

**HPAM – GP 1833**

**Health Services Management**

**Fall 2021**

# Instructor Information

* Professor John Donnellan
* Email: [john.donnellan@nyu.edu](mailto:john.donnellan@nyu.edu)
* Office Hours: by appointment
* Students are encouraged to email me at any time.

# Course Information

* Class Meeting Times: Wednesdays, 6:45pm – 8:25pm, September 8 – December 8, 2021
* Location: Tisch Hall, Rm LC3, 40 West 4th Street, New York. NY, 10012

# Course Prerequisites

* CORE-GP 1020 Managing Public Service Organizations
* HPAM-GP 1830 Introduction to Health Policy & Management

Students who have not completed the prerequisites must have work experience in health care organizations and must obtain permission to enroll in the course.

# Course Description

All MPA students specializing in health care management are required to complete HPAM-GP 1833. This course aims to improve your ability to effectively manage and lead health service organizations. We examine a range of key challenges that managers must address to optimize organizational performance, including questions of mission, vision, and strategy ("What areas or activities should we be working in?") and questions of organizational design and operations ("How can we perform effectively in this area?").

To deal effectively with these challenges, you will develop knowledge and skills in: setting and aligning goals with the organization’s mission; handling complex trade-offs between demand for services and resource constraints; defining measures of success; improving work processes; motivating diverse stakeholders; dealing with ethical dilemmas; leading organizational change; and managing in environments in transition. In short, the course emphasizes the multiple, related requirements of the leader/manager's job: analysis, problem-solving, and action.

# Course and Learning Objectives

At the end of the course students will have acquired the knowledge base and skills set to:

1. Apply the principles of evidence-based management to decision-making in a healthcare organization.
2. Evaluate the governance, organization and accountability structures of healthcare organizations.
3. Critically evaluate clinical, financial and strategic performance in acute and chronic care delivery systems.
4. Implement performance control and accountability systems.
5. Design strategic and marketing plans for health care organizations.
6. Understand how health care organizations assess and adapt to change, and evaluate health care strategic and marketing plans.
7. Apply ethical principles to clinical and administrative decision-making in health care organizations.
8. Actively manage their careers in health management.
9. Work productively with others on team projects by using critical thinking and written and oral communication skills.

## Key Competencies Addressed in the Course

Assignments and participation in class and case study discussions in this course will be used to assess progress against the competencies listed below. No student will receive a B or higher without demonstrating satisfactory progress toward mastery of each competency. The level of competency expected to be achieved is denoted in brackets according to the following key:

* + [1] = Basic: Foundational understanding of knowledge/skill/competency
  + [2] = Intermediate: Student demonstrates greater depth of understanding of this knowledge/skill/competency and can use this ability to analyze a problem
  + [3] = Advanced: Student demonstrates expertise in this knowledge/skill/competency and can use this ability to evaluate, judge, and synthesize information

Learning Assessment Table

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| --- | --- | --- | --- |
| **Program Competency** | **Corresponding Course Learning Objective** | **Corresponding Assignment Title** | **Level of Competency Expected to Achieve via the Assignment** |
| The ability to manage teams, projects and people; to work in change-oriented healthcare organizations; and mentor a diverse and changing work force | #4, #9 | Team Paper, Case Study Discussions | 2 |
| The ability to hold people accountable to standards of performance and assure organizational, professional and ethical compliance | #2, #4, #7 | Individual Paper, Case Study Discussions | 3 |
| The ability to draw implications and conclusions to develop an evolving vision that leads to organizational viability | #1, #6 | All assignments | 2 |
| The ability to use information systems and evidence-based management principles for problem-solving, strategic planning and decision-making,  and measuring change | #1, #3, #6 | Individual Paper, Team Paper, Case Study Discussions | 2 |
| The ability to present convincingly to individuals and groups the evidence to support a point of view, position or recommendation | #1, #9 | Individual Paper, Team Paper | 2 |
| The ability to engage in continuous learning; to reflect on and assess one’s strengths and developmental needs; to seek feedback from others; and establish and sustain a  professional development network | #8 | Individual Paper, Team Paper | 3 |

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| **Program Competency** | **Corresponding Course Learning Objective** | **Corresponding Assignment Title** | **Level of Competency Expected to Achieve via the Assignment** |
| The ability to understand and apply legal and ethical principles to managerial and leadership decisions affecting healthcare organizations | #7 | Case Study Discussions | 2 |
| The ability to align human resource capacity and practices and processes with strategic organizational goals | #2 | Team Paper | 2 |
| The ability to measure, monitor and improve safety, quality, access and system care delivery processes in healthcare organizations | #2, #4 | Individual Paper | 2 |
| The ability to assess population and community health needs from a public service perspective | #1 | Individual Paper, Team Paper, Case Study Discussions | 1 |
| The ability to synthesize evidence, and apply statistical, financial, economic and cost effectiveness methods in organizational analysis | #3 | Individual Paper, Team Paper | 2 |
| The ability to communicate and interact productively in a diverse and changing industry, workforce and citizenry | #9 | Individual Paper, Team Paper, Case Study Discussions | 3 |

# Learning Methods

* Teaching methods include:
  + Knowledge transfer though assigned readings, lectures and in-class/online discussion
  + Work/career simulation exercises through case studies (reading, analysis, in- class/online discussion and faculty feedback) and individual and team assignments
  + Skill development though reflective learning and completion of written assignments.

Class discussion and debate are essential to this course. Students are expected to attend all sessions and come prepared to participate in the discussion of topics outlined for each course session.

# Required Textbooks and Readings

Students are expected to read the chapters and articles listed in the syllabus each week. The primary texts used in the course are:

* Required Texts (Note: Textbooks may be purchased but are also made available at no cost via Bobst ebrary. Links to textbooks are provided on the NYU Brightspace course site):
  + McAlearney AS, Kovner AR eds. **Health Services Management: A Case Study Approach.** 11th ed. Chicago, IL: Health Administration Press, 2018. (MK11)
  + Berwick DM**. Promising Care: How We Can Rescue Health Care by Improving It**. San Francisco, CA: Jossey-Bass; 2014. (DB)
  + Griffith J and White K. **Reaching Excellence in Healthcare Management.**

Chicago, IL: Health Administration Press, 2011. (GW)

* Other texts that you may find of value and can serve as a resource:
  + Berry LL, Seltman KD. **Management Lessons from the Mayo Clinic**. New York, NY: McGraw Hill; 2008.
  + Christensen CM Grossman JH, Hwang J. **The Innovator’s Prescription: A Disruptive Solution for Health Care**. New York, NY: McGraw-Hill; 2009.
  + Kovner AR, D’Aunno T, eds**. Evidence-based management in healthcare: principles, cases and perspectives**. 2nd ed. Chicago: AUPHA/HAP; 2017
  + Muller JZ. **The tyranny of metrics**. Princeton NJ: Princeton University Press; 2018

All assigned readings that are not included in the McAlearney/Kovner, Berwick, and Griffith/White textbooks are posted on NYU Brightspace.

# Detailed Course Overview

## Session 1 – September 8, 2021

### Topics: Course Expectations and Evidence-Based Management

* Course Expectations/Syllabus
* Organizational Control
* Evidence-Based management

### Discussion Questions:

* What does it mean to manage and lead a health care organization?
* What is evidence-based (EBM), and what factors influence managerial use of EBM?

### Required Case:

* Kaplan D. Case 1: The Search Begins for the Next Faculty Practice Administrator for the Department of Surgery. In MK11: 33-47.

### Required Readings:

* Barends E, Rousseau DM, Briner RB. Chapter 1 – Evidence-based management: the basic principles. In: Kovner AR, D’Aunno T, eds**. Evidence-based management in healthcare: principles, cases and perspectives**. 2nd ed. Chicago: AUPHA/HAP; 2017: 3-20. On NYU Brightspace.
* Berwick DM. Chapter 12 – You decide. In DB: 195-203.
* D’Aunno T. Chapter 6 – Barriers to the use of evidence-based management in healthcare and how to overcome them. In: Kovner AR, D’Aunno T, eds. **Evidence- based management in healthcare: principles, cases and perspectives** . 2nd ed. Chicago: AUPHA/HAP; 2017: 107-121. On NYU Brightspace.

### Additional reading that you may find of value:

* Griffith JW. Chapter 3 – The Baldrige: what we’ve learned from the most rigorous evidence based management in healthcare organizations. In: Kovner AR, D’Aunno T, eds. Evidence-based management in healthcare: principles, cases and perspectives. 2nd ed. Chicago: AUPHA/HAP; 2017: 47-61. On NYU Brightspace.

## Session 2 – September 15, 2021

Topics: Organizational Control - Governance, Information and Incentives

* Governance
* Using information to improve performance
* Using incentives to improve performance

### Discussion question:

* How should a governing board measure organizational and CEO performance?

### Required Case:

* Kovner AR. Case 16: Financial reporting to the Board. In MK11: 128-132.

### Forum Discussion - Case 16 (Financial Reporting to the Board). Assignment (post your comments in advance of Session 2 on the Forum Discussion Page):

* What are the strengths & weaknesses of Sam Brown’s e-mail?
* What are the strengths & weaknesses of Larry Dolan’s reply?
* What information should CFO Larry Dolan deliver to the Board?

### Required Readings:

* Berwick DM. Chapter 6 - Eating soup with a fork. In DB: 101-121.
* Dolan RW, Nesto R, et al. Results, knowledge, and attitudes regarding an incentive compensation plan in a hospital based, academic, employed physician multispecialty group. J Healthcare Management. 2017; 62(2): 120--135. On NYU Brightspace.
* James BC, Savitz LA. How Intermountain trimmed health care costs through robust

quality improvement efforts. Health Affairs. 2011; 30(6): 1185-1191. On NYU Brightspace.

* Mauboussin M. The true measure of success. Harvard Business Review. 2012; 90(10):

46-56. On NYU Brightspace.

* Muller JZ. **The tyranny of metrics**. Princeton NJ: Princeton University Press; 2018; Chapter 9 – Medicine: 103-123. On NYU Brightspace.
* Spath PL. Taming the measurement monster. Frontiers of Health Services Management. 2007; 23(4): 3-14. On NYU Brightspace.

### Additional readings that you may find of value:

* Griffith J, White K. Creating Excellent Governance. In GW: 61-80.
* Hancock B, Hioe E, Schaninger B. The fairness factor in performance management. April 2018; McKinsey & Co. On NYU Brightspace.
* Jha A, Epstein A. Hospital governance and the quality of care. Health Affairs. 2010; 29(1): 182-187. On NYU Brightspace.
* Inamdar I, Kaplan R. Applying the balanced scorecard in healthcare provider organizations. J Healthcare Management. 2002; 47(3): 179-195. On NYU Brightspace.
* Peisert KC. Governance insights: Boards’ practices evolving. Healthcare Executive. 2016; 31(2) 78-80. On NYU Brightspace.
* Rosenthal MB, Dudley RA. Pay for Performance: will the latest payment trend improve care? JAMA. 2007; 297 (7): 740-4. On NYU Brightspace.

## Session 3 – September 22, 2021

### Topic - Organizational Design: Managing Acute Care

* Structuring organizations for effective delivery
* Managing Inpatient care
* Disruptive innovation in healthcare

### Discussion question:

* What is the relationship between organizational design and performance in health care delivery settings?

### Required Cases:

* Anonymous. Case 51: Letter to the CEO. In MK11: 348-355.
* Warriach H, Robbins A, Goldman D, Pourat N. [Room for Debate: hospitals that feel like](http://www.nytimes.com/roomfordebate/2016/08/22/hospitals-that-feel-like-hotels) [hotels.](http://www.nytimes.com/roomfordebate/2016/08/22/hospitals-that-feel-like-hotels) The New York Times. August 22, 2016. Link to URL (below) is also provided on NYU Brightspace. [http://www.nytimes.com/roomfordebate/2016/08/22/hospitals-that-](http://www.nytimes.com/roomfordebate/2016/08/22/hospitals-that-feel-like-hotels) [feel-like-hotels](http://www.nytimes.com/roomfordebate/2016/08/22/hospitals-that-feel-like-hotels)

### Forum Discussion - Case 51 (Letter to the CEO). Assignment (post your comments in advance of Session 3 on the Forum Discussion Page):

* What organizational factors contributed to the poor experiences of this patient and his spouse?
  + i.e. – What are the root causes?
* What should change in the organization of care to ensure that future patients do not have similar experiences?

### Required Readings:

* Berwick DM. Chapter 1 - My right knee. In DB: 1-24.
* Christensen CM Grossman JH, Hwang J. **The Innovator’s Prescription: A Disruptive Solution for Health Care**. New York, NY: McGraw-Hill; 2009. Chapter 3: Disrupting the hospital’s business model. 73-110. On NYU Brightspace.

### Additional reading that you may find of value:

* Griffith J, White K. Foundations of Excellent Care. In GW: 80-103.

## Session 4 – September 29, 2021

### Topic - Organizational Design: Managing Primary & Chronic Care

* Primary care delivery
* Chronic disease care

*Due this week – Assignment 1: Control Paper*

### Discussion question:

* How does managing chronic disease care vary from managing acute care delivery?

### Required Case:

* Kovner A. Case 28: How Disruptive Should We Be? In MK11: 206-207.

### Required Readings:

* Berwick D. Chapter 7: What patient-centered should mean: confessions of an extremist. In DB: 123-135.
* Christensen CM Grossman JH, Hwang J. **The Innovator’s Prescription: A Disruptive Solution for Health Care**. New York, NY: McGraw-Hill; 2009. Chapter 5: Disruptive solutions for the care of chronic disease. 149-182. On NYU Brightspace.
* Kizer KW. Clinical integration: a cornerstone for population health management. J

Healthcare Management. 2015; 60(3): 164-168. On NYU Brightspace.

### Additional readings that you may find of value:

* Crabtree B, Nutting PA, et al. Summary of the national demonstration project and recommendations for the patient-centered medical home. Annals of Family Medicine. 2010; 8 (suppl 1): S80-S90. On NYU Brightspace.
* Kaissi A, Shay P, Roscos C. Hospital systems, convenient care strategies, and

healthcare reform. J Healthcare Management. 2016; 61(2): 148-163. On NYU Brightspace.

* Rundall TG, Shortell SM, et al. As good as it gets? Chronic care management in nine

leading U.S. physician organizations. British Medical Journal. 2002; 325: 958-961. On NYU Brightspace.

## Session 5 – October 6, 2021

### Topic - Professional Integration: Managing with Clinicians

* Designing organizations for effective relationships between clinicians and managers
* Supporting front-line workers

### Discussion question:

* What are the productive and unproductive tensions in the relationships between managers and clinicians?

### Required Cases:

* Kovner A. Case 30: Where the rubber hits the road: Physician-Phelps Hospital relationships. In MK11: 221-228.
* Helmreich RL. *BMJ Medical Error Case Study.* On NYU Brightspace.

### Forum Discussion - Case 30 (Where the rubber hits the road: Physician-Phelps Hospital relationships). Assignment (post your comments in advance of Session 5 on the Forum Discussion Page):

* What are the financial problems facing Phelps Hospital (in 2010)?
  + How does this affect the medical staff?
* What are the non-financial problems at Phelps affecting physician-hospital relations?
  + How does this affect the medical staff?
* What does the CEO (Keith Safian) want to do?
* What does the Medical Staff want done?
* What do you suggest be done?

### Required Readings:

* Berwick D. Chapter 10: The epitaph of profession. In DB: 165-175.
* Tucker, A and Edmonson, A. Why hospitals don’t learn from failures: organizational and psychological dynamics that inhibit system change. California Management Review. 2003; 45(2): 55-72. On NYU Brightspace.
* Janus K. The effect of professional culture on intrinsic motivation among physicians in

an academic medical center. J Healthcare Management. 2014; 59(4): 287-304. On NYU Brightspace.

### Additional readings that you may find of value:

* A New Era of Nursing: Transforming Care at the Bedside. The Robert Wood Johnson Foundation and the Institute for Healthcare Improvement. 2006. On NYU Brightspace.
* Griffith J, White K. The Physician Organization. In GW: 105-128.
* Griffith J, White K. Nursing. In GW: 129-150.
* Lemak CH, Cohen G, Erb N. Engaging primary care physicians in quality improvement: lessons from a payer-provider partnership. J Healthcare Management. 2013; 58(6): 429-443. On NYU Brightspace.
* Berry LL. Team based care at Mayo Clinic: a model for ACOs. J Healthcare

Management. 2014; 59(1): 9-13. On NYU Brightspace.

## Session 6 – October 13, 2021

### Topic: Models of Accountable Organizations

* Accountability in health care delivery
* Models of accountable health care programs

### Discussion question:

* What can managers do to move their healthcare organizations toward best available results for quality, access and cost/value?

### Required Case:

* Oliver A. Public sector health care reforms that work? A case study of the U.S. Veterans Administration. Lancet. 2008; 371: 1211-13. On NYU Brightspace.

### Forum Discussion - Case Study of VA. Assignment (post your comments in advance of Session 6 on the Forum Discussion Page):

* Is the VA model implemented by Kizer (as described by Oliver) transferrable to US Healthcare?
* How does this align with Larson’s description of Group Health Cooperative of Puget Sound?

### Required Readings:

* Berwick D. Chapter 14 – New health system – new professionalism. In DB: 223-234.
* Gawande A. Annals of Medicine: the checklist: if something so simple can transform care, what else can it do? The New Yorker. December 10, 2007. On NYU Brightspace.
* Larson EB. Group Health Cooperative: One coverage and delivery model for accountable care. New England Journal of Medicine. 2009; 361(17): 1620-1622. On NYU Brightspace.
* McCarthy D. Integrative models and performance. In: Kovner A, Knickman J, eds.

**Health Care Delivery in the United States**. 10th ed. New York, NY: Springer; 2011: 205-231. On NYU Brightspace.

### Additional readings that you may find of value:

* Oliver A. The Veterans Health Administration: An American success story? The Milbank Quarterly; 2007, 85(1):5-35. On NYU Brightspace.
* Kizer KW, Jha, AK. Restoring trust in VA Health Care. New England Journal of Medicine. Online edition. June 4, 2014; 10.1056/NEJMp1406852. On NYU Brightspace.
* McWilliams JM, Hatfield LA, et al. Early performance of accountable care organizations in Medicare. New England Journal of Medicine. 2016; 374(24): 2357-2366. On NYU Brightspace.
* Sandman D. A new start for the VA. The Huffington Post; February 14, 2017. On NYU

Brightspace.

* Wilensky GR. The VA continues to struggle – especially in terms of improved access. The Milbank Quarterly. 2016; 94(3): 452-455. On NYU Brightspace.

## Session 7 - October 20, 2021

### Topic – Social & Environmental Responsibility

*Due this week - Assignment 2: Organizational Design Paper*

### Required Reading:

* Berwick D. Chapter 5 – A message for Ramesh. In DB: 89-100.
* Donnellan J, Thiel C. The ethical foundation for environmental responsibility. Healthcare Executive. 2019; 34(1): 46-48. On NYU Brightspace.
* Schoen J, Chopra V. The harm we do: the environmental impact of medicine. Journal of Hospital Medicine. 2018*.* 13(5): 353-355. On NYU Brightspace.

### Additional readings that you may find of value:

* Macpherson CC, Hill, J. Are physicians required to lead environmental sustainability efforts in health care organizations? AMA Journal of Ethics. 2017; 19(12): 1164-1173. On NYU Brightspace.
* Thiel C, Eckelman M, Guido R et al. Environmental impacts of surgical procedures: life

cycle assessment of hysterectomy in the United States. Environ Sci Technol. 2015: 49: 1779-1786. On NYU Brightspace.

* Thiel C, Horowitz L. Improving value in health care through comprehensive supply

optimization. JAMA. 2019; 322(15): 1451-1452. On NYU Brightspace.

## Session 8 – October 27, 2021

### Topic - Strategy

* Strategic planning
* Meeting community health needs

### Discussion question:

* What are the main obstacles in implementing strategic plans, and how may these be overcome?

### Required Case:

* Zuckerman AM, Golden R. The scale imperative for Academic Medical Centers: Part 2 – Case Study. Journal of Healthcare Management. 2015; 60(2): 86-90. On NYU Brightspace.
* Foreman, S. Montefiore Medical Center in the Bronx, New York: Improving Health in an

Urban Community. Academic Medicine. 2004; 79(12): 1154-1161. On NYU Brightspace.

### Forum Discussion - Case Study of Montefiore Medical Center. Assignment (post your comments in advance of Session 8 on the Forum Discussion Page):

* Why was Montefiore able to be so successful given the payer mix of the people they serve?
* What do you think about the decision to create the Mosholu Development Corporation?
* What are the strategic decisions that Montefiore should be considering now? What partnerships should they consider to further their mission and vision?

### Required Readings:

* Berwick D. Chapter 11 – Squirrel. In: DB: 177-194.
* Gawande A. Annals of Medicine: The Cost Conundrum. The New Yorker. June 1, 2009. On NYU Brightspace.
* Johnson MW, Christensen CM, et al. Reinventing your business model. Harvard Business Review. 2008; 86(12): 50-59. On NYU Brightspace.
* Zuckerman AM, Golden R. The scale imperative for Academic Medical Centers: Part 1 – Approach. Journal of Healthcare Management. 2015; 60(1): 8-13. On NYU Brightspace.
* Zuckerman AM. Successful strategic planning for a reformed delivery system. Journal of Healthcare Management. 2014; 59(3): 168-172. On NYU Brightspace.

### Additional readings that you may find of value:

* Begun J, Heatwole KB. Strategic cycling: shaking complacency in healthcare strategic planning. Journal of Healthcare Management. 1999; 44(5): 339-351. On NYU Brightspace.
* Kaissi AA, Begun JW. Fads, fashions, and bandwagons in health care strategy. Health

Care Management Review. 2008; 33(2): 94-102. On NYU Brightspace.

## Session 9 – November 3, 2021

### Topic - External Marketing

* Marketing to the public

### Discussion question:

* What kinds of marketing work best for increasing market share?

### Required Case:

* McAlearney A. Case 48: Disparities in care at Southern Regional Health System. In MK11: 331--333.

### Forum Discussion - Case 48: Disparities in care at Southern Regional Health System. Assignment (post your comments in advance of Session 9 on the Forum Discussion Page):

* What should Theo Hanks do now?
* What reactions might he get from:
  + The board?
  + The executive team?
  + The clinical staff?
  + The community?
* How can he raise awareness?
* How can he create an urgency for change?

### Required Reading:

* Berry L, Bendapudi N. Clueing in Customers. Harvard Business Review. 2003; 81(2): 100-106. On NYU Brightspace.
* Gawande, A. Annals of Medicine: The Bell Curve: What Happens When Patients Find Out How Good Their Doctors Really Are?” The New Yorker. December 6, 2004. On NYU Brightspace.

### Additional reading that you may find of value:

* Andreasen A, Kotler P. Segmentation, targeting and positioning. In: Andreasen A, Kotler

P. **Strategic Marketing for Nonprofit Organizations**, 7th ed. Upper Saddle River, NJ: Prentice Hall; 2008: 137-165. On NYU Brightspace.

## Session 10 – November 10, 2021

### Topic - Internal Marketing

* Marketing to front-line workers in the organization;
* facilitating organizational change from within.

### Discussion question:

* How does management get a diverse workforce to buy-in to new organizational goals such as “the patient comes first”?

### Required Case:

* McAlearney AS. Case 41: Challenges for Mammoth Health System: becoming the best around. In: MK11: 270-279.

### Forum Discussion - Case 41: Challenges for Mammoth Health System. Assignment (post your comments in advance of Session 10 on the Forum Discussion Page):

* Briefly describe an internal marketing plan that CEO Northrop can bring to:
* The Board
* Clinical and administrative leadership
* Staff

### Required Readings:

* Deschamps C, Rinfret N, Lagrace MC, Prive C. Transformational leadership and change: how leaders influence their followers’ motivation through organizational justice. Journal of Healthcare Management. 2016; 61(3): 194-213. On NYU Brightspace.
* Studer Q. Build a culture around service. In **Hardwiring Excellence**. Gulf Stream FL:

Fire Starter; 2003: 74-106. On NYU Brightspace.

* Radick L. Improving the patient experience: every interaction matters. Healthcare Executive. 2016; 31(6): 33-38. On NYU Brightspace.

### Additional readings that you may find of value:

* Griffith J, White K. Human Resources Management. In GW: 220-243.
* Adelman K. Promoting employee voice and upward communication in healthcare: the CEO’s influence. Journal of Healthcare Management. 2012; 57(2): 133-148. On NYU Brightspace.
* Nelson WA, Huang A. Discrimination and patient-centered care. Healthcare Executive.

2017; 32(2): 54-56. On NYU Brightspace.

## Session 11 – November 17, 2021

### Topic: Creating a High Performance Organization Due this Week - Assignment 3 - Strategy Paper

Discussion question:

* How were internal marketing principles successfully employed by North Shore-LIJ (now Northwell Health) in its transformation to a high-performance learning organization?

### Required Cases:

* Lamoureux K. Changing the Way Top Talent is Managed in Health Care: Building a High-Performance Culture at North Shore-Long Island Jewish Health System. Bersin & Associates; February 2007. On NYU Brightspace.
* Agoritsas S, Barden A, Gierlinger S. Case 21: Implementing the Office of Patient and

Customer Experience at Northwell Health® In MK11: 168-176.

### Required Readings:

* Hamel G, Zanini M. Build a change platform, not a change program. McKinsey & Co.; October 2014. On NYU Brightspace.
* McAlearney AS, Robbins J, Garman AN, Song P. Implementing high-performance work practices in healthcare organizations: qualitative and quantitative evidence. J Healthcare Management. 2013; 58(6): 446-462. On NYU Brightspace.

### Additional reading that you may find of value:

* Griffith J, White K. Internal Consulting. In: GW: 282-305.

## Session 12 – November 24, 2021

### Topic: Organizational Ethics

* Ethical issues in healthcare organizations

### Discussion question:

* How does institutional culture and ethics shape strategic planning and decision-making in healthcare organizations?

### Required Case:

* Song P, McAlearney A. Case 56: What benefits the community? In MK11: 393-394.

### Forum Discussion – Case 56: What benefits the community (post your comments in advance of Session 12 on the Forum Discussion Page):

* Who should benefit from a hospital’s “community benefits”?
* How much community benefit should NP hospitals be required to provide??
* What activities should count?

### Required Readings:

* Berwick D. Chapter 13 – The moral test. In DB: 205-221.
* Brinkley RW. The case for values as a basis for organizational culture. Frontiers of Health Services Management. 2013; 30(1): 3-13. On NYU Brightspace.
* Nelson W. An Organizational Ethics Decision-making Process. Healthcare Executive. 2005; 20(4): 9-14. On NYU Brightspace.
* Nelson W. Rethinking the traditional ethics committee. Healthcare Executive. 2017; 32(1): 46-49. On NYU Brightspace.

### Additional readings that you may find of value:

* Griffith J, White K. Building the Culture of Excellence. In GW: 13-33.
* Rosenthal E. Benefits questioned in tax breaks for nonprofit hospitals. New York Times. December 16, 2013. On NYU Brightspace.
* Young GJ, Chou C, Alexander J, et al. Provision of community benefits by tax-exempt US hospitals. NEJM. 2013; 368(16): 1519-1527. On NYU Brightspace.
* Young, GJ. Hospitals in the post-ACA era: impacts and responses. Milbank Memorial Fund; 2017. On NYU Brightspace.

## Session 13 – December 1, 2021

### Topic: Managerial Ethics

* Ethical dilemmas confronted by healthcare leaders

### Discussion question:

* How does a healthcare manager manage ethically?

### Required Cases:

* Clancy M. St Joseph Hospital Case Study. *Arizona Republic*. On NYU Brightspace.
* Kovner AR. Case 52: Whose hospital? In MK11: 355-372.

### Forum Discussion - Case Study: St. Joseph’s Hospital, Phoenix, Arizona. Assignment (post your comments in advance of Session 13 on the Forum Discussion Page):

* Clarify the ethical conflict – does an “ethical” conflict exist?
* What are the circumstances?
* Who are the relevant “stakeholders?
* What are the perspectives of relevant “stakeholders”?

### Required Readings:

* Berwick D. Chapter 15 – To Isaiah. In DB: 235--243.
* Donnellan JJ. A moral compass for management decision making: a healthcare CEO’s reflections. Frontiers of Health Services Management. 2013; 30(1): 14-26. On NYU Brightspace.
* Hofmann PB. To minimize risk, ethics audits are as essential as financial audits. Journal

of Healthcare Management. 2019; 64(2): 74-78. On NYU Brightspace.

### Additional readings that you may find of value:

* American College of Healthcare Executives. Ethics self-assessment. Healthcare Executive. 2016; 31(4): 84-89. On NYU Brightspace.
* Weber L. 2001 **Business Ethics in Healthcare: Beyond Compliance**. Indianapolis: Indiana University Press; 2001: 3-22. On NYU Brightspace.

## Session 14 – December 8, 2021

### Topic: Managing Your Career

Due this Week —Assignment 4: Career Objectives Paper Discussion question:

* Where is health care going; how will this affect your career?

### Required Reading:

* Berwick D. Chapter 2 – Some is not a number, soon is not a time. In DB: 25--44.

### Additional readings that you may find of value:

* Broscio MA. Career management in today’s healthcare environment. J Healthcare Management. 2014; 59(6): 395-398. On NYU Brightspace.
* Friedman L, Kovner AR. 101 Jobs in Healthcare Management. New York, NY: Springer; 2013: 17-24; 317-326. On NYU Brightspace.
* Nutter RW. Give yourself an edge during a job search. Healthcare Executive. 2013; 28(1): 76-79. On NYU Brightspace.
* Tyler JL. Building your resume. In: White KR, Lindsey JS. **Take charge of your healthcare management career**. Chicago, IL; Health Administration Press; 2015: 239-

243. On NYU Brightspace.

# Course Requirements

## Written Assignments

### Assignment 1: Control Paper (Due Session 4 – September 29)

Please select a unit of a health care delivery organization. You may select a department or defined area of a health care organization where you are currently (or have previously been) employed, or an organization with which you are otherwise familiar. You are also free to base your report on a case study featured in McAlearney & Kovner’s Health Services Management. Some cases from that text that work well for this assignment include:

* Case 11 – Moving the Needle: Managing Safe Patient Flow at Yale-New Haven Hospital

(p90)

* Case 12 – Controlling Revolution Health: Management Ownership (p98)
* Case 13 – Reducing Healthcare-Associated Infections at Academic Medical Center: The Role of High-Performance Work Practices (p114)

Based on the case or unit you choose, compose a memo to the attention of a key manager in this unit in which you assess the unit’s performance control system. In your memo, address the following:

* How is the unit performing, and the evidence supporting your valuation?
* The mechanisms of accountability of the manager for achieving objectives. What information is used to measure current performance? What incentives are used to impact the attainment of objectives?
* Evaluate the strengths and weaknesses of the control system.
* Make feasible recommendation to improve the control system. Discuss the opportunities for and constraints to implementation.

Your memo should be 3-5 double-spaced pages in length using 12-point font. Please cite references as appropriate. An appendix may be included but is not required.

### Assignment 2: Organizational Design Paper (Due Session 7 – October 20)

Complete this assignment as a team with your assigned group. You have been hired as consultants to a manager of a health care organization. As with Assignment 1, you may base this assignment on an organization where one or more of you work or with which you are otherwise familiar, or you may base it upon a case study in Health Services Management.

Some cases from that text that work well for this assignment include:

* Case 20 – Improving Organizational Development in Health Services (p159)
* Case 22 – What makes a patient-centered medical home? (p177)
* Case 23 – Quality improvement in an accountable care organization (p189)
* Case 25 – An Evidence-Based Design for Waterford Hospital (p198)

Discuss the current organizational structures, work processes and cultural norms that shape the delivery of health care services and the experience of staff within the organization. To what extent is the organization designed to effectively to achieve high performance on dimensions of clinical quality, value, patient experience and employee satisfaction? Please identify strengths and weaknesses and make recommendations to the manager to improve the organization on these dimensions. Include a discussion of constraints and opportunities for implementation.

Paper should be 6-8 double-spaced pages in 12-point font. Please cite references as appropriate. An appendix may be included but is not required.

### Assignment 3: Strategy Paper (Due Session 11 - November 17)

Please complete this written assignment project as a team with your assigned group. Your task is to develop a strategic plan for a healthcare organization. As with Assignments 1 and 2, you may base this assignment on an organization where one or more of you work or with which you are otherwise familiar, or you may base it upon a case study in Health Services Management. Some cases from that text that work well for this assignment include:

* Case 32 – Getting from good to great: nursing and patient care (p235)
* Case 42 – A home health care dilemma: considering expansion (p279)
* Case 44 – Cultural competency at Marion County Health Center (p317)
* Case 46 – An investment decision at Central Med Health System (p325)

Develop a strategic plan for the unit/department/organization you choose. Please be sure to consider the alignment between department-level and organizational-level strategy in your analysis.

In your paper, examine the following issues:

* What is the organization’s mission? Who does it serve? What is its current performance? If you do not have complete information on the organization’s (or unit’s) performance, describe performance as thoroughly as possible based on your available knowledge from observations and other informal indicators. Be clear about assumptions you are making in these assessments. If you cannot comment on all relevant dimensions of performance, state clearly what important information is unavailable but will need to be ascertained for your strategic plan to be viable.
* Develop three measurable objectives for next year’s performance for the organization (unit) and a rationale for the strategy.
* Identify obstacles to implementing the strategies and recommendations to overcome these obstacles.

Support your findings and the basis for your recommendations with evidence drawn from the literature. You may consult the general management as well as the healthcare management literature; look at systematically conducted management studies as well as more subjective/anecdotal reports. A list of publications and journals you may wish to review include: Health Care Management Review, Healthcare Executive. Journal of Healthcare Management, Journal of the American Medical Association, The New England Journal of Medicine, Journal of Nursing Administration, Health Affairs, Healthcare Financial Management, Medical Care, Medical Care Research and Review, Harvard Business Review, Frontiers of Health Services Management, Joint Commission Journal on Quality and Safety, and Milbank Quarterly.

An excellent tutorial on conducting an effective and efficient literature search is:

* Kaplan-Jacobs S. Acquiring evidence. In: Kovner AR, D’Aunno T, eds. **Evidence- based management in healthcare: principles, cases and perspectives** . 2nd ed. Chicago: AUPHA/HAP; 2017: 85-105. This book chapter is available on our NYU Classes site.

Paper should be 6-8 double-spaced pages for strategic plan using 12-point font.

### Assignment 4: Career Objectives Paper (Due Session 14 -December 8)

Please describe your career objectives for the next 3-5 years and how you plan to achieve them. The goal of this assignment is to create a personalized guide for your professional development. Please include your resume and feel welcome to consider personal factors such as work/family balance as they relate to your professional goals. In your paper, please discuss the following:

* Current managerial experience in terms of roles, skills and style, include an assessment

of your strengths and weaknesses.

* A specific job desired within 3-5 years. If you do not have a target job in mind, please use this assignment as an opportunity to research different career paths and select a job that strongly interests you. What skills and experience are required to be hired for and excel in this desired job?
* A plan to achieve your 3-5-year career goals. Please include your strategy for expanding your skills, strengthening expertise and developing areas of weakness.

Paper should be 3 double-spaced pages in 12-point font.

## Class Participation

This is an interactive course; attendance and participation are essential to learning. Class participation is an important part of the course. Students will be evaluated on engagement in the classroom and on constructive contributions to class discussions.

I do appreciate that there may be infrequent but very good reasons why a student may have to miss a class – work; religious observance; illness; personal emergency; or lateness through no fault of yours. If you will be absent for a session let me know.

Please observe written assignment due dates. Assignments not received by the due date may be penalized up to a full grade (unless prior notification and approval is given).

## GRADING

* Assignment 1: Control Paper
  + Weightage: 25%
  + Due Date: September 29
* Assignment 2: Organizational Design Paper
  + Weightage: 25%
  + Due Date: October 20
* Assignment 3: Strategy Paper
  + Weightage: 25%
  + Due Date: November 17
* Assignment 4: Career Objectives
  + Weightage: 10%
  + Due Date: December 8
* Discussion Participation In-class; Forum)
  + Weightage: 15%
  + Due Date: Throughout

For further information, see grading rubric posted on NYU Brightspace.

# Academic Integrity

Academic integrity is a vital component of Wagner and NYU. All students enrolled in this class are required to read and abide by [Wagner’s Academic Code](https://wagner.nyu.edu/portal/students/policies/code). All Wagner students have already read and signed the [Wagner Academic Oath](https://wagner.nyu.edu/portal/students/policies/academic-oath). Plagiarism of any form will not be tolerated and students in this class are expected to report violations to me. If any student in this class is unsure about what is expected of you and how to abide by the academic code, you should consult with me.

# Henry and Lucy Moses Center for Students with Disabilities at NYU

Academic accommodations are available for students with disabilities. Please visit the [Moses](https://www.nyu.edu/students/communities-and-groups/students-with-disabilities.html) [Center for Students with Disabilities (CSD) website](https://www.nyu.edu/students/communities-and-groups/students-with-disabilities.html) and click on the Reasonable Accommodations and How to Register tab or call or email CSD at (212-998-4980 or [mosescsd@nyu.edu](mailto:mosescsd@nyu.edu)) for information. Students who are requesting academic accommodations are strongly advised to reach out to the Moses Center as early as possible in the semester for assistance.

# NYU’s Calendar Policy on Religious Holidays

[NYU’s Calendar Policy on Religious Holidays](https://www.nyu.edu/about/policies-guidelines-compliance/policies-and-guidelines/university-calendar-policy-on-religious-holidays.html) states that members of any religious group may, without penalty, absent themselves from classes when required in compliance with their religious obligations. Please notify me in advance of religious holidays that might coincide with exams to schedule mutually acceptable alternatives.