COURSE SYLLABUS

This course is intended for graduate students and focuses on the management of health services and health care organizations.

Course Prerequisites:

- P11.1020 - Managing Public Service Organizations
- P11.1830 - Health and Medical Care

Students lacking the prerequisites must have work experience in health care delivery organizations.

LEARNING OBJECTIVES

This course is designed to build understanding of core topics in health services management. We will discuss:

- Health services organization and governance, particularly in nonprofit settings.
- The use of evidence-based management in health care.
- The function of performance control systems in health care organizations.
- The measurement and improvement of health care quality.
- Strategic organizational responses to change in the health care industry.
- The management of acute and chronic care delivery systems.
- Models of accountable health care delivery.
- Fundamental responsibilities, challenges and opportunities confronting leaders and managers in health care organizations.
Key competencies addressed in this course include:

- Applying evidence-based management principles to organizational analysis.
- Synthesizing data and employing scientific evidence in managerial decision-making.
- Measuring safety, quality and accessibility of services delivered in health care organizations and developing strategies for their improvement.
- Managing teams, individuals and projects.
- Communicating with a diverse and changing industry, workforce and public.
- Engaging in continuous learning—reflecting on personal strengths and developmental needs, seeking feedback and building a professional development network.

**COURSE READINGS**

**Required Books:**


P11.1833 Course Pack.

**Additional Required Readings:**

Assigned readings that are not included in the required books will be posted on Blackboard.

**Recommended Books** (Available on Reserve at Bobst Library):


Recommended Journals:

In addition to the required and recommended texts, I encourage students to browse recent issues of health care journals that focus on management, such as *Journal of Healthcare Management*, *Health Care Management Review* and *Frontiers of Health Services Management*.

COURSE SESSIONS

**PART A. ORGANIZATIONAL CONTROL IN HEALTH CARE DELIVERY**

**Week 1. September 7: Control I**
- Course expectations and syllabus
- Overview of managing and leading a health care organization
- Principles of evidence-based management in health care
- Discussion question: What is the usefulness of evidence-based management to health care managers?

Kovner, McAlearney and Neuhauser (eds.), *Health Services Management*

Blackboard

**Week 2. September 14: Control II**
- Governance in health care organizations
- Performance measurement in health care
- Using information to improve performance
- Performance incentives
- Discussion question: How should health care leadership measure organizational performance?

Kovner, McAlearney and Neuhauser (eds.), *Health Services Management*
- Spath, P. “Taming the Measurement Monster,” pp. 89-105.

Blackboard

Week 3. September 21: Control III
Guest Lecturer: Sophia V. Agoritsas, MPA
**Senior Administrative Director, Urology, North Shore LIJ Health System**
• Performance management
• Performance improvement from a leadership standpoint
• Discussion question: How should health care leadership manage organizational performance?

Blackboard:

**PART B. ORGANIZATIONAL DESIGN IN HEALTH CARE DELIVERY**

Week 4. September 28: Organizational Design I
• Designing organizations for effective care delivery
• Discussion question: What is the relationship between organizational design and performance in health services settings?

*DUE THIS CLASS – ASSIGNMENT 1: CAREER OBJECTIVES PAPER*


Kovner, McAlearney and Neuhauser (eds.), *Health Services Management*
• Cohn, K., Friedman, L. and Allyn, T. “Tectonic Plates are Shifting: Cultural Change versus Mural Dyslexia,” pp. 219-239.
• Lin, D. “Convenience Care Clinics: Opposition, Opportunity, and the Path to Health System Integration,” pp. 159-173.

Blackboard

Course Pack

Week 5. October 5: Organizational Design II
• Managing chronic disease care
• Patient-centered care and the “medical home”
• Discussion question: Managing organizations or managing care?

Kovner, McAlearney and Neuhauser (eds.), *Health Services Management*
• Struk, C. “Case F: Evidence-Based Quality Care in a Home Care Organization,” pp. 124-137.

Blackboard

Week 6. October 12: Organizational Design III
• Characteristics and challenges of management—clinician relationships in health care
• Discussion question: What do clinicians expect from health care organizations and why are these expectations challenging to meet?
Kovner, McAlearney and Neuhauser (eds.), *Health Services Management*

- Weiss, J. “Short Case 13: A Hospitalist Program for Plateau University Hospital,” pp. 204-207.

Blackboard


**Week 7. October 19: Organizational Design IV**

- Meaning of accountability in health care delivery
- Models of accountable health care programs
- Discussion question: What opportunities exist to increase the accountability of health care organizations on quality, safety, access and cost?

**DUE THIS CLASS – ASSIGNMENT 2: CONTROL PAPER**

Kovner, McAlearney and Neuhauser (eds.), *Health Services Management*


Blackboard

PART C. ORGANIZATIONAL STRATEGY AND ADAPTATION

Week 8. October 26: Strategy and Adaptation I

- Strategic planning in health care organizations
- Meeting community/population needs as a health care leader
- Discussion question: What are the main obstacles facing managers seeking to implement strategic plans and how may these be overcome?

Kovner, McAlearney and Neuhauser (eds.), *Health Services Management*

Blackboard

Week 9. November 2: Strategy and Adaptation II

- Marketing health care services to the public
- Discussion question: What types of marketing are most effective for increasing market share in the health care industry?

Kovner, McAlearney and Neuhauser (eds.), *Health Services Management*

Blackboard

Course Pack
Week 10. November 9: Strategy and Adaptation III

- Internal marketing
- Facilitating organizational change as a health care leader
- Discussion question: How does a health care manager change an organization “from good to great”?


Blackboard


Course Pack


Week 11. November 16: Strategy and Adaptation IV

Guest Lecturer: Dr. Andrew W. Brotman, MD

Vice Dean and Senior VP for Clinical Affairs and Strategy, Chief Clinical Officer, NYU Langone Medical Center

- Organizational adaptation, strategic planning and organizational marketing: a leader’s perspective
- Discussion question: What is the role of a health care leader in keeping large and diverse groups of staff and stakeholders – often with conflicting agendas – aligned toward the mission of the health care organization?

Course Pack


PART D. THE PROFESSIONAL MANAGER

Week 12. November 23: The Professional Manager I

- Ethical issues in health care organizations
- Discussion question: How do institutional culture and ethics shape strategic planning and decision-making in health care?

DUE THIS CLASS – ASSIGNMENT 3: STRATEGY PAPER
Kovner, McAlearney and Neuhauser (eds.), *Health Services Management*


Blackboard


**Week 13. November 30: The Professional Manager II**

- Ethical dilemmas confronted by health care leaders
- Discussion question: How does a health care manager manage ethically?

Kovner, McAlearney and Neuhauser (eds.), *Health Services Management*


Blackboard


**Week 14. December 7: The Professional Manager III**

- Managing your career
- Discussion question: Where is the health care enterprise heading and how will this impact your career?

**DUE THIS CLASS – ASSIGNMENT 4: CONSULTANT REPORT**

Kovner, McAlearney and Neuhauser (eds.), *Health Services Management*

- McAlearney, A. “Short Case 4: The First Day,” pp. 75-76.
- Victory, J. “Short Case 5: Mid-Career Change,” pp. 76-78.
WRITTEN ASSIGNMENTS

Assignment 1: Career Objectives Paper  (Due September 28)

Describe your career objectives and how you plan to implement them. Enclose a copy of your resume and include personal factors such as work/family balance as they relate to your professional goals. The outcome of this assignment should be a personalized guide for your professional development. Please share your objectives with a classmate and integrate his or her feedback into your final paper. Discuss the following:

- Current managerial experience in terms of roles, skills and style. Include an assessment of your strengths and weaknesses.
- A specific desired job within 3-5 years. What skills and experience are required to obtain and excel in the desired job?
- A detailed plan to achieve your desired 3-5 year goal. Include your strategy for developing your skills, strengthening expertise and improving on identified weaknesses.

This paper should be 3-5 double-spaced pages in 12-point font.

Assignment 2: Control Paper (Due October 19)

Complete this written assignment as a two-person team. For the health care unit in which one of you works, or for some other health unit, write a memo addressed to the unit director, specifying:

- How well is the unit performing, and how can you tell if the unit is performing well?
- In what ways is the unit’s director accountable for achieving the objectives? What is the information 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 recommendations to improve the control system. Discuss opportunities and constraints for implementation.

This paper should be 6-8 double-spaced pages in 12-point font. An appendix may be included if appropriate.

Assignment 3: Strategy Paper (Due November 23)

Complete this written assignment as a three-person team. Your task is to develop a strategic plan for a small health care organization. This organization can be real or fictitious (but must be reasonably realistic). Include a one-page appendix signed by all members of the team specifying who completed what tasks involved in writing this paper.

In your paper, examine the following issues:

- What is the organization’s mission? Who does it actually serve? What is current performance?
Develop three measurable objectives for next year’s performance for the unit and a rationale for these objectives.

Develop a strategy to achieve each objective and a rationale for the strategy.

Describe obstacles to implementing the strategies and what you recommend to overcome the obstacles.

Prepare a two-page annotated bibliography (8-10 references) that supports your findings and recommendations. Focus on studies in which evidence is analyzed rather than on opinion pieces. You may consult the general management as well as the health care management literature. Specify what the reading is about and why it is or is not useful to the manager.

The Strategy paper should be 8-10 double-spaced pages, including the bibliography. In addition to the appendix listing team members’ names and tasks, additional appendices may be included if appropriate.

You may find the following references useful for the Control and Strategy papers:


For examples of papers in which health care delivery evidence is analyzed, review the following articles in the 7th edition of *Health Services Management* (Kovner and Neuhauser, eds.):


Journals you may wish to review:

- *Academy of Management Review*
- *Health Care Financial Management*
- *Medical Care Review*
- *Health Care Management Review*
- *Harvard Business Review*
- *Frontiers of Health Services Management*
- *Journal of Healthcare Management*
- *Joint Commission Journal on Quality and Safety*
- *Milbank Memorial Quarterly*
- *Journal of the American Medical Association*
- *The New England Journal of Medicine*
- *Health Affairs*
Assignment 4: Consultant Report (Due December 7)

You are a consultant to a manager in a health care organization. This may be a health care organization you are familiar with from your own experience or an organization that appears in a case study in Kovner, McAlearney and Neuhauser’s *Health Services Management*. Discuss the current accountability system and its strengths and weaknesses. Make recommendations to the manager to improve the organizational unit. Include a discussion of constraints and opportunities for implementation.

The report should be approximately 3-5 double-spaced pages in 12-point font. Tables or charts describing current performance and recommended measurement tools should be included as appendices. Cite references as appropriate.

Class Participation

Classroom discussion is a key component of this course. Student performance will be evaluated on engagement in the classroom and constructive contribution to class discussions. Your grade can be adjusted one half-grade based on class participation.

**GRADES**

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<tr>
<th>Assignment</th>
<th>% of Grade</th>
<th>Due Date</th>
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<tr>
<td>Assignment 1: Career Objectives</td>
<td>25%</td>
<td>Week 4, September 28</td>
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<tr>
<td>Assignment 2: Control Paper</td>
<td>25%</td>
<td>Week 7, October 19</td>
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<td>Assignment 3: Strategy Paper</td>
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<td>Week 12, November 23</td>
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<td>Assignment 4: Consultant Report</td>
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<td>Week 14, December 7</td>
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<td>Class Participation</td>
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SUPPLEMENT: ADDITIONAL REFERENCES ON SELECTED TOPICS

Evidence-Based Management

- Five articles appearing in Health Care Management Review Volume 28, Issue 4, October-December 2003:

Organizational Control and Performance Improvement


Organizational Design


Organizational Strategy and Adaptation

Career Objectives
