

**Saint Leo University**  
**HCA303**  
**Term Paper: Professional Development Exercise**

This term paper applies the Buchbinder & Shanks (2012) textbook to lead HCA303 students through a process of self-reflection, personal assessment, and professional development planning. The term paper is designed to engage students in better understanding and articulating professional interests, strengths, and areas for further learning and development in preparation for managing and leading health care organizations in the future.

The term paper is structured into nine sections, with word count guidelines provided in each section. APA formatting is required. Term paper milestone deadlines, by module, are as follows:

- Read and familiarize yourself with the term paper assignment in Module 1
- Begin researching and organizing non-textbook references for the term paper in Module 2
- Proposed non-textbook term paper reference list is due to the Dropbox by no later than Sunday 11:59 PM EST/EDT of Module 4
- A draft of the first four sections of the term paper is due to the Dropbox by no later than Sunday 11:59 PM EST/EDT of Module 5
- The final term paper is due to the Dropbox by no later than Sunday 11:59 PM EST/EDT of Module 8.

## **Section 1: Organizational Settings**

Below are 25 categories of organizational settings in the health industry. In about 100 focused and concisely written words, (a) rank the top three according to your interest for the organization setting of a future health care management position and (b) explain why you chose your first, second, and third choices.

- Community hospitals
- Health systems/integrated delivery networks
- Academic medical centers
- Physician practices
- Outpatient diagnostic facilities
- Surgery centers
- Urgent care centers
- Health information systems
- Insurance/managed care companies
- Continuing care retirement communities
- Nursing homes/skilled nursing facilities
- Assisted living facilities
- Pharmaceutical/biotechnology companies
- Medical devices/equipment companies
- Federally qualified health centers
- Home health care
- Hospice care
- Dental offices
- Government agencies
- Public health
- International health care development
- Consulting
- Higher education
- Professional associations
- Entrepreneurship

## **Section 2: Leadership**

Apply the leadership concepts in Chapter 2 (e.g., competencies, models, styles, protocols, responsibilities) in answering the following three items in a total of about 400 words. Incorporate at least two references above and beyond the textbook, and cite both the textbook and your external references using APA style.

(a) Think about a situation where you (or an organizational leader you are familiar with) were highly effective as a leader. Apply leadership concepts from Chapter 2 in explaining your (or the selected leader's) effectiveness. You may write about yourself, a leader in the health industry, or a leader from outside the health industry.

(b) Think about a situation where you (or an organizational leader you are familiar with) were ineffective as a leader. Apply leadership concepts from Chapter 2 in explaining your (or the selected leader's) ineffectiveness. You may write about yourself, a leader in the health industry, or a leader from outside the health industry.

(c) State and describe three personal leadership development goals.

### **Section 3: Motivation**

Apply the motivation concepts in Chapter 3 in answering the following three items in a total of about 400 words. Incorporate at least two references above and beyond the textbook, and cite both the textbook and your external references using APA style. The external references cited in this section will very likely be different from those in the previous section.

(a) What motivates you?

(b) What demotivates you?

(c) As a health care manager, what will be your approach to increasing employee engagement and motivation in your organization?

### **Section 4: Cognition and Organizational Behavior**

Apply the concepts in Chapter 4 in answering the following item in a total of about 150 words. Incorporate at least one reference above and beyond the textbook, and cite both the textbook and your external reference(s) using APA style.

Discuss the role of cognition (thinking, reasoning) in promoting organizational change and learning. In what ways could you, as a manager, use cognition to improve communication and teamwork?

## **Section 5: Strategic Planning, Marketing, Health Information Technology, Financial Management, and Human Resources Management**

Strategic planning (Chapter 5), marketing (Chapter 6), health information technology (Chapter 8), financial management (Chapters 9 and 10), and human resources management (Chapter 12) are fundamentally important areas of management focus in health care organizations. Answer the following two items in a total of about 500 words. Incorporate at least two references above and beyond the textbook, and cite both the textbook and your external references using APA style.

(a) Assess your level of knowledge, experience, and interest in strategic planning, marketing, health information technology, financial management, and human resources management.

(b) Using the top-ranked health industry setting from Section 1 as the organizational context, present and discuss a set of seven personal professional development goals you would like to achieve in the next 3-10 years. These goals identify desired experiences, activities, and responsibilities for your professional growth and career development in the areas of strategic planning, marketing, health information technology, financial management, and/or human resources management. For example, a practicing nurse may have the career goal of becoming involved in leading organizational efforts to apply health information technology to further improve the work done by nurses and other caregivers.

## **Section 6: Health Care Professionals**

The number of different job categories and titles in the health industry is very large (Chapter 11). In about 200 words, (a) identify five health industry job titles with whom you've never worked in a significant way and (b) propose a personal professional development plan to better acquaint yourself with the roles and responsibilities held by individuals in these positions. For example, someone currently working in the billing and coding area might arrange to spend several days with a home health nurse in order to experience and learn more about home health care services delivery. Incorporate at least one reference above and beyond the textbook, and cite both the textbook and your external reference(s) using APA style. To assist in thinking about the range of job categories and titles in the health industry, the following U.S. Bureau of Labor Statistics link provides information on a sampling of health care occupations:

<http://www.bls.gov/ooh/healthcare/home.htm>.

### **Section 7: Quality Improvement and Teamwork**

Address the following scenario in about 500 words:

Shortly after graduation, your new boss asks you to organize and lead a cross-departmental, multi-disciplinary team to improve coordination, efficiency, and effectiveness in the care of patients with multiple chronic conditions. Apply the concepts and tools of Quality Improvement (Chapter 7) in combination with those of Teamwork (Chapter 13) and Motivation (Chapter 3) to outline your approach to organizing and managing a quality improvement team. Incorporate at least three references above and beyond the textbook, and cite both the textbook and your external references using APA style.

### **Section 8: Health Disparities**

In about 250 words, apply the Saint Leo University core value of Community in a brief proposal for a community health improvement initiative to address a health disparity or health inequity in a location of your choosing. Incorporate at least two references above and beyond the textbook, and cite both the textbook and your external references using APA style.

### **Section 9: Health Ethics**

Answer the following two items in a total of about 300 words. Incorporate at least two references above and beyond the textbook, and cite both the textbook and your external references using APA style.

- (a) Assess your level of knowledge and experience with key health ethics principles such as respect, autonomy, confidentiality, beneficence, nonmaleficence, and justice.
- (b) Why are ethical behavior and decision making so important for health care managers?
- (c) Describe three personal professional development goals that will further prepare you in becoming a health care manager characterized by ethical behavior and decision making.