HEALTH SERVICES MANAGEMENT – Part I

This course is intended for graduate students and is about learning how to manage in health care organizations (HCOs). The prerequisites for this course are:

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

Students lacking the prerequisites must have work experience in HCOs.

RELATED HEALTH MANAGEMENT COMPETENCIES ADDRESSED IN THIS COURSE:

- The ability to examine and synthesize data, use information systems and apply evidence-based management principles to organizational analysis, problem-solving and strategic decision-making
- The ability to measure, monitor and improve safety, quality, access and system/care delivery processes in health care organizations

LEARNING OBJECTIVES:

- At the end of Part I, students will have acquired a knowledge base and skill set that enables evaluation of statistical, financial, economic and cost-effectiveness information and the ability to:
  - Apply the principles of evidence-based management to decision-making in a health care organization.
• Evaluate the governance, organizational and accountability structures of various forms of health care systems, particularly in non-profit organizations.
• Critically evaluate clinical, financial and strategic performance in acute and chronic care delivery systems.
• Implement performance control and accountability systems in health care organizations.

COURSE TEXTS AND RECOMMENDED READINGS:

Required:
• P11.4833 CoursePack.

Recommended: (Available on Reserve at Bobst Library)

Health Care Management Journals:
• The Journal of HealthCare Management. Health Administration Press, One North Franklin Street, Chicago IL, 60606-3451.
• Journal of Health Administration Education. AUPHA, 1911 N Ft. Myer Drive, Arlington VA, 22209.
• Frontiers of Health Services Management. Health Administration Press, One North Franklin Street, Chicago, IL, 60606-3451.
COURSE SESSIONS:

Session 1: Control
- Course Expectations/Syllabus
- Evidence-Based Management
- Readings:
- Discussion Question (DQ): What is the usefulness of evidence-based management to health care managers?

Session 2: Control
- Governance
- Using information to improve performance
- Incentives
- Readings:
  - Spath P. Taming the measurement monster. In: KMN9:89-105.
- DQ: How should health care leadership measure organizational performance?
Session 3: **Organizational Design**
- Managing Acute Care
- Readings:
  - Cohn K, Friedman LH, Allyn TR. Tectonic plates are shifting: cultural change vs. mural dyslexia. In: *KMN9*:219-239.
- DQ: What is the relationship between organizational design and HCO performance?

Session 4: **Control**
- **DUE THIS CLASS – ASSIGNMENT 1: Consultant Report**
- Performance Management & Improvement
- Guest Speaker
  - To be announced
- Reading:
- DQ: How should health care leadership manage organizational performance?

Session 5: **Organizational Design**
- Managing Chronic Care
- Readings:


- DQ: Managing organizations, or managing care?

**Session 6: Organizational Design**

- Managing with Clinicians

- Readings:

- DQ: What do clinicians expect from hospitals, and why don’t get what they expect?

**Sessions 7: Organizational design**

- **DUE THIS CLASS – ASSIGNMENT 2: Control Paper**

- Models of Accountable Programs

- Readings:

- **DQ:** What opportunities exist for health systems to become more accountable for quality, access, health outcomes and cost?

**ASSIGNMENTS – Part I**

**Written Assignment 1 – Consultant Report**

Be a consultant to a manager in an organization. Do this for a real organization or for an organization taken from a Case Study in *Kovner, McAlearney, Neuhauser.* Discuss the current accountability system, 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 pages, double-spaced, in length. Tables or charts describing current performance and recommended measurement tools should be included as an appendix. Cite references as appropriate.
Written Assignment 2 – Control Paper

Complete as a 2-person team. For the unit in which one of you work, or for some other health unit, write a memo addressed to the unit director, specifying:

1. How well is the unit performing, and how can you tell if the unit is performing well?
2. 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 affect attainment of objectives?
3. Evaluate the strengths and weaknesses of the control system.
4. Make feasible recommendations to improve the control system. Discuss opportunities and constraints for implementation.

The paper should be about 8 double-spaced pages in length. Forms used for control purposes can be added as an appendix, as appropriate.

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HEALTH SERVICES MANAGEMENT – Part II

This course is intended for graduate students and is about learning how to manage in health care organizations (HCOs). The prerequisite for this course is:

- P11.4833 - Health Services Management-Part I

RELATED HEALTH MANAGEMENT COMPETENCIES ADDRESSED IN THIS COURSE:

- The ability to understand and apply legal and ethical principles when leading health care organizations
- The ability to apply statistical, financial, economic and cost-effectiveness tools and techniques to organizational analysis and strategic decision-making
- The ability to manage teams, projects and people, and lead and transform health care organizations
- The ability to communicate and interact productively (via listening, speaking and writing) on matters of healthcare with a diverse and changing industry, work force and citizenry
- 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

LEARNING OBJECTIVES:

At the end of Part II, students will have demonstrated the ability to:

- Design a strategic and marketing plan for health services organizations, particularly in non-profit organizations.
- Recognize how health care organizations assess and adapt to change, and evaluate health services strategic and marketing plans.
- Apply ethical principles to clinical and administrative decision-making in health care organizations
- Better manage their career, understand the constraints/opportunities facing them.
- Work better with others on team projects, and using their critical thinking and written and oral communication skills.
COURSE TEXTS AND RECOMMENDED READINGS:

Required:

- Collins JC. *Good to great and the social sectors: why business thinking is not the answer: a monograph to accompany Good to great: why some companies make the leap—and others don’t*. Boulder, CO: J Collins, 2005.
- P11.1833 *CoursePack*.

Recommended: (Available on Reserve at Bobst Library)


Health Care Management Journals:

- *The Journal of HealthCare Management*. Health Administration Press, One North Franklin Street, Chicago IL, 60606-3451.
- *Frontiers of Health Services Management*. Health Administration Press, One North Franklin Street, Chicago, IL, 60606-3451.
COURSE SESSIONS:

Session 8: Adaptation
- Strategy
- Meeting Community/Population Need
- Readings:
- DQ: What are main obstacles facing managers seeking to implement strategic plans, and how may these be overcome?

Session 9: Adaptation
- External Marketing
- Readings:
- DQ: What kinds of marketing work best for increasing market share?

Session 10: Adaptation
- Internal Marketing
• Readings:
  o Collins JC. Good to great and the social sectors: why business thinking is not the answer: a monograph to accompany Good to great: why some companies make the leap—and others don’t. Boulder, CO: J Collins, 2005.
• DQ: How does a CEO change an organization from good to great?

Session 11: Adaptation
  - DUE THIS CLASS – ASSIGNMENT 3: Career Objectives Paper
• Guest Lecturer
  o To be announced
• Organizational adaptation, strategic planning and organizational marketing – a leader’s view
• Reading:
• DQ: 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?

Session 12: THE PROFESSIONAL MANAGER
• Organizational Ethics
• Readings:
• DQ: What role does institutional culture and ethics play in shaping strategic planning and decision-making?
Session 13: THE PROFESSIONAL MANAGER
- DUE THIS CLASS – ASSIGNMENT 3: Adaptation Paper
  • Management Ethics
  • Readings:
  • DQ: How does a CEO manage ethically?

Session 14: THE PROFESSIONAL MANAGER
• Managing Your Career
• Readings:
  o Agoritsas S. Short Case 2: Manager morale at Uptown Hospital. In: *KMN9*: 69-71.
  o McAlearney AS. Short Case 4: The first day. In: *KMN9*: 75-76.
  o Victory J. Short Case 5: Mid-career change. In: *KMN9*: 76-78
• DQ: Where is the health care enterprise going and how will this affect your career?

WRITTEN ASSIGNMENTS:

A. Career Objectives

Write a 3-5 page paper on your career objectives and how you plan to implement them. Please enclose a copy of your latest resume. Include
family issues as relevant. It should be a personal guide for your professional development. Share this paper with another member of the class and integrate his or her feedback into what you have to say. Discuss the following:

1. Current experience in terms of managerial roles, skills, and values. (Include an assessment of your strengths and weaknesses.)
2. A specific desired job within 3 - 5 years. (What skills and experience are required to obtain and excel in the desired job?)
3. Specific plan to address the weaknesses that you have identified and describe the steps that you plan to take to achieve your desired 3-5 year goal.

B. **Adaptation/Strategy**

Complete as a three person team. Your task is to develop a strategic plan for the unit of, or for a small health care organization. This can be a real organization or one you dream up. Whatever you choose, it 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.*

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 2 page annotated bibliography (8 to 10 references) that applies to 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 how to the manager.*
The Adaptation paper should be 8-10 pages (double-spaced), with appendices, as appropriate.

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
- The New England Journal of Medicine
- Health Affairs

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