HSMP 6611  
Strategic Management in Health Care  
(Strg Mgmt in Health Care)  
Fall 2012  
Thursday 5:30 – 7:20 PM  
Ed 2 North, 2301

Instructor:  
Tim D. Noe, Ph.D.  
Assistant Professor, Colorado School of Public Health  
Phone: 303-724-1446  
Email: timothy.noe@ucdenver.edu (Preferred method of contact)  
Office: Nighthorse Campbell Native Health Building, Room 133 by appointment

Credit Hours – 2 hours

Introduction: The U.S. Healthcare industry has become more turbulent and competitive than ever. Today’s Healthcare managers need to understand the peculiarities of the Healthcare Industry as well as the principles of competition and strategy in order to succeed. Consultants and managers are often asked to develop strategic recommendations and to present them to senior managers. The purpose of this course is to help students learn to do just that: develop strategic recommendations and present them as written and oral reports.

In this course students learn the principles of competition, strategic analysis and strategic management, within the context of the Healthcare Industry. Students have the opportunity to learn and sharpen important skills required by today’s healthcare managers, including:

1. Working in groups to analyze current situations of real healthcare organizations
2. Presenting the results of their analyses as professional oral and written reports
3. Developing strategic recommendations for organizational success
4. Presenting those recommendations as professional oral and written reports

Catalog Description: Students will learn the principles of competition, strategic analysis and management and will develop important skills necessary to analyze the healthcare environment and adapt strategies, systems, products, services and culture to effectively manage healthcare organizational change and renewal.

Course Delivery: Lecture, discussion, individual projects, and group projects.

Prerequisite: None

Course Learning Objectives and CSPH Competencies Addressed:  
Course Learning Objectives:

1. Understand and describe the principles of market competition, competitive advantage and their relationship to strategic management.
2. Understand and describe the current competitive and strategic trends in the U.S. healthcare industry.
3. Define and differentiate strategic thinking, strategic planning and strategic momentum.
4. Perform a competitive analysis of a particular organization and produce a strategic plan to help that organization succeed. Communicate the results of the competitive analysis and strategic plan as a Formal written report and a Professional oral presentation.

CSPH Core Competencies Addressed:
1. BPHS/CC 6: Communicate effectively both in writing and orally.
2. BPHS/CC 7 Effectively present accurate demographic, statistical, programmatic and scientific information for professional and lay audiences.
3. BPHS/CC 12 Understand and utilize leadership, team building, negotiation, and conflict resolution skills to build partnerships for the purpose of improving the public’s health.
4. BPHS/CC 13 Identify organizational decision-making structures, stakeholders, style and processes.
5. CR-HSMP1: Demonstrate an understanding of the effects of markets and political processes on the allocation of resources to health services and public health programs.
6. CR-HSMP8: Demonstrate an understanding of the relationship of public health to the healthcare delivery system and the economic factors influencing components of the delivery system.

Grading: Please note that based on normal academic graduate school standards, a “B” reflects high quality graduate level work. An “A” is given for exemplary graduate level work. Final grades will be assigned according to the following distributions:
A 93-100 C 73-76
A- 90-92 C- 70-72
B+ 87-89 D+ 67-69
B 83-86 D 63-66
B- 80-82 D- 60-62
C+ 77-79 F 59 or below
The final grade will be determined as follows:

<table>
<thead>
<tr>
<th>% Of Grade</th>
<th>Grade</th>
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<tbody>
<tr>
<td>Class Attendance</td>
<td>10%</td>
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<tr>
<td>Class Participation/Facilitation</td>
<td>25%</td>
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<tr>
<td>Introductory Written Assignment</td>
<td>5%</td>
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<tr>
<td>Case Analysis/Presentation Written</td>
<td>25%</td>
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<tr>
<td>Case Analysis/Presentation Oral</td>
<td>1/2</td>
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<tr>
<td>Presentation #2 Written</td>
<td>35%</td>
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<tr>
<td>Presentation #2 Oral</td>
<td>1/2</td>
</tr>
<tr>
<td>Total Weighted Score:</td>
<td>100%</td>
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Required text:
1. **Required Text Book**: *Strategic Management of Health Care Organizations 6th Edition*; Swayne, L, Duncan, W. Jack, Ginter, Peter, M.; 2008; Blackwell Publishing. ISBN: 1405124326. This textbook contains most of the required reading for the class. It also contains the “Strategic Healthcare Cases” to be used for the "Case Analysis" portion of the class. It is available in the campus bookstore. Previous editions of the book are significantly different & are not compatible with the course.

Attendance Policy
A. Attendance will be documented with a “Sign in Sheet” each week.
B. Students will be marked as absent if they arrive more than 20 minutes late, without an “Excused Absence” or “Excused Late Arrival”.
   1. **Excused absences or late arrivals** may be arranged by:
      a. Speaking with me in person in advance, at least one day before class, e.g. during a previous class session.
      b. Live telephone conversations at least 6 hours before class. Office Phone: 303-724-1446; Cell Phone: 303-549-8845;
      c. E-mail messages only if your messages are sent to me at least **24 hours before class** and **I respond to them**. If you do not receive a response to your e-mails 24 hours before the scheduled class session, you should assume that I didn’t receive them and you should contact me by phone.
   2. If more than 4 “Excused Absences” or “Excused Late Arrivals” occur the student should contact me regarding a possible incomplete or failing grade.

Class Participation Policy:
Students will be expected to contribute meaningful participation in the discussions of assigned topics. Meaningful participation is defined as active participation in the discussion by providing opinion, analysis or interpretation, or asking questions about the material based on a demonstration of having read the material.

Students will also facilitate the discussion of the reading material for one class. The facilitator should demonstrate a thorough knowledge and understanding of the material and should be prepared to facilitate a discussion of “Questions for Discussion” which will be provided by Dr. Noe for each class. Performance in class participation and facilitation will be the basis for the “Class Participation/Facilitation” portion of each student’s grade.

Disability Accessibility Statement:
For students requesting accommodations, contact the Office of Disability Resources and Services. Their staff will assist in determining reasonable accommodations as well as coordinating the approved accommodations. Phone number: (303) 724-5640. Location: Building 500, Room W1103. The physical address is 13001 E. 17th Place, Aurora, CO 80045.

Honor Code:
All students are expected to abide the honor codes of the Colorado School of Public Health. Unless otherwise instructed, all of your work in this course should represent completely independent work. Students are expected to familiarize themselves with the Student Honor Code that can be found at the URL below. Any student found to have committed acts of misconduct (including, but not limited to cheating, plagiarism,
misconduct of research, and breach of confidentiality) will be subject to the procedures outlined in the Honor Code.


Assignments:
I. **Lead class discussion:**
   A. Each student will be assigned to facilitate the discussion of the topics & concepts in the reading material for one class

II. **Introductory Written Assignment:** Students submit a short paper introducing themselves to me. This is due at the beginning of class 2.

III. **Case Analysis:** Students work in small groups with 4 – 5 students per group.
   “Strategic Healthcare Cases” in the textbook are detailed descriptions of various Healthcare organizations and their respective competitive environments. One “Strategic Healthcare Cases” will be assigned to each student group. Each group will perform a Case Analysis and Develop Competitive Strategies, as follows:
   A. **Part I:** Analyze the organization and its competitive environment:
      The Analysis will be submitted to me as a written report. It will also be presented to the class and me as an oral presentation.
   B. **Part II:** Develop competitive strategies and implementation plans:
      Strategic Recommendations, Implementation Plans and Benchmarks for Measuring Success will be submitted to me as a written report. It will also be presented to the class and me as an oral presentation.
   C. **Oral Case Presentations:**
      One half of the grade for Oral presentations will be determined by fellow students. Student participation in the evaluation of Presentations is an important part of the Presentations themselves and will therefore be monitored. (Please refer to “Case Presentation” documents on Blackboard for more details.).
   D. **Written Reports** will be submitted for Parts I and II. See Blackboard for further details.

Expectations:
I. **Assigned Reading:**
   A. Students are expected to complete the reading assignments as listed in the syllabus before class in order to participate in class discussions.
   B. Specific “Questions” and “Topics for Class Discussion” will be provided with the reading assignment at least 1 week before each class session.

II. **Written Assignments:**
   A. All written assignments should be submitted to me electronically as “Word” documents (.doc), attached to e-mail messages sent to me at the following address: timothy.noe@ucdenver.edu.
   B. Format for written assignments: Double-spaced type, font no smaller than 11 pts., margins no less than 1” top, bottom and sides”.

III. **Case Analysis & Case Presentations:**
   A. Students will form groups of 4-5 students/group.
   B. Each group will be assigned one ‘Case’ from the “Cases in the Health Care Sector” portion of the textbook. Cases will be assigned randomly by me.
   C. Groups will act as “Management Consultants” hired from outside the organization.
D. Groups will determine the roles to be played by individual group members.
E. Case Analysis assignments are group efforts. Each group will turn in a single written assignment and give one presentation for Part I and Part II.

F. **Written reports:**
   1. Written reports are due at the beginning of class on the day of the group’s oral presentation.
   2. Written reports for Part I should be \( \leq 7 \) pages, including diagrams and bibliography. Written reports for Part II should be \( \leq 10 \) pages, including diagrams and bibliography. Formatting of Written Reports:
   3. Formatting of Written Reports:
      a. Written reports should be turned in to me as 1 hard copy and 1 electronic copy.
      b. “Electronic Copies” should be submitted to me “Word” documents (.doc), attached to e-mail messages sent to me at the following address: timothy.noe@ucdenver.edu.
      c. Format for written assignments: Double-spaced type, font no smaller than 11 pts., using margins no less than 1” top, bottom and sides.
      d. Fonts should be “Arial” &/or “Times New Roman” only.
      e. References should be properly documented in Bibliographies, submitted at the conclusion of the report in the “APA Style”.

G. **Oral presentations:**
   1. Each group will present their reports as oral presentations during the class sessions on the dates they are due.
   2. Every member of each group should participate in the oral presentation.
   3. Groups may choose to use computerized graphics &/or presentations, e.g. Power Point, but they are not required to do so. Handouts and charts may be utilized as per the groups’ discretion.
   4. Oral presentations (Part I and Part II) should last at least 30 minutes and no more than 40 minutes.

H. Please refer to the “Case Analysis” and “Case Presentation” documents on Blackboard for more details.

**Course Schedule:**

This schedule is subject to minor change depending on final class size & other factors.

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<thead>
<tr>
<th>Date</th>
<th>Topics</th>
<th>Assignments &amp; Cases</th>
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| Week 1 8/30 | 1. Introduction  
2. Course Description  
3. Groups          | 1. Syllabus  
2. Class assignments of discussions  
3. Introductions/Groups |
| Week 2 9/6  | 1. Nature of Strategic Mgt.                | 1. **Introductory Written Assignment due**  
| Week 4 9/20 | 1. Service Area Competitor Analysis        | 1. Swayne; Chapter 3: Service Area Competitor Analysis   |
| Week 5 9/27 | 1. Internal Analysis  
2. Directional Strategies            | 1. Swayne, Chapter 4; Internal Environmental Analysis & Competitive Advantage  
1. Swayne, Chapter 5; Directional Strategies’ |
| Week 6 10/4 | 1. Developing Alternative Strategies  
1. Evaluation of Strategic Alternatives | 1. Swayne, Chapter 6; Developing Strategic Alternatives  
2. Swayne, Chapter 7; Evaluation of Alternatives & Strategic Choice |
| Week 7 10/11 | 1. Case Analysis  
2. Group Assignments given. | 1. Swayne, Appendix A; Analyzing Strategic Health Care Cases  
2. Cases for Case Analysis will be assigned  
3. Group Planning |
| Week 8 10/18 | 1. Value Adding Service Delivery Strategies | 1. Swain, Chapter 8, Value Adding Service Delivery Strategies  
2. Group planning |
| Week 9 10/25 | 1. Value Adding Support Strategies | 1. Swayne, Chapter 9; Value Adding Support Strategies  
2. Group planning |
| Week 10 11/1 | 1. Communicating the Strategy | 1. Swayne, Chapter 10; Communicating the Strategy  
2. Group planning |
| Week 11 11/8 | Group Presentations | Group 1: Presentation 1 |
| Week 12 11/15 | Group Presentations | Group 2: Presentation 1 |
| Week 13 11/22 | FALL BREAK | FALL BREAK |
| Week 14 11/29 | Group Presentations | Group 1: Presentation 2 |
| Week 15 12/6 | Group Presentations | Group 2: Presentation 2 |
| Week 16 12/13 | Course Review | Course Review |