

Strategic Leadership in Health Care (CMH 754)

I. BASIC COURSE INFORMATION

Course Instructor: James Ebert, M.D., MBA, Associate Professor of Community Health and Pediatrics (WSU Boonshoft School of Medicine)

Guest Faculty: Patricia Kinder, R.N., M.S.N., Consultant (TRICARE Management Activity); Michael Kriner, B.S., Director, Americas Compensation and Benefits (NCR); Craig Self, C.H.E., M.B.A., Director, Business Development Administration (Grandview Medical Center); and Marianne Weber, M.Arch., M.H.S.A., Vice President (E Lynn App Architects).

Course Material Required: See attached bibliography.

II. COURSE DESCRIPTION

This 4 credit hour course will introduce students to concepts, principles, and practices of strategic management in multiple health care settings. Case studies will be used from the health care industry as well as other business sectors to expose students to the field of organizational behavior. Students will develop their knowledge in areas including negotiation, leadership, organizational design, organizational culture, how people work in organizations, and strategy (including stakeholder and SWOT analysis, and the current approaches to the development of strategic plans).

III. COURSE OBJECTIVES:

By the end of this course, students will be expected to

- Develop an understanding of strategic management and planning as they relate to health care
- Develop an understanding of the concepts of organizational design, behavior, and culture.
- Learn how to apply strategic analysis and thinking to decisions made in health care organizations
- Develop behavioral strategies to improve leadership, interpersonal and general management skills

IV. PREREQUISITES:

CMH 734 (Health Systems Management) or with permission of instructor.

V. MODE OF INSTRUCTION

In general classes will present main concepts and theory in a lecture or group format and then case study discussions in class exercises will be used to explore application in the health care industry. Class discussion among students is required and will be promoted by

the instructors. Some assignments and class discussion will also incorporate web-based instruction.

VI. COURSE OUTLINE

Note: Lecture topics may not appear in the order below; guest faculty are scheduled upon their availability.

	Content
Session 1	Leadership (Case Discussion I)
Session 2	Strategic Management – Strategic Planning
Session 3	Strategic Management – Facilities Planning (Case Discussion II)
Session 4	Strategic Management – Measuring Performance
Session 5	Negotiation
Session 6	Organizational Dynamics – Leadership & Organization
Session 7	Human Resources
Session 8	Organizational Dynamics – Discuss Dysfunction Teams
Session 9	Organizational Dynamics – Culture
Session 10	Leadership / Putting it Together – Student Presentation

VII. GRADING

	<u>Points</u>
Strategic Analysis (SWOT)	55
Study Questions	30
Class Participation	<u>15</u>
Total Points	100

Letter grades:	A	90 – 100%
	B	80 – 89.9%
	C	70 – 79.9%
	D	60 – 69.9%
	F	59.9 % or lower

Bibliography – Strategic Leadership (CMH 754)

(Journal articles provided through WSU Course Reserves)

Culture

Will be provided in class.

Dysfunctional Teams

Lencioni, Patrick. The Five Dysfunctions of a Team. San Francisco: Jossey-Bass, 2002.

(Textbook provided)

Maccoby, Michael. Narcissistic Leaders: The incredible pros, the inevitable cons. *Harvard Business Review*, January-February 2000, pg. 69-77.

Human Resources

Herzlinger, Regina. Market Driven Health Care. New York: Perseus Books, 1997. **(Textbook provided)**

Herzlinger, Regina E. Let's Put Consumers in Charge of Health Care. *Harvard Business Review*, July 2002, pg. 44-55.

Leadership

Goleman, Daniel, Richard Boyatzis, Annie McKee. Primal Leadership. Boston: Harvard Business School Press, 2002. **(Textbook provided)**

Kotter, John P. What Leaders Really Do. *Harvard Business Review*, December 2001, pg. 85-97.

Negotiation

Fisher, Roger, William Ury, Bruce Patton. Getting to Yes: Negotiating Agreement Without Giving In. New York: Penguin Books, 1991 (2nd edition). **(Textbook provided)**

Kaplan, Robert S., David P. Norton. Focusing Your Organization on Strategy – with the Balanced Scorecard (A collection of articles)

Putting the Balanced Scorecard to Work, *Harvard Business Review*, September-October 1993, pg. 134-147;

Using the Balanced Scorecard as a Strategic Management System, *Harvard Business Review*, January-February 1996, pg. 75-85;

Having Trouble with Your Strategy? Then Map it, *Harvard Business Review*, September-October 2000, pg. 3-11.

Strategic Planning & Measuring Performance

Breslin, Paul T. Service Line Planning: The key to aligning strategy and facility master planning. *The Bristol Review*, April 2003.

Ginter, P. M., L. M. Swayne, W. J. Duncan. Strategic Management of Health Care Organizations. Malden: Blackwell Publishers, 1998. **(Textbook provided)**

Kittredge, Frank D. Jr. The Mounting Imperative of Service Line Management. *The Bristol Review*, June 2004.

Lanser, Ellen G. To Build or not To Build: New construction or renovation. *Healthcare Executive*, July/Aug. 2003, pg. 11-15.

Rettig, Peter. Bricks not clicks. *The Bristol Review*, April 2001.