NEW YORK UNIVERSITY
ROBERT F. WAGNER GRADUATE SCHOOL OF PUBLIC SERVICE

HPAM-GP 4834(001) – HEALTH CARE MANAGEMENT II:
ADAPTATION & THE PROFESSIONAL MANAGER

COURSE SYLLABUS – SPRING 2014

Faculty: Prof. John Donnellan
          john.donnellan@nyu.edu

Office hours by appointment; students are encouraged to e-mail faculty at any time.

Meeting Days/Times: Wednesdays, 4:55pm – 6:35pm
                    March 26 – May 7, 2014

Location: Global Center for Academic & Spiritual Life (GCASL)
          238 Thompson Street, NYC
          Room 261

Credits: 2 points

Pre-requisites: HPAM-GP 4833 Health Care Management I: Control &
                Organizational Design

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

HPAM-GP 4834 Health Care Management II: Adaptation and the Professional Manager is
Part 2 of a two-part 14-week course on health care management. All MPA students
specializing in health care management are required to complete Part 1 (HPAM-GP 4833
- Health Care Management I: Control and Organizational Design) in addition to Part 2.

This course is intended for graduate students and is designed to build an understanding
of managing health care services and health care delivery organizations.
KEY COMPETENCIES ADDRESSED IN THE COURSE

Key Health Management Competencies Addressed in this Course

Core Focus: The ability to:
- Manage teams, projects and people to work in change-oriented health care organizations and mentor a diverse and changing workforce.
- Hold people accountable to standards of performance and ensure organizational, professional and ethical compliance.
- Use information systems and evidence-based management processes for problem solving, strategic planning and decision-making and implementation.
- 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 management decisions affecting health care organizations.
- Align human resource capacity and practices and processes with the strategic goals of an organization.
- Measure, monitor and improve safety, quality, access and system/care delivery processes in health care organizations.
- Assess population and community health needs from a public service perspective.
- Synthesize evidence and apply statistical, financial, economic and cost-effectiveness tools/techniques in organizational analysis.
- Communicate and interact productively (via listening, speaking and writing) on health care with its diverse and changing industry, workforce and citizenry.

Learning Objectives:

At the end of Part 2, students will have acquired the knowledge base and skill set to:
- Design a strategic and marketing plan for health care organizations.
- Understand how health care organizations assess and adapt to change, and evaluate health care strategic and marketing plans.
- Apply ethical principle to clinical and administrative decision-making in health care organizations.
- Actively manage their careers in health management.
- Work productively with others on team projects by using critical thinking and written and oral communication skills.
LEARNING METHODS

Teaching methods include:

- Knowledge transfer through assigned readings, lectures, and in-class discussion
- Work/career simulation exercises through case studies (reading, analysis, in-class discussion, and faculty feedback) and student team presentations to class (to include application of ethical reasoning to evaluate and respond with recommendations to an ethical question or issue)
- Skill development through reflective learning and completion of a paper

Classroom 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. Each session will consist of faculty and student presentations, group discussion, and case studies. The course is of interest to all students, especially those pursuing careers in health care.

REQUIRED TEXTBOOKS AND JOURNAL ARTICLES

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

**Required Texts:**

  - Note: An e-version of the Griffith/White is available to students via Bobst ebrary – the text need not be purchased.

**Additional Recommended Texts:** (available on reserve at Bobst Library)


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

Session 1 (or 8) – March 26, 2014 - Strategy

- Strategic planning
- Meeting community health needs

Discussion question:
- What are main obstacles in implementing strategic plans, and how may these be overcome?

Required Case:

Readings:

Session 2 (or 9) – April 2, 2014 - External Marketing

- Marketing to the public

Discussion question:
- What kinds of marketing work best for increasing market share?

Required Cases:

Readings:
Session 3 (or 10) – April 9, 2014 - 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:

Readings:

Session 4 (or 11) – April 16, 2014 – Creating a High Performance Organization

DUE THIS CLASS - ASSIGNMENT 1 (or 3) - STRATEGY PAPER

Discussion question:
• How were internal marketing principles successfully employed by North Shore-LIJ in its transformation to a high-performance learning organization?

Required Case:

Reading:
Session 5 (or 12) – April 23, 2014 - 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:

Readings:

Session 6 (or 13) – April 30, 2014 - Managerial Ethics

- Ethical dilemmas confronted by healthcare leaders

Discussion question:
- How does a healthcare manager manage “ethically”?

Required Cases:
- Song PH. CEO compensation: how much is too much? In MK10: 417-418

Readings:
Session 7 (or 14) – May 7, 2014 - Managing Your Career

DUE THIS CLASS—ASSIGNMENT 2 (or 4) - CAREER OBJECTIVES PAPER

- Career Goal Setting and Decision-making

Discussion question: Where is health care going; how will this affect your career?

Required Cases:
COURSE REQUIREMENTS

Written Assignments

Assignment 1 (or 3): Strategy Paper (April 16)
6-8 pages for strategic plan, 2-3 pages for annotated bibliography, 12 point font double-spaced.

Please complete this written assignment as a three-person team. Your task is to develop a strategic plan for a healthcare organization. This organization can be real or fictitious, but it must be reasonably realistic. You may develop the strategic plan for a department or area of the organization or for the organization as a whole: in either case, please be sure to consider the alignment between department-level and organizational-level strategy in your analysis. Please include a one-page appendix signed by all members of the team specifying who completed what tasks involved in writing the paper.

In your paper, please 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.

• Prepare an annotated bibliography (6-8 references) that supports your findings and recommendations. This bibliography is intended to provide you with an opportunity to explore pertinent components of your strategic plan in the health care and general management literatures. Please focus on research studies rather than opinion articles. You may consult the general management as well as the healthcare management literature. In each annotation, specify the focus of the reading, its key findings, its usefulness and significance to the manager, and its limitations.

Assignment 2 (or 4): Career Objectives Paper (May 7)
3-5 double-spaced pages in 12 point font)

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 detailed plan to achieve your 3-5 year career goals. Please include your strategy for expanding your skills, strengthening expertise and developing in areas of weakness.

GRADING

<table>
<thead>
<tr>
<th>% Grade</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>45% Assignment 3:</td>
<td>April 16</td>
</tr>
<tr>
<td>45% Assignment 4:</td>
<td>May 7</td>
</tr>
<tr>
<td>10% Class Participation</td>
<td>Throughout</td>
</tr>
</tbody>
</table>

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.
ACADEMIC INTEGRITY:

Academic Integrity is vital to the mission of NYU/Wagner, to education at NYU Wagner and membership in the Wagner community.

It is a core value. It forms the foundation of trust among students, and between students and teachers. Cheating has no place in our community. Academic dishonesty or other offenses against the community are not individual acts affecting only the individuals involved. Cheating violates our communal trust in each other; it is an offense against our community of scholarship. If tolerated, it undermines all we stand for. Honesty matters at Wagner, just as it does in the broader world of public service.

It is a shared value. Administration, faculty and students each play a vital part in promoting, securing and nurturing it. I invite you to visit the NYU Wagner website and review our Academic Code and Academic Oath (www.wagner.nyu.edu/current/policies), as well as the Wagner Student Association’s Code of Professional Responsibility. If at any time you have a question about Academic Integrity or suspect a violation of our code, seek guidance from any member of the faculty or administration.

It is a promoted value. It is incumbent on all members of the community to promote it, through scholarship, responsible participation in School events, assistance to other community members who are struggling with it, and by upholding the codes of the school and the Wagner Student Association.

- Included below is a list of resources for understanding and avoiding plagiarism: "Plagiarism: What is It and How to Recognize and Avoid It," The Writing Center at Indiana University, www.indiana.edu/~wts/wts/plagiarism.html
- “Principles Regarding Academic Integrity, Northwestern University, www.northwestern.edu/uacc/plagiar.html

REFERENCE CITATION:

- For research resources regarding appropriate citation of the many different sources you will use in your work, see Writing on the NYU/Wagner webpage, under "Current Students/Academic Services."
- For your information, a quick reference guide to the AMA Manual of Style is posted on Blackboard.

---