



School of
MEDICINE
Division of Management

MS Capstone Project

Winter & Spring 2016 Syllabus

Course Description	<p>This two-term course provides students with a challenging business problem in health care that allows them to demonstrate and integrate the skills learned during the program. Student teams work with sponsors in health care organizations to define, analyze, and research problems and opportunities identified by the project sponsor. Student teams develop plans and strategies for addressing the problem and opportunity, and then create comprehensive reports for presentation to the sponsor.</p>
Credit Hours	<p>2 quarter credits in winter (pass/no pass), 3 credits in spring term (graded)</p>
Faculty Information	<p>Ron Sakaguchi, DDS, PhD, MBA sakaguch@ohsu.edu 503 346 0840</p> <p>Steve Kinder, BS, MPHA kinder@ohsu.edu 503 346 0368</p> <p>For a timely, brief question you are welcome to connect with Ron Sakaguchi or Steve Kinder by e-mail. For an extended conversation please e-mail us or connect with us in class for a specific time. Both instructors will be online frequently throughout the quarter, including evenings and weekends. We will attempt to respond to any e-mail inquiries as soon as possible after we receive them.</p>
General Course Meeting Information	<p>This course meets Monday, January 4 through Friday, March 18, 2016 and Monday, March 28 through Friday, June 3, 2016.</p> <p>We will meet in person four times Sat. January 23, 9am-2pm Fri. March 11, 4pm-9pm</p> <p>Sat. April 9, 9am-2pm CDRC 3200 Sat. May 21, 9am-12:30pm CDRC 3200</p> <p>The remainder of the coursework is offered online through Sakai. Weekly modules will begin on Monday of each week. Assignments are due at 11:55PM Pacific time on designated days.</p>

**Reference
Materials**

Materials will be 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 future as the materials will no longer be available once the course is complete.

Course**Outcomes
& Learning
Objectives**

Students should expect this class to require the same amount of time, **if not more**, than other classes with the same number of credits. **Each student should expect to spend a minimum of 200 hours on the project.**

Other expectations:

- A superior team work effect.
- Regular meetings with the sponsor and faculty advisor.
- Attendance at all required face-to-face sessions.
- All teams will produce a professional final report and give a presentation of results to the class and to the sponsor.

Learning Objectives

- Translate and apply your understanding of the complex healthcare system to address specific healthcare organizational, business, and quality issues faced by stakeholders in the healthcare system.
- Craft meaningful and actionable problem statements with strong consideration towards diverse stakeholders.
- Systematically gather and methodically analyze primary and secondary data most relevant to the situation.
- Thoughtfully design and rigorously evaluate potential solutions.
- Propose solutions that address the needs of diverse stakeholders and are sensitive to contextual factors.
- Exhibit awareness of one's strengths and weaknesses in professional environments.
- Demonstrate the ability to manage one's behavior appropriately in professional settings.
- Demonstrate an awareness of the perspectives of others in professional settings.
- Demonstrate the ability to create positive, productive relationships in professional settings.
- Demonstrate a thorough consideration of context, purpose and audience in communication.
- Demonstrate evidence of empathetic listening throughout the communication.
- Present a central message in a clear, concise and convincing manner
- Skillfully articulate complex information in a manner that allows the message to be understood by non-healthcare stakeholders.

Each student team is responsible for initiating and maintaining a close working relationship with the faculty advisor for the duration of the project. The faculty advisor will be responsible for evaluating and assigning the final grades for the project and then determining individual grades based on the level of contribution

of each team member.

Each team will have a **team communicator**. The communicator is the primary communicator between the team, sponsor and advisor. The team communicator also serves as a *general* contact with the faculty advisor, for scheduling and other administrative type of issues such as setting meetings, discussions, etc., or sending drafts of reports. The communicator is responsible for disseminating all information from the sponsor and advisor to the rest of the team.

Teams must provide regular project progress to both the sponsor and the faculty advisor.

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:

LG1 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 Analysis & Decision Making: Analyze complex and ambiguous issues in healthcare and reason toward solutions that are innovative in healthcare contexts.

LG3 Emotional Intelligence for Leadership: Accurately read and regulate one's own strengths, weaknesses and emotions; demonstrate awareness and skill in collaborating with others who have different reactions and perspectives.

LG4 Communications: Communicate in a manner that appropriately and thoughtfully informs, influences and inspires diverse stakeholders.

Attendance Requirements

Attendance at the face-to-face sessions is required as is participation in the online component of the course. Students are expected to be present and participate in discussions in a professional and respectful manner. Failure to attend or participate in class may adversely affect your final grade. See the grade book for details.

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%

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 will be based on individual work and team work. Student members of each team will be asked periodically to evaluate the project and the contribution of each member of the team, including their own. The final grade will incorporate the

grade of each deliverable as well as the interim assessments. Grading criteria will reflect the quality and approach displayed by the team in the following areas:

- Start-up and organization
- Communication
- Critical thinking and analysis
- Primary and secondary research
- Opportunity assessment
- Market analysis
- Business model assessment
- Business strategy plan
- Presentation

Grades are due to the Registrar's Office one week after the end of the term. Students will find official grades posted in [SIS](#) within two weeks of the completion of the term. If at this time you do not see your grades in SIS, please contact the Division at 503-346-0375.

Forums Forums will be created for each team and be visible only by that team and their faculty advisor. The forums should be used for discussion of key issues, particularly when input from the faculty advisor is sought. Teams can use other forms of communication such as email, Skype, text messaging and voice calls, but should be aware that the faculty advisor might not be able to contribute as readily with forms of communication outside of the Sakai forum.

Submissions Periodic reports will be posted through the Submissions tool in Sakai.

Project Best Practices The following are characteristics of successful projects.

- Determine regular times to meet, in person or by phone.
- Discuss and agree on each team member's commitments and issues.
- Establish a good working relationship with the project sponsor.
- Establish a good working relationship with the faculty advisor.
- Determine project scope and deliverables early in the project.
- Set communication and meeting expectations with the sponsor and advisor.
- Use the advisor and other faculty to assist and review materials and ideas during the project.
- Finish work with enough time to review and revise.
- Provide a professional report and presentation.

Confidentiality and Conflict of Interest A project will often require access to information that is considered proprietary by the sponsor, requiring teams to maintain confidentiality of the materials. All students and faculty members will be required to sign confidentiality agreements as part of the project. This may include a covenant not to compete with the sponsor. Students with jobs or other business interests in the sponsor's industry must take special care to avoid any possible conflicts of interest. Team members should not abuse their special position as students in order to obtain information from the sponsor's competitors that would not normally be given to the sponsor

directly. Any information of this type must be withheld from the sponsor or altered in a way that will prevent unfair loss of competitive advantage to the source.

Teams must only use OHSU email, which is encrypted, to protect the materials provided to them by the project sponsors. Teams must also use the secure cloud storage solution provided by OHSU. No materials will be archived or transmitted on personal storage locations or email servers.

Copyright Information

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.

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.

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. *HOWEVER PLEASE NOTE: the course outline posted on Sakai will have the most up to date information.*

Student Access

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.

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.

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

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