

MGT 570 Operations Management in Healthcare **Winter 2018 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 the opportunities and challenges managers face in the application of information/communication technology, concurrent engineering, human factors, research, risk management, and supply chain management.

Credits: 4 quarter credits

Faculty Information

Gina Hawley, DrPH, MHA (hawley@ohsu.edu)

Kate Othus, MHA (othus@ohsu.edu)

If you experience a technical problem with any aspect of using Sakai, please contact Education Coordinator Jed Hafner (hafner@ohsu.edu). *Please note: when e-mailing faculty about the course, please include the course number, "MGT 570" in the subject line.*

General Course Meeting Information

This course meets online Monday, January 8 – Friday, March 23, 2018

We will meet in person twice in the term:

Saturday, January 13, 2018 9:15am – 2:00pm

Saturday, March 10, 2018 9:15am – 2:00pm

CHH 3070

CDRC 3200

Required Materials

The following required articles from Harvard Business School Publishing will be made available to purchase through their website. Approximate cost: \$30.00. Please contact Jed Hafner (503-346-0372 or hafner@ohsu.edu) with any questions.

HBSP Coursepack | This coursepack is available for purchase at the link below:

<http://cb.hbsp.harvard.edu/cbmp/access/72265582>

Item	Title
96608-PDF-ENG	What is Strategy? (HBR Bestseller)
606015-PDF-ENG	Pharmacy Service Improvement at CVS (A)
XLS275-XLS-ENG	Pharmacy Service Improvement at CVS (A), Spreadsheet Supplement
608054-PDF-ENG	Collaborating to Improve
699025-PDF-ENG	Dana-Farber Cancer Institute
110063-PDF-ENG	Supply Chain Partners: Virginia Mason and Owens & Minor (A) (Abridged)
XLS874-XLS-ENG	Supply Chain Partners: Virginia Mason and Owens & Minor (A) (Abridged), Spreadsheet Supplement

Additional readings will be made available online via the Sakai learning platform.

Optional Reading for Your Bookshelf

Healthcare Operations Management by Daniel B. McLaughlin and Julie M Hays. Publisher: Health Administration Press (2008). ISBN-13: 978-1567932881

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

Course Objectives

Upon successful completion of this course, students will:

- 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.

Alignment with Program Learning Goals and Objectives

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

LG1: Healthcare Systems and Policies

- **LO1:** Describe specific and relevant stakeholders in the operations aspect of healthcare systems and define their stakes.
- **LO2:** Describe and assess how those stakeholders operate in a mutually influencing system from an operations perspective.
- **LO3:** Analyze the potential short- and long-term implications (intended and unintended) of healthcare policy and operations and decisions.

LG2: Strategic Decisions

- **LO1:** Identify and define problems with considerations of uncertainties and risks.
- **LO2:** Critically evaluate information.
- **LO3:** Make decisions and evidence-based recommendations that improve outcomes.

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 Grading Policy (below) 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 scores from Forum posts and participation, participation in the in-person (F2F) sessions, and assignments. The point breakdown is as follows:

- 10% - *Face-to-Face Participation (5% for each)*
- 10% - *Quizzes (5% for each)*
- 20% - *Final Case Analysis*
- 30% - *Forum Postings & Participation*
- 30% - *Team Submissions, Case Analyses & Summaries*

Grades are due to the Registrar's Office one week after the end of the term. Students will find official grades posted in SIS by Friday, March 30, 2018. If at this time you do not see your grades in SIS, please contact the Division at 503-346-0375.

Guidelines for Deliverables

Forum Postings: Individual Observations

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.

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 **Wednesday** 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. Late submissions are automatically graded as zero.

For comments on other forum postings; as the submissions are posted by **Wednesday**, 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. Late submissions are automatically graded as zero.

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 should rotate through the group. Submissions are due by 11:55PM on **Sunday** for that week.

Submission naming convention. When submitting your cases, please use the following naming convention: **Week-X-Team-Y-Case** [where x is replaced by the case week, Y by your team #, and Case by the name of the case]

For example, the submission of the Virginia Mason/Owens Minor case from team 9, should be labeled:

Week-1-Team-9 -Virginia Mason-Owens Minor

Quizzes & Tests

Online quizzes will be assigned to test the students on fundamental principles within the textbook. There will be a total of 2 quizzes to be completed throughout the course. Deadline to complete the quiz are found in the "Tests & Quizzes" section of Sakai. The quiz will be 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 quiz earlier to account for any personal scheduling conflicts. No late quiz will be permitted (unless valid rationale to be determined by the professors).

Final Case Analysis

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. 10% is automatically deducted for late submissions. No submissions 24 hours after the due date are accepted.

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 Division of Management. 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.

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

Commitment to Equity and Inclusion

Oregon Health & Science University is committed to creating and fostering a learning and working environment based on open communication and mutual respect. OHSU does not discriminate on any status protected by law. If you encounter sexual harassment, sexual misconduct, sexual assault, or discrimination based on race, color, religion, age, national origin, veteran's status, ancestry, sex, sexual orientation, gender identity, or disability, please contact the Affirmative Action and Equal Opportunity Department at 503-494-5148 or aaeo@ohsu.edu. Retaliation for reporting discrimination is prohibited. Inquiries about Title IX compliance or sex/gender discrimination and harassment may be directed to the OHSU Title IX Coordinator: Laura Stadum (503-494-0258 or titleix@ohsu.edu).

Inclement Weather Policy

When the weather forecast calls for ice or snow, call the OHSU Alert Line, 503 494-9021, for information regarding weather conditions that may affect operations at OHSU. 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. Submission of previously published solutions or answers (sections or in total) as one's own work will not receive credit. Literature and resources (including Internet resources) employed in fulfilling assignments must be cited. Phrases, sentences or paragraphs from other sources, including the participant's own previous writings may only be used with explicit attribution and citation of source.

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. OHSU's Sakai software is supported by the Sakai Help Desk. The Help Desk offers technical and user support seven days a week: Monday through Friday from 8 a.m. to 9 p.m. Pacific Time and weekends and holidays from noon until 5 p.m. Pacific Time. You can contact the Help Desk using their [web-based form](#), or via e-mail at sakai@ohsu.edu, or by phone at 1-877-972-5249.

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