

HSA 6188

Health Care Strategic Management

Syllabus - Fall 2002

Christy Harris Lemak, Ph.D.
Department of Health Services Administration
University of Florida

clemak@hp.ufl.edu
(352) 392-6915
Office Hours by Appointment

Overview

The purpose of this course is to develop skills in managing health services organizations from a strategic perspective. Particular attention is given to the use of systematic assessment of the environment and the organization. Emphasis is placed on the development and implementation of business strategies to meet multiple stakeholder demands. The course uses a combination of lecture, case study analysis, and guest speakers to explore and apply strategic management concepts in health care settings.

Course Objectives

Upon completion of the course, students should be able to:

- Think strategically about the types of decisions made in health services organizations and understand the importance of a systems view of planning and other complex decision problems
- Understand and apply the fundamental principles, concepts and analytic techniques of strategic management and business planning in general and with specific application for health services organizations.
- Conduct a thorough situation assessment of a health services organization, including analysis of the external environment, competitors and industry structure, internal environment and competencies, and various potential future scenarios.
- Understand strategy formulation and evaluation processes and apply these to health care organizations.
- Identify and apply appropriate management and marketing tools used in plan implementation.
- Analyze the environment of a health services organization, prepare a business plan appropriate for the environment, and develop implementation plans.
- Evaluate and track strategic efforts and organizational performance.

Required Course Materials

1. Ginter, P.M., Swayne, L.E., and Duncan, W.J. *Strategic Management of Health Care Organizations*. Fourth Edition. 2002. Blackwell Publishers: Malden, MA.
2. Coursepack readings available at Target Copy.

Suggested Additional Readings (not required)

1. Jennings, M.C (Editor). *Health Care Strategy for Uncertain Times*. 2000. Jossey Bass/AHA Press: Chicago.
2. Mintzberg, H., Ahlstrand, B., and Lampel, J. *Strategy Safari: A Guided Tour Through the Wilds of Strategic Management*. 1998. The Free Press: New York.
3. Zuckerman, A. *Improve Your Competitive Strategy: A Guide for the Healthcare Executive*. 2002. ACHE/HAP: Chicago.
4. Committee on Quality Health Care in America, Institute of Medicine. *Crossing the Quality Chasm: A New Health System for the 21st Century*. 2001. National Academy Press: Washington, DC.
5. Current Issues of *The Wall Street Journal*, *The New York Times*, *Harvard Business Review*, *Modern Healthcare*.

Course Requirements:

Class Participation (35%)

Students are expected to prepare readings and other required materials for class discussion. The willingness of all members to participate in class discussions, ask questions, and bring relevant issues to class will be critical for successful completion of this course. Class participation accounts for 35% of the course grade and will be evaluated in the following ways:

1. Students are expected to attend every session of this course.
2. Students will be evaluated on both the quantity and quality of their participation in class discussions, exercises, and case study analyses. Specifically, students will prepare in advance and actively participate in (1) case study discussions; (2) in-class exercises; and (3) guest speaker sessions.
3. Poor performance as a member of the business planning group (see below) will result in a lower class participation grade for that student. This will be evaluated by Dr. Lemak (based upon written evaluations by each member of the group).

Case Study Analysis and Presentation (15%)

Each student will work in a group to analyze and present one case study during the course. Students are expected to apply course concepts to the “real world” situation presented in the case. The case analysis and presentation account for 15% of the course grade (group grade).

Business Plan (50%)

Each Project Hometown group will analyze the information gathered in Dr. Johnson's class (along with other relevant data and information) to develop a business plan for one organization in their county. The business plan accounts for 50% of the course grade and is broken down into five parts: Paper 1 (3% - due Sept. 10), Paper 2 (17% - due Oct. 15), Final Plan (20% - due Dec. 3), Board Packet (5% - due Dec. 3) and Presentation (5% - on Dec. 10). All students in the same group will receive the same grade.

Successful completion of the Business Plan will require significant effort on the part of each group member. Successful group functioning is a part of the learning process and thus, is the responsibility of the group members. In cases of severe group functioning problems, Dr. Lemak will monitor individual participation and contribution to the group (as needed). Finally, note that this project is not something that will be successfully completed “at the last minute.”

More information is provided about this course requirements in the Business Plan Assignment document.

Course Evaluation/Grades

Participation (35%) + Case Analysis and Presentation (15%) + Business Plans (50%). Note that I do not grade on a curve. It is thus possible (and expected) that everyone will learn much from the course and attain a high grade.

Operating Assumptions

Attendance and Make-up Work – As described above, I expect you to attend and be prepared to participate in all class sessions. Personal issues with respect to class attendance or fulfillment of course requirements will be handled on an individual basis.

Students with Disabilities - Students requesting classroom accommodation must first register with the Dean of Students Office, which will provide documentation to the student. The student should then provide this documentation to me.

Academic Integrity - I expect that you will act in accordance with the University of Florida policy on academic integrity (see Graduate Student Handbook for details). Cheating or plagiarism in any form is unacceptable and inexcusable behavior.

*We, the members of the University of Florida community,
pledge to hold ourselves and our peers to the
highest standards of honesty and integrity.*

Topical Outline and Course Assignments

Date	Topic/Activity	Text Chapter	Reading(s)	Due:
Aug. 27	<i>What is Strategy?</i>	1	1, 2, 3	
Sept. 3	<i>Strategic and Business Planning at Shands Healthcare</i>			Guest Speaker
Sept. 10	<i>Situation Assessment Overview and External Environment I</i>	2		Plan 1
Sept. 17	<i>External Environment II</i>	3	4, 5	
Sept. 24	<i>Internal Environment and Core Competencies</i>	4	6	Exercise
Oct. 1	<i>Mission/Vision/Values</i>	5	7	Case 1
Oct. 8	<i>Strategic Choice: Adaptive Strategies</i>	6, 7	8	
Oct. 15	<i>Strategic Choice: Market Entry and Competitive Strategies</i>	6, 7		Plan 2
Oct. 22	<i>Strategic Choice: Conclusions</i>			Case 2
Oct. 29	<i>Implementation Issues (Value Chain, Marketing, Information Systems)</i>	8, 9, 10	9	
Nov. 5	<i>Implementation Issues, Continued</i>			Exercise
Nov. 12	<i>Measuring Organizational Performance and Strategic Control</i>	11	10, 11, 12	Case 3
Nov. 19	<i>Balanced Scorecard in the Real World</i>			Guest Speaker
Nov. 26	<i>Strategic and Business Planning Supports</i>			
Dec. 3	<i>Wrap Up Lecture</i>	12		Full Plan Board Packet
Dec. 10	<i>Plan Presentations</i>			Presentations