

Course Syllabus

MGT 564 HY Su13 Business Planning & Strategy in Healthcare

General Information

Term:	Summer	Credits:	4.0
Delivery:	Blended, F2F + online collaborative learning	Schedule:	2 X F2F, 6 weeks

Purpose

This course develops competency in 1) strategic thinking; 2) analyzing the role of planning and strategy in successful organizations; 3) applying tools for planning and strategic decisions; 4) evaluating and critiquing strategic plans and tactics; and 5) making strategic decisions in current areas of responsibility.

Learning Objectives to be addressed in this course

1. Analyzing and critiquing strategies of healthcare organizations
2. Developing and enhancing strategic thinking skills and capabilities
3. Evaluating and applying strategy frameworks
4. Creating plans for leading, communicating and executing strategy

Course Directors

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Class Deliverables

1. Discussion Forums

Our Philosophy in developing and teaching this course is that we, the instructors, are facilitators of your learning. Your job is to learn—from the readings, the videos, from each other, and from the instructors. As you proceed through the material, we want you to always be thinking about how the material applies to your current or future professional situation.

The purpose of the forums in the Sakai Collaborative Learning Environment is to deepen your learning by understanding how the other members of your forum group see the particular issues for this week. Each of you will see these issues through the context of your own experience, and sharing your views with each other will significantly enhance your learning. Guidance for each weekly reflection can be found on the Sakai Course Materials for that week.

You are expected to participate in online discussions and post written contributions to Sakai. All Sakai postings must be in clear, concise, professional business language. The forums will proceed in the following general order:

- After you have completed the readings, reflect on the assigned questions.
- Post your reflections to the forum. This posting can be in either one or two paragraphs and should be done in a single thread for the whole group. Due Wednesday.
- Discuss these points with the group. This discussion is not meant to be a problem solving exercise but is intended to deepen your understanding as to how the material relates to your own individual situation and those of the other members of the group. You do not need to wait until everyone has made his or her individual postings to engage in the discussion. Comments should be limited to 100 words or about 5 sentences. Due Sunday.

Each weekly forum discussion will be graded on a 10 point integer scale. You will receive a maximum of 7 points for your initial posting and a maximum of 3 points for subsequent discussion. To receive the full 10 points you will provide a significant initial posting per the weekly instructions and at least two significant follow-on comments that advances the discussion by providing new insight. We are looking for insightful and analytical comments, more than simply summarizing the reading for the week.

The purpose of the discussion forums is to develop your thinking about business cases in healthcare management.

2. Personal reflection paper

In this 1-to-2 page paper please address the following points:

- In the first f2f session we asked the question, 'Why have you chosen healthcare as a profession and why are you in this program?' Using your answer to that question in week 2 as a baseline, reflect on how your personal mission and strategy has changed as a result of your learning in this course. Why did it change?

3. Healthcare strategy case analysis

During the term, you have expanded your ability to think and plan strategically, to identify and assess market opportunity using qualitative and quantitative data, to use a "systems" approach to critique the potential success of emergent strategies. In this 6-8 page paper, you will use these skills to evaluate a healthcare market strategy case developed by the faculty. We will provide you relevant data, and ask you to draw on the assigned readings (and any other sources you chose to integrate) to support a platform for either engaging and implementing the opportunity or to make a thoughtful, well documented decision to move the organization in a different strategic direction. Your well-written and annotated paper is due at the end of the term.

Grading

- 50% - Discussion forum
- 20% - Face-to-face session participation
- 10% - Personal reflection paper
- 20% - Strategy case analysis

Required Readings:

Harrison, Jeffrey (2010) **Essentials of Strategic Planning in Healthcare**. Health Administration Press. ISBN-10: 1-56793-348-3 ISBN-13: 978-1-56793-348-3

There are two coursepacks for MGT 564. **Coursepack A** contains 10 articles from Harvard Business Review (HBR). They are available at the OHSU library or you may purchase them from Harvard Business Review at this website: <https://cb.hbsp.harvard.edu/cbmp/access/19893401>

Item #	Article	OHSU Library Y/N
R0504C	How Strategists Really Think: Tapping the Power of Analogy (HBR Apr 2005)	Y
R0507N	Strategic Intent (HBR Jul/Aug 2005)	Y
R0507E	Turning Great Strategy into Great Performance (HBR Jul/Aug 2005)	Y
96405	Strategy as Revolution (Jul/Aug 1996)	Y
R1301L	Strategic Leadership: The Essential Skills (HBR Jan/Feb 2013)	Y
R1004B	Turning Doctors into Leaders (HBR Apr 2010)	Y
R1004D	Fixing Health Care on the Front Lines (HBR Apr 2010)	Y
R0601F	Stop Making Plans Start Making Decisions (HBR Jan 2006)	Y
R0410D	Blue Ocean Strategy (HBR Oct 2004)	Y
R1211B	Accelerate! (HBR Nov 2012)	Y

Coursepack C contains the following Harvard Business School Publishing (HBSP) cases, which are required and must be purchased at: <https://cb.hbsp.harvard.edu/cbmp/access/19893425>

Item #	Article	OHSU Library Y/N
9-603-066	Intermountain Health Care (HBSP Rev: March 18, 2013)	N
B0907B	Breaking Down the Silos at SMDC Health System (HBSP Jul/Aug 2009)	N

Additional articles from other sources will be made available through Sakai in the weeks they are assigned. Please contact Roxanne Workman at workmanr@ohsu.edu if you have questions regarding the course packs.

Office hours

For a timely, brief question you are welcome to connect with Steve Kinder or Ron Sakaguchi by e-mail. For an extended conversation please e-mail us schedule a specific time. A weekly online office hour can be arranged if a majority of the class finds it to be useful.

Online hours

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.

Logistics

Two face-to-face (F2F) sessions will be held, one in the second week (Friday, July 12, 4 PM to 9 PM) and the second in the 5th week (Friday, August 2, 4AM to 9PM). Both F2F sessions will be held in CHH 3171/3181. **Attendance at F2F sessions is required unless a pre-arranged absence has been negotiated.**

Weekly modules will begin on Monday of each week. Assignments are due at 11:59 pm Pacific time on designated days.

Disabilities

Our program is committed to all students achieving their potential. If you have a disability or think you may have a disability (physical, learning disability, hearing, vision, psychological) which may need a reasonable accommodation please contact Sue Orchard, Coordinator for Student Access, at (503) 494-0082 or email at orchards@ohsu.edu to discuss your needs. You can also find more information at <http://www.ohsu.edu/academic/acad/osahome.html>. 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.

Academic Integrity

Students are expected to adhere to OHSU's academic integrity policy, which can be found at:
<http://www.ohsu.edu/ohsuedu/academic/som/graduate/upload/Student-handbook-2008-updated-9-08.pdf>

Learning Resources

Weekly reading assignments from the assigned text, from the popular press, health care and business literature.