



MGT 570 Operations Management in Healthcare

Winter 2016 Syllabus

Course Description This course is designed to explore the progress that has been made and the challenges that remain in bringing the concepts, practices and tools that have been developed in engineering and manufacturing to the health care industry. Drawing on concepts and materials from many industry sectors, the course will start from the fundamentals of operating systems and explore, through case studies and an anchoring project, the opportunities and challenges managers face in the application of information/communication technology, concurrent engineering, human factors, research, risk management, and supply chain management.

Credit Hours 4 quarter credits

Faculty Information David Dilts, PhD, MBA, CPA, CMA Kate Othus, MA
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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.

Virtual office hours are as needed.

General Course Meeting Information This course meets Monday, January 4 – Friday, March 18, 2016.

We will meet in person twice:
Saturday, January 9 Saturday, March 12
9:00am – 2:00pm 9:00am – 2:00pm
CDRC 3200 CDRC 3200

The remainder of the coursework is offered online through Sakai.

Required Texts *No textbook required.* We will be using two Harvard coursepacks:
[Coursepack A](#)
[Coursepack B](#)

Additional readings will be made available in Sakai as part of the Course Materials. Students are encouraged to keep copies of readings and links that they may want to use in the future as the materials will no longer be available once the course is complete.

Software for Process Mapping – We realize that Microsoft Visio is expensive if you don't already have it through your work. Therefore, below are several free alternatives. Please use one of the following:

- Microsoft Visio (used by instructors)
- LucidChart (www.lucidchart.com) (recommended freeware)
- OpenOffice Draw (www.openoffice.org/download/)
- LibreOffice Draw (www.libreoffice.org/download/)
- Dia (<https://live.gnome.org/Dia/download>)
- Diagramly (<http://www.diagram.ly/>)
- Pencil Project (<http://pencil.evolvus.vn/>)

Optional Materials *Healthcare Operations Management.* (2008) Hay, J. & McLaughlin, D. Health Administration Press. ISBN-10: 1567932886 | ISBN-13: 978-1567932881. MSRP \$115.00.

The Lean Six Sigma Pocket Toolbook: A Quick Reference Guide. (2004) George, M., Maxey, J., Rowlands, D., & Upton, M. McGraw-Hill. ISBN-10: 0071441190 | ISBN-13: 978-0071441193. MSRP \$19.00.

Pricing for textbooks may vary by retailer. Additional information about pricing, electronic options (e.g., Kindle), rentals, and used copies is available through your favorite online vendor.

Course Outcomes Upon successful completion of this course, students will:

- Explore the challenges and opportunities for improving healthcare operations;

- Develop an understanding of the systems of care and how they translate into operational strategies and activities;
- Understanding the relationship between business strategy and operations (or the lack thereof);
- Explore methods and tools for problem solving and decision-making in healthcare operations;
- Learn about the application of process improvement methods in healthcare;
- Understand the concepts in balancing patient flow;
- Develop an appreciation for the management of the healthcare supply chain, and
- Explore the challenges in driving operations change in an organization.

Alignment in the Curriculum

This course is a foundation course in the MS curriculum and while this course contains aspects of all of the program’s learning goals, it focuses on the following:

LG 1 Systems Thinking: Understand the complex healthcare system across critical domains (social, economic, political, regulatory, etc.) and scales (micro to macro) that influence healthcare policy and operations and apply this understanding to their own professional situation and organization.

LG2 Strategic Decisions: Analyze complex and ambiguous issues in healthcare and reason toward solutions that improve outcomes.

There are no prerequisites for this course.

Participation & Attendance Requirements

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 and unspoken beliefs, 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 your own expertise, we believe you have as much to learn from one another as you do from us.

More specifically, participation in the online forums held as part of this class is expected and graded. The instructors will assign points for case study discussion for both quantity and quality. Students who do not participate in the forums in a regular and substantive way will find it difficult to earn a top grade in this course.

Grading Policy

Grades are based on the following criteria:

A	95-100%	B-	80-82%	D+	67-69%
A-	90-94%	C+	77-79%	D	63-67%
B+	87-89%	C	73-76%	D-	60-62%
B	83-86%	C-	70-72%	F	Below 60%

Grades will be based on scores from Forum posts and participation, two papers, and participation in the in-person class meetings. The point breakdown is as follows:

- 10%** Attendance at each face-to-face (5% for each)
- 30%** *Individual Forum* Postings & Forum Participation
- 30%** *Group Submission*, case analysis & Summary
- 10%** *Individual Quiz* Results
- 20%** *Individual Final Exam*

Graduate credit will be granted for a class grade of C or better, however a class grade below B is cause for serious concern.

Grades are due to the Registrar's Office March 25, 2016. Students will find official grades posted in [SISweb](#) by April 8, 2016. If at this time you do not see your grades in SISweb, please contact the Division at 503-346-0375.

Forum Postings: For forum postings: These should be a thoughtful reflection on the questions for that week. Good participation normally requires about a third of a page on the website. Please start a new thread for your initial posting and please have it completed by **Thursday** of the week it is due. This initial posting is required by this time to receive the first half of credit for the weekly forum grade. That gives your teammates time to comment on your submission.

Individual Observations

For comments on other forum postings; as the submissions are posted by **Thursday**, this gives you three days to make insightful and helpful comments to others. These comments are due by 11:55pm on **Sunday**. This second posting is required by this time to receive the second half of credit for the weekly forum grade.

Submissions:
Group Case Discussions

This course incorporates several case studies that provide us with an opportunity to practice management skills on real situations in a simulated environment. Each case study will be presented with several introductory questions to guide the initial analysis. It is recommended that you read these questions prior to reading the case to help with critical thinking. These questions can be found in the assignments.

You will be assigned to a Small Group Discussion Forum. Except for the two face-to-face meetings, all the discussions will occur through the Sakai online platform. The purpose of the group discussions is to explore the case study assignments more deeply with your fellow students. Advanced questions will be posted on the forum to guide your group's discussion. Participation grades will be based on your discussion of these advanced questions.

Each group will report a summary of the weekly discussion to the class as a whole. These summaries will be posted to the Community Forum in a thread allocated for that purpose. The person who will do this will be designated the rapporteur, and this responsibility will rotate through the small group.

Quizzes & Tests	Online quizzes will be assigned to test the students on fundamental principles within the textbook. There are a total of two (2) quizzes to be completed throughout the course. Deadline to complete the quizzes are found in the “Tests & Quizzes” section of Sakai. The quizzes are open---book/open---notes and will consist of multiple choice & short---answer questions. Discussion of quiz questions is permitted between students. Students are allowed to take quizzes earlier to account for any personal scheduling conflicts. No late quizzes will be permitted (unless valid rational to be determined by the professors).
Final Exam	The final exam will be a case study that combines many of the elements of the course together. It is an individual effort. While you can discuss it with others in the class, your final submission must be just that: your individual work and ideas.
Copyright Information	<p>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.</p> <p>To comply with the fair use doctrine of the US copyright law, Sakai course sites close three weeks after grades are posted with the Registrar. Please be sure to download all course material you wish to keep before this time.</p>
Syllabus Changes & Retention	This syllabus is not to be considered a contract between the student and the School of Medicine. 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. <i>HOWEVER PLEASE NOTE: the course outline posted on Sakai will have the most up to date information.</i>
Student Access	<p>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 Student Access at (503) 494-0082 or e-mail at studentaccess@ohsu.edu to discuss your needs.</p> <p>You can also find more information here. 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.</p>
Inclement Weather Policy	When the weather forecaster is calling for ice or snow, call the OHSU Alert Line, 503 494-9021, for information regarding weather conditions that may affect

operations at OHSU. If classes are canceled or delayed, residents and students who have patient care responsibilities must meet those obligations. See this [website](#) for details. For more information specific to the Division, please visit our [website](#).

**Academic
Honesty**

Course participants are expected to maintain academic honesty in their course work. Participants should refrain from seeking past published solutions to any assignments. Literature and resources (including Internet resources) employed in fulfilling assignments must be cited. More information can be found online [here](#).

In an effort to uphold the principles and practice of academic honesty, faculty members at OHSU may use originality checking systems such as *Turnitin* to compare a student's submitted work against multiple sources. More information about Turnitin and plagiarism can be found online through [OHSU's Teaching & Learning Center](#).

Use of Sakai

This course will have an online component, which can be accessed through Sakai, OHSU's online course management system. For any technical questions or if you need help logging in, please contact the Sakai Help Desk.

Hours:

Sakai Help Desk
Mon – Fri, 8 am – 10 pm
weekends 12 pm – 5 pm

Contact Information:

Local 503-494-7074
Toll-free 877-972-5249
email sakai@ohsu.edu

Please remember, Sakai course sites close three weeks after grades are posted with the Registrar. Please be sure to download all course material you wish to keep before this time.

Issues Paper Grading Rubric

50 possible points

Grading Criteria	Points Earned
Issue associated with ethics in health care organizations and relevance:	/10
Access to health care coverage or to specific clinical services (distributive justice and allocation of resources)	
Types of research done and not done and the role health care organizations play in assuring informed consent by subjects and ethical conduct of research	
Affirmative action and equal opportunity in employment of persons who work in health care organizations	
Information integrity, including confidentiality; access to appropriate information by family members or the general public and media; sharing adverse information; conflicts of interest	
Institutional and individual relationships with outside entities (in various areas of function, including clinical, research, academic, and operations), e.g., intellectual property, conflicts of interest regarding financial investment	
Clinical ethical issues, e.g., confidentiality, duty to warn, duty to report, clinical relationship management, conscientious objection to participation in clinical services (e.g., reproductive or end-of-life care issues), patient abandonment, etc.	
Ethical problem solving processes, policy development, reporting methods and pathways	
Submit a 7-10 page double-spaced paper which addresses:	/30
Research on the dilemmas associated with the topic	
Identifying relevant historical factors/precedents and any specific challenges to administrators and clinical leadership within a healthcare organization	
Relevant types of stakeholders in the issue and what their perspectives may be	
Identification and analysis of relevant policies within a specific healthcare organization	
Creation of a proposed policy for the identified issue, if appropriate,	
Referencing the readings for this course	
Quality characteristics of the paper:	/10
Use of examples to support statements	
Depth of analysis or demonstration of reflection	
Quality of writing	
Adherence to assigned length	
Reference list	
Total Points	/50