Course Title: Managing Health Care Delivery Organizations

Course Number: HSAP 0519J

Course Location: SPH 683 Hoes Lane West, Piscataway, NJ

Course Date & Time: Thursday, 6:10 p.m. – 9:00 p.m.

Course Instructor: Andrew Greene, Adjunct. Associate Professor, SPH Piscataway
greenean@sph.rutgers.edu, andrew.greene@argsys.com
Ph (732) 246-1312 - Fax (732) 246-0829

Office Hours: By Appointment Only

Course Assistant:

Shortell, Kaluzny, Thompson Delmar Learning, ISBN: 1435488180

Additional/Supplemental Readings/Resources: Modern Healthcare – By The Numbers

Course Description: The purpose of this course is to provide students with descriptive information about the organizations in the United States that deliver health care and some of the methods used in managing them.

Selected Department Competencies Addressed: Each Department identifies competencies for each degree offered. The competencies addressed in this course for the MPH for the Department of Health Systems & Policy include:

- Describe principals of management theories in the delivery of health services and evaluation of health system performances;
- Use economic theories, concepts and methodologies in the analysis and evaluation of current health care issues and problems;
- Assess and delineate public health policies and practices recognizing legal and ethical implications for individuals and populations.

Please visit the Department webpages on the School of Public Health's website at http://sph.rutgers.edu/ for additional competencies addressed by this course for other degrees and departments.

Course Objectives: By the completion of this course, students will be able to:

- A Describe the various organizational forms used in the delivery of health care systems;
- B Report on the most frequent mechanisms used to finance health care services
• C Define and describe frequent systemic and organization problems that arise in the course of providing health care services and identify and describe the forms of governance of hospitals in the U.S.

Course Requirements and Grading:

• Chapters assigned in the Syllabus should be read prior to class.

• Class participation 40 pts.
  Mid term paper 60 pts.
  Total: 100 pts.

Course Schedule: Include week by week listing of each class session:

Session 1 - January 23, 2014   Introduction
A. Organization theory and health care management, open and closed systems, social integration, motivation and coordination, the managerial role. The role of the change agent. Part One – Chapters 1-2, pages 1-62
B. Healthcare in the United States – By The Numbers
C. Honor Code Review

Session 2 – January 30, 2014   Organization Design, Motivating People
A. Perception, motivation and negotiation, leadership and managership, the social structure of work groups, understanding and changing behavior.
   Part Two – Chapters 3-4, pages 64-120
B. Health Reform – Federal Initiatives

Session 3 – February 6, 2014    Team Effectiveness, Communication
A. Groups and Teams in HSO’s and workplace design, coordination and communication in the organization, sources, and uses of authority, power and influence. The three-legged stool.
   Part Three – Chapters 5-6, pages 121-187
B. Health Reform – State Initiatives

Session 4 - February 13, 2014   Power, Complexity & Improving Quality
   Part Four – Chapters 7-9, pages 188-279
B. Market Initiatives

Session 5 – February 20, 2014    Guest Speaker

Session 6 – February 27, 2014    Strategic Thinking, Managing Alliances
A. The management of strategy, use of models for managing, societal forces shaping the system, changing roles for health care personnel, how the managerial role is affected, creating and managing the future.
   Part Five – Chapters 10-11, pages 282-346

B. Private Foundations, Public Funding

Session 7 – March 6, 2014    Health Policy, Regulation & Information

A. Organizational Learning, Innovation and Change
   Organizational Performance, Managing for Efficiency and Effectiveness
   Chapters 12-13, pages 347-398

B. Metrics

Session 8 – March 13, 2014    Consumerism, Ethics & Globalization

A. Achieving a competitive advantage and managing the future
   Chapters 14-15, pages 399-496

B. Answer any questions on Mid term paper.

Mid term Exam - Due by March 14, 2014
Using the textbook descriptions, definitions and class discussion, describe your current position in terms of type of organization, goals and leadership. Where do you believe you can maximize your talents and abilities in the future, and why? Cite references.
The paper may not be more than three pages. It can be faxed, emailed or mailed to: Andrew Greene, President, ARG Management, 23 Duke St., New Brunswick, N.J. 08901 andrew.greene@argsys.com

School of Public Health Honor Code: The School of Public Health Honor Code is found in the student bulletin (sph.rutgers.edu/academics/catalog/index.html ). Each student bears a fundamental responsibility for maintaining academic integrity and intellectual honesty in his or her graduate work. For example, all students are expected to observe the generally accepted principles of scholarly work, to submit their own rather than another’s work, to refrain from falsifying data, and to refrain from receiving and/or giving aid on examinations or other assigned work requiring independent effort. In submitting written material, the writer takes full responsibility for the work as a whole and implies that, except as properly noted by use of quotation marks, footnotes, etc., both the ideas and the works used are his or her own. In addition to maintaining personal academic integrity, each student is expected to contribute to the academic integrity of the school community by not facilitating inappropriate use of her/his own work by others and by reporting acts of academic dishonesty by others to an appropriate school authority. It should be clearly understood that plagiarism, cheating, or other forms of academic dishonesty will not be tolerated and can lead to sanctions up to and including separation from the Rutgers School of Public Health.

Policy Concerning Use of Recording Devices and Other Electronic Communications Systems: When personally owned communication/recording devices are used by students to record lectures and/or classroom lessons, such use must be authorized by the faculty member or instructor who must give either
oral or written permission prior to the start of the semester and identify restrictions, if any, on the use of mobile communications or recording devices.
Course Title: Managing Health Care Delivery Organizations
Course Number: HSAP 0519J-030
Course Location: Rm 1B, SPH 683 Hoes Lane West, Piscataway, NJ
Course Date & Time: Thursday, 6:10 p.m. – 9:00 p.m.
Course Instructor: Sharon A. Holswade, MBA, FACHE, Adjunct Instructor, SPH
              minogush@rwjms.rutgers.edu
              Ph (732) 235-5722
Office Hours: By Appointment Only
Course Assistant:
Required Course Text: Health Care Delivery in the U.S. (Jonas & Kovner’s)
              Anthony R. Kovner, Ph.D., James R. Knickman, Ph.D., 10th Edition,
Additional/Supplemental Readings/Resources: Current Publications
Course Description: The purpose of this course is to provide students with descriptive
information about the organizations in the United States that deliver health care and some of the
methods used in managing them.
Selected Department Competencies Addressed: Each Department identifies competencies
for each degree offered. The competencies addressed in this course for the MPH for the
Department of Health Systems & Policy include:
  • Describe principals of management theories in the delivery of health services and
evaluation of health system performances;
  • Use economic theories, concepts and methodologies in the analysis and evaluation of
current health care issues and problems;
  • Assess and delineate public health policies and practices recognizing legal and ethical
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  • A Describe the various organizational forms used in the delivery of health care systems;
  • B Report on the most frequent mechanisms used to finance health care services
C Define and describe frequent systemic and organization problems that arise in the course of providing health care services and identify and describe the forms of governance of hospitals in the U.S.

Course Requirements and Grading:

- Read chapters to be covered and be prepared to discuss.
- Class participation 40 pts.
  Final paper 60 pts.
  Total: 100 pts.

Course Schedule: Include week by week listing of each class session:

Session 1 – March 27, 2014

- Introductions and review Syllabus and class objectives
- What we want in a health care system?
- Chapter 1 The Current U.S. Health Care System
- Chapter 2 Health Policy and Health Reform
- Chapter 9 Organization of Medical Care

Session 2 – April 3, 2014

- Chapter 8 Access to Care
- Chapter 10 Integrative Models and Performance
- Chapter 11 High Quality Healthcare

Session 3 – April 10, 2014

- Guest Speaker – Amy Mansue, President & CEO, Children’s Specialized
- Chapter 5 Population Health
- Chapter 6 Public Health: Policy, Practice and Perceptions
- Chapter 7 Health and Behavior

Session 4 – April 17, 2014

- Guest Speaker – TBD
- Chapter 3 Health Care Financing
- Chapter 12 Health Care Costs and Values
- Chapter 16 Health Information Technology

Session 5 – April 24, 2014

- Guest Speaker - Eric Jahn, M.D., Senior Associate Dean for Community Health, Robert Wood Johnson Medical School
- Chapter 4 Comparative Health System
- Chapter 13 Comparative Effectiveness
Session 6 – May 1, 2014

- Chapter 14 Governance, Management and Accountability
- Chapter 15 Health Workforce
- Chapter 17 The Future of the Health Care Delivery System in the United States
- Presentation/Discussion of final exams

**Final Exam:** For discussion at last class and to be turned in at last class. Discuss how you would reform the health care system. Choose one component of health care that you believe should be reformed, how you would reform it, and how you would pay for it. The paper may not be more than three pages.

**Final Grade:** Class participation in discussions and final exam.

In the event of an absence a 1-2 page narrative of a current health care topic is required. To be presented at class following absence.

**Final Exam - Due by May 1, 2014**

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