assess needs for teamwork and monitoring outcomes	X	X				X	X										X		X						X	X	X	X	X	X	X