



HealthCare Management

CERTIFICATE PROGRAM

**VERMONT
TECH**

 **TECHNOLOGY
EXTENSION
DIVISION**

Is your organization prepared for:

- >> Technologies that change the way healthcare is delivered?
- >> The increasing importance of the patient experience?
- >> The possibility that employer-based insurance will decline or even disappear?
- >> The imperative of optimal physician–hospital relationships?
- >> Growing un- and under-insured populations?
- >> The globalization of healthcare?

Hospitals and health systems are recognized as among the most complex organizations in the world—a complexity compounded by the realities of a rapidly changing business environment. Because the delivery of healthcare is a business, savvy healthcare leaders realize they must constantly fine-tune their business knowledge to maximize financial results and achieve a competitive advantage.

Vermont Technical College has worked with many healthcare facilities across New England and around the country to help provide organizational and staff development to help these organizations grow and succeed.

The Healthcare Management Certificate program is designed to provide executive development solutions that focus on management and leadership competencies for healthcare professionals to help them become better managers of the business of medicine—now and in the future.

From enhancing emergency department efficiency to ensuring the right talent in the right places to improving patient safety, the challenges faced by your healthcare organization are unique.

This new and innovative program offers business strategies tailored to the specialized needs of executives and administrative leaders in health systems, medical centers, hospitals, private or group practices, assisted living facilities and other healthcare organizations.



Program Format

Making it easier for healthcare professionals to fit the program into their busy schedules, each of the six courses is only six weeks long and meets just one day a week.

Working with a cohort of colleagues from various healthcare organizations, each course provides the theoretical framework of the topic, selected examples and case studies from the industry, case illustrations from healthcare organizations, and opportunities to apply new concepts and tools to meet your particular organizational needs and issues.

All of the courses have supplemental reading which may include case studies, white papers or surveys. Each participant will receive a certificate at the completion of the program and may apply the credits to a degree program.

For more information, please contact the program administrator.

Learning Experience

This comprehensive general management program is uniquely designed for people managing healthcare organizations. Led by Vermont Tech's experienced faculty, best practices are merged into a series of six courses that will help participants:

- Build successful coalitions of clinicians, administrators and staff
- Align the incentives of all the stakeholders
- Recognize strategic opportunities
- Increase organizational throughput
- Manage and create value across “silos”
- Understand your customers
- Lead change

Who will benefit from this program? Allied health professionals, physicians, nurse leaders and administrators in health systems, hospitals, group practices, assisted living facilities and other healthcare organizations will benefit from the business strategies and leadership development skills presented. This program series is ideal for the busy professional in need of professional skills delivered in a condensed and succinct format.



Course Descriptions

BUS-2351 Business Leadership I: Learning to Lead in Healthcare

SPRING SEMESTER (3 CR.): CAROL BUCHDAHL

This course examines how leaders in high performing business organizations create and sustain business values, set directions, establish performance expectations, focus on customers, and set up systems that promote performance excellence. The course emphasizes principles of quality leadership, customer service, and performance management.

BUS-2020 Principles of Management

SPRING SEMESTER (3 CR.): ALLAN RODGERS

Students will understand styles and roles of effective management in today's workplace. Both classic and modern topics will be included. Emphasis will be placed on the anatomy of organizations and the evolution of management theories through today's Total Quality concepts. Traditional topics include motivation, group dynamics and organizational culture. Emerging topics include self-managed teams, coping with stress, and diversity in the workplace. Three hours of lecture per week. Prerequisite: None.

BUS-1010 Introduction to Business: A to Z – Accounting to...

FALL SEMESTER (3 CR.): ALLAN RODGERS

The focus of this course is to survey the interconnected disciplines of management, marketing, finance, and information technology, and to facilitate college success strategies such as notetaking, time management, test taking, and study skills. Students will develop effective oral and written communication, critical thinking, problem solving, and interpersonal skills necessary to succeed in a business environment. Three hours of lecture per week. Prerequisite: None.

BUS-3250 Organizational Behavior and Management: Healthcare and Systems Thinking

SUMMER SEMESTER (3 CR.): CAROL BUCHDAHL

This course helps students develop an understanding of how individuals and groups act in organizations and how organizations manage their environments. Prerequisite: BUS-2020.

BUS-2410 Human Resources Management: Talent Management in Healthcare

SUMMER SEMESTER (3 CR.): DON KELPINSKI

This course emphasizes selecting, training, and evaluating personnel; wages, benefits, and bargaining units; motivation, morale, and human relations; and personnel problems in the workplace. Three hours of lecture per week. Prerequisite: None.

BUS-3410 Business Ethics: Legal Issues in Healthcare

FALL SEMESTER (3 CR.): MULTIPLE SESSIONS

This course is designed to develop an awareness of ethical issues in organizations and reflect upon the values underlying policy making and operational decisions. In this process students will need to reflect upon their personal values and the sources of ethical standards in today's culture. The ultimate goal of the course is to underscore ethical concerns as a basic and articulated part of organizational culture. Students will be required to write a formal research paper on a topic related to business ethics. Three hours of lecture per week. Prerequisite: ENG-1061 or equivalent.

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The Faculty

CAROL BUCHDAHL, RN, M.ED.

Carol Buchdahl has been consulting for business and industry over the past 10 years as an organizational educator, trainer, and curricula developer. Carol's areas of expertise are in leadership and executive performance, teamwork, change management, and creativity and innovation. She has served as a representative in the Vermont Legislature, where she sat on the Commerce Committee. She received master trainer certification for AchieveGlobal and PDP certification in Business Performance Trait Profiling.

Carol is a certified trainer of Malcolm Baldrige Quality Concepts for use in business and a certified career development facilitator. She has an administrator's license in education from the State of Vermont. A registered nurse, Carol received her A.S. from the University of Vermont, a B.S. from Johnson State College, and an M.A. in curriculum development from JSC.

ALLAN RODGERS

Allan Rodgers is an organizational consultant and an associate professor at Vermont Technical College. Allan teaches and consults in the areas of small business/entrepreneurship, strategic planning, organizational behavior, leadership development, project management, human resources management, and operations management. He served as president of Vermont Tech for five years.

During his tenure, Allan opened the new Williston campus, which now accounts for nearly one-third of the college's enrollment, transferred the Dental Hygiene Program from UVM, and expanded enrollment by 25 percent, while continuing the college's 98 percent job placement rate. He was founder and CEO of Engineered Thermal Systems, Inc.

(now, Lydall Westex) in St. Johnsbury, Vt., a manufacturer of automotive components, ISO & QS 9000 certifications and a recipient of the Chrysler Gold PentaStar award for five consecutive years. Prior to ETS, Allan was vice president of product development for EHV-Weidmann Industries, a manufacturer of high voltage electrical insulation. Allan received his M.B.A. from Boston University with a concentration in marketing and marketing research, and his B. A. in Japanese literature from the University of Massachusetts, Amherst. He is a 2009 M.Ed. candidate at the University of Massachusetts, Boston, with a concentration in instructional design.

DON KELPINSKI

Don Kelpinski served as the director of the Vermont Small Business Development Center from 1992 to 2008. He has more than 25 years of management experience in the public sector, including 27 years with the U.S. Postal Service, from which he retired in 1992, shortly before taking his job with the SBDC. Though he retired from the SBDC in January, he continues there as a part-time counselor working on special projects, and he teaches classes.

Kelpinski completed the PMD program at Harvard Graduate Business School, holds an MPA in organizational development from New York University, a B.A. in industrial psychology from Central Connecticut State University and has completed the executive development program at Duke University. A Marine Corps Vietnam War veteran, Kelpinski is married with three grown children and six grandchildren. He lists as his hobby being "addicted to old cars."

GUEST LECTURERS

For more information please contact:

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