

**New York University
Robert F. Wagner Graduate School
Of Public Service**

**PADM-GP 4111 Managing Service Delivery
SPRING 2016**

Course Information:

Dates: Saturdays, every other, beginning January 30

Class Time: 10:50am – 12:30pm

Location: BOBST LL149

Instructor: Jon Sendach

Course Goals and Objectives:

This course will help students understand the nuances, complexities and challenges of managing the delivery of services for a public or healthcare purpose. Through the introduction of key concepts, issues, strategies and analytical methods, students will be able to understand the role of public managers in optimizing service delivery at a time when demand is increasing and public resources are growing ever scarcer.

Specifically, the course is designed to enable students to:

- ✓ Gain insight into the dynamics of managing services, day-to-day;
- ✓ Understand theories of organizational processes and how they apply to the delivery of services to the public;
- ✓ Manage issues related to waiting for the provision of public services;
- ✓ Understand the nuances of healthcare services delivery and the patient as a consumer;
- ✓ Understand how positioning the consumers of public services as customers has the potential to increase accountability;
- ✓ Learn basic concepts of supply chain management and how they apply to the provision of public services

Readings:

There are two texts on which the course will draw, John Alford & Janine O’Flynn, (2012) Rethinking Public Service Delivery; and McLaughlin & Hays Healthcare Operations Management; these, along with a few readings & case studies will be available at the NYU Bookstore. Links to the electronic course packet are posted on NYUClasses.

About the Instructor:

Jon Sendach
Assistant Adjunct Professor, Health Policy & Management
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Office Hours: By Appointment

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Jon Sendach is the deputy executive director at North Shore University Hospital where he is responsible for management of many areas of the 800-bed quaternary care hospital. His responsibilities include day-to-day non-clinical operations, oversight of facilities and major capital investments, as well as the hospital's trauma, emergency, transplant program, and helicopter transport program, SkyHealth. In 2008, he was named one of *Long Island Business News*' "Top 40 Under 40," an annual award for outstanding members of the business community on Long Island under the age of 40. **North Shore University Hospital** in Manhasset is a quaternary care facility that is one of the cornerstones of Northwell Health, as well as an academic campus for the Hofstra Northwell School of Medicine.

Previously, Sendach was the associate executive director for finance at Glen Cove Hospital where he was responsible for financial management of that 265-bed acute care community hospital. There he managed financial operations, oversight of patient financial services and health information management, as well as directing the annual budget process. In addition to business plan development and financial planning, he was also responsible for the oversight of the hospital's faculty practice, comprised of 40 physicians and allied health professionals covering a range of specialties

Prior to joining the Northwell Health (formerly North Shore LIJ Health System), Jon worked as a senior account executive in the New York health and medical practice at Ogilvy Public Relations Worldwide, an international public relations firm serving a range of clients. There he focused on publicity campaigns for products from Pfizer, Merck, and Astra Zeneca. Jon began his career in public relations at the New York City offices of The Rowland Company, where he worked with the healthcare team and served as a co-director of the summer intern training program.

In his time off, Sendach serves as a volunteer firefighter and emergency medical technician with the Roslyn Rescue Fire Company, where he has twice held the rank of Captain, and recently completed a term as the organization's president. A member for almost twenty years, Sendach currently chairs a number of committees within the organization, and serves as the department's spokesperson for media relations. Recently, he was recognized by his peers and awarded the department's prestigious "Distinguished Service Award" for his contributions and steady leadership.

A fellow of the American College of Healthcare Executives and board-certified in healthcare management, Jon holds a Bachelor of Arts from Colgate University and a Master of Public Administration from the Wagner Graduate School of Public Service at New York University. He completed a residency in healthcare administration at the corporate offices of the North Shore ~ Long Island Jewish Health System in Great Neck, NY.

Assignments & Grades

Your grade in this course is based on three components:

1. **Class Participation** – 30% - Your active participation is critical for your success in this class. In addition to attendance, I will be looking for you to have read and thought about the readings, contribute to in-class discussion, and actively participate in case discussions.
Discussion Facilitation – On the first day of class, you will sign up to be a discussion facilitator for a case discussion. In addition to developing discussion questions, you will also play a role in facilitating part of the case discussion.
2. **Case Responses** – 30% - Due at the start of the class on Feb 13th, 27th and April 9th, late submissions not accepted without prior approval. We will discuss 3 cases during this course. You are responsible for submitting a 1-2 page response to each of them, tying the assigned reading to the developments described in the case. You will be able to earn up to 10 points on each case response.
3. **Take Home Exam** – 40% - Given out at the end of class on April 9th, due at the beginning of the last class on April 23rd.

Weekly Topics and Readings:

January 30th – Introduction: Serving the Public

- *What are some of the basic concepts involved in the delivery of a public service? What is a public service?*
- *How is the provision of a “public” service similar and different to the provision of a “private” service?*

John Alford & Janine O’Flynn, (2012) Rethinking Public Service Delivery, Intro, Chapter 1

February 13th – Managing the Process

- *What are the different lenses through which a public manager can understand different processes that exist for the provision of a public service?*
- *What are the applications of Garvin’s three approaches—Work, Behavior & Change—to organizational processes?*

Kirsten Lundberg (2000) “Reducing the Complaint Backlog at the EEOC,” Kennedy School of Government Case Program

James L. Heskett (1992) "Notes on Service Mapping" Harvard Business School Case Services

McLaughlin & Hayes Healthcare Operations Management. Chap 6

February 27 – Managing the Wait for Public Services

- *What are the factors that influence how a typical person experiences a wait for a public service? Is there a difference in how that is experienced whether the service is public or private?*
- *Given the scarcity of resources available to managers relative to demand, what are the strategies available for mitigating or managing the wait?*

David H. Maister (2006) "University Health Services: Walk-In Clinic" Harvard Business School Case Services

David H. Maister (1985) "The Psychology of Waiting in Line" The Service Encounter, eds. J. Czepael, M. Solomon and C. Surprenent

March 12 – Queuing Theory

- *What strategies are available to streamline operations and in what practical applications?*

McLaughlin & Hayes Healthcare Operations Management. Chap 10 pp 295-308

March 26 – Process Improvement and Managing Throughput

- *Why is throughput such an imperative for service organizations?*
- *What unique challenges exist for healthcare organizations that make process improvement fundamentally more challenging?*
- *What are the workforce considerations when making process improvement initiatives a priority?*

McLaughlin & Hayes Healthcare Operations Management. Chap 11

April 9 – Scheduling and Capacity Management

- *How are staff schedules aligned to demand for services? How do we make those schedules flexible to respond to the ebbs and flows of volume?*
- *As a manager, how do I assess proper matching of resources with demand for services?*

McLaughlin & Hayes Healthcare Operations Management. Chap 12
Mankind, Brahm, and Caimi "Your Scarcest Resource" Harvard Business Review, May

2014

April 26 – Outsourcing, Understanding Supply Chain Management & Conclusion

- *Under what circumstances does it make sense for a public manager to consider contracting out a public service to a private provider? What are the differences in doing so to a non-profit vs. a for-profit organization?*
- *What are the tools that a public manager can use to hold an outside provider accountable for the service they deliver? What are common pitfalls in this process?*
- *What is a Supply Chain and what is its relevance in the provision of a public service? What should a public manager know about the dynamics of Supply Chain Management?*
- *What are the broad questions that inform the way in which a public manager approaches the responsibility of serving the public?*

John Alford & Janine O’Flynn, (2012) Rethinking Public Service Delivery, Chapters 2, 3 & 4

Jonas Prager, (1994) “Contracting Out Government Services: Lessons from the Private Sector” Public Administration Review, March-April

McLaughlin & Hayes Healthcare Operations Management. Chap 13