

STATE UNIVERSITY OF NEW YORK  
COLLEGE OF TECHNOLOGY  
CANTON, NEW YORK



## MASTER SYLLABUS

COURSE NUMBER – COURSE NAME  
**HSMB 312 - Medical Practice Management**

**CIP Code: 51.0701**

*For assistance determining CIP Code, please refer to this webpage*

*<https://nces.ed.gov/ipeds/cipcode/browse.aspx?y=55>*

*or reach out to Sarah Todd at [todds@canton.edu](mailto:todds@canton.edu)*

**Created by: Vicki Perrine**

**Updated by: Vicki Perrine**

**School of Business and Liberal Arts**

**Department: Healthcare Management**

**Semester/Year: Fall, 2023**

- A. TITLE: Medical Practice Management
- B. COURSE NUMBER: HSMB 312
- C. CREDIT HOURS: (Hours of Lecture, Laboratory, Recitation, Tutorial, Activity)

# Credit Hours: 3  
 # Lecture Hours: 3 per week  
 # Lab Hours: 0 per week  
 Other: 0 per week

Course Length: 15 Weeks

- D. WRITING INTENSIVE COURSE: Yes  No

- E. GER CATEGORY: None:  Yes: GER  
*If course satisfies more than one:* GER

- F. SEMESTER(S) OFFERED: Fall  Spring  Fall & Spring

G. COURSE DESCRIPTION:

This course identifies and examines the various components of Medical Practice Management and the interrelationship of those components. It prepares students to examine principles and applications of Medical Practice Management. The course covers the history of Medical Practice, and defines various models of medical practice and the regulatory issues related to each model. It educates students on medical practice's financial, human resource, emergency, and quality management.

- H. PRE-REQUISITES: None  Yes  If yes, list below:

Junior level status or Permission of Instructor

CO-REQUISITES: None  Yes  If yes, list below:

- I. STUDENT LEARNING OUTCOMES: (*see key below*)

By the end of this course, the student will be able to:

<u>Course Student Learning Outcome</u> [SLO]	<u>Program Student Learning Outcome</u> [PSLO]	<u>GER</u> [If Applicable]	<u>ISLO &amp; SUBSETS</u>

1. Define eight domains of medical practice management and medical practice models.	Describe the framework in which healthcare services are produced, coordinated, consumed, and reimbursed.		1-Comm Skills ISLO ISLO	W Subsets Subsets Subsets
2. Describe the forces of change affecting Medical. Practice	Analyze alternative management solutions in healthcare related problems and challenges.		2-Crit Think ISLO ISLO	PS Subsets Subsets Subsets
3. Analyze the regulatory requirements and their impact on Medical Practice Management.	Describe the framework in which healthcare services are produced, coordinated, consumed, and reimbursed.		1-Comm Skills ISLO ISLO	W Subsets Subsets Subsets
4. Recognize the medical billing process and the complexities of physician compensation.	Describe the framework in which healthcare services are produced, coordinated, consumed, and reimbursed.		1-Comm Skills ISLO ISLO	W Subsets Subsets Subsets
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ISLO #	ISLO & Subsets
1	<b>Communication Skills</b> Oral [O], Written [W]
2	<b>Critical Thinking</b> <i>Critical Analysis [CA], Inquiry &amp; Analysis [IA], Problem Solving [PS]</i>
3	<b>Foundational Skills</b> <i>Information Management [IM], Quantitative Lit./Reasoning [QTR]</i>
4	<b>Social Responsibility</b> <i>Ethical Reasoning [ER], Global Learning [GL], Intercultural Knowledge [IK], Teamwork [T]</i>
5	<b>Industry, Professional, Discipline Specific Knowledge and Skills</b>

\*Include program objectives if applicable. Please consult with Program Coordinator

J. APPLIED LEARNING COMPONENT: Yes  No

If YES, select one or more of the following categories:

- |   |  |
|---|--|
| <input type="checkbox"/> Classroom/Lab      | <input type="checkbox"/> Civic Engagement              |
| <input type="checkbox"/> Internship         | <input type="checkbox"/> Creative Works/Senior Project |
| <input type="checkbox"/> Clinical Placement | <input type="checkbox"/> Research                      |
| <input type="checkbox"/> Practicum          | <input type="checkbox"/> Entrepreneurship              |
| <input type="checkbox"/> Service Learning   | (program, class, project)                              |
| <input type="checkbox"/> Community Service  |  |

K. TEXTS:

Wagner, S., Fundamentals of Medical Practice Management. Health Administration Press, Chicago, Illinois (2018). ISBN: 9781567- 939309

L. REFERENCES:

M. EQUIPMENT: None  Needed:

N. GRADING METHOD: A-F

O. SUGGESTED MEASUREMENT CRITERIA/METHODS:

**Discussion posts, quizzes, assignments and exams will be used to measure attainment of course objectives.**

P. DETAILED COURSE OUTLINE:

**The Origins and History of Medicine and Medical Practice**  
a. The American Healthcare System

- b. Practice Management Resources**
- c. The Dimensions of Medical Practice**
- d. Types of Practitioners**
- e. Practice Ownership**
- f. Licensing Physicians**
- g. Medical Training**

- h. Leadership Challenges**

**Practice Models and Legal Organization**

- a. Structures and Organization**
- b. Affiliation vs. Employment Models**
- c. Culture and Organization**
- d. Academic Medical Centers and Physician Practice Management**
- e. Accountable Care Organizations**
- f. Clinical Integration**
- g. Patient-Centered Medical Homes**
- h. Integrated Delivery Systems**
- i. Mergers and Acquisitions**
- j. The "Great Double Cross"**

**Information Technology and Management**

- a. Meaningful Use**
- b. Practice Management Systems**
- c. Patient Flow Process and IT**
- d. Interoperability**
- e. Value-Based Care and IT**
- f. Practical Aspects of Medical Practice Information Systems**

**Issues, the Law, and Practice Management**

- a. Laws Regulating the Organization and Governance of Corporations**
- b. Contract and Labor Law**
- c. Federal and State Taxation**
- d. Malpractice**
- e. Anti-Trust Laws**
- f. Risk Assessment**
- g. The Medical Practice Act**
- h. Medical Records Regulations**
- i. Certificate of Need**
- j. Medicare Fraud and Abuse**

**Strategic Planning, Project Management, and Marketing in Practice Management**

- a. Strategic Planning**
- b. SWOT Analysis**
- c. Analysis of a Capital Investment**
- d. Project Management**
- e. Economic Analysis of a New or Improved Service**

**Third Party Payers, the Revenue Cycle, and the Medical Practice**

- a. Insurance Concepts**
- b. Types of Health Coverage**
- c. Managed Care**

- d. The Revenue Cycle
- e. Resource-Based Relative Value Score

#### **Financial Management and Managerial Accounting in the Physician Practice**

- a. Cost Behavior
- b. Accounting Methods
- c. Budgeting
- d. Financial Statements
- e. Monitoring Financial Performance
- f. Physician and Provider Compensation

#### **Human Resource Management**

- a. Employment, Recruiting, and Hiring Process
- b. Employment Policies and Procedures
- c. Organizational Development
- d. Conflict Management
- e. Diversity
- f. The Dyad Leadership Model in Practice Management
- g. Professionalism
- h. Emotional Intelligence
- i. Governance and Organizational Dynamics
- j. Conducting meetings

#### **Quality Management in the Physician Practice**

- a. Quality and Safety
- b. The Triple Aim
- c. Quality Improvement Process and Tools
- d. Data Analytics

#### **Emergency Management and the Medical Practice**

- a. Emergency Management
- b. Developing an Emergency Preparedness Plan
- c. Collaborative Emergency Management
- d. The Key Dilemma
- e. Forces of Change
- f. Lessons from the Affordable Care Act
- g. Global Threat and International Cooperation
- h. Advances in Imaging and Laboratory Testing
- i. Data Analytics and Artificial Intelligence
- j. Evidenced Based Healthcare
- k. Population health

Q. LABORATORY OUTLINE: None  Yes