Summer 2019

Course: HI320 Advanced Principles of Health Information II

Credit: 4 Quarter Hours
Method of Delivery: eLearning (E)
Course Description: This course introduces management of health information and data for research, quality, organizational change, human resources, healthcare finance, and strategic planning.
Prerequisite: MAT140

Text(s) & Manual(s): Health Information Management: Concepts, Principles, and Practice, Fifth Edition
ISBN: 978-1-58426-514-6
Author(s): Pamela K. Oachs & Amy L. Watters
Publisher: AHIMA Press

Materials needed for this course:
    Additional Supplies: None
    Hardware/Software and Equipment: None

Topics:
1. Healthcare Statistics
2. Healthcare Data Analysis
3. Data Visualization
4. Research Methods
5. Biomedical and Research Support
6. Clinical Quality Management
7. Managing and Leading During Organization Change
8. Human Resources Management
9. Employee Training and Development
10. Work Design and Process Improvement
11. Financial Management
12. Project Management
13. Ethical Issues in Health Information Management
14. Strategic Thinking and Management

Learning Objectives: Upon completion of this course, the student will be able to:
1. Create a staff orientation program.
2. Evaluate staff productivity.
3. Implement a departmental strategic plan.
4. Evaluate budgets using basic accounting principles.

5. Appraise integration of work efforts in project management.

AHIMA Entry Level Competencies (2014)

Baccalaureate Competencies	Assessment Item
II.B.5. Develop educational programs for employees in privacy, security, and confidentiality.	Week 7 - Chapter 24 Create a PowerPoint presentation that could be used for a staff educational program in privacy, security, and confidentiality.
III.B.1. Take part in the development of information management plans that support the organization's current and future strategy and goals.	Week 11 - Chapter 29 Application Exercises 1, 2, and 4
III.C.1. Apply analytical results to facilitate decision-making.	Week 2 - Chapter 18 Real World Case 1
VI.D.3. Create and implement staff orientation and training programs.	Week 7 - Chapter 24 Create a PowerPoint presentation that could be used for a staff educational program in privacy, security, and confidentiality.
VI.D.4. Benchmark staff performance data incorporating labor analytics.	Week 4 - Chapter 21 With publicly accessible data on clinical quality within healthcare organizations, such as that which is available on the Hospital Compare website, how can healthcare organizations use this data to their advantage? Are there fair criticisms that can be made about websites such as Hospital Compare?
VI.E.1. Evaluate initial and on-going training programs.	Week 7 - Chapter 24 - Search for online healthcare professional training videos. Compare, contrast, and evaluate the information provided.
VI.F.2. Implement a departmental strategic plan.	Week 11 - Chapter 29 Research and find a current journal article on strategic planning. It does not need to be healthcare related. Write a 1-2 page article review including findings and personal conclusions on applicability to healthcare strategic planning. Outline how you would apply the information in a health information management setting.

VI.G.1. Evaluate capital, operating, and/or project budgets using basic accounting principles.	Week 9 - Chapter 26 Real World Case
VI.I.4. Facilitate project management by integrating work efforts.	Week 10 - Chapter 27 Real World Case 1

Midstate Grading scale:

90 - 100   A
80 - 89   B
70 - 79   C
60 - 69   D
 0 - 59   F

Academic Integrity:

Academic integrity is a basic principle of the College's function. Midstate College students are expected to maintain a high level of academic honesty. Contrary actions may result in penalties such as failure of the assignment(s), a lesser grade on assignment(s), failure of the course and/or suspension from the College. The course instructor will review all submitted documents and supporting evidence in connection to the infraction. The course instructor will also review the student's personal file for other notifications of academic dishonesty before determining the level of action to be applied. The course instructor will complete the Academic Dishonesty Report form to document and describe the incident and actions taken, then kept on file. The student may appeal the decision to administration, whose decision will be final.

The following (**plagiarism, cheating, deception, sabotage, computer misuse and copyright infringement**) are included in the actions Midstate College considers behavior contrary to the academic integrity policy; however, the policy is not limited to these examples. Further discussion of consequences regarding academic dishonesty are addressed in the Student Handbook.

Plagiarism:

Plagiarism is using another person's words, either by paraphrase or direct quotation, without giving credit to the author(s). Plagiarism can also consist of cutting and pasting material from electronic sources by submitting all or a portion of work for assignment credit. This includes papers, computer programs, music, sculptures, paintings, photographs, etc. authored by another person without explicitly citing the original source(s). These actions violate the trust

and honesty expected in academic work. Plagiarism is strictly against the academic policy of Midstate College. Its seriousness requires a measured, forceful response which includes consequences for inappropriate and/or no citation.

In courses containing writing assignments, the College promotes the use of Turnitin which compares the student's writing against previously submitted papers, journals, periodicals, books, and web pages. Students and instructors can use this service to reduce the incidence of plagiarism. This electronic resource has been found to conform to legal requirements for fair use and student confidentiality. It is able to provide a report to the student indicating the parts of the assignment that match.

Student Success and Tutoring:

Contact Student Success: Room 110; (309) 692-4092, ext. 1100; studentsuccess@midstate.edu;

The Office of Student Success offers help in the following areas:
- Tutoring: Tutoring is encouraged for students who are doing their best to complete assignments yet still are experiencing difficulty in this course. Tutoring may be provided by the instructor outside of scheduled class times or through the office of Student Success.
- Writing assignment assistance: This may include learning how to conduct research; using proofreading tools such as Turnitin; outlining a topic; and applying MLA/APA standards.
- Math, accounting, and computer skills (including file management).
- Test-taking techniques.
- Note-taking skills development.
- Study skills development.
- Time management.

Instructor: Cindy Heskett, RHIT   **Room/phone:** 236/309-692-4092
Midstate email: csheskett@midstate.edu   **Office Hour(s):** posted on website

Policies and Procedures:
1. All work is to be submitted on time unless unusual circumstances occur. If you miss class, you are expected to use your course outline to determine what you missed. You will have seven days to make arrangements to make up the missed work without penalty. The grade will drop 10% for each week you delay in completing material

following the seven day grace period. Late work will NOT be accepted without prior approval from the instructor. This includes homework and quizzes.
2. Academic dishonesty is never tolerated and will be referred to the Dean.
3. All work must be in APA format, including in-text citations and a reference page. Any time you are citing a fact or concept that was not your own work, you must cite the source.
4. The final exam must be completed. Failure to do so will result in failure of the course.
5. Academic integrity is important at Midstate College, as stated in the catalog and student handbook. This not only includes prevention of cheating on exams and written research papers, but also discussion forum postings. Discussion postings must be in your own words and references must be cited.
6. The policy for eLearning is that course materials are available to students at noon each Monday and that students have until 7:59 a.m. Monday morning to complete the previous week's material. However, students are advised against waiting until the last minute or last day to submit their work for a variety of reasons. If you work on your eLearning course early in the week and experience computer problems, you have more time to find an alternate computer. Also, the discussion forums can be very beneficial learning tools in eLearning if utilized to their greatest potential. It is difficult to have an effective and meaningful "discussion" if nobody posts until the last minute.

Participation Requirements:
1. Discussion responses must be posted by Sunday night at the end of the week. In order to receive full credit for online discussion, you must also respond to at least one other student in a meaningful manner with either a value-added comment or an insightful question about the posting of your classmate.

Examination Information: There will be a total of 11 quizzes over the course of weeks 1-11.

Methods of evaluating student performance: All assignments, projects, quizzes, assessment items, and the final examination must be completed. If all required elements are not done, the student will not pass this course. A course average of C or better is required to be considered passing for this course.

Discussions	25%
Weekly Reflections	20%
Assignments	25%
Quizzes & Final Exam	30%
Total	100%

Instructor's Grading Scale:

ELEARNING DISCUSSION QUESTION GRADING GUIDELINES	
Initial posting • Answers the minimal requirements of the question without supporting evidence = 10 point • Minimal posting with supporting evidence = 20 points • Complete posting with supporting evidence = 30 points	30 points
Response to posting of a classmate • Posting the minimal requirements without supporting evidence = 10 points • Minimal posting with supporting evidence = 20 points • Complete posting with supporting evidence = 30 points	30 points
Correct spelling in postings for the week • No spelling errors = 20 points • One or two spelling errors = 10 points • More than two spelling errors = 0 points	20 points
Correct grammar in postings for the week • No grammar errors = 20 points • One or two grammar errors = 10 points • More than two grammar errors = 0 points	20 points
Total points per weekly discussion	100 points

WEEKLY REFLECTION GRADING GUIDELINES	
• Two complete paragraphs with supporting evidence = 40 points • One paragraph with supporting evidence or two minimal paragraphs without supporting evidence = 20 points • Answers the minimal requirements of the question without supporting evidence = 10 points • No posting = no points	40 points
Correct spelling in postings for the week • No spelling errors = 30 points • 1 misspelled word = 20 points • 2-3 misspelled words = 10 point • More than 3 misspelled words = 0 points	30 points
Correct grammar in postings for the week • No grammar/mechanical errors = 30 points • 1 grammar/mechanical error = 20 points • 2-3 grammar/mechanical errors = 10 points • More than 3 misspelled words = 0 points	30 points
Total points per weekly discussion	100 points

WRITING ASSIGNMENT GRADING GUIDELINES			
	-20	**-10**	**-0**
Introduction	Does not state objectives clearly	States objectives clearly, plus includes thesis statement	Also includes necessary info for reader's understanding of topic
Paragraph Development	Paragraphs are not well developed, not using minimum number of sentences nor complex sentences	Paragraphs are somewhat developed, using simple sentences, and with the minimum number of sentences	Paragraphs are fully developed, using multiple, complex and compound sentences
Content	Does not cover content appropriately	Major areas of content are included, but lacking sufficient detail	All pertinent content is covered
Mechanics (this includes APA formatting)	More than 3 errors	Between 1-3 errors	No errors
Spelling	More than 3 misspelled words	Between 1-3 misspelled words	No misspelled words

Week	Chapter	Topic
1	16	Healthcare Statistics
2	17	Healthcare Data Analysis
	18	Data Visualization
3	19	Research Methods
	20	Biomedical and Research Support
4	21	Clinical Quality Management
5	22	Managing and Leading During Organization Change
6	23	Human Resources Management
7	24	Employee Training and Development
8	25	Work Design and Process Improvement
9	26	Financial Management
10	27	Project Management
11	28	Ethical Issues in Health Information Management
	29	Strategic Thinking and Management

Course Outline

Week One
Topics:
   1. **Healthcare Statistics**

Objectives:
Upon completion of this week's assignments, the student will be able to:
   1. Calculate statistics related to clinical services and patient care.
   2. Analyze statistical data for decision making.
   3. Examine how healthcare administrators use statistical data.

Assignments:
   1. **Read:** Chapter 16.
   2. **Listen** to the recorded lecture.
   3. **Discussion 1:** The first discussion shall consist of two paragraphs. The first paragraph will simply be an introduction of you. Please include your name, major and any professional or personal information that you wish to share. The second paragraph should address backup plans. Since this class requires an online component, it is important to have access to a reliable computer. What is your backup plan in the event that you experience computer or internet access problems?
   4. **Discussion 2:** The chapter outlines numerous users of healthcare statistical data. Select an individual or organizational user outlined that interests you or you want to learn more about and research how this particular user develops, uses, and/or interprets healthcare statistics. Are healthcare statistics instrumental in their role and why?
   5. **Homework:**
      - Chapter 16 Real World Cases 1 and 2
      - Chapter 16 Application Exercise 2
   6. **Quiz:** Chapter 16
   7. **Weekly Reflection:** Each student must submit a 2-3 paragraph report to the Weekly Reflection drop box. The report shall summarize the learning concepts from the material covered in the lecture and reading assignments. Please devote the last paragraph to two concepts that you found to be most personally important and/or valuable from this week's course material. Also, share information regarding anything that you are having difficulty understanding or any concerns that you may have this week. The weekly reflection is due by Monday at 8:00 AM.

Week Two
Topics:
   1. **Healthcare Data Analysis**

2. Data Visualization

Objectives:
Upon completion of this week's assignments, the student will be able to:
1. Evaluate the role of HIM professionals in healthcare data analytics.
2. Examine the role of data analytics in healthcare operations.
3. Apply statistical techniques to healthcare data.
4. Assess the most effective method for presenting data.
5. Describe methods of visualizing data for decision making.
6. Construct effective graphical displays of data.

Assignments:
1. **Read:** Chapters 17 and 18.
2. **Listen** to the recorded lecture.
3. **Discussion:** Discuss how an understanding of health data analytics and skill in applying data analytics to healthcare data relates to the evolving responsibilities of entry-level health information management professionals.
4. **Homework:**
    - Chapter 17 Real World Cases 1 and 2.
    - Chapter 17 Application Exercise 4.
    - Chapter 18 Real World Cases 1 and 2.
    - Chapter 18 Application Exercise 1.
5. **Quiz:** Chapters 17 and 18
6. **Weekly Reflection:** Each student must submit a 2-3 paragraph report to the Weekly Reflection drop box. The report shall summarize the learning concepts from the material covered in the lecture and reading assignments. Please devote the last paragraph to two concepts that you found to be most personally important and/or valuable from this week's course material. Also, share information regarding anything that you are having difficulty understanding or any concerns that you may have this week. The weekly reflection is due by Monday at 8:00 AM.

Week Three
Topics:
1. **Research Methods**
2. **Biomedical and Research Support**

Objectives:
Upon completion of this week's assignments, the student will be able to:
1. Formulate research questions for topics in health information management.
2. Search knowledge bases such as bibliographic databases.

Assignments:

1. **Read:** Chapters 19 and 20
2. **Listen** to the recorded lecture.
3. **Discussion:** Search for an article that presents research that was performed including vulnerable subjects. Discuss how the researcher protected the rights and welfare of the subjects in the study.
4. **Homework:**
   - Chapter 20 Real World Case 2
   - Select an article from Perspectives in Health Information Management (http://perspectives.ahima.org) and answer the following questions as they relate the article:
     o Is the problem clearly stated? Are terms defined as needed? Has the problem been appropriately limited?
     o Is the hypothesis stated? Does the hypothesis relate to the problem? Is the way the researcher intends to test the hypothesis clear?
     o To the best of your knowledge, is the literature review thorough, complete, and pertinent? Is the literature review clear and organized? Are you convinced that this problem is important? Does the literature review synthesize rather than merely summarize?
     o Does the study's design relate to the problem? Is the population clearly defined? Is the method of creating the sample clearly explained? Is bias reduced in sampling? Is the sample representative of the population?
     o Is the instrument specified? Is the instrument related to the problem? Does the researcher state the instrument's reliability and validity?
     o Does the researcher explain the method clearly enough and with sufficient detail that another person could replicate the study? Are confidential data protected?
     o Does the researcher use the best mode to present the results? Do tables, figures, and graphs have clear titles? Do the numbers add up?
     o Do the conclusions relate to the findings? Does the researcher provide alternative explanations? Does the researcher relate the findings back to the larger body of knowledge or theory?
     o Are all citations in the body of the article included in the reference list?
5. **Quiz:** Chapters 19 and 20
6. **Weekly Reflection:** Each student must submit a 2-3 paragraph report to the Weekly Reflection drop box. The report shall summarize the learning concepts from the material covered in the lecture and reading assignments. Please devote the last paragraph to two concepts that you found to be most personally important and/or valuable from this week's course material. Also, share information regarding anything that you are having difficulty understanding or any concerns that you may have this week. The weekly reflection is due by Monday at 8:00 AM.

Week Four
Topic:
1. **Clinical Quality Management**

Objectives:
Upon completion of this week's assignments, the student will be able to:
1. Analyze the role of organizations and organizational mechanisms influencing clinical quality.
2. Determine tools and processes used to improve clinical quality.
3. Identify professional roles and certification examinations related to clinical quality.
4. Evaluate emerging issues affecting clinical quality.
5. Compare the various types of outcomes and effectiveness measures.

Assignments:
1. **Read:** Chapter 21.
2. **Listen** to the recorded lecture.
3. **Discussion:** In what ways are health information management professionals uniquely qualified to work in a quality improvement role?
4. **Homework:**
    - With publicly accessible data on clinical quality within healthcare organizations, such as that which is available on the Hospital Compare website, how can healthcare organizations use this data to their advantage? Are there fair criticisms that can be made about websites such as Hospital Compare?
    - Chapter 21 Real World Cases 1 and 2
    - Chapter 21 Application Exercise 1
5. **Quiz:** Chapter 21
6. **Weekly Reflection:** Each student must submit a 2-3 paragraph report to the Weekly Reflection drop box. The report shall summarize the learning concepts from the material covered in the lecture and reading assignments. Please devote the last paragraph to two concepts that you found to be most personally important and/or valuable from this week's course material. Also, share information regarding anything that you are having difficulty understanding or any concerns that you may have this week. The weekly reflection is due by Monday at 8:00 AM.

Week Five
Topics:
1. **Managing and Leading During Organization Change**

Objectives:
Upon completion of this week's assignments, the student will be able to:

1. Identify the functions and roles of a manager.
2. Evaluate the relationship between management functions and skills and levels of management.
3. Examine the key ideas of prominent leadership theories.
4. Assess the stages and impact of organizational change.

Assignments:
1. **Read:** Chapter 22.
2. **Listen** to the recorded lecture.
3. **Discussion:** What is the role of a change agent within an organization? What must an organization consider when deciding who to engage as a change agent?
4. **Homework:**
   - Chapter 22 Real World Case 1
   - Chapter 22 Application Exercise 2
5. **Quiz:** Chapter 22
6. **Weekly Reflection:** Each student must submit a 2-3 paragraph report to the Weekly Reflection drop box. The report shall summarize the learning concepts from the material covered in the lecture and reading assignments. Please devote the last paragraph to two concepts that you found to be most personally important and/or valuable from this week's course material. Also, share information regarding anything that you are having difficulty understanding or any concerns that you may have this week. The weekly reflection is due by Monday at 8:00 AM.

Week Six
Topic:
1. Human Resources Management

Objectives:
Upon completion of this week's assignments, the student will be able to:
1. Develop position descriptions, performance standards, staffing structures, and work schedules for use as tools in human resources management.
2. Use job descriptions in employee recruitment and selection.
3. Evaluate the roles that employee orientation and communication plans play in the retention of staff.
4. Analyze the relationship among performance standards, performance reviedw, and performance counseling.
5. Evaluate the impact of current workforce trends on the organization's human resources.

Assignments:
1. **Read:** Chapter 23
2. **Listen** to the recorded lecture.

3. **Discussion:** Discuss the questions for Real World Case 2.
4. **Homework:**
   - Chapter 23 Real World Case 1
   - Obtain samples from the Internet of employee handbooks from 2-3 healthcare organizations. Compare the samples and develop recommendations for improvement. Be sure to include citations with links to the handbooks you selected.
5. **Quiz:** Chapter 23
6. **Weekly Reflection:** Each student must submit a 2-3 paragraph report to the Weekly Reflection drop box. The report shall summarize the learning concepts from the material covered in the lecture and reading assignments. Please devote the last paragraph to two concepts that you found to be most personally important and/or valuable from this week's course material. Also, share information regarding anything that you are having difficulty understanding or any concerns that you may have this week. The weekly reflection is due by Monday at 8:00 AM.

Week Seven
Topic:
   1. **Employee Training and Development**

Objectives:
Upon completion of this week's assignments, the student will be able to:
   1. Examine the roles that employee orientation and communication plans play in the development and retention of staff.
   2. Develop an orientation program for new employees.
   3. Evaluate and respond to the needs of a culturally diverse workforce as well as the needs of employees with disabilities.
   4. Interpret the requirements of laws and regulations affecting workforce training.

Assignments:
   1. **Read:** Chapter 24.
   2. **Listen** to the recorded lecture.
   3. **Discussion:** Your release of information section has developed a one-month backlog in responding to routine requests. The employees say they need another photocopy machine because the one they have is frequently being used by medical staff support employees. You are sympathetic but know there is no funding for additional equipment this year. In addition, they do not like the procedure the new supervisor has implemented for processing requests, claiming it is much slower than the old way. The employees think they have a better idea, but the supervisor is not open to changes. The informal leader of the employee group sent you an e-mail today stating, "Several of us have reached the end of our patience with the problems in this department. If things don't change soon, we will find a place to work that

appreciates our suggestions." As department director, what training solutions would you suggest to motivate these employees and prevent them from quitting?.

4. **Homework:**
   - Chapter 24 Real World Cases 1 and 2
   - Chapter 24 Application Exercises 4, 5, and 6
   - Search for online healthcare professional training videos. Compare, contrast, and evaluate the information provided.
   - Create a PowerPoint presentation for new employee orientation, including compliance, HIPAA, OSHA, and ADA.
   - Create a PowerPoint presentation that could be used for a staff educational program in privacy, security, and confidentiality.
5. **Quiz:** Chapter 24
6. **Weekly Reflection:** Each student must submit a 2-3 paragraph report to the Weekly Reflection drop box. The report shall summarize the learning concepts from the material covered in the lecture and reading assignments. Please devote the last paragraph to two concepts that you found to be most personally important and/or valuable from this week's course material. Also, share information regarding anything that you are having difficulty understanding or any concerns that you may have this week. The weekly reflection is due by Monday at 8:00 AM.

Week Eight
Topic:
   1. **Work Design and Process Improvement**

Objectives:
Upon completion of this week's assignments, the student will be able to:
   1. Apply quality management tools to ensure effective work processes.
   2. Analyze workflow processes and responsibilities to meet organizational needs.
   3. Evaluate staffing levels and productivity.

Assignments:
   1. **Read:** Chapter 25
   2. **Listen** to the recorded lecture.
   3. **Discussion:** Discuss common symptoms of performance problems in a department.
   4. **Homework:**
      - Chapter 25 Project 1
      - Chapter 25 Real World Case 2
      - Chapter 25 Application Exercise 3
   5. **Quiz:** Chapter 25
   6. **Weekly Reflection:** Each student must submit a 2-3 paragraph report to the Weekly Reflection drop box. The report shall summarize the learning concepts from the material covered in the lecture and reading assignments. Please devote the last

paragraph to two concepts that you found to be most personally important and/or valuable from this week's course material. Also, share information regarding anything that you are having difficulty understanding or any concerns that you may have this week. The weekly reflection is due by Monday at 8:00 AM.

Week Nine
Topic:
1. **Financial Management**

Objectives:
Upon completion of this week's assignments, the student will be able to:
1. Utilize balance sheets and income statements.
2. Describe the components of operational and capital budgets.
3. Describe the financial management functions of HIM professionals.

Assignments:
1. **Read:** Chapter 26.
2. **Listen** to the recorded lecture.
3. **Discussion:** Discuss Real World Case 1, questions a, b, and c.
4. **Homework:**
   - Chapter 26 Real World Cases 1 and 2
5. **Quiz:** Chapter 26
6. **Weekly Reflection:** Each student must submit a 2-3 paragraph report to the Weekly Reflection drop box. The report shall summarize the learning concepts from the material covered in the lecture and reading assignments. Please devote the last paragraph to two concepts that you found to be most personally important and/or valuable from this week's course material. Also, share information regarding anything that you are having difficulty understanding or any concerns that you may have this week. The weekly reflection is due by Monday at 8:00 AM.

Week Ten
Topic:
1. Project Management

Objectives:
Upon completion of this week's assignments, the student will be able to:
1. Describe the purpose of each of the project management process groups.
2. Associate the project roles with the activities in the project management process.
3. Determine the purpose for each step in the change management process.

Assignments:
1. **Read:** Chapter 27.

2. **Listen** to the recorded lecture.
3. **Discussion:** Search scholarly articles to gain a broader understanding of consumer informatics as an emerging discipline in healthcare. Share and discuss your findings.
4. **Homework:**
   - Chapter 27 Real World Cases 1 and 2
   - Chapter 27 Application Exercises 1 and 4
5. **Quiz:** Chapter 27
6. **Weekly Reflection:** Each student must submit a 2-3 paragraph report to the Weekly Reflection drop box. The report shall summarize the learning concepts from the material covered in the lecture and reading assignments. Please devote the last paragraph to two concepts that you found to be most personally important and/or valuable from this week's course material. Also, share information regarding anything that you are having difficulty understanding or any concerns that you may have this week. The weekly reflection is due by Monday at 8:00 AM.

Week Eleven
Topics:
1. Ethical Issues in Health Information Management
2. Strategic Thinking and Management

Objectives:
Upon completion of this week's assignments, the student will be able to:
1. Examine ethics and ethical dilemmas.
2. Assess the AHIMA Code of Ethics
3. Apply HIM ethical standards of practice.
4. Apply strategic management as an essential set of skills for strategic thinking and leading change in health information management services.
5. Develop techniques for considering future HIM and healthcare challenges and identifying strategic options.

Assignments:
1. **Read:** Chapters 28 and 29.
2. **Listen** to the recorded lecture.
3. **Discussion:** Discuss Chapter 28 Real World Case 1.
4. **Homework:**
   - Chapter 29 Real World Case 1
   - Chapter 29 Application Exercises 1, 2, and 4
   - Research and find a current journal article on strategic planning. It does not need to be healthcare related. Write a 1-2 page article review including findings and personal conclusions on applicability to healthcare strategic planning. Outline how you would apply the information in a health information management setting.

5. **Quiz:** Chapters 28 and 29
6. **Weekly Reflection:** Each student must submit a 2-3 paragraph report to the Weekly Reflection drop box. The report shall summarize the learning concepts from the material covered in the lecture and reading assignments. Please devote the last paragraph to two concepts that you found to be most personally important and/or valuable from this week's course material. Also, share information regarding anything that you are having difficulty understanding or any concerns that you may have this week. The weekly reflection is due by Monday at 8:00 AM.

Week Twelve

Assignments
1. Complete the Final Examination.
2. Complete the Course Evaluation.
3. **Final Weekly Reflection:** Each student must submit a 2-3 paragraph report to the Final Weekly Reflection drop box. Please devote one paragraph each to two concepts that you found most personally important and/or valuable from this quarter. In the third paragraph, please share information regarding what you liked best about the course, what you liked least about the course and any comments or suggestions for improvement. The weekly reflection is due by Monday at 8:00 AM.