# Health Care Management

## Prof. Tina Kowalski; Prof. Joseph Restuccia; Prof. Rosana Silveira Reis

***COURSE AIMS AND INTENDED LEARNING OUTCOMES***

*General Learning Objectives*:

To be able to design, operate, and evaluate health care quality management systems and operations.

*Knowledge Outcomes:*

* Identify the main components of a health care delivery organization
* Assess critically how to organize and manage complex health care services
* Check the alignment between strategy and process design
* Understand how to create value with healthcare process management (the Porter value chain)
* Understand the design and management of health care operations.
* Understand the current trends and innovation in the organization of healthcare productions processes

*Skills Outcomes:*

* Ability to apply and evaluate basic tools of quality improvement such as process mapping, fishbone diagrams, statistical process control, etc. in health care settings.
* Ability to identify and prioritize opportunities for improvement.
* Ability to determine appropriate methods of improving performance and considerations in implementing such methods.
* Ability to measure the performance of healthcare delivery organizations
* Ability to implement changes in the organization of healthcare delivery processes.

***COURSE CONTENT***

The course is structured around three different main logical blocks:

1. Strategic Management (20 hours) – Professor Rosana Silveira Reis
2. Operations Management (20 hours) – Professor Joseph Restuccia
3. Human Resources Management (20 hours) – Professor Tina Kowalski

**Part 1 - Strategic management (20 hours)**

* Fundamentals of Management
* Management functions (plan, organize, lead, control)
* Level of analysis (individual, team, organization, environment)
* Management in Healthcare
* Globalization & Strategic Management
* Linking ‘today and tomorrow’
* Dimensions of Strategic management
* Strategic Thinking and Planning (Processes)
* Three levels of strategy
* The power of strategy
* Values, vision, mission, core business and corporate objectives
* Talent strategy for the new healthcare ecosystem
* Three levels of strategy
* Organization Design
* Building new organizations

**Part 2 – Operations Management (20 hours)**

* Process analysis and improvement
* Value chain
* Definition and measurement of production processes in healthcare
* Continuous quality improvement
* System design
* Improvement techniques such as, clinical pathways, lean thinking, statistical control charts and performance reports.

**Part 3 – Human Resources Management**

* The role of HR in health care management?
* Organizational change and efficiency
* Measuring, improving, and evaluating performance
* Examining the employee relationship in a health care context
* Managing multidisciplinary teams effectively
* Job design and job quality – creating safe and healthy workplaces
* Managing workplace wellbeing
* Leading in a health care context
* Technology advancements in HR and health care
* Business ethics and the healthcare organization

***READING LIST***

Slides, cases studies and readings available on black-board.

***TEACHING METHOD***

Classes consist of both lectures and discussions. Case studies will be used to introduce students to a wide range of practical operational issues in healthcare delivery.

A strong emphasis will be placed on student participation and on activities and discussions in the classroom. In tutorials, students will work in small groups through activities designed to increase their understanding of the core topics outlined above, including learning by doing and using real examples and creative problem-solving techniques.

***ASSESSMENT METHOD AND CRITERIA***

For attending students, the final grade will be computed as it follows:

Individual assignments (30%)

Group work (20%)

Final exam (50%)

For non attending students the evaluation will be based on a single written exam on the whole program.

***NOTES AND PREREQUISITES***

In your own interest and of your colleagues, please try to observe the following courtesy rules:

1. Arrive in class on time; do not leave early.

2. Keep your mobiles and laptops off; do not use wireless network emailing in class.

3. Minimize wandering in and out of the classroom.

4. Participate fully in class.

5. Pull your weight in group/joint work. Do not free-ride on your colleagues!

6. Hand in assignments on time. Late submissions are not accepted.

Participation in all classes is highly recommended.

*In case the current Covid-19 health emergency does not allow frontal teaching, remote teaching will be carried out following procedures that will be promptly notified to students.*