This course will highlight areas in health care management. Topics will be introduced through guest speakers, required outside readings and case analysis and presentation. The students will be required to participate in verbal informal and formal class discussions and presentations in seminar-type sessions, as well as prepare and hand in written analysis of selected cases. It is hoped that this course will present to you a broad picture of the complexities in managing today’s health care organization and allow you to develop a more critical thinking process relative to health care. The hope is that this course can bridge theory and practice. Several guest lecturers will be featured.

TEXT

A collection of required readings and cases will be presented. A copy of these materials will be available in advance of each class. The listing of articles and cases are detailed in the course outline.

LEARNING OBJECTIVES

- Identify current issues in health care systems.
- Identify several strategies and possible responses to a changing health care environment.
- Identify characteristics required in effective organizations and programs in health care.

REQUIREMENTS TO COMPLETE THIS COURSE

- Read all assigned materials prior to class session.
- Participate effectively in class discussions.
- Read assigned cases and be prepared to sufficiently engage in thoughtful class discussions.
- Make oral and written case presentations.
- Prepare and hand in final paper.
CASE ANALYSIS

Several cases are presented as part of the formal course outline. The student should be prepared to discuss these at the assigned date. A significant portion of your grade will depend on the thoroughness and quality of your analysis.

You will be required to select three (3) cases for formal written presentation. The written presentation should not exceed ten (10) typed pages and should follow the following format:

1. Title page containing course name, case name, student name, date.
2. Table of contents, one page summary of main points contained in report.
3. Body of the Report should contain background information on the case, a statement of problem or problems being addressed, the description of the criteria used to evaluate alternative solutions, the alternatives considered and your recommended action, plan of implementation and evaluation.

Suggested Format:

a. Summary
b. Background information
c. Problems being addressed
d. Evaluation criteria
e. Alternative considerations
f. Recommendation
g. Implementation strategies

GRADING

Class participation  50%
Case analysis  50%

COURSE SCHEDULE AND ASSIGNMENTS

Week #1  Introduction to Course
- Administrative
- Review of Syllabus
- Learning Objectives
- Framework

Environment Context of Health Care Administration
- Organizations and their Services
- Changing Environments and Organizational Requirements

2
Required Readings


Week #2 Organization, Leadership & Behavior
-Environment change and complexity
-Environmental contexts
-Organizational response to change in environment and managerial approaches

Required Readings


Week #3 Organizational Structure & Performance
- Organization Structure
- Organization Activities
- Organization Performance

Required Readings


Case/Discussion

Week #4 The Strategic Planning and Management Process
- Strategic Planning Methods
- Developing a Strategic Plan

Required Readings

Case/Discussion

Week #5 How Organizations Innovate and Change/Leadership
- Various Models of Organizational Change
- How To Manage Transition and Change

Required Readings


Case/Discussion

Week #6 Managed Care Contracting

Required Readings

Week #7 HMO Structures and Strategies

• Handouts

Week #8 Information Technology in Healthcare

Required Readings
Dean C. Coddington, MBA and Keith D. Moore, MCP. “Leading IDSs Heed the Call to Invest in IT.” Healthcare Financial Management, (February 2002); 36-40.

Case/Discussion

Week #9    Off for Thanksgiving

Week #10    Human Resources Management in Healthcare
             • Human Resource Management
             • Labor Relations
             • Collective Bargaining & Negotiations

Required Readings
Peter F. Drucker, “They’re Not Employees, They’re People.” Harvard Business Review, Vol. 80, No. 2; 70-77.

• Wrap up
• Last Chance to:
  – Hand in Case Write-up
  – Evaluation
  – Input and Comments