

Course Details	
Course Code: HSA520	Professor:
Course Title: U.S. Health Service System	E-Mail:
Program: Master in Healthcare Management	Term:
Credits: 3	Schedule:
Contact Hours: 48	Delivery:
Prerequisites:	Campus: AU Sunnybrook Road

Course General Information

Course Description:

This course provides an integrated and applied analysis of the U.S. healthcare system, emphasizing its structure, financing, health policy, healthcare operations, quality management, patient safety, and strategic management within healthcare organizations. Students examine the historical evolution of the system, key public and private stakeholders, healthcare delivery models, and regulatory frameworks that influence access, cost, quality, equity, and patient outcomes.

The course explicitly addresses health policy development and implementation, including Medicare, Medicaid, the Affordable Care Act (ACA), and regulatory oversight. It also examines healthcare operations, performance measurement, accreditation, patient safety, risk reduction, and continuous quality improvement strategies. Students apply relevant data, quality indicators, and improvement frameworks to evaluate organizational processes, resource utilization, clinical outcomes, and patient-centered care.

Throughout the course, students develop competencies in healthcare leadership, strategic decision-making, policy analysis, operational performance, quality improvement, patient safety, and ethical practice. These competencies prepare students to navigate the complexity of the U.S. healthcare environment, lead diverse healthcare teams, evaluate organizational performance, and formulate evidence-based recommendations that improve healthcare delivery, operational efficiency, quality, safety, and access.

Course Learning Outcomes (CLOs)

Upon successful completion of this course, students will be able to demonstrate an integrated understanding of the U.S. healthcare system and apply analytical, operational, quality improvement, patient safety, leadership, and strategic competencies to address contemporary healthcare challenges.

- **CLO 1.** Analyze the structure, organization, financing, regulation, and delivery of healthcare services within the U.S. healthcare system.
- **CLO 2.** Evaluate contemporary healthcare policies and system-level challenges affecting access, quality, affordability, and healthcare delivery in the United States.
- **CLO 3.** Analyze disparities in healthcare access, utilization, and outcomes among diverse populations to assess their implications for healthcare organizations and communities.
- **CLO 4.** Evaluate healthcare operations, quality performance, and patient safety practices using relevant data, performance indicators, and continuous improvement frameworks to identify opportunities for improving organizational processes, clinical outcomes, resource utilization, and patient-centered care.

- **CLO 5.** Examine workforce, leadership, and stakeholder considerations influencing healthcare system performance and organizational responses to changing healthcare environments.
- **CLO 6.** Formulate evidence-based recommendations for contemporary U.S. healthcare system challenges while demonstrating professional responsibility, strategic judgment, and awareness of diverse stakeholder perspectives.

CLO - Competency - PLO Alignment Matrix.

The following matrix demonstrates the alignment among the Course Learning Outcomes (CLOs), the MSHM program competencies, and the corresponding Program Learning Outcomes (PLOs). It illustrates how each course outcome contributes to the progressive development of the knowledge, skills, and professional behaviors expected of MSHM students.

Course Learning Outcome	Competencies	PLO Alignment
CLO 1	Organizational Awareness; Analytical Thinking	PLO2, PLO7
CLO 2	Analytical Thinking; Strategic Orientation; Professional & Social Responsibility	PLO2, PLO4, PLO7
CLO 3	Professional & Social Responsibility; Organizational Awareness; Analytical Thinking	PLO4, PLO7
CLO 4	Performance Measurement; Process & Quality Improvement; Analytical Thinking; Strategic Orientation	PLO2, PLO6, PLO7
CLO 5	Human Resource Management; Team Leadership; Community Collaboration; Interpersonal Understanding; Accountability	PLO1, PLO4, PLO7
CLO 6	Strategic Orientation; Professional & Social Responsibility; Communication Skills; Project Management	PLO2, PLO4, PLO6, PLO7

Course Mapping by Module

The following table identifies the principal assessed evidence used in each module to demonstrate achievement of the aligned course learning outcomes and MSHM competencies. Simulations are included as applied evidence and are complemented by discussions, case studies, analytical work, and the cumulative final project.

Module	Topic	Primary Assessment Evidence	CLO Alignment
1	Characteristics and Foundations of the U.S. Healthcare Delivery System	Discussion on system characteristics; Ledina Lushko group case study; U.S. Healthcare System Navigator simulation	CLO 1 CLO 2, CLO 3, CLO 4, CLO 6
2	Historical Evolution, Healthcare Providers, and Professionals	Medicare and Medicaid policy discussion; U.S. Healthcare System Navigator simulation and decision brief	CLO 1 CLO 2, CLO 3, CLO 4, CLO 5
3	Medical Technology, Financing, and Reimbursement	Financing discussion; rural obstetrics group case study; Medicare–Medicaid Decision Engine lab	CLO 1 CLO 2, CLO 3, CLO 4, CLO 6
4	Outpatient Services, Hospitals, and Quality Management	Applied discussion; Quality Management in Healthcare Services simulation and improvement recommendation	CLO 1 CLO 2, CLO 4, CLO 6
5	Managed Care and Integrated Health Systems	Managed care discussion; final project proposal; UnityPoint Health group case study	CLO 1 CLO 2, CLO 4, CLO 6
6	Long Term Care and Vulnerable Populations	Long term care discussion; Tenet Healthcare group case study; vulnerable populations scenario builder	CLO 1 CLO 4, CLO 6
7	Healthcare Cost, Access, Quality, and Health Policy	Policy discussion and legislative proposal; final group project; Health Policy Strategy Studio simulation	CLO 2, CLO 3, CLO 4, CLO 6
8	Health Policy and the Future of Healthcare Delivery	Final group research project, evidence based recommendations, presentation, and defense	CLO 2, CLO 3, CLO 4, CLO 6

In this course, students will develop core competencies essential for analyzing the U.S. healthcare delivery system and managing healthcare services effectively. Emphasis will be placed on the system's foundations and historical evolution, healthcare providers and professionals, medical technology, financing and reimbursement, service delivery models,

quality management, and health policy. Students will examine how these components influence healthcare cost, access, quality, and the needs of vulnerable populations. Through simulations, discussions, case studies, and a cumulative research project, students will apply critical thinking, collaborative problem-solving, and evidence-based decision-making to healthcare challenges. Upon completion, students will be equipped to evaluate healthcare delivery models, assess policy alternatives, and formulate recommendations that improve organizational performance and promote accessible, equitable, and high-quality care.

Course materials/learning resources:

- **Main Textbook:** Textbook Title: Essentials of U.S. Health Care System. Leiyu Shi and Douglas A. Singh ISBN- 13: 9781284100556

In addition to the listed readings for class assignments, you are encouraged to monitor on a daily basis the following web sites coverage of health care personnel, hospitals and other institutions, the federal government, financing and payment mechanisms, and managed care:

- Healthcare Systems-Four Basic Models.

http://www.pnhp.org/single_payer_resources/health_care_systems_four_basic_models.php

- Textbook, Healthcare Systems-Four Basic Models-Physicians for a National Health Program

http://www.pnhp.org/single_payer_resources/health_care_systems_four_basic_models.php

Assessment Classification and CLO Alignment

The following distribution identifies the graded evidence for each assessment category. Foundational discussion components assess accurate explanation and comparison; applied discussion components assess analysis and justified policy recommendations. The level assigned to each component must be reflected in its scoring rubric.

Assessment	Weight	CLO	Competency	Level	Classification rationale
Foundational concepts in discussion forums	10%	CLO 1-2	Organizational Awareness	Lower	Checks accurate explanation of healthcare structures, financing and terminology.
Descriptive comparison in discussion forums	20%	CLO 1-3	Organizational Awareness; Analytical Thinking	Lower	Checks comprehension and accurate comparison of delivery models and populations.
Applied policy discussion and recommendations	15%	CLO 2-3, 6	Analytical Thinking; Strategic Orientation	Higher	Requires analysis of policy consequences, stakeholder

					perspectives and a justified recommendation.
Group studies case	25%	CLO 1–5	Analytical Thinking; Team Leadership; Process & Quality Improvement	Higher	Requires analysis of organizational evidence, alternative responses and group decisions.
Group final project proposal	10%	CLO 3–6	Project Management; Team Leadership	Higher	Requires a feasible project design, rationale and shared planning responsibilities.
Final group research project and presentation	20%	CLO 1–6	Multiple competencies	Higher	Requires integration of course evidence, creation of recommendations, presentation and defense.

GRADING SCALE POLICY

Performance Level	Grade	Percentage
Exceeds Expectations	A	90-100%
Meets Expectations	B	80-89%
Minimally Meets Expectations	C	70-79%
Does Not Meet Expectations	D/F	Below 70%

This format is consistent with a graduate-level rubric, where the minimum acceptable performance is a C (70–79%), and any score below 70% is classified as Does Not Meet Expectations.