**The Realities of Managing Complex Health Systems**

**Course Description & Rationale**

**Course Description:**

The Realities of Managing Complex Health Systems course is designed to provide students with an up close perspective of how large health systems operate. Using real life case studies, expert insight, and relevant reading materials the course will outline the problems, issues, and possible solutions for essential areas of management, operations, and finance such as:

- Health System Finance and Revenue Cycle
- Managed Care in a Complex Health System
- Strategic Planning, and Building a Physician Network Core
- Physician Recruitment & Compensation
- Measuring Physician Productivity
- Faculty Practice Operating Models and Governance Structures
- Faculty and the Academic/Teaching Mission
- Research in an Academic Medical Center
- Human Resources & Labor Relations
- Managing Physician Relationships
- Risk and Quality Management
- Population Health
- Patient Experience

Through interactive class discussion, evidence based research, and access to industry leaders with content expertise, each student will develop a detailed understanding of the realities of managing complex health systems. Given the continued consolidation and evolution of the national healthcare landscape, the need for such a course has never been greater. While these changes in the healthcare sector have grown, so to have the career opportunities, this critical course offering will provide the students at Wagner a competitive edge in the job market. In addition, this course will provide students tremendous networking opportunities by introducing them to various senior health system leaders from across the tristate region.
The Realities of Managing Complex Health Systems

The Realities of Managing Complex Health Systems course is designed to provide students with an up close perspective of managing complex health systems. Using real life case studies, expert insight, and relevant reading materials students will develop a detailed understanding of key areas that they will need to be successful in their healthcare careers. The preferred (but not required) prerequisites for this course are:

- P11.1020 Managing Public Service Organizations
- P11.1833 Health Care Management
- P11.1021 Financial Management

Students lacking the aforementioned prerequisites are encouraged to still enroll for this important course.

Learning Objectives:

At the end of this course, students will understand:
- Aspects within large complex health systems
- Strategic planning and how to build an effective physician network
- Physician recruitment, compensation, and productivity to drive health system volume
- The strategies related to managed care and capturing market share.
- The aspects within a faculty practice organization such as governance structure, financial and revenue cycle operations
- The critical elements related to Human Resources and dealing with Labor Relations.
- Outline the key aspects related to the academic medical center missions.
- The many layers that exist in relation to research in an academic medical center
- The importance of the patient experience within the health care industry

Students will also learn to improve their critical thinking and business writing skills as part of this course.
Course Sessions:

Week 1: Introduction & Hospital Systems/Faculty Practice Organizations- January 23, 2018

- Course Expectations/Syllabus Review
- Define Complex Health System Structures & New Governance Models
- Define Faculty Practice in context of a large Health System
- Definition of a Faculty Practice
- Faculty Practice Models

Readings:


Discussion Question (DQ): What is the relationship between a large complex health system and a Faculty Practice Organization? Are there advantages/disadvantages to different Health System or Faculty Practice Organization models?

Week 2: Academic/Teaching in an Academic Medical Center- January 30, 2018

- What are there many missions that exist in an academic medical center?
- Define the Academic/Teaching Mission
- Discuss aspects related to the Academic/Teaching Mission
- Discuss the challenges related to this mission, and how it is evolving in the future

Readings:


Discussion Question (DQ): What are the key missions in an academic medical center? What is the traditional structure of a departmental academic model? What are some of the regulations related to physician training, and why are they important?

Week 3: Clinical/Physician Productivity- February 6, 2018

- Define Clinical mission and Physician Productivity
- Discuss physician productivity metrics
- Demonstrate the logistics for tracking and monitoring productivity
- Outline mechanisms for rewarding enhanced productivity
- Discuss challenges, and opportunities that exist with measuring productivity

***DUE DATE WEEK 3: JOB MARKET PAPER***

Readings:

DQ: Describe the concept of physician productivity, and outline some of the key metrics that are used to effectively measure work output. Are there other measurements related to the clinical mission?

Week 4: Research in an Academic Medical Center (Guest Speaker, Laura Ahlborn, Director of Research Strategy, NYU Langone Medical Center)- February 13, 2018

- Definition of Research
- Types of Research, and Funding
- Models of Research Enterprises
- Faculty and their Role in Research

Readings:

DQ: What are the various aspects of Research? How is research typically funded in an academic medical center? What are the ways in which faculty can participate in research activities?

Week 5: Building Physician/Administrator Relationships (Guest Speaker, Michael T. Harris, MD Chief Medical Officer, Englewood Medical Center)- February 20, 2018

- Faculty and their role in the FPO
- The Physician and Administrator relationship
- Strategies to build relationships within large complex health systems

Readings:
DQ: Describe the faculty perspective related to a FPO? What are the key aspects that lead to a successful partnership between physicians and administrators?

Week 6: Physician Recruitment and Physician Compensation- February 27, 2018
- Outline the purpose and process for physician recruitment
- Discuss the mechanisms and models for physician compensation
- Discuss how these concepts go hand in hand, as well as the meaningful impact that both can have on a department.

Readings:

DQ: What is the process for physician recruitment? Can you outline the key components of physician compensation?

Week 7: Health System Revenue Cycle- March 6, 2018
- Revenue Cycle, Definition/Key terms
- Provide detailed description of Revenue Cycle Operations
The Realities of Managing Complex Health Systems

- Discuss Challenges, Issues, and Opportunities

Readings:

DQ: What are the key components of the FPO Revenue Cycle? Within each of these key components, are you able to describe the essential elements?

Week 8: Population Health Management and Managed Care- (Guest Speaker; Niyum Ghandi, Senior Vice President, Population Health for The Mount Sinai Health System) - March 20, 2018
- Define Value Based Care and Population Health
- Discuss current and prospective trends and their impact
- Outline mechanisms to best manage/cope with changing reimbursement landscape

DQ: What is Value based care and how does it relate to Population Health? How can health systems and community hospitals cope with this changing reimbursement landscape? What are the most effective strategies for working with these new paradigms?

Week 9: Human Resources and Labor Relations in a Faculty Practice Setting (Guest Speaker, William Innes, SVP Human Resources, Columbia Medical Center/NYP) – March 27, 2018
- Define Human Resources and Labor Relations
- Outline the models for Human Resources within an academic setting
Discuss the role of Labor Relations

Outline the relationship between HR, and Labor Relations and an Academic Department.

**Readings:**

DQ: Can you describe the typical model for Human Resources within an academic setting? How is Labor Relations typically used within an academic setting?

**Week 10:** Insurance in an Academic Medical Center/Faculty Practice (Guest Speakers, Kevin Thilborger, Vice-President, Business Development at Valence Health and Jonathan Sайлорs, Senior Director at Huron Healthcare) – April 3, 2018

- Define insurance models within an AMC/FPO
- Discuss strategies for physician enrollment with Insurance plans
- Outline issues related to insurance carriers and their impact on AMC/FPO’s
- Discuss the future impact of insurance carriers on patient volume on AMC/FPO’s

***DUE DATE WEEK 10: FACULTY TIME & EFFORT PAPER***

**Readings:**
DQ: What is the difference between participating and non-participating physicians from an insurance perspective? What is the impact financially if a faculty member is enrolled or not enrolled in a plan in New York?

Week 11: Strategic Planning & Building an Ambulatory Network (Guest Speaker, Andrew Rubin, SVP Clinical Affairs and Affiliations, Faculty Group Practice, NYU Health) – April 10, 2018

- Define Strategic Planning
- Discuss methods and key elements of a strategic plan
- Outline the difference between strategy and operations
- Provide specific examples and methods to grow an Ambulatory Network

Readings:

DQ: What is a strategic plan, and how do they get implemented? What are some strategies that can be used to help cultivate and grow a physician’s practice?

Week 12: Health System Finance- April 17, 2018

- Outline Health System Finance Structures
- Describe Funds Flow in a complex Health System Structure
- Faculty Practice/Academic Department Finance
- Shared vs. Owned, Centralized vs. De-centralized Services
- FPO Financial Accounting

Readings:
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DQ: Are you able to describe the traditional business office model for an FPO? What is the difference between centralized and de-centralized services?

Week 13: Risk Management/Quality- (Guest Speakers; Claudia Colgan, VP Hospital Operations Mount Sinai & Bonnie Portnoy, VP Risk Management Mount Sinai)- April 24, 2018

- Risk Management/Quality, Definition
- Mechanisms to track and monitor
- Operational and Financial impact

Readings:
- Larkin, H. “From the Storeroom to the Boardroom.” Hospitals & Health Networks; Oct 2004; 78, 10
DQ: Provide the definition for Risk Management/Quality Management in an FPO/Academic Medical Center setting? What are several of the operational and financial impacts that occur in a well-managed environment? In a poor managed environment?

Week 14: **Patient Experience- May 1, 2018**
- Define Patient Experience
- Dynamics of the Patient Experience, why is it important?
- Ways to measure
- Strategies to succeed and related implications

***DUE DATE WEEK 14: STRATEGIC PLAN GROUP PAPER***

Readings:

DQ: Why is Customer Service essential to the success of any FPO? What are the tools that are employed to measure and track customer service results?

**Class Readings**

*Required:*
Realities of Academic Medical Centers Course Reading Materials, posted on NYU Chalkboard Site

*Recommended:*


*Health Care Management Journals:*

*Academic Medicine*, Journal of the Association of American Medical Colleges, Lippincott Williams & Wilkins, Washington, DC


*The Journal of Health Care Management*, Health Administration Press, Chicago, IL

*Medical Group Management*, Journal of the Medical Group Management Association, Boulder, CO

*Online Resources:*

American Association of Medical Colleges: [www.aamc.org](http://www.aamc.org)

Medical Group Management Association: [www.mgma.com](http://www.mgma.com)

Healthcare Financial Management Association: [www.hfma.org](http://www.hfma.org)

American College of Healthcare Executives: [www.ache.org](http://www.ache.org)

*Written Assignments:*

A. **Job Market Paper- Individual Assignment- Due on February 6, 2018**

Research the job market in the greater New York, New Jersey, and Connecticut area as it relates to both Academic Departments and Faculty Practice positions. The paper should be a minimum of 2-3 pages. The paper should discuss the following:

1. What are some of the available roles/titles that were available?
2. What are the skills and background that employers are seeking for these roles?
3. Of these available roles, which appeals to you and why?

You are encouraged to identify alumni, hiring managers, and human resource managers to discuss these opportunities to more effectively answer these questions. Please provide a minimum of two professional references.

B. **Faculty Time & Effort Paper- Individual Assignment- Due on April 3, 2018**
You have recently been selected as a consultant by the Department of Medicine at Eastern Medical Center. The newly hired Chairman has yet to hire a new Administrator but needs help to determine how the faculty are spending their time which will prove critical in evaluating the faculty. Before you begin your project the Chairman has asked that you compile a 2-3 page summary of how you will approach this engagement, what you will evaluate, and how this information will prove useful to him as an assessment tool.

C. FPO Operating Model- Group Assignment- Due on May 1, 2018

You have just been hired as a consulting group by the Dean of the Hofstra School of Medicine to develop a strategic plan to create a new Faculty Practice Organization and Physician Network. Specifically, the Dean has charged you to provide recommendations for how he can develop an effective operating model for his Faculty Practice Organization and this new Physician Network. To do this he wants you to research other models, and outline why these models or aspects of these other models would be effective. He wants you to develop a detailed proposal; this proposal should provide recommendations in each of the following areas:

- Governance
- Operating model/Department Structure
- Business Office structure
- Funds Flow
- Performance metrics
- Physician Network Model
- Other general recommendations

You should partner with no more than 4 of your classmates to complete this assignment. This paper must be 10-12 pages, single-spaced. Any diagrams or structures depicting aspects of this new structure should be provided as attachments and referred to as such. Each paper must contain a minimum of two professional references (one from the below list, and one of your choosing). Feel free to use any of the course materials provided, as well as any of the below journals, or online resources. All references must be documented accordingly within the paper.

Journals you may wish to review include the following:

- Harvard Business Review
- Journal of Healthcare Management
- Medical Group Management Journal
- The New England Journal of Medicine
- Health Affairs
Possible Interview Candidates:
Andrew Rubin, Vice President, NYU Langone Health, Faculty Group Practice, Phone: (212)263-2453, E-mail: Andrew.rubin@nyumc.org

Tom Chacko, Chief Revenue Cycle Officer, Columbia Presbyterian Faculty Practice, Phone: (201) 346-7103, E-mail: tc2315@columbia.edu

Daniel Labow, MD, Vice Chairman, Department of Surgery, Mount Sinai Medical Center, Phone: (212) 241-2112, E-mail: daniel.labow@moundsinai.org

Michael (Mickey) Harris, MD, Chief Medical Officer, Englewood Medical Center, Phone: (201) 608-2800, E-mail: michael.harris@ehmc.com

Scott Friesen, President and CEO, Newport Credentialing Services, Inc., Phone: (646) 349-1628, E-mail: scott@newportcredentialing.com

Bob Browne, Director, UHC, Faculty Practice Solutions Center, Phone: (630) 954-3797, E-mail: browne@uhc.edu

Doug Pederson, Managing Director, Accenture Consulting, Phone: (801) 580-1606, E-mail: douglas.e.pedersen@accenture.com

Class Participation:
Class participation is evaluated based on three criteria: attendance, appropriate amount of participation and quality of participation. The professor calls on students only if they raise their hands. Your grade can be adjusted up to two notches based on class participation. For example, you could go from a C to a B-, or from an A- to a B.

Assignments & Grading:

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<thead>
<tr>
<th>Grading</th>
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<th>Due Date</th>
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<tbody>
<tr>
<td>Attendance</td>
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<td>Participation</td>
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<tr>
<td>Job Market Paper</td>
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<tr>
<td>Time &amp; Effort Paper</td>
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<td>Week 10</td>
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Strategic Plan Group Paper  40%  Week 14
Total 100%

**Grading Criteria (Written Assignments):**
Each paper will be graded on an A-F scale. These grades will be determined based on the following criteria:

**Job Market Paper:**
- Will provide Paper Rubric for grading

**Time & Effort Paper:**
- Will provide Paper Rubric for grading

**Strategic Plan Paper:**
- Will provide Paper Rubric for grading

**Supplemental Readings for the Written Assignments:**

**Time & Effort:**


**Strategic Planning:**


Other Topics:


