HPAM 4833 Course Syllabus  (revised January 2012)

Spring 2012  Prof Tony Kovner
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Health Care Management Part 1: Control, Organizational Design and Professional Integration.

This is Part 1 of a 14 week course (4834 is part 2). Part 1 and Part 2 can be taken separately. All health care management students are required to complete both Parts 1 and 2.

Pre-requisites for HPA 4833 are: 1020-Managing Public Service Organizations and 1830-Introduction to Health Policy and Management.

Key Health Management Competences Addressed in this Course:

Core Focus: The ability to:
- Manage teams, projects and people; to work in change-oriented healthcare organizations; and mentor a diverse and changing work force.
- Hold people accountable to standards of performance and assure organizational, professional and ethical compliance.
- Draw implications and conclusions to develop an evolving vision that leads to organizational viability.
- Use information systems and evidence-based management principles for problem-solving.
- Present convincingly to individuals and groups the evidence to support a point of view, position or recommendation.
- 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.

Related Content: The ability to:
- Understand and apply legal and ethical principles to managerial and leadership decisions affecting healthcare organizations.
- Align human resource capacity and practices and processes with strategic organizational goals.
- Measure, monitor and improve safety, quality, access and system care delivery processes in healthcare organizations.
- Assess population and community health needs from a public service perspective.
- Synthesize evidence, and apply statistical, financial, economic and cost effectiveness methods in organizational analysis.
- Communicate and interact productively in a diverse and changing industry, workforce and citizenry.
Learning Objectives:

At the end of Part 1, students will have acquired the knowledge base and skills set to:

- Apply the principles of evidence-based management to decision-making in a healthcare organization.
- Evaluate the governance, organizational and accountability structures of healthcare organizations.
- Critically evaluate clinical, financial and strategic performance in acute and chronic care delivery systems.
- Implement performance control and accountability systems.

Course Texts and Required and Recommended Readings:

Required:

Recommended (available on reserve at Bobst Library)

All assigned readings that are not included in the required textbooks will be posted on Blackboard.

Course Sessions

Week 1: Course Expectations and Evidence-Based Management (Jan 25)

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

Discussion question: what factors influence managerial use of evidence-based management?

Readings:
- Kovner, A and Kaplan, D. “A New Faculty Practice Administrator for the Department of Surgery.” On Blackboard.
- Kovner and Rundall, “Evidence-Based Management Reconsidered (KNM, 7-33).

**Week 2: Control: Governance, Information and Incentives (Feb 1)**

- Governance
- Information
- Incentives

Discussion question: How should governing boards measure CEO performance?

Readings:
- Kovner A. Short Case 10: Financial Reporting to the Board, (KMN pp 143-147)

**Week 3: Performance Management: The Manager’s Role: Guest Speaker, Claudia Caine, Chief Operating Officer, Lutheran Medical Center (Feb 8)**

- Performance Management

Discussion question: What is the manager’s role in fostering high organizational performance?

Readings:

**Week 4: Organizational Design: Managing Acute Care (Feb 15)**

- 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.

**Due this week: Assignment 1: Control Paper**

Readings:

**Week 5: Organizational Design: Managing Primary and Chronic Care (Feb 22)**

- Primary care delivery
- Chronic disease care
- Patient-Centered care and medical home

Discussion question: How does managing chronic disease care vary from managing acute care delivery?

Readings:

**Week 6: Professional Integration: Managing with Clinicians (Feb 29)**

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

Discussion question: What are the productive and unproductive tensions in the relationships between managers and clinicians?

**Due this week: Assignment 2 Organizational Design Paper**
Readings:
- Kovner, A: “Physician Leadership: MetroHealth System of Cleveland” (KMN 265-287)
- Griffith J and White J. 2011 “The Physician Organization” (GW 105-128)

**Week 7: Models of Accountable Organizations** (Mar 7)

- Accountability on 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?

Note: For all students enrolled in Part 2, HPAM 4334, please form teams of 3 for assignment 3 this week.

Readings:

**Written Assignments**

**Assignment 1: Control Paper (Due Week 3)**

Please select a unit of a health care delivery organization. If you do not have experience in a health care delivery organization, select a department or defined area of an organization related to health care delivery that is familiar or interesting to you, or choose a health care organization featured in a case study in Kovner, McAlearney & Neuhauser’s *Health Services Management*. Please 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 well the unit is performing, and the rationale for your valuation.
• The mechanisms of accountability of the manager for achieving 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 the opportunities for and constraints to implementation.

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

Assignment 2 Organizational Design Paper (due Week 6)

Complete this assignment as a two-person team. You have been hired as consultants to a manager of a health care organization. This may be an organization familiar to you or an organization featured in a case study in Health Services Management. 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 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.

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

Lateness Policy

Please observe written assignment due dates. Assignments not received by class time on the due date may be penalized up to a full grade (e.g. A to B).

Class Participation

Class participation is an important part of the course. Students will be evaluated on attendance, engagement in the classroom, and on constructive contributions to class discussions. Students will receive a mid-year grade on class participation when they receive back their first assignment paper during week 4.

Grading

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