

**NOTE: THIS COURSE STARTS ON THURSDAY SEPTEMBER 4**

**RUTGERS SPAA/RUTGERS SPH – FALL, 2014**

**Course: HEALTH CARE MANAGEMENT**

**Professor: MADELINE FERRARO, ESQ.**

- **Adjunct Professor, Rutgers School of Public Affairs and Administration & Rutgers School of Public Health**
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**A. SPAA Student Learning Outcomes**

- **to be able to lead and manage in public governance**
- **to participate in and contribute to the public policy process**
- **to analyze, synthesize, think critically, solve problems, and make decisions**
- **to articulate and apply a public service prospective**
- **to communicate and interact productively with a diverse and changing workforce and citizenship**

**B. Course Objectives**

- 1. To learn the basics about the American health care system**

2. To understand the implications of the Affordable Care Act
3. To learn to use the Case Study method as an analytical tool
4. To start using an “evidence-based” approach to management
5. To be a successful contributor in small group meetings
6. To get comfortable being a discussion leader
7. To meet and interact with industry leaders (your future bosses)

### C. Academic Integrity

Principles of academic integrity require every Rutgers University student:

- Properly acknowledge and cite all use of the ideas, results, or words of others
- Properly acknowledge all contributors to a given piece of work
- Make sure that all work submitted as his or her own in a course or other academic activity is produced without the aid of unsanctioned materials or unsanctioned collaboration
- Obtain all data or results by ethical means and report them accurately without suppressing any results inconsistent with his or her interpretation or conclusions
- Treat all other students in an ethical manner, respecting their integrity and right to pursue their educational goals without interference. This requires that a student neither facilitate academic dishonesty by others nor obstruct their academic progress
- Uphold the canons of the ethical or professional code of the profession for which he or she is preparing.

*Adherence to these principles is necessary in order to insure that:*

- Everyone is given proper credit for his or her ideas, words, results, and other scholarly accomplishments
- All student work is fairly evaluated and no student has an inappropriate advantage over others
- The academic and ethical development of all students is fostered
- The reputation of the University for integrity in its teaching, research, and scholarship is maintained and enhanced

**Failure to uphold these principles of academic integrity threatens both the reputation of the University and the value of the degrees awarded to its students. Every member of the University community therefore bears a responsibility for ensuring that the highest standards of academic integrity are upheld.**

#### **D. Disability Services**

**Accommodations, Auxiliary Aids, and Services enable qualified students with disabilities to receive the same information and opportunities presented to a student without disabilities. They allow students who have disabilities to learn and convey knowledge of course material in alternative formats. These aids and services make classrooms, courses, labs, and programs accessible and must not compromise the academic standards or essential requirements of the course or the program. Following list gives some examples of recommendations, auxiliary aids, and service provided in post-secondary settings:**

- Scheduling classes in physically accessible locations**
- Extended time on exams**
- A reduced distraction testing location**
- Books on Tape**
- Interpreters**

**Students should apply at <http://disabilityservices.rutgers.edu> and provide the instructor with a copy of the Accommodation Authorization Form. Accommodations are not provided retroactively.**

#### **E. Course Overview**

**This course will introduce the students to a wide variety of thought leaders from across New Jersey. These visiting speakers will not all be from the healthcare arena but other areas of public policy interest as well. Students will gain valuable insights into the real world workings of not for profit corporations, the State and Federal government, and the**

intersection of these entities. There will be time for thoughtful questioning of the speakers.

Class participation is essential in this course. Students will be graded on participation in several class aspects. The questions presented to the guest speakers will be one area. Other areas will include class discussions of the case studies and relevant news stories.

Students are expected to write three short essays (1-2 paragraphs) of “lessons learned” from the previous guest speakers. The essay should include the issues that captured their interest, common themes among the presentations, and what the student hopes to learn more about in the future.

The Final will be a group presentation of a solution to a case study chosen by the students. More information on the final will be provided at a later date.

#### F. Text

No books are required for this course. However, students are expected to be read health-related news stories each week. Good resources for healthcare news include the New York Times, Wall Street Journal, Politico, Kaiser Health News, The Star Ledger, and TheHill.com

#### G. Class Structure

Each week:

- 1) A guest lecturer will speak on a particular topic relevant to their expertise.
- 2) There will be a question and answer discussion period with the guest.
- 3) A selected group of students will make a power point presentation focusing on the previous week’s topic; the case study will analyze the challenges discussed by the speaker and offer potential solutions to these challenges

- 4) Additionally, selected students will be called upon to discuss a relevant healthcare news article and pose a question for class discussion

#### H. Policies

- Attendance is required
- The syllabus is a guideline, not a guarantee. Guest lecturers and topics are subject to change
- Students should check Blackboard regularly for class updates and changes to the syllabus
- Thoughtful class participation is valued and will be 35% of your grade.

#### I. Grading

General Class Participation	35%
Lessons Learned	15%
Case Study Solutions	15%
News Stories Presentations	10%
Final	25%

#### Subject to Change

##### Week 1: Intro to Class

Intro to Madeline Ferraro

Student intro

##### Week 2: Accountable Care Act

Speaker: Joe Trunfio, PHD, CEO Atlantic Health System

- \* How hospitals react to sweeping Federal policy change with little direction.

##### Week 3: Accountable Care Organizations (ACOs)

Speaker: Dr. David Shulkin, CEO Morristown Medical Center

**and/or David Gross, Executive Director Atlantic ACO**

**\* How do you get your hospital, staff, Drs. to pivot to this new type of healthcare delivery system?**

**Week 4: Healthcare Market Consolidation from Buyer/Seller Perspective**

**Speakers: Debbie Zastocki, Former CEO Chilton Hospital, Current VP Atlantic Health System (AHS); Lynn Turner, Director of Human Resources & Organization Development, Atlantic Health System**

**\* How to best communicate ownership changes to employees**

**Week 5: Federal Healthcare policy effect on Hospital operations and delivery of care.**

**Speakers: Russ Molloy, VP Government Affairs, Meridian Health**

**Carolyn Forcina, American Hospital Association**

**\* Physician rate reimbursement for Medicare**

**With a fixed pot of Federal healthcare dollars, conflict is set up between doctors and hospitals for distribution of funds by Centers for Medicare and Medicaid.**

**Week 6: US Supreme Court- Hobby Lobby**

**Speakers: Christine Stearns, NJ Business and Industry Association**

**Marcus Rayner, NJ Civil Justice Institute**

**\* Can this decision become a slippery slope for other healthcare coverage**

**Week 7: The role of Hospital associations on healthcare policy**

**Speakers: Betsy Ryan, President, NJ Hospital Association**

**Suzanne Ianni, Hospital Alliance of NJ**

**Rick Pitman, Executive Director, Fair Share Collaborative**

**\* How to run an association when needs of members are diverse**

**Week 8: How For Profit Hospitals will change NJ healthcare landscape**

**Speakers: Dave Kostinas, healthcare consultant**

**Terence French, healthcare consultant**

**\* How can a small not for profit compete with a for profit hospital**

**Week 9: How Congress actually works**

**Speaker: Senator Robert Torricelli**

**Week 10: Career Transitions from public service to ...**

**Speakers: Senator Jen Beck and/or Michelle Jaker, Government**

**Relations Director, Amerigroup**

**\* Work back from your perfect job, how would you get there**

**Week 11: Role of Hospital Board of Trustees in time of great change**

**Speaker: Karen Kessler, Chairperson, AHS**

**\* What do you think the role of a board member should be, macro  
or micro manage**

**Week 12: New Federal Rules regarding quality and payment**

**Speaker: Dr. Jan Schwarz-Miller, CMO, AHS**

**\* How to adopt and change hospital practices and data collection to  
comply with new Federal requirement**

### **Week 13: Distribution of Final Case Study**

**Discuss and questions regarding final case study presentation**

### **Week 14: Group Presentations on Case Study**

#### **Potential Substitute Speakers/Topics:**

- **Role of FQHC's in NJ healthcare landscape**
  
- **NJ'S DSRIP Program**  
**Speakers: Dr. Poonam Alaigh**  
**Rick Pitman**
  
- **Population Health**  
**Speaker: William Neigher**
  
- **How the NJ Dept. of Health (DOH) sets NJ Health Policy and State reimbursement for Charity Care**  
**Speakers: Mary O'Dowd, Commissioner of Health; Heather Howard, Former Commissioner of Health**  
**\* What problems are created by how State distributes Charity Care money?**

