

MGT570: Operations & Quality Management in Healthcare

Oregon Health & Science University
Division of Management

Spring 2013

Instructors

David Dilts, PhD MBA
(Director of Strategic Alignment & Professor of Management)
Knight Cancer Institute, OHSU
Division of Management, OHSU
Email: dilts@ohsu.edu
Phone: (503) 418-9649

Steven Cheng, PhD
(Senior Research Associate & Adjunct Instructor)
Knight Cancer Institute, OHSU
Division of Management, OHSU
Email: chengs@ohsu.edu
Phone: (971) 221-1487

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.

Course Overview

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.

Prerequisites or Concurrent Enrollment Requirements

Operations management is a quantitative discipline. Throughout this course you will be working with data and statistical tools to understand processes and how they might be improved. Students are encouraged to review Chapter 7 in the text at their earliest convenience and assess their comfort level with this content. In particular 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.

General Course Meeting Day & Time

Hybrid (online) with face-to-face meetings

Face to Face Meetings:

April 5th, 2013 (week 1) – BICC-124 4pm-9pm
June 7th, 2013 (week 10) – BICC-124 4pm-9pm

Online:

We will utilize the OHSU Sakai platform (<http://sakai.ohsu.edu>) for the online portion of the course. If you are not familiar with the online course tool, please contact the Educational Communications (EDCOMM) department for an overview/demonstration.

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.

Instructor Office Hours:

The instructors will have weekly scheduled office hours on campus to facilitate one on one or small group tutoring. A schedule will be provided at the first session.

Course Objectives

- Exploring the challenges and opportunities for improving healthcare operations;
- 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 process improvement methods 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.

Course Outline

WEEK	DATES	TOPIC	Face-to-Face
Week 1	April 1 - April 7	The Nature of Healthcare Operations	1st Face-to-face (April 6)
Week 2	April 8 - April 14	Process Planning and Design	
Week 3	April 15 - April 21	Developing a Learning Organization & Second Order Problem Solving	
Week 4	April 22 - April 28	Systems Perspective to Medical Errors	
Week 5	April 29 - May 5	The Philosophy of Quality Management	
Week 6	May 6 - May 12	Implementation and Quantification of Quality Management	
Week 7	May 13 - May 19	Supply Chain Management	
Week 8	May 20 - May 26	Scheduling, Capacity Management, and Resource Allocation	
Week 9	May 27 - June 2	Strategy in Healthcare Operations	
Week 10	June 3 - June 9	Putting it all together	2nd Face-to-Face

Required Readings to Purchase

Text Book: This course has been structured around a 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
- ISBN-13: 978-1567932881
- Available from www.amazon.com or 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.

<https://cb.hbsp.harvard.edu/cbmp/import/ptos/18890164>

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 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 our 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

Evaluation

Participation (Case Discussions)	30%
Group Submission (Rapporteur Summary)	40%
Quiz Results (Reading materials)	10%
Final Exam	20%

School/Department final course grades will be posted with the OHSU Registrar by close of business on June 17, 2012. Final grades will be released to students on this date via the Gradebook in Sakai. *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 one week after the end of the term. Students will find official grades posted in [ISIS](#) within two weeks of the completion of the term. If at this time you do not see your grades in ISIS, please contact the Division at 503-346-0375

Case Study Discussion

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

Sakai Tool – Tests & Quizzes

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 rationale to be determined by the professors)

Expectations about Academic Integrity

We strongly encourage you to learn as much as you can from fellow students and from any other coaches or mentors in your life. It is desirable to get feedback from others about how course concepts and skills can be applied to current issues in your work lives. At the same time, we expect you to be the sole author of the written assignments you hand in unless it is part of an explicit team project. It is one of the paradoxes of learning: we will create a rich, social learning environment where everyone shares freely, and we need you to be able to show us what you learned by writing your own papers.

Prior to the start of class, please review 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>

Statement of Disability Policy

It is the policy of OHSU that no otherwise qualified student with a disability shall be denied access to or participation in any program offered by the institution. If you have a disability or think you may have a disability (including but not limited to physical, hearing, vision, psychological and learning disabilities), which may need a reasonable accommodation, the Director for the Office for Student Access at 503-494-0082.

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.

Syllabus Changes and Retention

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.