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.

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
Textbook There is no required textbook for the class.

Readings Required readings are available on Blackboard:
• American College of Healthcare Executives Code of Ethics
• Other readings may be assigned throughout the course.
**RECOMMENDED READINGS** (for those students who wish to go more in-depth)
- Several book chapters are available on Blackboard

**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 Blackboard 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.

**ASSIGNMENTS**
There will be three written assignments in the class, which will be available on Blackboard one week before they are due. Assignments will cover lectures, guest lectures, and class discussions. The incorporation of readings and outside research can enhance your score.

<table>
<thead>
<tr>
<th>Assignments</th>
<th>Due Date</th>
<th>% of Grade</th>
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<tbody>
<tr>
<td>1. Assignment 1</td>
<td>Tuesday January 31</td>
<td>20%</td>
</tr>
<tr>
<td>2. Assignment 2</td>
<td>Tuesday February 14</td>
<td>20%</td>
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<tr>
<td>3. Assignment 3</td>
<td>Tuesday February 28</td>
<td>20%</td>
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<tr>
<td><strong>Total percent of final grade</strong></td>
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<td>60%</td>
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**Assignment Instructions**
Two copies (one electronic and one paper) of each assignment are due at the start of class on the date listed above:
- The electronic copy is due in the digital drop box of Blackboard
- The paper copy needs to be handed in at the start of class

Points will be taken off for late and incomplete submissions. A late assignment is one which is submitted more than 15 minutes after the start of class on the due date. Late assignments will receive a 10% penalty for each day late. (For example, if an assignment is worth 100 points, the student will receive a 10 point deduction if it is more than 15 minutes but less than 24 hours late. There will be a 20 point deduction if it is between 24 – 48 hours late.) Papers will not be accepted after 48 hours.

**COURSE PERFORMANCE EVALUATION**
Performance will be evaluated based on the following:
- Assignments (3) 60%
- Class Attendance and Participation 40%
- **Total course grade** 100%
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 Blackboard 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) and the instructor will be checking the discussion board Monday-Friday 9AM to 5PM EST and occasionally on weekends. Please note that questions received via e-mail or phone, and last minute questions may not be answered. The Blackboard discussion board is also for you to interact with others in the course. Post questions, comments, notices of 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

Tuesday January 17, 2017
Topics
- Course Overview; Complexity and Purpose of Health Care Organizations

Assignment
- Read syllabus in its entirety before next class

Thursday January 19, 2017
Topics
- The 3-Legged Stool of Healthcare Organizations
- Governing Body Responsibilities and Oversight

Pre-Taped Lecture
- Governing Body

Tuesday January 24, 2017
Topics
- Management Responsibilities and Health Care Operations
- Management Code of Ethics and Ethical Decision-Making

Pre-Taped Lecture
- Management

Readings
- ACHE Code of Ethics
- ACHE Ethical Decision-Making Process
- Recommended Chapter: Health Care Management

Thursday January 26, 2017 – NOTE: Class will be extended until 1:00PM. Lunch to be provided.
Topics
- Organizational Leadership

Guest Lecturer
- Paul Winkler, President
  Presbyterian SeniorCare

Tuesday January 31, 2017
Topics
- Jewish Healthcare Foundation Initiatives
- Health Care Careers

Guest Lecturer
- Nancy Zionts, Chief Operating Officer
  Jewish Healthcare Foundation
Assignment 1 Due  
**Thursday February 2, 2017** – **NOTE**: Class will be extended until 1:00PM. Lunch to be provided.  
**Topic**  
• Physician Practice Management  

**Guest Lecturers**  
Todd Wolynn, M.D., MMM, President  
Carrie Murphy, MSHCPM, Director of Operations  
Kids Plus Pediatrics

**Tuesday February 7, 2017**  
**Topic**  
• Human Resources Functions and Significance  

**Pre-Taped Lecture**  
• Human Resources  

**Readings**  
• Recommended Chapter: The Legal Environment of Human Resource Management  
• Recommended Chapter: Performance Management

**Thursday February 9, 2017**  
**Topic**  
• Operations Management  

**Guest Lecturer**  
Michael J. Evans, FACHE, President  
Trinity Healthcare

**Pre-Taped Lecture**  
• Budget Process  

**Readings**  
• Recommended Chapter: Decision-Making  
• Recommended Chapter: Managing Costs and Revenues

**Tuesday February 14, 2017**  
**Topic**  
• Medical Staff Organization, Function and Responsibilities  

**Pre-Taped Lecture**  
• Medical Staff  

**Readings**  
• Recommended Chapter: Physician Management  

Assignment 2 Due
Thursday February 16, 2017
Topics
• Strategic Planning Process and Components

Pre-Taped Lecture
• Strategic Planning

Readings
• Recommended Chapter: Strategic Planning
• Recommended Chapter: Strategy and Structure

Tuesday February 21, 2017
HIMSS Week: Topics and readings to be determined. Class discussion is likely to occur on Blackboard.

Thursday February 23, 2017
HIMSS Week: Topics and readings to be determined. Class discussion is likely to occur on Blackboard.

Tuesday February 28, 2017
Topic
• Integrative Health

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

Assignment 3 Due

Thursday March 2, 2017
Topics
• Course Wrap-Up
• Course Evaluations