INSTRUCTOR
Laura W. Synnott
Associate Teaching Professor
2107B Hamburg Hall
412-268-3328
synnott@andrew.cmu.edu

TEACHING ASSISTANT
Vikram Juneja
vjuneja@andrew.cmu.edu

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 hybrid course where discussion will take place both in the classroom and online via Canvas. Several lectures have been taped and should be watched before coming to class in order to ensure preparation and participation. In lieu of assignments, students will be required to respond to prompts on the Canvas discussion board and interact with their fellow students. Excellent attendance and active participation 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 READINGS
Required readings are outlined in the syllabus and should be read before coming to that week’s classes. Those that are in PDF format, as well as readings that are not required but recommended, are available on Canvas.
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 also be incorporated into the class participation score.

DISCUSSION BOARD POSTS
In lieu of assignments, students will be required to make weekly discussion board posts. These posts will cover lectures, required readings, class discussions and guest lectures. The incorporation of outside readings and research will enhance your performance.

Instructions:
- **First Post:** Written responses to the discussion board prompts should be posted to Canvas by 11:59pm on the Friday of each week (for the first week only, the first post will be due on a Saturday instead).
- **Second Post:** Each student must then comment (critique, question or support with reasoning) on at least one of their classmates’ post before 11:59pm on the following Sunday. Students should be sure to check back on the discussion board to see if another student has commented or asked questions relating to their submission and respond appropriately before the forum closes on Sunday night.
- Additional instructions, expectations and rubrics pertaining to the discussion board will be available on Canvas.

Points will be taken off for late and incomplete submissions. A late submission is one which is submitted more than 15 minutes after the time it is due. For the first post, late submissions will receive a 10% penalty for each day late. For example, if a submission is worth 10 points, the student will receive a 1 point deduction if it is more than 15 minutes but less than 24 hours late. Submissions will not be accepted after 24 hours for the first submission. For the second post, late submissions will not be accepted.

COURSE PERFORMANCE EVALUATION
Performance will be evaluated based on the following:

<table>
<thead>
<tr>
<th>Component</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Discussion Board Posts (6 weeks at 10% each)</td>
<td>60%</td>
</tr>
<tr>
<td>Class Attendance and Participation</td>
<td>40%</td>
</tr>
<tr>
<td>Total course grade</td>
<td>100%</td>
</tr>
</tbody>
</table>

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, stating 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**
The TA will hold regular office hours throughout the course. 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. The teaching assistant (TA) will be regularly checking the discussion board. 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 or teaching assistant.

**USE OF ELECTRONIC DEVICES**
Students are not permitted to open their laptops, iPads or other electronic devices without explicit instruction from the professor. There are two reasons for this:

- Research on learning shows that unexpected noises and movement automatically divert and capture people’s attention, which means you are affecting everyone’s learning experience if your cell phone, laptop, etc. makes noise or is visually distracting during class.
- The use of electronic devices in past classes has demonstrated that they are too distracting for students and can have an adverse effect on class performance.

If laptops are needed for a particular class session, students will be notified in advance.

**RECORDING OF CLASS SESSIONS**
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.

**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.
SYLLABUS

WEEK ONE

**THEME:** Complexity and Purpose of Health Care Organizations and Governing Body Responsibilities and Oversight

**PRE-TAPED LECTURE:**
1. Governing Body

**READING LIST:**
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/](https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3511782/)
2. Nonprofit, for-profit hospitals play different roles but see similar financial struggles
3. For-profit hospitals blaze separate path to efficiency, quality
   [http://www.modernhealthcare.com/article/20160528/MAGAZINE/305289981](http://www.modernhealthcare.com/article/20160528/MAGAZINE/305289981)
4. Nonprofit Hospitals Leave the City for Greener Pastures – WSJ (on Canvas)
5. Benefits Questioned in Tax Breaks for Nonprofit Hospitals – WSJ (on Canvas)

**Tuesday January 16, 2018**
**Topics**
- Course Overview; Complexity and Purpose of Health Care Organizations

**Assignment**
- Read syllabus in its entirety before next class

**Thursday January 18, 2018**
**Topics**
- The 3-Legged Stool of Healthcare Organizations
- Governing Body Responsibilities and Oversight

**Saturday January 20, 2018: First Discussion Post Due by 11:59pm.**

**Sunday January 21, 2018: Second Discussion Post Due by 11:59pm.**
WEEK TWO

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

PRE-TAPED LECTURE:
1. Management

READING LIST:
1. ACHE Code of Ethics (on Canvas)
2. ACHE Ethical Decision-Making Process (on Canvas)
3. Recommended Chapter: Health Care Management (on Canvas)
5. 3 CEOs Share Their Must-Check Metrics; https://www.beckershospitalreview.com/hospital-management-administration/3-ceos-share-their-must-check-metrics.html

Tuesday January 23, 2018
Topics
- Management Responsibilities and Health Care Operations
- Management Code of Ethics and Ethical Decision-Making

Thursday January 25, 2018 – NO CLASS

Friday January 26, 2018: First Discussion Post Due by 11:59pm.

WEEK THREE

THEME: Organizational Leadership

READING LIST:

1. HBR How Management Teams Can Have a Good Fight (on Canvas)
2. The rarest commodity is leadership without ego: Bob Davids at TEDxESCP
   https://www.youtube.com/watch?v=UQrPVmcaJvK
3. Building a Leadership Team for the Health Care Organization of the Future;
4. The Profile of an Effective Healthcare Leader
   https://www.beckershospitalreview.com/hospital-management-administration/the-
   profile-of-an-effective-healthcare-leader.html
5. Planning for the future of healthcare—Marc Harrison, President and CEO, Intermountain
   Healthcare; https://healthcare.mckinsey.com/planning-future-healthcare-conversation-
   marc-harrison-president-and-ceo-intermountain-healthcare

Tuesday January 30, 2018: NO CLASS

Thursday February 1, 2018: NOTE: Class will be extended until 1:00PM. Lunch to be provided.

Class will be extended until 1:00PM. Lunch to be provided.

Topic
- Organizational Leadership

Guest Lecturer
  Paul Winkler, President
  Presbyterian SeniorCare

Friday February 2, 2018: First Discussion Post Due by 11:59pm.

Sunday February 4, 2018: Second Discussion Post Due by 11:59pm.
WEEK FOUR

THEME: Strategic Planning and Mergers, Alliances and Affiliations

PRE-TAPED LECTURE:
1. Strategic Planning

READING LIST:
1. Recommended Chapter: Strategic Planning (on Canvas)
2. Recommended Chapter: Strategy and Structure (on Canvas)
3. Not All M&As Are Alike (on Canvas)
4. How to Make Hospital M&A “High Value”;
5. How US Hospitals and Health Systems can reverse their sliding financial performance?
6. What to do when your future strategy clashes with your present?
7. Hospital Giants Vie for Patients in Effort to Fend Off New Rivals;
8. How to make strategic planning work for your health care organization?
   [https://www.hhnmag.com/articles/7361-how-to-make-strategic-planning-work-for-your-health-care-organization](https://www.hhnmag.com/articles/7361-how-to-make-strategic-planning-work-for-your-health-care-organization)
9. 5 Intangible Benefits of Hospital Strategic Planning;
10. Succeeding in hospital & health systems M&A;

Tuesday February 6, 2018

Topics
• Strategic Planning Process and Components

Thursday February 8, 2018

Topics
• Mergers, Alliances and Divestitures

Friday February 9, 2018: First Discussion Post Due by 11:59pm.

Sunday February 11, 2018: Second Discussion Post Due by 11:59pm.
WEEK FIVE

THEME: Human Resources (HR) and Operations

PRE-TAPED LECTURES:
1. Human Resources
2. Budget Process

READING LIST:
1. Recommended Chapter: The Legal Environment of Human Resource Management (on Canvas)
2. Recommended Chapter: Performance Management (on Canvas)
3. Recommended Chapter: Decision-Making (on Canvas)
4. Recommended Chapter: Managing Costs and Revenues (on Canvas)
5. HBR Why Teams Don’t Work (on Canvas)
6. How Hospitals Are Reinventing HR Approaches; https://www.hhnmag.com/articles/8101-how-hospitals-are-reinventing-hr-approaches
7. HBR – Promise Based Management (on Canvas)
9. Strategic Performance Management: Development of a Performance Measurement System at the Mayo Clinic (on Canvas)

Tuesday February 13, 2018

Topic
• Human Resources Functions and Significance

Thursday February 15, 2018

Topic
• Operations Management

Guest Lecturer
Michael J. Evans, FACHE
Revenue Cycle Solutions

Friday February 16, 2018: First Discussion Post Due by 11:59pm.

Sunday February 18, 2018: Second Discussion Post Due by 11:59pm.
WEEK SIX

THEME: Physicians and Medical Staff Organization, Function and Responsibilities

PRE-TAPED LECTURE:
1. Medical Staff

READING LIST:
1. Recommended Chapter: Physician Management [on Canvas]
2. Chapter 4 Cultural Factors: The Expert Culture and the Collective Culture [on Canvas]
4. Most doctors have little or no management training and that’s a problem; [https://hbr.org/2017/12/most-doctors-have-little-or-no-management-training-and-thats-a-problem]
6. Building Constructive Hospital/Medical Staff Relationships and Alignment; [https://www.mnhospitals.org/Portals/0/Documents/Trustees/briefs-resources/hospital-medical-staff-relationships.pdf]

Tuesday February 20, 2018

Topic
• Medical Staff Organization, Function and Responsibilities

Thursday February 22, 2018: NOTE: Class will be extended until 1:00PM. Lunch to be provided.

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

Friday February 23, 2018: First Discussion Post Due by 11:59pm.

Sunday February 25, 2018: Second Discussion Post Due by 11:59pm.
WEEK SEVEN

THEME: Integrative Health and Course Wrap-Up

READING LIST:
1. Big Med by Atul Gawande (on Canvas)

Tuesday February 27, 2018

Topic
• Integrative Health

Guest Lecturer
Nicholas Jacobs, FACHE, International Director
SunStone Management Resources

Thursday March 1, 2018

Topics
• Course Wrap-Up
• Course Evaluations