

HealthCare Management

Course Number: 26:834:582 Course Credits (3)

Spring 2003

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Course Overview: This course introduces the values, knowledge and skills needed to strategically manage the rapidly changing environment in health care.

Class Format: The course is based on the Case Method by which analysis focuses on real situations in which specific decisions must be made by health care administrators, public administrators, public health officials and others responsible for the organization, management and delivery of health services. The purpose of case method teaching is for students to learn from one another by comparing their different approaches to analysis, organization, management and decision-making. Reading assignments highlight the skills needed to address the issues raised by cases.

Background: The central theme in this course is the dilemma of positioning health care and related organizations for success in the managed care environment. without compromising public health principles of access, equity or quality care. The cases confront the health care manager with strategic choices between effectiveness and efficiency; cost controls and service; gate-keeping control over provider behavior and traditions of professional autonomy; expansion and protecting boundaries; institutional autonomy and accountability; between measuring success in dollar and human terms; strong leadership and client-oriented service; between long-term planning and responding to political changes in the normative consensus. The transformation of health services due to managed care has increased the emphasis on adapting management techniques from business. How to incorporate these techniques in ways that are consistent with organizational mission and the public trust is a key question of this course.

LEARNING OBJECTIVES:

At the completion of the course, students will be expected to:

Understand the opportunities and dilemmas posed to management by managed care and other market-based health care delivery systems.

Analyze the health care or organizational environment, estimate strategic capabilities and develop an appropriate strategic plan.

Assess, maintain and improve quality of care without compromising productivity, particularly through continuous quality improvement;

Implement organizational and health related community change;

CASE REVIEW

Based on the case review and weekly reading assignments, students are expected to prepare for class by considering the dilemmas/problems posed by the case material and proposed strategies and/or skills needed to respond to or resolve these dilemmas. At a minimum, this means being able to:

- . state the central problem(s) in the case;
- . describe the background of the problem;
- . identify the key decisions and/or decision-makers; outline the options decision-makers face, the information needed to make these decisions and probable costs and benefits of each option;

Based on this analysis, students should select and justify a course of action they consider best suited to the situation.

Written Assignments:

Students will prepare a minimum of four typewritten 5-7 pp. case reports during the semester. These will be selected from among the cases assigned, but at least two case reports must have been completed before mid-term. Case reports may be handed in prior to class discussion. Additional case reports will be considered for extra credit or to replace reports already submitted. Case analyses should (a) follow the outline for case analysis provided above or (b) respond to the specific questions included in the case and (c) link the analysis to the required reading. Great importance will be attached to integrating case analysis with assigned readings. Emphasis will also be placed on clear communication.

Students will also be responsible for directing class discussion for at least one case. Additional readings may be assigned by the student responsible. Class presentations should follow the outline of the paper with this exception: key issues should be raised for discussion, but not resolved.

Grading

Assigned case analyses:	1-15 x 4	Total 60
Class presentation	1-15	Total 15
Class preparation and participation	1-15	Total 15
Attendance	1-10	Total 10

More than one unexcused absence will result in a grade reduction.

Course Outline

DATE	TOPIC/CASE
Week One:	Overview/orientation
Week Two:	The New Environment for Health Services Case: West IPA and Venture HMO
Week Three:	The Case Method/An Ethics for Urban Health Case: Aids Project Los Angeles Case: Social Conscience and the Directors 'of the California Hospital Medical Center
Week Four:	The Play of Power Case: St. Bruno's Hospital Case: Using Formal Network Analysis to Benefit Nonprofits
Week Five:	Quality Assurance Case: Memorial Hospital of Greene County
Week Six:	Strategic Planning I. Case: Madonna Hospital
Week Seven:	Managing Change Case: Beyond Mama Management.
Week Eight:	Enhancing Productivity Case: The Integrated Inpatient Management Model
Week Nine:	Integrating Systems Case: A Proposal for the Restructuring of Wise Medical Center Case: The Corporate Reorganization of Betterman Memorial Hospital
Week Ten:	Strategic Planning for Community Health Case: Leeway Inc.

	Case: Hospice of Assisi
Week Eleven:	Managing Community Change Case: The Brotherhood Crusade: Targeting Gangs and Drugs in Los Angeles
Week Twelve	Productivity Reconsidered Case: Integrated Competencies in Nursing

WEEKLY READING ASSIGNMENTS

Week One: Introduction and Overview

Week Two: The New Environment for Health Management

Readings for case: West IPA and Venture HMO

R. Herzlinger, "The managerial revolution in the U.S. health care sector: Lessons from the U.S. economy", *Health Care Management Review*, 23(3), 1998. 19-29.

S. Shortell & K. Hill, "The new organization of the health care delivery system"

Week Three: An Ethic of Responsibility

Readings for cases: Aids Project Los Angeles &

Social Conscience and the Directors of the California Hospital Medical Center

"Learning by the Case Method."

S. McLafferty, "The geographical restructuring of urban hospitals: spatial dimensions of corporate strategy." *Social Science and Medicine*, 23(10). 1986. 103-117.

B. Bigelow & M. Arndt, "Unmet expectations: An analysis of four strategies." *Medical Care Review*, 51(2) (1994):205-232.

Week Four: The Play of Power

Readings for case: St. Bruno's Hospital

J. Allen Whitt & G. Moore, "Using Formal Network Analysis to Benefit Nonprofits."

C. Lindblom, "The Play in General Outline."

RP Bergen, "The Darling Case." *JAMA* 206(7) Week Five: Quality Assurance

Readings for case: Memorial Hospital of Greene County

C. Crisafulli, "A Blueprint for a quality council: Step by step toward quality management." Am. College of Health Executives.

Interview: "Employer-Driven Quality in Health Care," Quality Connection 4(3). Summer '95.

"Health care report cards: The next generation of quality indicators."

V. Sahney & G.L. Warden, "The quest for quality and productivity in health services." Frontiers of health service management, 7(4) Summer '91.

Week Six: Strategic Planning I.

Readings for case: Madonna Hospital

"Health care indicators: Hospital, Employment & Price Indicators for the Health Care Industry", 2nd and 3rd quarters, 1998.

S. Shortell, R. Gilies, & K. Divers, "Reinventing the American Hospital." Milbank Quarterly 73(2), 1995.

WC Hsiao, P. Braun, D. Yntema and ER Becker, "Estimating physicians' work for a resource-based relative-value scale." NEJM, 319, 13, 835-840.

Week Seven: Managing Change I.

Readings for case: Beyond Mama Management

M.A. Blegen, "Nurses' job satisfaction: A metaanalysis of related variables." Nursing Research 42(1), 1993. 36-39.

J.R. Bloom & J.A. Alexander, "Team nursing: Professional coordination or bureaucratic control?" J. of Health and Social

A.L. Delbecq & S.L. Gill, "Justice as a prelude to teamwork in medical centers." Health Care Management Review 10(1). Winter, 1985. 45-51.

Week Eight: Enhancing Productivity

Readings for case: The Integrated Inpatient Management Model

RB Fetter and JL Freeman, "The product-line management model." From FA Creighton, AM Bernard and LF McMahon, "An Integrated Inpatient Management Model." Health Care Management Review, 15(1) 1990. 6170.

R.B. Fetter (Ed.) DRGs-Their Design and Development, (81-90). Ann Arbor: Health Administration press, 1991.

Week Nine: Integrating Systems

Readings for cases: A Proposal for the Restructuring of Wise Medical Center

The Corporate Reorganization of Betterman Memorial Hospital

R.A. Rothman, A.M. Schwartzbaum & McGrath, "Physicians & a Hospital Merger: Patterns of Resistance to Organizational Change." *Journal of Health and Social Behavior* 12(1), 46-55.

JC Nelson, C.Raskin-Hood, et. al., "Positioning for partnerships: Assessing public health agency readiness." *American J. of Preventative medicine*, 16(3). Apr. 1999. 103-117.

J.P. Clement, "Vertical integration and diversification of acute care hospitals: conceptual definitions." *Hospitals and Health Services Administration*, 33(1). 1988. 98-110.

Week Ten: Strategic Planning II: Community Health

Readings for Cases: Leeway Inc. Hospice of Assisi

J. Begun & K.W. Heatwole, "Strategic cycling: Shaking complacency in healthcare strategic. planning." *J. of Healthcare Behavior* 23(1). March, 1982. 84-95.

Drugs in Los Angeles Fighting the Drug Trade in Link Valley
Readings TBA

Week Eleven: Managing Change II Community Interventions

Reading for Cases: The Brotherhood Crusade: Targeting Gangs and
Drugs in Los Angeles Fighting the Drug Trade Link

Week Twelve: Productivity Reconsidered

Readings for Case: Integrated Competencies in Nursing ICON IT

DM.. Berwick, Eleven worthy aims for clinical leadership of health system reform.
JAMA, Sept.. 14, 1994. V. 272.

Plsek, "Techniques for Managing Quality." *Hospital & Health Services Administration*
(Special issue on CQI). 40(1), Spring, 1995.

Week Thirteen:

Readings TBA

Week Fourteen: Readings TBA