In its groundbreaking report, *Crossing the Quality Chasm* (2001), the Institute of Medicine highlighted the need for more attention to care processes and a systems approach to healthcare delivery. This course is designed to explore the progress that has been made and the challenges that remain in bringing the concepts, practices and tools of operations and quality management to the healthcare industry.

The foundation material for this course is contained in the text. Building on this foundation, students will explore the application of concepts, principles and practice through case studies and associated class discussions, exercises, and an individual or group project. The project will be based on the student’s area of work and will use lean and six sigma methods to define, measure, analyze, and improve a process.

**Credit Hours**

| 4 credits |

**Prerequisites or Concurrent Enrollment Requirements**

This is a course that involves working with data. An intermediate facility with Excel is required (includes formatting cells, referring to cell ranges, basic functions, basic graphics, and the use of formulas). Students should contact one of the instructors if in doubt about their level of expertise.

**Term, Year, and Campus**

Spring 2010, Marquam Hill Campus

**Faculty Information**

Mike Neal, MS (Adjunct Instructor)
Division of Management, OHSU
Email: nealm@ohsu.edu
Phone: Office: (503) 344-6927

Steven Cheng PhD (Adjunct Instructor)
Knight Cancer Institute, OHSU
Email: chengs@ohsu.edu
Phone: Office: (503) 418-9294

**Advising Hours**

The instructors will be available via email most days throughout this course, checking in at least once per day. Students are strongly encouraged to schedule a phone conference or face-to-face meeting to get help or address issues that need an in-depth conversation.

**General Course Meeting Day and Time**

Hybrid (online) with face-to-face meetings

**Face to Face Meetings:**

April 9th, 2010 - BICC 124
May 14th, 2010 - BICC 124
**Online:**
We will utilizing the OHSU Sakai platform (http://sakai.ohsu.edu) for the online portion of the course.

**Independent Meetings (optional):**
It is highly advisable to organize meetings with your groups to collaborate with the group assignments. Meeting times for group meetings is coordinated among the groups.

### Course Objectives, Competencies, or Outcomes

- Developing an understanding of the systems of care and how they translate into operational strategies and activities;
- Understanding the relationship between business strategy and operations;
- Exploring methods and tools for problem solving and decision making;
- Learning about the application of the Toyota Production System in healthcare;
- Understanding the concepts in balancing patient flow;
- Exploring the dynamics of managing a clinical service operation;
- Developing an appreciation for the strategic management of the supply chain, and
- Exploring the challenges in driving change in an organization.

### Required Texts or Readings

**Text Book:** This course has been structured around a new (2008) textbook published by the American College of Healthcare Executives. The text is supported by student materials on a companion CD and by extensive resources available through the website for the American College of Healthcare Executives.

**Healthcare Operations Management**
Daniel B. McLaughlin and Julie M Hays
- Hardcover: 466 pages
- Publisher: Health Administration Press (May 15, 2008)
- Language: English
- ISBN-10: 1567932886
- Available from [www.amazon.com](http://www.amazon.com) or [www.ache.org](http://www.ache.org)

**Articles and Cases:**

The articles and cases used in this course are available at Harvard Business Publishing. The following link will take you to this course on the HBSP site. You may purchase these materials either individually or as a package.

[http://cb.hbsp.harvard.edu/cb/access/5780702](http://cb.hbsp.harvard.edu/cb/access/5780702)
### Grading Criteria, Academic Standards, and Release of Final Grades

<table>
<thead>
<tr>
<th>Evaluation</th>
<th>Percentage</th>
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</thead>
<tbody>
<tr>
<td>Participation (Case Discussion)</td>
<td>30%</td>
</tr>
<tr>
<td>Quiz Results (on text materials)</td>
<td>30%</td>
</tr>
<tr>
<td>Project</td>
<td>40%</td>
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</tbody>
</table>

School/Department final course grades will be posted with the OHSU Registrar by close of business on June 18, 2010. Final grades will be released to students on this date via the Gradebook in Sakai. Student’s cumulative point or % grades for the course will be translated to a letter grade using the following correspondence:

- **Excellent**
  - A: 90+ points
  - A-: 85-89

- **Satisfactory**
  - B+: 80-84
  - B: 75-79
  - B-: 70-74

- **Below Graduate Standard**
  - C+: 65-69
  - C: 60-64
  - C-: 55-59

- **Failure**
  - F: < 55

### Expectations for Participation

We will all benefit from the full participation of everyone in the class. The forums will provide opportunities for all of us to surface our assumptions, test our hypotheses, think through, and possibly "reframe" our understanding of what it means to be a manager. We ask that you listen well to others as a matter of respect and as an opportunity to practice that reframing. Without discounting our own expertise, we believe you have as much to learn from one another as you do from us.

The forums will focus on discussion of the current week’s readings, and in particular on the case studies used in this course. It will be important for each of us to be fully prepared. One of the goals for this course is to increase participant's management skills by taking the position of a protagonist in the case studies we explore, and from that simulated management position practice skills in problem solving, systems thinking, and strategic thinking.
<table>
<thead>
<tr>
<th>Course specific inclement weather procedures</th>
<th>OHSU Inclement Weather Alert Line: 503-494-9021. Be sure to also check your Sakai announcements for inclement weather notices, which will be posted by 2pm on Friday and by 7am on Saturday. Carry chains or have studded tires if you drive to Marquam Hill Campus. Public transportation might be the best option. Call 503-494-9021 any time, day or night, for up-to-date information regarding weather and road conditions on OHSU’s campuses.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Copyright Information</td>
<td>Every reasonable effort has been made to protect the copyright requirements of materials used in this course. Class participants are warned not to copy, audio, or videotape in violation of copyright laws. Journal articles will be kept on reserve at the library or online for student access. Copyright law does allow for making one personal copy of each article from the original article. This limit also applies to electronic sources.</td>
</tr>
<tr>
<td>Syllabus Changes and Retention</td>
<td>It is recognized that changes may be made as the need arises. Students are responsible for keeping a copy of the course syllabus for their records.</td>
</tr>
<tr>
<td>Accommodations</td>
<td>Our program is committed to all students achieving their potential. If you have a disability or think you may have a disability (physical, learning, hearing, vision, psychological) which may need a reasonable accommodation, please contact Sue Orchard, Coordinator for Student Access at 503-494-0082 or e-mail at <a href="mailto:orchards@ohsu.edu">orchards@ohsu.edu</a>, to discuss your needs. Because accommodations can take time to implement, it is important to have this discussion as soon as possible. All information regarding a student’s disability is kept in accordance with relevant state and federal laws. You may also visit <a href="http://www.ohsu.edu/academic/acad/osahome.html">http://www.ohsu.edu/academic/acad/osahome.html</a> to identify your Program Accommodation Liaison (PAL).</td>
</tr>
<tr>
<td>Academic Honesty</td>
<td>Students are responsible for their own academic work. Students are expected to have read and practice principles of academic honesty.</td>
</tr>
</tbody>
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