

HPM 713: Hospital Functions and Operations
(Credit Hours: 2)

Department of Health Policy and Administration
Gillings School of Global Public Health

Spring 2019 Syllabus
Meeting Time: Thursday 5:00- 7:00 pm

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Course Overview

This course is intending to expose you to the knowledge and skills required to solve the most pressing operational problems found across departments within today's complex health care institutions. It will critically examine the managerial process, emphasizes leadership behavior and development, structure and purpose of healthcare organization units, inter-functional coordination, and organization processes. The course will focus on the concepts and techniques of applied management in health care such as how these organizations respond to their environment and how they implement patient care as provider organizations. It will provide a comprehensive basic knowledge of how modern health care organizations deliver high quality and cost effective decisions.

These institutions will be viewed as an open system with five identifiable subsystems: governance, technical support and finance, clinical services management, human resources management, and plant and materials management. In addition, the course will integrate basics of clinical concepts, processes, and relationships into the application of problem solving, case analysis, performance improvement, and accountability. The course will cover how the institution identifies and responds to external forces affecting decisions such as mission, quality, scope of services, and outcomes of care. While you may have been exposed to some topics that will be covered here (i.e., leadership and management of health care organizations in HPM 730 or healthcare quality and information management in HPM 760), the emphasis here will be on hearing about how these topics are integrated within departmental efforts and priorities within a real world health care system.

Learning Objectives

1. Describe health care institutions in terms of their component systems.
2. Describe governance processes that establish and implement an institutional mission including population served, scope of activity, and source and level of financing.
3. Identify major external forces shaping missions and managerial challenges of various institutions.
4. Identify and evaluate component systems for professional and clinical services including the planning, marketing, information systems, and human resources functions.
5. Describe management of clinical services including customer satisfaction, safety, regulatory compliance, and issues involving the various health care professionals involved in delivering care.

Resources

Sakai

The Sakai site is the primary source for all course information including the latest course syllabus and schedule, links to online readings, and all assignments. **In order to assist us in learning names and faces, please add a picture to your Sakai account, if you have not already done so.**

Text

Recommended (not required) - White, KR and Griffith, JR. (2010) *The Well-Managed Healthcare Organization*. (7th edition). Chicago: AUPHA/ Health Administration Press. Available as electronic resource through Health Sciences library

Additional readings posted weekly on Sakai.

Requirements

- You are expected to fully participate in and contribute to this graduate course by being present for each class, on-time, and having read assignment in advance of class.
- Carefully read and reflect upon the many concepts presented in the text or other readings assigned prior to class.
- Attend call, on time, and actively participate in classroom discussion.
- Contribute ideas that will enhance the learning opportunities of other students.

Assignments

Each week, you will be assigned applicable readings and must respond to the readings:

- You are expected to post online a summation of key principles that you have taken from the readings.
- Additionally, you should develop, post, and be prepared to bring forth two discussion questions related to the weekly reading.
- Also, please respond to one other student's post with your own thoughts or comments. The postings should be well considered and pertinent to the topic.

There is no length requirement but brevity in covering complex issues is an important professional skill. The discussion questions will be used to facilitate conversations with the weekly guest presenters. While it is acceptable to ask for a clarification of something in the text, these questions do not count toward your two discussion questions. Discussion questions must reflect your attempt to integrate material you read with content from other courses or real-world experience.

Example:

The chapter on Nursing Organization was useful in considering the various roles that nursing plays in the modern healthcare system. It was particularly interesting in reading how safe and adequate staff is determined.

Discussion question: how do you see the role of advance practice nurses changing after implementation of the Affordable Care Act?

Pre-class discussion questions will comprise 30% of the course grade.

There will be two case studies utilized to facilitate course discussion and to integrate core concepts. Please prepare a one to two page action plan related to key management activities related to each case (formatting example on Sakai). Plan should appear organized, professional, and relevant showing a grasp of the scope and complexity of a project.

These action plans will comprise 30% of the course grade.

You are expected to participate in class discussions. You may be called on to comment on particular issue contained in the readings or speaker presentations. Absences and late arrivals will be considered in this class requirement. As in any professional situation, it is expected that a student will notify the instructor before missing a class if an excused attendance is an absolute necessity.

Class discussion and participation comprises 40% of the course grade. Example of expected participation is a question or comment provided at most classes. Participation may be the difference between Pass vs. High Pass.

Evaluation Method

Grade components

Weekly postings	30%
Case studies	30%
Class participation	40%

Grading Scale

> 90	(H)
75-90	(P)
65-75	(L)
< 65	(F)

Exams: Exams are not currently scheduled; although the instructor reserves the right to give an exam as warranted.

UNC Honor Code

The principles of academic honesty, integrity, and responsibly citizenship govern the performance of all academic work and student conduct at the University as they have during the long life of this institution. Your acceptance of enrollment in the University presupposes a commitment to the principles embodied in the Code of Student Conduct and a respect for this most significant Carolina tradition. Your reward is in the practice of these principles.

Your participation in this course comes with the expectation that your work will be completed in full observance of the Honor Code. Academic dishonesty in any form is unacceptable, because any breach in academic integrity, however small, strikes destructively at the University's life and work.

If you have any questions about your responsibility or the responsibility of faculty members under the Honor Code, please consult with someone in either the Office of Student Attorney General (966-4084) or the Office of the Dean of Students (966-4042).

Read “the Instrument of Student Judicial Governance” (<http://instrument.unc.edu>).

Valuing, Recognizing, and Encouraging Diversity

Promoting and valuing diversity in the classroom enriches learning and broadens everyone's perspectives. Inclusion and tolerance can lead to respect for others and their opinions and is critical to maximizing the learning that we expect in this program. This may challenge our own closely held ideas and personal comfort zones. The results, however, create a community and promote excellence in the learning environment.

Diversity includes consideration of (1) the variety of life experiences others have and (2) factors related to “diversity of presence”, including, among others, age economic circumstances, ethnic identification, disability, gender, geographic origin, race, religion, sexual orientation, social position.

This class will follow principles of inclusion, respect, tolerance, and acceptance that support the values of diversity.

Course Evaluation

The Department of Health Policy and Administration is participating in the Carolina Course Evaluation System (CES), the university's new online course evaluation tool, enabled at the end of each semester. Your responses will be anonymous, with feedback provided in the aggregate; open-ended comments shared with instructors, but not identified with individual students. Your participation in CES is a course requirement, as providing constructive feedback is a professional expectation. Such feedback is critical to improving the quality of our courses, as well as providing input to the assessment of your instructors. You will receive emails toward the end of the semester with a link to the online survey. Time will be allocated during the last class for you to complete the survey.

Case Studies

1. Wakebrook case study (see Sakai for case details) – prepare a 2-page minimum SBAR and action plan on operating Wakebrook as an UNC facility. Plan should consist of strategic priorities, specific detailed tactics, stakeholders, and timeline.
2. Emergency management case study – case study with short answers to be placed on Sakai.
3. Hillsborough case study (case details on Sakai) – you will work within a small team to develop an action plan for opening of the new hospital. Groups will provide a 15 min PowerPoint presentation in class that should list strategic priorities, tactics, stakeholders, and timelines. Focus should be on completeness and detail.

Course Schedule

Week	Date	Topic	Text	Assignment	Guest	Instructor
1	1/10	Course Overview: Healthcare System Overview	Ch. 1 Ch. 2			JS &EW
2	1/17	Friday Night in ER game	Ch. 3 Ch. 4		O'Connor	JS&EW
3	1/24	Physician Organization	Ch. 5 Ch. 6	Wakebrook case study due	Edwards Mehrotra	JS&EW
4	1/31	Nursing Organization	Ch. 7		Madigan Harden Ray	JS&EW
5	2/7	Clinical Support	Ch. 8		Schenkat Bishop Lukes	JS&EW
6	2/14	Perioperative Services Supply Chain Management	Ch. 10		Harris Ferguson	JS& EW
7	2/21	Information Services			Lamm	JS&EW
8	2/28	Human Resources	Ch. 11		Solow Doak Cantwell	JS&EW
9	3/7	Environment of Care	Ch. 12		Wall Osborn Watt	JS&EW
	3/14	SPRING BREAK – Have fun				
10	3/21	Emergency Preparedness Exercise			Bonifacio Schroeder	JS
11	3/28	Planning & Strategy	Ch. 14 Ch. 15	Incident Command Case Study	Weathington Dunn	JS&EW
12	4/4	Post Acute Population Management	Ch. 9		Watras Handley	JS&EW
13	4/11	Hospital “Behind the Scenes” Tour				EW

14	4/18	Hillsborough Case Study	JS&EW
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15	4/25	Hillsborough “Behind the Scenes” Tour	JS&EW
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