# Planning and control in healthcare

## Prof. Marco Giovanni Rizzo; Prof. Gillie Gabay

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

The aim of the course is to enable students to develop a specialized knowledge of performance measurement systems in healthcare organizations, including how they can contribute to shape the strategy and assess the level of strategy implementation. A further aim is to enable students to develop the ability to use relevant concepts and terminology in discussing strategy implementation; profit goals, and strategies achievement; techniques of profit planning; balanced scorecard, and transfer pricing.

On completion of the course, students shall be able to:

* explain relevant advanced concepts of planning and control in healthcare, associated with models and instruments of performance measurement; demonstrate an integrated view of strategic leadership and controlling processes; classify different types of performance areas and indicators; demonstrate understanding of the meaning of critical thinking and reflection in academic texts and seminars;
* use concepts and models of planning, control and performance measurement systems for description, analysis and discussion of the new or unfamiliar managerial issues and practices in healthcare; make proposals concerning planning and control in healthcare, including the performance measurement system with a special focus on managing strategic tensions, and coping with tensions through the diagnostics and interactive control systems;
* reflect on financial and organizational control from different perspectives, including an ethical perspective;
* critically analyze the consequences of the implementation of different strategies and performance measurement systems’ decisions in speech and in writing;
* develop the necessary learning skills for them to continue studying in a largely self-directed or autonomous way or apply for managerial positions.

***COURSE CONTENT***

The course will cover the following contents:

* review of the basic concepts of management control;
* introduction to performance measurement and control systems in healthcare;
* foundations for implementing strategies (organizational tensions to be managed; basics for successful strategy; organizing for performance; using information for performance measurement and control);
* Understanding how innovative technologies in health may be integrated for strategic competitiveness
* creating a profit plan;
* linking performance to internal markets: transfer prices;
* building a balanced scorecard;
* achieving profit goals and strategies (using diagnostic and interactive control systems; aligning performance goals and incentives; identifying strategic risk; managing strategic risk; levers of control for implementing strategy).

***READING LIST***

# R. Simons, *Performance measurement and control system for implementing strategy. Pearson. New International Edition* (Chapters: *2,* 3, 4, 5, 8, 9, 10, 11, 12, 13, 14) each single module may be purchased at the link: https://hbsp.harvard.edu/strategy execution

***TEACHING METHOD***

Teaching methods include formal lectures as well as the discussion of case studies and exercises in order to enhance students' active participation and learning. Class participation is strongly recommended.

***ASSESSMENT METHOD AND CRITERIA***

Grading will be based on a written exam including both essay questions, exercises, and short case studies.

***NOTES AND PREREQUISITES***

*Office hours*

Professor Rizzo’s office hours are conducted through virtual meeting or onsite by previous appointement

Professor Gabay’s office hours are conducted through virtual meeting by previous appointement