### Request for Addition, Expiration, or Revision of a Graduate Course

**PURDUE UNIVERSITY**

**REQUEST FOR ADDITION, EXPIRATION, OR REVISION OF A GRADUATE COURSE**

**DEPARTMENT:** Nursing  
**EFFECTIVE SESSION:** Spring 2011

**INSTRUCTIONS:** Please check the items below which describe the purpose of this request.

1. New course with supporting documents (complete proposal form)
2. Add existing course offered at another campus
3. Expiration of a course
4. Change in course number
5. Change in course title
6. Change in course credit/type
7. Change in course attributes
8. Change in instructional hours
9. Change in course description
10. Change in course prerequisites/restrictions
11. Change in semesters offered
12. Transfer from one department to another

#### PROPOSED:

- **Subject Abbreviation:** Nur  
- **Course Number:** 65000  
- **Long Title:** Healthcare Financial Management  
- **Short Title:** Finance Manage

### EXISTING:

- **Subject Abbreviation:** Nur  
- **Course Number:** 65000  
- **Long Title:** Healthcare Financial Management  
- **Short Title:** Finance Manage

**Abbreviated title will be entered by the Office of the Registrar if omitted. (30 characters only)**

### CREDIT TYPE

1. **Fixed Credit:** Cr. Hrs.
2. **Variable Credit Range:**
   - Minimum Cr. Hrs.:
   - Maximum Cr. Hrs.:
3. **Equivalent Credit:** Yes / No
4. **Thesis Credit:** Yes / No

### COURSE ATTRIBUTES

- **Pass/Not Pass Only**
- **Satisfactory/Unsatisfactory Only**
- **Repeatable**
- **Maximum Repeatable Credit:**
- **Credit by Examination**
- **Special Fees**
- **Registration Approval Type**
- **Instructor**
- **Variable Title**
- **Honors**
- **Full Time Privilege**
- **Off Campus Experience**

### TERMS OFFERED

- **Summer**
- **Fall**
- **Spring**

**CAMPUS(ES) INVOLVED**

- Calumet
- Cont Ed
- Ft. Wayne
- Indianapolis
- N. Central
- Tech Statewide
- W. Lafayette

### COURSE DESCRIPTION (INCLUDE REQUISITES/RESTRICTIONS):

NUR 65000

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**Signature**

- **Calumet Department Head:**  
  **Date:** 10-4-10

- **Calumet School Dean:**  
  **Date:** 10-5-10

- **Calumet Undergrad Curriculum Committee:**  
  **Date:**

- **Fort Wayne Department Head:**  
  **Date:**

- **Fort Wayne School Dean:**  
  **Date:**

- **Fort Wayne Chancellor:**  
  **Date:**

- **Undergrad Curriculum Committee:**  
  **Date:**

- **Indianapolis Department Head:**  
  **Date:**

- **Indianapolis School Dean:**  
  **Date:**

- **Graduate Council Secretary:**  
  **Date:**

- **North Central Faculty Senate Chair:**  
  **Date:**

- **Vice Chancellor for Academic Affairs:**  
  **Date:**

- **West Lafayette Department Head:**  
  **Date:**

- **West Lafayette College/School Dean:**  
  **Date:**

- **West Lafayette Registrar:**  
  **Date:**

**OFFICE OF THE REGISTRAR**
Course Number and Title: NUR 65300 Healthcare Financial Management

Prerequisite: NUR 65000

Course Credits and Hours: Credits: 3  Lecture: 3  Clinical: 0  Lab: 0

Faculty: Carol Crosby, RN, MSN, DEA-BC
          John Fallon, MD

Required Text:


Course Description: This course examines the financial management responsibilities of the nurse executive. Course content focuses on understanding and operationalizing the process associated with cost accounting, cost volume profit analysis, healthcare budgets, productivity and forecasting.

Course Objectives:
1. Contrast the major financial reports and explain how the nurse executive utilizes the reports.
2. Analyze the relationships among cost, volume and profit analysis with an overall focus on assessing programs and services for profitability.
3. Apply the principles of cost accounting to budget preparation and assessment.
4. Prepare a forecasting report utilizing both qualitative and quantitative approaches.
5. Outline the budget preparation process with a description of the activities included in each step.
6. Analyze the budgetary relationships among productivity, staffing mix, acuity and the re-engineering of manpower and services.
7. Critique an income statement for variances and focus on analyzing the variances for controllability, budgetary impact and possible managerial actions.
8. Analyze the relationship of the time value of money to the profitability of the organization.

Teaching Strategies: Lecture, discussion, assignments

<table>
<thead>
<tr>
<th>Week</th>
<th>Topic</th>
<th>Assignments</th>
</tr>
</thead>
</table>
| 1    | Introductions/Syllabus  
      | Understanding issues for nursing with financial management.  
      | The Structure of Financial Statements | Review syllabus  
Finkler, Chapter 1  
Excel training module-directions |
<table>
<thead>
<tr>
<th>Week</th>
<th>Topic</th>
<th>Assignments</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>Fundamentals of Insurance and Managed Care Department Operating Reports - Comparison to hospital financials - Types of department - Variance Analysis - Benchmarking - Changing numbers into actions</td>
<td>Assignment: Finkler Chapters 12, 13 &amp; 14 Dunham-Taylor and Pinezuk Chapter 5 &amp; 6 Homework assignment 1 due</td>
</tr>
<tr>
<td>4</td>
<td>Types and Components of Budgets Productivity - Definitions and calculations - Benchmarks - Skill mix - Acuity Systems - Daily decisions to monthly reports</td>
<td>Assignment: Finkler Chapter 17,19 Homework Assignment 2 Due-Interview of manager/director regarding budget.</td>
</tr>
<tr>
<td>5</td>
<td>Budget Monitoring and Control Cost Accounting Cost Concepts</td>
<td>Assignment: Finkler Chapters 4 Dunham-Taylor Chapter 11</td>
</tr>
<tr>
<td>6</td>
<td>Budget Preparation Capital Budgets and Decisions - Time value of money - ROI measurements - Budgeting Revenue</td>
<td>Homework Assignment 3 Due-Budget analysis Finkler Chapter 10 + Appendix Dunham-Taylor and Pinezuk Chapter 10</td>
</tr>
<tr>
<td>7</td>
<td>Cost Allocation and Cost-Finding Break Even Analysis Cost Benefit and Cost Effectiveness Analysis</td>
<td>Assignment: Finkler Chapters 1,2, 8, and 9</td>
</tr>
<tr>
<td></td>
<td>SPRING BREAK</td>
<td></td>
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<tr>
<td>8</td>
<td>Project research time</td>
<td>Homework Assignment 4 Due-Return on Investment report</td>
</tr>
<tr>
<td>Week</td>
<td>Topic</td>
<td>Assignments</td>
</tr>
<tr>
<td>------</td>
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</tbody>
</table>
| 9    | Budgeting Expenses  
Forecasting and Business Planning Business Plans  
- Structure  
- Examples  
Strategic and Market Issues | Assignment:  
*Assignment 5 Due-Salary Expense Report for new unit*  
Finkler Chapter 6, 7  
Reserve Reading- Anatomy of a Business Plan (optional) |
| 10   | Business Plans  
- Proforma  
- Implementation Plans  
- Evaluations | Assignment:  
Reserve Reading  
*Homework Assignment 6 Due-Investigation.* |
| 11   | Business Plans  
- Organizational Issues  
- Required Resources  
- Exit Strategy | Assignment:  
*Homework Assignment 7 Due-Outline and rationale of business plan.* |
| 12   | Exploring Six Sigma and Lean Concepts to improve fiscal position | Guest Speaker: Melissa Stevenson  
Dunham-Taylor & Pinczuk  
Chapter 3 |
| 13   | Business Plan Presentations | Assignment:  
Reserve Readings  
*Homework Assignment #8 Due-Proforma for your business plan* |
| 14   | Business Plan Presentations | Business Plan Presentations  
Business Plan Due  
E-portfolio Due |
| 15   | Wrap up/Evaluations |  |

**Assignments:**

**Participation-50 points**
Your participation will be judged on a combination of attendance, discussion, and class preparation.

**Homework Projects-400 points (50 points each assignment)**
Note: All homework assignments should be sent to the assignment course tool as an attachment. Make sure that you follow APA rules for written assignments and include references/citations where appropriate.

*Assignment #1*
Complete the excel spreadsheet course  
Develop the spreadsheet using the data provided.

*Assignment #2*
Interview a manager or director ask the following questions:
- How much time do you spend on the budget per week?
- How tightly are you held to the budget?
- What is the process for variance reporting at your organization?
- What is your most frustrating aspect of dealing with the budget.

Discuss your findings and reflections from the readings to date.

Assignment #3
If available obtain copies of revenue and expense reports from your unit setting (disguise the information) OR use the budgets posted on the course content under week three. Use the information from the budgets calculate variance, percent variance, adjusted percent variance and adjusted variance. Reflect on possible sources of variance and if they can be controlled. Discuss and develop an action plan with at least two items to improve your imaginary budget.

Assignment #4
You have been asked to determine the ROI for a major capital investment. Calculate the ROI and discuss whether this is a reasonable purchase or not. OR review an article regarding a financial method (article needs to be recent [last 3 years] and in a peer reviewed journal). Discuss the relevancy to current practice.

Assignment #5
Develop a salary expense breakdown for a new unit that is opening. It is anticipated that the unit will have an average daily census of 20 patients. It is an acute care unit with an HPPD of 7.3. Your benefit expense is 23.5% for each employee. This new unit will share a manager with another similar type unit. For the similar acute care unit, the average cost per hour is $21.4. Provide and consider your decisions regarding:

- Skill mix
- Nurse/patient ratio
- Management/staff ratio
- Non-licensed personnel/patient ratio

Support your answers.

Assignment #6
Your unit has had a sudden bump in overtime costs. At the same time, the number of medication events and skin breakdown has increased. What might you consider to be the reasons? How would you go about investigating the situation? What additional data would you need?

Assignment #7
Develop an idea for a business plan. Turn in the support for your idea, the rationale, and an outline for the business plan.

Assignment #8
Turn in the completed Performa for your business plan. The instructor will provide you will feedback to improve your final paper.

Homework Assignments 8 assignments (one every other week)
50 points each for total 400 points

Benchmarking/Financial Improvement/Performance paper-150 points
Using an actual or instructor provided scenario, develop a paper discussing a project to improve both financial and staff performance in a clinical practice area.
Review an area of financial performance for nursing and discuss how a nurse leader would develop a change project to improve. All projected cost savings should be clearly documented in the paper. Some ideas include: cost analysis to improve bundles of care, i.e., surgical procedures, ventilator management, pneumonia; retention, clinical ladders, development of technology to decrease FTE usage (i.e., point of entry ordering to decrease use of secretarial and other technical support, smart pumps, computer charting).

**Business Plan-300 points**
- Ideas for business plan:
  - Gastric bypass surgery program
  - Ortho/spine surgery program
  - Weight loss program
  - Alternative medicine program.

**Business plan presentation-50 points**

**E-portfolio Submission-50 points**
Using the information gathered from the course, the student will determine a category from the terminal objectives and write the rationale for item inclusion. This will be submitted to the faculty for review and comment and then included in the student’s E-portfolio document.

**Total Points-1000**

**Department Announcements:**

**Communication**
The official university communication is by IPFW e-mail using the university student E-mail address. E-mail includes information sent to the nursing listserv. Students’ must maintain the mailbox, including sufficient space to receive e-mails. Students are responsible for information sent via e-mail.

**Services for Students with Disabilities**
If you have a disability and need assistance, special arrangements can be made to accommodate most needs. Contact the Director of Services for Students with Disabilities (Walb, room 113, telephone number 481-6658), as soon as possible to work out the details. For more information, please visit the web site for SSD at http://www.ipfw.edu/ssl/

**Classes in the nursing program will be canceled:**
A. At all instructional sites if IPFW is officially closed by the administration of the university, or
B. At the practicum or clinic site if it is closed by officials of that institution. Decisions to close IPFW and practicum/clinic sites are left to the chief administrators of those respective facilities. In the event of inclement weather, listen to local radio or television announcements, go to www.ipfw.edu (a notice will appear at the top of the page), or call the campus weather emergency number, 481-6050 or 481-5770 for a recorded message.
**Plagiarism**
According to the American Psychiatric Association (2001), plagiarism is the representation of another authors work as your own. Additional clarification of plagiarism is found in the following statements, from the American Psychological Association (2001):

Quotation marks should be used to indicate the exact words of another author. Each time you paraphrase another author (i.e., summarize a passage or rearrange the order of a sentence and change some of the words), you will need to credit the source in the text. The key element of this principle is that an author does not present the work of another author as if it were his or her own work (p.349).

The Plagiarism Policy of the nursing department indicates that any student who plagiarizes has committed academic dishonesty and misconduct which may lead to dismissal from the program or college. Any student, who has been identified to have plagiarized will receive a zero for that assignment.


**Graduate Grading Scale:**

<table>
<thead>
<tr>
<th>Range</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>90 – 100</td>
<td>A</td>
</tr>
<tr>
<td>80 – 89</td>
<td>B</td>
</tr>
<tr>
<td>70 – 79</td>
<td>C</td>
</tr>
<tr>
<td>Below 70</td>
<td>F</td>
</tr>
</tbody>
</table>

**Graduate Handbook**
As a student you are responsible for all policies contained in the Graduate Handbook online. These policies include:

- Student Progression
- Grade appeal
- Attendance
- Student Conduct and Attire
- Confidentiality

As information changes repeatedly, frequent and regular checking is important.

**Resources:**
Resources available at IPFW are found on the IPFW website. A few resources are listed below.

**The Writing Center at IPFW (http://www.ipfw.edu/casa/writing/)**
You can improve your writing for any class by discussing your writing with a knowledgeable peer writing consultant in the Writing Center, Kettler G19. The staff will help you brainstorm, develop, and organize your ideas, work on issues of meaning and style, and learn to polish and edit your final draft. The Center is not a proofreading service; improving your writing takes time. To get the most from your visits: (a) sign up
on the board outside KT G19 for 30 or 50 minute free appointments; (b) bring assignment, due dates, questions, ideas, and draft (if you have one); come early in the writing process, and (d) come regularly.

**Additional Resources for Writing**
APA Style Tips [http://www.apastyle.org/styletips.html](http://www.apastyle.org/styletips.html)
Electronic References [http://www.apastyle.org/elecref.html](http://www.apastyle.org/elecref.html)

**The Online Learning Environment**

To participate in an on-line course you must have Internet access. Before you start your course, it is expected that you are proficient with using basic Internet functions, such as using e-mail, searching the Web and using browsers. If you do not have a home computer and access to the Internet, you may use the IPFW student labs with a proper user ID, your local public library or a designated learning center, which are located around the state of Indiana.

To know the technical needs for using the IPFW Online Learning Environment, you can access this information at: [http://www.ipfw.edu/dlearning/technical.shtml](http://www.ipfw.edu/dlearning/technical.shtml)

**Great Expectations: A Master Level Student:**

*This is a Master’s level course. As such, the faculty have expectations of learning behaviors that are important to your achieving the objectives of the course and that are a part of being a good leader. Rather than ‘spring them on you’ in fairness to you, the following are some of these expectations:*

1. Plan carefully your schedule to ensure that you are able to attend class on time.
2. Schedule sufficient time to complete the assignments. Assignments have been carefully chosen to ensure that you have a good learning experience, but also that the reading is realistic.
3. Share with the faculty any life circumstances that interfere with your ability to compete an assignment so that you and the faculty member can come up with an alternate plan.
4. Ask clarifying questions if unsure of expectations.
5. Challenge yourself to become a life-long learner. It is a wonderful thing to be a life-long learner. Learning new ideas and concepts is exiting.
6. Write papers that reflect meeting objectives and scholarly work using APA format.
7. Support your ideas and opinions with reference citations using evidence-based supporting information when writing papers.
8. Seek university resources to help you write in a scholarly manner. It is not unusual for nursing students who are returning to school to have struggles with writing. Nurses are socialized to write in bullet points, checklists, and one word ideas. Use and outline when developing your paper and plan to finish with enough time to get feedback from the writing center.
9. Write scholarly papers in third person. According to APA, there are some exceptions to this and your faculty will let you know if it is ok to write in first person. The APA manual has some great suggestions for ways to write in the third person which do not use, ‘this writer’ or ‘this author’ all the time.

10. Provide feedback for identifying your optimal method of learning. It is the faculty members’ position to provide you with feedback and empower you to have a good learning experience.

11. Read the assignments in the course. The assigned readings are critical to your understanding and mastery of the knowledge and skills you need as an advanced nurse practitioner. Please keep in mind that this is minimal reading and that you need to develop and embrace reading as a way to continually expand your worldview.

12. Integrate evidence-based practice that is essential to professional nursing.