COURSE TITLE: GNUR 462 Applications of Financial Concepts for Advanced Practice Nursing

CREDIT HOURS: One Semester Hour

MEETING SCHEDULE: Online

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OFFICE HOURS: By appointment

PREREQUISITES: None

COREQUISITES: None

COURSE DESCRIPTION
Basic financial, economic, and market concepts necessary to effectively function in the advanced practice nursing role are introduced. Key concepts related to strategic planning, financial statements, budgets, variance analysis, cost behavior, cost/benefit and cost-effectiveness analysis, reimbursement, and business and marketing plans are covered as they relate to the advanced practice nurse’s role. Understanding the relationship between general business practices, existing payment mechanisms and the role of an advanced practice nurse are emphasized.

COURSE OUTCOMES
Upon successful completion of this course a student will be able to:
1. Articulate the role of an APN in healthcare finance using an integrated Evidence-Based Practice Model
2. Identify the impact of market forces on the financial aspects of health care
3. Demonstrate an introductory level understanding of cost behavior concepts
4. Read and evaluate basic financial statements
5. Demonstrate the ability to apply variance analysis to financial data
6. Understand the budget development process including recognition of the basic elements in capital and operating budgets with a special emphasis on building and managing human capital
7. Complete a cost/benefit and cost-effectiveness analysis
8. Build the business case for ANP practice through innovative strategic business planning
9. Complete a basic healthcare marketing assessment plan which emphasizes the ANP role
10. Locate an application for a Provider ID number
11. Understand basic concepts of reimbursement including coding and billing.

TEACHING METHODS
This course is taught asynchronously online. Primary instructional methods are: power point
instructor presentations, student interaction in online discussion forums and assigned self-study modules, readings, handouts and websites. The course is housed on the Loyola University Sakai System. Computer support is provided by Michael Paulin (mpauli1@luc.edu).

METHODS OF EVALUATION

Goals of this course include introducing students to basic financial, economic and market concepts necessary to effectively function in the advanced practice nursing role. To that end the course grading system will reflect a set of core performance standards that would be similar to those set for an APN in a clinical practice arena.

Course points will be earned based upon weekly participation in a weekly online discussion forum (30 points), a market feasibility study assignment (30 points) and a business planning exercise (40 points). Assignments will be outlined in the weekly module. The collective course assignments equal 100 points. Each student’s final grade will be issued based on their cumulative score. Assignments are to be delivered within the week assigned unless otherwise specified in the assignment description. Late assignment submission will be subject to a point penalty unless otherwise approved by the instructor in advance of due date.

Online Discussion Forum

A major challenge for many graduate students is to bridge the gap between theory and clinical skills and their application in healthcare business environment. Students also need opportunities to practice effective business communication as well as enter forums that help them to explore how their own values and backgrounds influence how they define situations and possible solutions. The ideal learning environment is when students through discussion with others are challenged to articulate their own position and learn to appreciate different but equally legitimate business perspectives.

The Case Study Method has been used in business schools for many years as an effective teaching tool. A “case” is a description of a situation or problem facing a practitioner that requires analysis, decision and planning a course of action even if the action is to take no action. In this course we will use a combination of case studies included in the course textbook along with a modified ethics case study outlined below. Using the Discussion Forum on a weekly basis, each of you have the opportunity to apply some of the course content you have learned that week to real issues in healthcare. Forum participation is an important tool for integrating what you have learned with how you as an advanced practice nurse operate in the financial realm. Because this part of the learning process is so important weekly participation is a mandatory component of this course. The Discussion Board will open at 6AM each Sunday morning and close the following Sunday morning as the next module opens.

Each session the case study method will require participants to:

1. Diagnose and define important problems/issues in a situation; and then,
2. Select useful alternatives to respond to such problems from the perspective of an APN.

Each participant must put themselves on the line by stating what they think

The cases presented either from the Baker and Baker text (Modules I, II and III) or outlined below in this course syllabus (Module IV) allows each of student to test your ability to:

- Apply much of the theory content covered in that module’s reading assignments
- Test business communication style
- Identify and gain understanding of differing perspectives

Goal is to work together as a ‘business unit’ to define the issues and possible alternative courses of action for issues associated with:
Module I: Strategic Financial Planning in Long-Term Care
Module II: Ethical Issues Associated With Insurance Status
Module III: Economic Significance of Resource Misallocation
Module IV: Technology in Health Care: Automating Admissions Processes

Remember, as often happens in real life, there is no one correct answer to issues presented in these cases. Read, think, share with your colleagues. This course’s overall goal is to help you gain financial confidence and competency in your leadership role as an advanced practice nurse.

Online discussion forum assignments will open on the Sunday morning of the week at 6AM and remain open for one full week then closing at 6AM the following Sunday. Each week’s online discussion forum is evaluated and graded for each student based on entries using the following scale:

0 points - No evidence of participation in online forum for week
6 points – Evidence of minimal participation; no evidence of original thinking; responding only to other student entries
7 points - Demonstrates command of business case elements; knowledge of course content; and ability to present own position
8 points – Extra credit: Demonstrates command of business case elements; knowledge of course content; ability to present own position; and, interacts with others

Market Plan Assignment
The first step in effective business planning is an analysis of consumer need. Health care marketing is the process of understanding the needs and the wants of a target market, identifying what is and what is not currently available to meet that need and then to design a product or service in such a manner as to deliver the desired level of consumer satisfaction. The consumer may be a patient, physician, nurse colleagues, a healthcare enterprise, pharmaceutical companies, insurer, service contracting with outside businesses, educational system or consumer relative. Analysis of new technologies and pharmaceutical innovations, population trends, evidenced-based research and global opportunity present an advanced practice nurse with unique opportunities beyond today’s practice boundaries. This assignment is your opportunity to be innovative and futuristic. Take your knowledge and practice and move into the role of a healthcare business entrepreneur.

In this assignment the student will be expected to demonstrate an understanding of basic healthcare marketing principles in a first draft marketing plan. The health care marketing plan should incorporate the role of an APN into some type of product or service delivery directed at one or multiple levels of health care consumers. The goal in this assignment is to present an initial market plan not a finished product suitable for implementation. Ideally once you have successfully completed this assignment you can then go on to complete the business planning exercise. Remember any successful business plan always begins with identification of an unmet/under met consumer need. Good business plans are based on sound market research focused on addressing the unmet/under met consumer need.

Basic assumptions, plan elements and techniques of health care marketing will be presented in Module I as well as a presentation on how to write an executive summary. The market plan (minus the executive summary page) is to be no more than five typed pages (double spaced).

Evaluation criteria to be used in grading this assignment:

• Executive summary which is a concise statement containing critical elements of your market plan. It concisely identifies the unmet consumer need(s) as well presents an
overview of key elements in a new product or service which would successfully address this unmet need. The executive summary as a document should be able to stand alone. For more direction review market presentation in Module 1.

- Documentation of preliminary research, assessment of market, and trend analysis which supports need for proposed product or service.
- Identification of key customers (market segment) and key customer needs as they relate to proposed product or service.
- Clear description of product or service including a list of key advantages, value to customer.
- Identification of any major competitors and rational for why this proposed business would be as/more successful in addressing key customer’s unmet need(s).
- Product/service must be directly linked to role/skill set of an advanced practice nurse.
- Technical accuracy (format, spelling, grammar, citations, etc.).
- Effective business writing style
- Demonstrated innovative ideas, business entrepreneurship and futuristic thinking.

Business Planning Exercise
A business plan is a detailed description of all processes associated with the complete launching of a new or extended product, product line, project or service. The purposes of a business plan are to: provide sources of information for investors and decision makers within and/or external to a health care enterprise; serve as a guide for efficient project operation and management; provide motivation for those executing plan as well as for backers; and, provide a basis for measurement of performance as part of an ongoing evaluation.

A business plan is a form of strategic planning but contains more detail than a strategic plan. A business plan is the product of and represents a process. It is not just a document. In this assignment the student is expected to demonstrate a basic understanding of the business planning process. The submitted business plan draft should incorporate the role of an APN into some type of future business endeavor within the healthcare arena. The goal here is to present an initial business planning idea and to address the key elements of the business planning process—not to develop a finished product suitable for presentation to possible sponsors. Ideally this plan will build on the market analysis completed earlier in this course. Many students begin their business planning exercise by cutting and pasting their market analysis assignment and then ask the question “How can I actually implement this idea?”

The business planning process and core elements are covered in Module I. This assignment is designed to test student understanding and ability to apply course content. The first draft business plan should be no more than ten typed pages (double spaced) excluding the executive summary page. In order to be successful in this exercise a student will need to have completed all course content and textbook readings as well as reviewed listed websites. It is expected that the student will include material developed in their market plan assignment in this exercise since that assignment formed the basis for their business planning.

Evaluation criteria to be used in grading this assignment will include demonstrated attention to the following elements:

- **Executive Summary** (one page) which is a concise summary of the project answering the questions: what is the product (service), why it is being proposed; what is value to key customer(s); and, what are the projected business outcomes? This summary should be able to stand alone as an overview of your proposed business for investor/decision maker to review. Format in Module 1 presentation.
- **Introduction** to nature, goals, objectives and desired outcomes of proposed business.
- **Description of the business** includes nature and history of proposed business endeavor. Proposed business goals must match and support sponsoring business and industry trends. Needs to answer question “what is core business”?
• **Analysis of market and competition** builds on work from market plan assignment. Identifies key customers and justifies need for product in the market place.

• **Product description** including resources and time frames for any needed development along with ideas for quality control plan. More detailed discussion of business deliverable(s).

• **Operational plan** identifying timelines, location, facilities, labor force and equipment

• **Cost/benefit analysis** of all existing viable options. Answers question “why this product has greater value to key customer over other options”?

• **Organizational plan** including organizational chart and roughed out job descriptions which assure clean line of reporting for accountability and decision making.

• **Development schedule** with predicts business volume and timeline for deliverables for startup. May be anywhere from 6 months to three years based on product life cycle.

• Financial plan which will specify types of reports, profit-if applicable, revenue stream, startup money needed and schedule for debt repay.

• **Technical accuracy** including format, spelling and grammar is essential. Demonstrated command of basic business writing skills.

• **Innovation** in business ideas, products, service as linked to role of an APN.

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**Course Grading Schedule**

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<thead>
<tr>
<th>Grade</th>
<th>Range</th>
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<tbody>
<tr>
<td>A</td>
<td>94-100</td>
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<tr>
<td>A-</td>
<td>92-93</td>
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<td>B+</td>
<td>89-91</td>
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<td>B</td>
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<td>B-</td>
<td>84-85</td>
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<td>C+</td>
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<td>D</td>
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**COURSE ASSIGNMENTS SCHEDULE**

<table>
<thead>
<tr>
<th>Module</th>
<th>Assignment</th>
<th>Due Date</th>
<th>Grading Value</th>
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<tbody>
<tr>
<td>I</td>
<td>Complete all assigned readings and online lectures for Module I &lt;br&gt;Online forum case study</td>
<td>Within Week 1&lt;br&gt;To be completed within Week 1 online</td>
<td>Expectation for success&lt;br&gt;Value: up to 8 points</td>
</tr>
<tr>
<td>II</td>
<td>Complete all assigned readings and online lectures for Module II &lt;br&gt;Online forum case study &lt;br&gt;Market Plan assignment</td>
<td>Within Week 2&lt;br&gt;To be completed Week 2&lt;br&gt;Due on Friday of Week 2</td>
<td>Expectation for success&lt;br&gt;Value: up to 8 points&lt;br&gt;Value: up to 30</td>
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<tr>
<td>MOD</td>
<td>TOPICS</td>
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<tr>
<td>III</td>
<td>Complete all assigned readings and online lectures for Module III Online forum case study</td>
<td>Within Week 3 To be completed Week 3</td>
<td>Expectation for success Value: up to 8 points</td>
</tr>
<tr>
<td>IV</td>
<td>Complete all assigned readings for Module IV Online forum cases study Business Planning Exercise</td>
<td>Within Week 4 To be completed within Week 4 online Due on Friday of Week 4</td>
<td>Expectation for success Value: up to 8 points Value: up to 40</td>
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**REQUIRED COURSE MATERIALS**

2. Updated topical websites are provided in learning modules.
Module II Case Study Material

Ethical Issues Associated with Uninsured Charges and Collections*

Who is Richard Scruggs, and what does he have to do with hospital finance? You may not be familiar with the name, but you will undoubtedly read about his work and its influence on how uninsured patients are billed and manner in which the bills are collection. Richard Scruggs runs a law firm in Mississippi that made huge amounts of money out of multibillion-dollar settlements from asbestos and tobacco companies. Now, his law firm is taking on the not-for-profit hospitals, alleging that the hospitals routinely overcharge self-pay patients, hound them with aggressive collection tactics, and fail to provide adequate charity care in violation of their tax-exempt status. In a number of the lawsuits, the American Hospital Association (AHA) is named as a coconspirator and defendant. Needless to say, the AHA has called the lawsuits “baseless” and a diversion of resources that could otherwise be used for community healthcare.

The lawsuits revolve around two issues. First, the fact that patients who are least able to pay are generally charged the most. It is common practice to bill self-pay patients at full charges, whereas most every other payer is paying less than full charges, often substantially less. The second element of the lawsuits revolves around collection tactics. Although hospitals collect less than five percent of billings from indigent patients, many hospitals are aggressive in their

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<thead>
<tr>
<th>III</th>
<th>Managing Human Capital</th>
<th>Baker and Baker: 10, 11, 13, 14, 16, 17 &amp; 18; Optional: 12, 19, 20 &amp; 21</th>
<th>Complete all online lectures and assigned readings</th>
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<tbody>
<tr>
<td></td>
<td>Cost Allocation</td>
<td>Case Study: Chapter 30</td>
<td>Discussion Forum: The Economic Significance of Resource Misallocation</td>
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<td></td>
<td>Financial Performance</td>
<td>Review Mod III websites</td>
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<td>Outcome Measures</td>
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<td>Reimbursement</td>
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<td></td>
<td>Business Negotiations</td>
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<tr>
<th>IV</th>
<th>Medicare Provider ID</th>
<th>Baker and Baker: 24, 25 &amp; 26</th>
<th>Complete all assigned readings (no online lectures in Mod IV)</th>
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<tbody>
<tr>
<td></td>
<td>Tour of Centers for Medicare and Medicaid Services</td>
<td>Case Study: Chapter 31</td>
<td>Complete Online Tour: ww.cms.hhs.gov</td>
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<td></td>
<td>Technology as a Financial and Strategic Tool</td>
<td>Review Mod IV Websites</td>
<td>Explore resources provided and Procedure for Obtaining a Medicare Provider ID</td>
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<tr>
<td></td>
<td>ICD-10: Coding and Billing</td>
<td></td>
<td>Discussion Forum: Technology in Health Care</td>
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<td></td>
<td>Project Management as a Leadership Tool</td>
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<td>Business Planning Exercise due on Friday of this week</td>
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*Ethical Issues Associated with Uninsured Charges and Collections*
collection tactics. A press release announcing the lawsuits said that hospitals engage in business methods calculated to defeat the rights of uninsured patients. According to Scruggs, if and when the uninsured patient can’t pay, not-for-profit hospitals often intimidate and harass uninsured patients with threats including personal bankruptcy.

The worst part of these billing and collection tactics, according to Scruggs, is that the policies are deliberately put in place to discourage uninsured patients from seeking healthcare thus allowing the not-for-profit hospital to avoid their obligation to provide charitable services as required for their not-for-profit status.

What do you think about the billing and collection policies of not-for-profit hospitals related to the uninsured? Does this case present an institutional ethical issue-if so, to who? If you could act as the ultimate authority in this situation, what would you do? How do you think most recent healthcare legislation and enacted laws will affect this culture and such practices?


**COURSE EVALUATION EXPECTATION**

It is a professional expectation that all students participate in course evaluations to guide ongoing program improvement.

**POLICY ON ACADEMIC HONESTY**

Academic honesty is an expression of an ethic of interpersonal justice, responsibility and care applicable to Loyola University faculty, students and staff, which demands that the pursuit of knowledge in the university community be carried out with sincerity and integrity. Refer to the MSN Handbook “Information for MSN Students” for a full description of the Academic Integrity Policy.