

THE UNIVERSITY OF NORTH TEXAS HEALTH SCIENCE CENTER
SCHOOL OF PUBLIC HEALTH

HMAP 5270, Health Services Management
Summer, 2008

INSTRUCTORS:

Liam O'Neill, PhD

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Class Time: M – F; 8:30 – 11:30 a.m.

Location: TBA

Office Hours: M – T; 12:30 – 1:30 or by appt.

MISSION OF THE SCHOOL OF PUBLIC HEALTH

The School of Public Health strives for excellence in education, research and service in order provide leadership in the application of public health principles that foster group and individual behaviors that prevent disease and promote health among diverse cultures in the local and global community.

Course Description

The emphasis in this course is on integrating theoretical and applied research findings from the management, social science, policy, and health services literatures in order to provide students with a basic understanding of how health care organizations work. Health applications will also be examined through analysis of health cases and class discussions. You will become familiar with the internal and external environments that confront health care managers as well as the tools and skills that are essential for managing health organizations and systems.

Course Objectives

Learning Objectives

At the end of this course, students will understand:

- How health services are governed and organized, particularly in non-profit organizations.
- How health care organizations assess and adapt to change.
- How performance control systems work in HCOs.
- Constraints/opportunities in shaping organizational performance and managerial careers.
- Use of evidence-based management in health care.

Students will also learn to manage themselves better with others on team projects, and improve your critical thinking and your skills in written and oral communication.

Required Materials

The primary text for this course is Stephen Shortell and Arnold Kaluzny, (Eds.) Health Care Management: Organization Design and Behavior, Fifth Edition, Delmar, 2006. [S/K]

This will be supplemented by numerous articles and cases. These are available on E-reserve. Due to the very short duration of the semester, it is imperative to keep up with the readings.

Homework

will be due each day, at the beginning of class. The assignment is as follows: choose any three articles assigned for that week (excluding the book chapters). Write a very brief description: no more than 3 – 4 sentences for each article. Include 1 – 2 discussion questions for each article. This should foster class discussion. If a case is being presented, you should summarize that case in your homework. You are encouraged to e-mail me (LON) your assignment before class; this will aid in record keeping.

Attendance and Class Participation:

As we have a small class, your attendance and active participation is crucial to our collective success. One student will lead the class discussion each week on a given article. If you miss more than two classes, you will be dropped from the class roster. One student will lead the class discussion each week on a given article.

Use of laptops in class is discouraged, as this has proved to be a distraction in the past. All requests for a “re-grade” must be made in writing. There are other rules and procedures that pertain to “re-grade” requests.

Final Exams:

Final exam will be on June 27. No electronic devices of any kind (cell phones, laptops, pagers, etc.) are allowed during the in-class exams. Students are allowed a one-page, standard-size review sheet.

Quizzes – There will be two quizzes given, on Friday, June 13 and Friday, June 20. Each quiz is worth 10 percent.

The Cases

A set of health care cases will be analyzed and discussed in class throughout the semester. Cases will focus on different segments of the health field.

Case teaching assumes that learning is enhanced if the learner builds knowledge with guidance of an instructor rather than sitting passively and receiving content from a distant “sage on the stage.”

For our purposes, a health care case can be thought of as a story from the real world of health organizations about various individuals and events. A case is a narrative of an actual problem that requires executive decision making. Each case should be read thoroughly to determine which problems are more relevant. Then review theoretical or research applications that may be relevant. Finally, put yourself in the place of the key managers/decision maker and identify possible solutions to problems. Formulating strategies and recommendations for action is critical. You should assume that you are the consultant and the audience is the board of trustees, the CEO, or other managers in the organization.

Cases will be presented throughout the semester. Each group will present one case during the semester. Presentations should be 12 - 15 minutes in length. Each presentation will be accompanied by a one-page hand-out describing the article. In addition to content, emphasis will be on communicating effectively and the use of Power-Point. Grades for the case presentation will be based on a combination of peer and instructor evaluation.

ACADEMIC ASSISTANCE

Please contact the Instructor if you are in need of any academic assistance. The UNTHSC Office of Student Affairs provides individualized tutoring to those students requesting assistance.

HONOR CODE

The University of North Texas Health Science Center’s primary concern is the student. It attempts to provide for all students an environment that is conducive to academic endeavor, social growth and individual self-discipline. Enrollment is considered implicit acceptance of the rules, regulations, and guidelines governing student behavior promulgated by the health science center and the Student Handbook (available in UNTHSC Office of Student Affairs or on UNTHSC Web site) for which students are subject to discipline. Honor Code infractions by students constitute actions of dishonesty, cheating, plagiarism, stealing or lying to any school official. You should refer to the UNT Health Science Center regarding rules governing student academic conduct.

AMERICAN WITH DISABILITIES ACT

The University of North Texas Health Science Center does not discriminate on the basis of an individual's disability and complies with Section 504 and Public Law 101-336 (American with Disabilities Act) in its admissions, accessibility, treatment and employment of individuals in its programs and activities.

The University of North Texas Health Science Center provides academic adjustments and auxiliary aids to individuals with disabilities, as defined under the law, who are otherwise qualified to meet the institution's academic and employment requirements. For assistance contact the Equal Employment Opportunity Office at the health science center.

Grades

Grades will be determined as follows:

Final (60 %)

Homework and Written Assignments (10%),

Quizzes (20 %)

Case Presentations & Participation (10 %),

Grades will be assigned based on the following scale:

GRADE SYSTEM

A = 95 -100 points

A⁻ = 90 - 94 points

B⁺ = 85 - 89 points

B = 80 - 84 points

C⁺ = 75 - 79 points

C = 65 - 74 points

Schedule & Reading Assignment for Each Week

June 9

Overview, Introduction

June 10

Organization Theory and Health Services Management

S/K Ch. 1;

Drucker, "What Makes an Effective Executive";

Pfeffer and Sutton, "Evidence-Based Management;"

Drucker, Managing the Non-Profit Organization, Chapters 1 – 2.

June 11

Role of the Health Care Manager

S/K Ch. 2;

Drucker, "Managing Oneself";

Mintzberg and Gosling, "The five minds of a manager"

Hammer and Champy, "The New World of Work" In: Reengineering the Corporation

Case No. 1 - A New Faculty Practice Administrator

June 12

Organizational Performance

S/K Ch. 13;

Berwick, "Public Performance Reports and the Will for Change",

"A Conversation with Don Berwick,"

June 13

Eisenberg, "Customer Service in Health Care: A New Era"

Sahney, "Generating Management Research on Improving Quality"

Mintzberg, Toward Healthier Hospitals.

Case No. 2 The Future of Disease Management at Superior Medical Group

S/K Ch. 3; Motivation

June 16

Motivation

Hallowell, "Why Smart People Underperform";

Nicholson, "How Hardwired is Human Behavior?";

Waldroop & Butler, "Managing Away Bad Habits"

Sull & Houlder, "Do Your Commitments Match Your Convictions?"

June 17

Strategy

S/K Chs. 14;

Mintzberg, "The Fall and Rise of Strategic Planning";

Porter, "What is Strategy?";

Altman, Could U.S. Hospitals go the way of U.S. Airlines?

Case No. 3 Healthier Babies in Twin Falls, Idaho

PH takes over

June 18

Medical Innovation

Kruger, The Medical Device Sector

Kleinke, The Price of Progress: Prescription Drugs in the Health Care Market

June 19

Case No. 4 Burns, The Fall of the House of AHERF: The Allegheny System Debacle

Christiansen, Will Disruptive Innovation Cure Health Care?

Leadership/Governance/Accountability

S/K Ch. 4;

June 20

Porter, "Seven Surprises for New CEOs."

Bennis, "The Seven Ages of a Leader"

Kotter, "What Leaders Really Do"

Zaleznik, "Managers and Leaders: Are They Different?"

Hayashi, "When to Trust Your Gut";

June 23

Conflict

S/K Ch. 5;

Gabarro & Kotter "Managing Your Boss";

Sebenius, "Six Habits of Merely Effective Negotiators"

Ertel, "Getting Past Yes";

Weiss & Hughes, "Want Collaboration? Accept- And Actively Manage Conflict"

June 24

Work Design

S/K Ch. 7;

Pine and Gilmore, "Welcome to the Experience Economy"

Chase, Dasu, "Want to Perfect Your Company's Service? Use Behavioral Science."

Drucker, "They're not Employees, They're People."

Gordon, The Disruptive Medical System

Aiken, Nurses Reports on Hospital Care in Five Countries

Case 5: The Associate Director and the Controllers

June 25

Communication and Coordination & Power and Politics

S/K Ch. 8 & 9

Conger, "The Necessary Art of Persuasion"

Fels, "Do Women Lack Ambition?"

Thomas, "Diversity As Strategy"

Hoffer, "Impact of Relational Coordination on Quality of Care"

June 26

Managing Alliances & Organizational Innovation and Change

S/K Ch. 11

S/K Ch. 12;

Chesbrough & Teece, "Organizing for Innovation: When is Virtual Virtuous?";

Kegan & Lahey, "The Real Reason People Won't Change";

Spear, "Learning to Lead at Toyota"

Case 6: Whose Hospital?

Final exam: June 27