

**CARNEGIE MELLON UNIVERSITY H. JOHN HEINZ III COLLEGE
HEALTH CARE MANAGEMENT – 90721 Section A1, FALL 2020
COURSE OVERVIEW AND SYLLABUS**

INSTRUCTOR

Laura W. Synnott
Associate Teaching Professor
2107B Hamburg Hall
412-268-3328
synnott@cmu.edu
Office Hours on Zoom by Appointment

TEACHING ASSISTANT

Kaitlin Roderick
kroderic@andrew.cmu.edu
Office Hours on Zoom TBD

COURSE DESCRIPTION

This course introduces students to the knowledge and skills required to strategically manage the rapidly changing internal and external environment of health care organizations. Through readings, lectures, class discussions and case reviews, the course is designed to provide students with a foundation in contemporary health care organizational structures and management practices. Students will explore problems and decisions facing health care executives in areas such as clinical quality, organizational effectiveness, efficiency, growth, stakeholder conflicts, provider incentives, margin versus mission tradeoffs, human resources, strategic planning and the like, all in a highly complex political environment.

A primary theme of this course is the application of ethical management practices as codified in the American College of Healthcare Executives' Code of Ethics. By providing a general overview of the responsibilities of health care leaders and managers, students will have a contextual reference for the application of future coursework.

This is a remote course where discussion will take place both on Zoom and online via Canvas. Several lectures have been taped and should be watched before coming to class in order to ensure preparation and participation. For assignments, students will be required to respond to prompts on the Canvas discussion board and interact with their fellow students. Excellent attendance on Zoom and active participation on Zoom and Canvas are required in order to succeed in the class.

COURSE OBJECTIVES

Upon completion of this course, the student will be able to:

- Delve into the primary components and functions of health care provider organizations
- Assess the unique challenges involved in managing complex health care organizations
- Appraise the motivations and interests of key internal and external stakeholders and the role of the health care executive in managing expectations and communicating with these stakeholders
- Weigh common problems and decisions faced by health care managers, and explore the implications of various alternative strategic solutions
- Adopt professional, ethical approaches to decision-making in order to respond to complex problems facing health care executives

REQUIRED LECTURES

Several lectures have been pre-recorded and posted on Canvas. They should be watched before coming to that day's class.

REQUIRED READINGS

Required readings are outlined in the syllabus and should be read before coming to that day's class. Those that are in PDF format, as well as readings that are not required but recommended, are available on Canvas. Since health care is a dynamic field, additional articles may be assigned by the instructor prior to class. Students are also encouraged to share relevant articles on the discussion board or with the instructor.

CLASS ATTENDANCE AND PARTICIPATION

Class attendance and participation are critical for successful completion of the course. Students will be expected to download and review course materials from Canvas prior to class, including taped lectures and reading assignments. All students should actively engage in class discussions with the instructor, guest lecturers and one another, and be prepared to correctly answer questions about that day's topic.

Attendance will be taken at every class, and participation will be noted as well. Students who attend every class and participate actively and meaningfully will receive a higher score. Impromptu questions and exercises will assess student preparation and readiness for class, and will be incorporated into the class participation score.

Students are permitted one absence during the mini, which can be used for illness, travel, a job interview or other reason. Additional absences will result in a lower score.

DISCUSSION BOARD POSTS

Students will be required to make discussion board posts during the course. These posts will cover lectures, required readings, class discussions and guest lectures. Instructions will be uploaded to Canvas in advance of the first posting prompt.

COURSE PERFORMANCE EVALUATION

Performance will be evaluated based on the following:

Assignment 1	15%
Assignment 2	15%
Assignment 3	15%
Assignment 4	15%
Assignment 5	20%
Class Attendance and Participation	<u>20%</u>
Total course grade	100%

Final grades are based on a curve and are assigned based on your *relative* performance in comparison to classmates' performance. The Heinz College faculty has endorsed guidelines for assigning grades, establishing that the mean grade in a core course should be between 3.33-3.42. This standard grade guideline resulted from a substantial variation that emerged in grading practices across the courses and a slow but steady grade inflation that set in over the past several years.

QUESTIONS REGARDING THE COURSE OR ASSIGNMENTS

All questions regarding the course should be posted to the Canvas discussion board. In this way, all students will be able to review answers to questions. Students are strongly encouraged to monitor the discussion board on a regular basis to ensure that they have up to date information. Please note that questions received via e-mail or phone, and last minute questions may not be answered. The Canvas discussion board is also for you to interact with others in the course. Feel free to post questions, comments, and items of interest on this bulletin board. Personal questions regarding the course should be directed to the instructor.

ETHICAL STANDARDS

Students are expected to maintain the highest ethical standards with respect to plagiarism and cheating. Neither plagiarism nor cheating will be tolerated on any exercises, quizzes, exams or assignments. Students may collaborate with others only when expressly permitted by the instructor. Students who violate academic standards will at a minimum receive a failing grade for the assignment, and may also receive a failing grade for the course.

SPECIAL REQUIREMENTS RELATING TO COVID-19: ZOOM

In our class, we will be using Zoom for synchronous (same time) sessions. The link is available on Canvas.

Please make sure that your Internet connection and equipment are set up to use Zoom and able to share audio and video during class meetings. (See [this page](#) from Computing Resources for information on the technology you are likely to need.) Let me know at synnott@cmu.edu if there is a gap in your technology set-up as soon as possible, and we can see about finding solutions.

Sharing video: In this course, being able to see one another helps to facilitate a better learning environment and promote more engaging discussions. Therefore, students are expected to have their cameras on during lectures and discussions. However, I also completely understand there may be reasons students would not want to have their cameras on. If you have any concerns about sharing your video, please email me as soon as possible at synnott@cmu.edu and we can discuss possible adjustments. Note: You may use a background image in your video if you wish; just check in advance that this works with your device(s) and internet bandwidth.

Zoom Procedures

- During our class meetings, please keep your mic muted unless you are sharing with the class or your breakout group.
- If you have a question or want to answer a question, please use the chat or the “raise hand” feature (available when the participant list is pulled up). If I am unable to keep track of this feature, I may ask a TA or a rotating student to serve as the “voice of the chat” to monitor these channels in order to call on students to contribute.

USE OF ELECTRONIC DEVICES

Students should not be on any electronic devices besides the one from which they are connected to Zoom. For example, they should not be texting on their phones while connected to Zoom on the laptop.

RECORDING OF CLASS SESSIONS

All synchronous classes will be recorded via Zoom so that students in this course (and only students in this course) can watch or re-watch past class sessions. Please note that breakout rooms will not be

recorded. I will make the recordings available on Canvas as soon as possible after each class session (usually within 3 hours of the class meeting). Recordings will live in our Canvas website. Please note that you are not permitted to share these recordings. This is to protect your FERPA rights and those of your fellow students.

No student may record or tape any classroom activity without the express written consent of the instructor. If a student believes that he/she is disabled and needs to record or tape classroom activities, he/she should contact the Office of Equal Opportunity Services, Disability Resources to request an appropriate accommodation.

SYLLABUS

Monday August 31, 2020

Topics

- Course Overview; Complexity and Purpose of Health Care Organizations

Assignment

- Read syllabus in its entirety before next class
- Complete required readings for August 31 and September 2 before next class
- Ensure that you receive all notifications regarding the course. As such you must go to **Canvas / Account (Upper Left) / Notifications then select the checkmarks next to three areas: Announcement, Discussion and Discussion Post.**

Required Reading

1. Understanding Health Care as a Complex System - The Foundation for Unintended Consequences; Lewis A. Lipsitz, MD
<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3511782/>
2. Improving the Quality of Health Care: What's Taking So Long? Mark Chassin, Health Affairs,
<https://www.healthaffairs.org/doi/full/10.1377/hlthaff.2013.0809>

Wednesday September 2, 2020

Topics

- For Profit and Non-Profit Organizations

Required Reading:

1. Nonprofit, for-profit hospitals play different roles but see similar financial struggles
<https://www.healthcaredive.com/news/nonprofit-for-profit-hospitals-play-different-roles-but-see-similar-financ/442425/>
2. For-profit hospitals blaze separate path to efficiency, quality
<https://www.modernhealthcare.com/article/20160528/MAGAZINE/305289981/for-profit-hospitals-blaze-separate-path-to-efficiency-quality>
3. Nonprofit Hospitals Leave the City for Greener Pastures – WSJ (on Canvas)
4. Benefits Questioned in Tax Breaks for Nonprofit Hospitals – WSJ (on Canvas)

Monday September 7, 2020 – NO CLASS DUE TO HOLIDAY

Wednesday September 9, 2020

Topics

- Governing Board Responsibilities and Oversight

Pre-Taped Lecture

1. Governing Board

Required Reading:

1. Building Your Healthcare Board as a Strategic Asset – AHA Trustee Services (on Canvas)
2. Beyond Bylaws: Four Healthcare Governance Lessons from COVID-19 – AHA Trustee Service (on Canvas)

Friday September 11, 2020

Assignment 1 Due

Monday September 14, 2020

Topics

- Organizational Leadership
- Long Term Care

Guest Lecturer

Paul Winkler, President and CEO
Presbyterian SeniorCare Network

Pre-Taped Lecture:

2. Management

Required Reading:

1. Long-Term Services and Supports – AARP Public Policy Institute (on Canvas)
2. LeadingAge Market Snapshot Report 2020 (on Canvas)
3. Why Do You Want to be a CEO? Patrick Lencioni - Chief Executive (on Canvas)
4. Meetings Are a Chief Executive's Stage, Patrick Lencioni - Chief Executive (on Canvas)
5. When a CEO's 'Position Authority' Gets in the Way – Chief Executive (on Canvas)

Recommended Reading:

1. Chapter: Health Care Management (on Canvas)

Wednesday September 16, 2020

Topics

- Management Responsibilities and Health Care Operations
- Management Code of Ethics and Ethical Decision-Making

Required Reading:

1. ACHE Code of Ethics (on Canvas)
2. ACHE Ethical Decision-Making Process (on Canvas)
3. The Hospital CEO's Ultimate Dashboard: What to Check Daily, Quarterly and Yearly;
<https://www.beckershospitalreview.com/hospital-management-administration/the-hospital-ceo-s-ultimate-dashboard-what-to-check-daily-quarterly-and-yearly.html>
4. 3 CEOs Share Their Must-Check Metrics; <https://www.beckershospitalreview.com/hospital-management-administration/3-ceos-share-their-must-check-metrics.html>

Monday September 21, 2020

Topic

- Human Resources Functions and Significance

Pre-Taped Lectures:

1. Human Resources Part One
2. Human Resources Part Two

Required Reading:

1. Dynamic professional boundaries in the healthcare workforce
<http://onlinelibrary.wiley.com/doi/10.1111/j.1467-9566.2005.00463.x/full>
2. HBR - How to Get Health Care Employees Onboard with Change <https://hbr.org/2016/11/how-to-get-health-care-employees-onboard-with-change>
3. Changes in Healthcare Professions' Scope of Practice – A Legislative Guide (on Canvas)
4. The Case for Diversity in the Health Care Workforce
<https://www.healthaffairs.org/doi/full/10.1377/hlthaff.21.5.90>
5. How COVID Exposes Healthcare Deficits for Black Workers
<https://www.umass.edu/employmentequity/how-covid-exposes-healthcare-deficits-black-workers>

Recommended Reading:

1. Chapter: The Legal Environment of Human Resource Management (on Canvas)
2. Chapter: Performance Management (on Canvas)

Wednesday September 23, 2020

Topic

- Human Resources, continued

Friday September 25, 2020

Assignment 2 Due

Monday September 28, 2020

Topic

- Operations Management

Guest Lecturer

Michael J. Evans, FACHE
Revenue Cycle Solutions

Pre-Taped Lecture:

1. Budget Process

Required Reading:

1. The rarest commodity is leadership without ego: Bob Davids at TEDxESCP
<https://www.youtube.com/watch?v=UQrPVMcgJJk>
2. The Profile of an Effective Healthcare Leader
<https://www.beckershospitalreview.com/hospital-management-administration/the-profile-of-an-effective-healthcare-leader.html>
3. Hospitals Struggle to Restart Lucrative Elective Care after Coronavirus Shutdowns; The New York Times (on Canvas)
4. Why 1.4 Million Health Jobs Have Been Lost during a Huge Health Crisis; The New York Times (on Canvas)

Recommended Reading:

1. Chapter: Decision-Making (on Canvas)
2. Chapter: Managing Costs and Revenues (on Canvas)

Recommended Movie:

1. The Bleeding Edge (Netflix Documentary)

Wednesday September 30, 2020

Topics

- Impact of the Pandemic on Providers and Caregivers

Required Reading:

1. The Emotional Evolution of Coronavirus Doctors and Patients; The New Yorker (on Canvas)
2. Why People are Still Avoiding the Doctor (it's not the Virus); The New York Times (on Canvas)
3. Home Caregivers Shoulder Burden in COVID-19 Fight; The Wall Street Journal (on Canvas)

Friday October 2, 2020

Assignment 3 Due

Monday October 5, 2020

Topic

- Disparities

Required Reading:

1. Opioid-Addiction Treatment is Limited by Shortage of Authorized Doctors (on Canvas)
2. The Black American Amputation Epidemic; <https://features.propublica.org/diabetes-amputations/black-american-amputation-epidemic/>
3. In Focus: Reducing Racial Disparities in Health Care by Confronting Racism
<https://www.commonwealthfund.org/publications/newsletter-article/2018/sep/focus-reducing-racial-disparities-health-care-confronting> (PDF on Canvas)
4. Nothing Protects Black Women from Dying in Pregnancy and Childbirth;
<https://www.propublica.org/article/nothing-protects-black-women-from-dying-in-pregnancy-and-childbirth>
5. Genes Don't Cause Racial-Health Disparities; Society Does; The Atlantic (on Canvas)

Wednesday October 7, 2020

Topic

- Physician Practice Management

Guest Lecturers

Todd Wolynn, M.D., MMM, President
Albert Wolf, M.D., MBA, Chief Financial Officer
Carrie Murphy, MSHCPM, Director of Operations
Kids Plus Pediatrics

Pre-Taped Lecture:

1. Medical Staff

Required Reading:

1. Chapter 4 Cultural Factors: The Expert Culture and the Collective Culture (on Canvas)
2. Chapter: Healthcare Culture in the United States by William W. Stead, M.D._
<https://www.ncbi.nlm.nih.gov/books/NBK61963/>
3. Most Doctors Have Little or No Management Training and That's a Problem (on Canvas)
4. American Medical Students Less Likely to Choose Primary Care (on Canvas)
5. Why Doctors Hate Their Computers; Atul Gawande for the New Yorker (on Canvas)

Recommended Reading:

1. Chapter: Physician Management (on Canvas)

Recommended Movie:

1. The Doctor (1991) on Amazon (included with Prime or rent), or YouTube Subscription

Friday October 9, 2020

Assignment 4 Due

Monday October 12, 2020

Topics

- The Post-Pandemic Health Care System
- Strategic Planning
- Industry Consolidation

Pre-Taped Lecture:

1. Strategic Planning

Required Reading:

1. 5 Intangible Benefits of Hospital Strategic Planning;
<https://www.beckershospitalreview.com/strategic-planning/5-intangible-benefits-of-hospital-strategic-planning.html>
2. Strategic Performance Management: Development of a Performance Measurement System at the Mayo Clinic (on Canvas)
3. How US Hospitals and Health Systems can reverse their sliding financial performance? (on Canvas)
4. What to do when your future strategy clashes with your present? (on Canvas)
5. Hospital Giants Vie for Patients in Effort to Fend Off New Rivals (on Canvas)
6. How to Make Hospital M&A "High Value"; <http://deloitte.wsj.com/cfo/2017/12/13/how-to-make-hospital-ma-high-value/>

Recommended Reading:

1. Chapter: Strategic Planning (on Canvas)
2. Chapter: Strategy and Structure (on Canvas)

Wednesday October 14, 2020

Topics

- Course Wrap-Up
- Course Evaluations

Friday October 16, 2020

Assignment 5 Due

NOTE: There will be no class on Monday October 19, 2020