

University of Florida
College of Public Health & Health Professions
Syllabus HSA 6188 Strategic Management of Health Systems
Semester: Fall 2020
Delivery Format: Synchronous Online

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Office Hours: Tuesday 2:00-3:00pm zoom or by appointment
Preferred Course
Communications: Email

PURPOSE AND OUTCOME

Course Overview

The purpose of this course is to better understand and apply modern concepts of strategic planning, marketing, and strategy in health systems: to adapt skills and techniques necessary to interpret often ambiguous strategic situations, to distinguish stakeholder needs and aspirations, to evaluate component internal and external structures and influences, to envision appropriate and a practicable strategic responses, to persuasively articulate a desired state and to participate and influence the successful implementation of strategy across a health care systems or within a major organizational component or subsystem.

Relation to Program Outcomes

This course is designed to facilitate the pivot from categorical and knowledge-based learning to a more emergent and synthetic understanding of the behavior of complex health organizations. Multiple systems, structures, processes and cultures will be considered in the context of a whole situation. The course is positioned within the curriculum to build on background and techniques acquired in first year courses in Health Policy, Finance, Basic Management and other categorical studies and to prepare students for job placement in a practical working environment.

Course Objectives and Goals

Upon completion of the course, students should be able to:

- Evaluate Organizational Culture and Structural Strengths and Weaknesses
- Interpret Impacts of Technology, Cultural Change and Evolving Practice on Organizational Strategy
- Elaborate a High Level Directional Plan for a Medium to Large Organization
- Demonstrate Basic Formal Business Planning Skills and Presentation Techniques
- Recognize Newly Evolving Trends in Strategic Theory from Academic and Popular Sources
- Assess the Influence of the External Environment (Markets, Regulators, and Competitors)
- Understand the importance of a systems view of planning and other complex problems
- Explain and apply the fundamental principles, concepts and analytic techniques of strategic management, marketing, and business planning in general and with specific application for healthcare organizations
- Explain strategy formulation and evaluation processes, and apply these to healthcare organizations.
- Identify and apply appropriate management and marketing tools used in plan implementation.
- Conduct and present an analysis of the environment of a healthcare organization, a business plan appropriate for the environment, and implementation plans.
- Collaborate effectively with a work team to prepare and present a strategy plan created for a health services organization.

Instructional Methods

Each class session will be divided into two, roughly equal parts with a short break in the middle. The first half will use traditional instructional methods such as lectures with slides. The second half will be reserved for classroom exercises, student presentations, and classroom discussion of readings and special topics. In most every class, students will be specifically assigned as discussants or presenters. Presenters be asked to volunteer to make

formal PPT, Prezi, or other slide presentations based on articles. Discussants are to be prepared to take the lead in discussing a subject with their peers and the professor.

DESCRIPTION OF COURSE CONTENT

Topical Outline/Course Schedule

The topics of each seminar are listed below. Information about guest speakers and specific topics covered in class will be distributed throughout the semester and posted to Canvas throughout the semester.

Session	Topics Dress Code
9/3	<p>Welcome, Overview, Discussion of expectations,</p> <p>What is systems thinking? Watch this video first https://youtu.be/eXdzKBWDraM</p> <p>The Best Leaders Are Great Teachers. By: FINKELSTEIN, SYDNEY. Harvard Business Review. 2019 Special Issue, p54-58.</p> <p>Learning Is a Learned Behavior: Here's How to Get Better at It. By: BOSER, ULRICH. Harvard Business Review. 2019 Special Issue, p33-34.</p> <p>Learning to Learn. By: ANDERSEN, ERIKA. Harvard Business Review. 2019 Special Issue, p14-18</p>
9/10	<p>What is Strategy?</p> <p>What Is Strategy? By: Porter, Michael E. Harvard Business Review. Nov/Dec96, Vol. 74 Issue 6, p61-78. 18p</p> <p>The Five Competitive Forces That Shape Strategy. By: Porter, Michael E. Harvard Business Review. Jan2008, Vol. 86 Issue 1, p78-93.</p> <p>Management Time: Who's Got the Monkey? By: Oncken, Jr., William; Wass, Donald L.; Covey, Stephen R. Harvard Business Review. Nov/Dec99, Vol. 77 Issue 6, p178. 9p.</p>
9/17	<p>Chapter 1 Strategy Development and the Strategic Mindset</p> <p>Transforming Health Care From The Ground Up. By: Govindarajan, Vijay; Ramamurti, Ravi. Harvard Business Review. Jul/Aug2018, Vol. 96 Issue 4, p96-104</p> <p>What Is the Next Normal Going to Look Like?". (cover story). Harvard Business Review. Jul/Aug2020, Vol. 98 Issue 4, p48-52</p>
9/24	<p>Chapter 2 Understanding the Strategic, Business, and Marketing Planning Process</p> <p>The Strategy That Will Fix Health Care. By: Porter, Michael E.; Lee, Thomas H. Harvard Business Review. Oct2013, Vol. 91 Issue 10, p50-70</p> <p>Organizational Grit. By: LEE, THOMAS H.; DUCKWORTH, ANGELA L. Harvard Business Review. Sep/Oct2018, Vol. 96 Issue 5, p98-105</p>
10/1	<p>Chapter 3 The Challenge of a Competitive Marketplace</p> <p>Chapter 4 Step 1: Conducting the Internal/External Assessment</p>

	<p>Health Care Needs Real Competition. By: Dafny, Leemore S.; Lee, Thomas H. Harvard Business Review. Dec2016, Vol. 94 Issue 12, p76-87.</p> <p>Blue Ocean Strategy. By: Kim, W. Chan; Mauborgne, Renée. Harvard Business Review. Oct2004, Vol. 82 Issue 10, p76-84</p>
10/8	<p>Chapter 5 Step 2: Creating the Mission, Vision, and Critical Success Factors</p> <p>Building Your Company's Vision. By: Collins, James C.; Porras, Jerry I. Harvard Business Review. Sep/Oct96, Vol. 74 Issue 5, p65-77.</p>
10/15	Test 1 & Strategic Management Project Work Time
10/22	<p>Chapter 6 Step 3: The Strategy/Action Match</p> <p>Managing The Most Expensive Patients. By: Pearl, Robert; Madvig, Philip. Harvard Business Review. Jan/Feb2020, Vol. 98 Issue 1, p68-75.</p>
10/29	<p>Chapter 7 Step 4: Determining Marketing Actions</p> <p>COMPETING in THE AGE of AI. By: Iansiti, Marco; Lakhani, Karim R. Harvard Business Review. Jan/Feb2020, Vol. 98 Issue 1, p60-67. 8p</p>
11/5	<p>Chapter 8 Step 5: Integration of the Marketing Plan with the Business Plan and the Strategic Plan</p> <p>Social-Impact Efforts That Create Real Value. By: Serafeim, George. Harvard Business Review. Sep/Oct2020, Vol. 98 Issue 5, p38-48</p>
11/12	<p>Chapter 9 Step 6: The Approval and Monitoring Process</p> <p>Using the Balanced Scorecard as a Strategic Management System. By: Kaplan, Robert S.; Norton, David P. Harvard Business Review. Jul/Aug2007, Vol. 85 Issue 7/8, p150-161.</p> <p>Mastering the Management System. By: Kaplan, Robert S.; Norton, David P. Harvard Business Review. Jan2008, Vol. 86 Issue 1, p62-77.</p>
11/19	<p>Chapter 10 Conclusion</p> <p>A New Model for Ethical Leadership. By: Bazerman, Max H. Harvard Business Review. Sep/Oct2020, Vol. 98 Issue 5, p90-97</p> <p>How to Promote Racial Equity in the Workplace. By: Livingston, Robert. Harvard Business Review. Sep/Oct2020, Vol. 98 Issue 5, p64-72.</p>
12/3	Test 2 & Strategic Management Project Work Time
Final Exam Period	Strategic Management Presentation

Course Materials and Technology

Materials

Required Texts

Health Care Market Strategy, 5th Edition, Steven G. Hillestad, BA, MA; Eric N. Berkowitz, PhD, MBA
ISBN: 9781284150407

Thinking in Systems: A Primer, Donella Meadows, EarthScan ISBN: 978-1-84407-726-7 (pb)

<https://wtf.tw/ref/meadows.pdf>

Technology

Course materials are housed and available on CANVAS e-learning

For technical support for this class, please contact the UF Help Desk at:

- Learning-support@ufl.edu
- (352) 392-HELP - select option 2
- <https://iss.at.ufl.edu/help.shtml>

ACADEMIC REQUIREMENTS AND GRADING

Assignments

Requirement	Due date	Points or % of final grade (% must sum to 100%)
Test 1	10/15	15%
Test 2	12/3	15%
Class Assignments	Throughout semester	30%
Team Written and Oral Presentation	Finals Week	40%

More details will be forthcoming on Canvas.

Grading

Percentage Earned	Letter Grade
93-100	A
90-92	A-
87-89	B+
83-86	B
80-82	B-
77-79	C+
70-76	C
Below 70	F

Please be aware that a C- is not an acceptable grade for graduate students. The GPA for graduate students must be 3.0 based on 5000 level courses and above to graduate. A grade of C counts toward a graduate degree only if based on credits in courses numbered 5000 or higher that have been earned with a B+ or higher. In addition, the Bachelor of Health Science and Bachelor of Public Health Programs do not use C- grades.

More information on UF grading policy may be found at:

<http://gradcatalog.ufl.edu/content.php?catoid=10&navoid=2020#grades>

Exam Policy

Policy Related to Make up Exams or Other Work

Please note: Any requests for make-ups due to technical issues MUST be accompanied by the UF Computing help desk (<http://helpdesk.ufl.edu/>) correspondence. You MUST e-mail me within 24 hours of the technical difficulty if you wish to request a make-up.

Policy Related to Required Class Attendance

Please note all faculty are bound by the UF policy for excused absences.

Excused absences must be consistent with university policies in the Graduate Catalog (<http://gradcatalog.ufl.edu/content.php?catoid=10&navoid=2020#attendance>). Additional information can be found here: <https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx>

STUDENT EXPECTATIONS, ROLES, AND OPPORTUNITIES FOR INPUT

Expectations Regarding Course Behavior

It is important to attend all classes, take detailed notes, and actively participate in class and group discussions in order to succeed in the course. Finally, students are expected to be engaged and respectful of the instructor and guest speakers.

Communication Guidelines

For questions regarding course logistics, assignments, or issues with Canvas or Zoom, please first contact your team members to see if your team can help resolve the issue. If your team cannot resolve the issue, please try to reach the instructor during office hours or during class. If that is not possible or the concern is urgent, please email the instructor with your concern and allow for a two-business day response.

Academic Integrity

Students are expected to act in accordance with the University of Florida policy on academic integrity. As a student at the University of Florida, you have committed yourself to uphold the Honor Code, which includes the following pledge:

“We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honesty and integrity.”

You are expected to exhibit behavior consistent with this commitment to the UF academic community, and on all work submitted for credit at the University of Florida, the following pledge is either required or implied:

“On my honor, I have neither given nor received unauthorized aid in doing this assignment.”

It is your individual responsibility to know and comply with all university policies and procedures regarding academic integrity and the Student Honor Code. Violations of the Honor Code at the University of Florida will not be tolerated. Violations will be reported to the Dean of Students Office for consideration of disciplinary action. For additional information regarding Academic Integrity, please see Student Conduct and Honor Code or the Graduate Student Website for additional details:

<https://www.dso.ufl.edu/sccr/process/student-conduct-honor-code/>

<http://gradschool.ufl.edu/students/introduction.html>

Please remember cheating, lying, misrepresentation, or plagiarism in any form is unacceptable and inexcusable behavior.

Online Faculty Course Evaluation Process

Students are expected to provide professional and respectful feedback on the quality of instruction in this course by completing course evaluations online via GatorEvals. Guidance on how to give feedback in a professional and respectful manner is available at <https://gatorevals.aa.ufl.edu/students/>. Students will be notified when the evaluation period opens, and can complete evaluations through the email they receive from GatorEvals, in their Canvas course menu under GatorEvals, or via <https://ufl.bluera.com/ufl/>. Summaries of course evaluation results are available to students at <https://gatorevals.aa.ufl.edu/public-results/>.

On Campus Face-to-Face

We will have face-to-face instructional sessions to accomplish the student learning objectives of this course. In response to COVID-19, the following policies and requirements are in place to maintain your learning environment and to enhance the safety of our in-classroom interactions.

- You are required to wear approved face coverings at all times during class and within buildings. Following and enforcing these policies and requirements are all of our responsibility. Failure to do so will lead to a report to the Office of Student Conduct and Conflict Resolution.
- This course has been assigned a physical classroom with enough capacity to maintain physical distancing (6 feet between individuals) requirements. Please utilize designated seats and maintain appropriate spacing between students. Please do not move desks or stations.
- Sanitizing supplies are available in the classroom if you wish to wipe down your desks prior to sitting down and at the end of the class.
- Follow your instructor's guidance on how to enter and exit the classroom. Practice physical distancing to the extent possible when entering and exiting the classroom.
- If you are experiencing COVID-19 symptoms (<https://www.cdc.gov/coronavirus/2019-ncov/symptoms-testing/symptoms.html>), please use the UF Health screening system (<https://coronavirus.uflhealth.org/screen-test-protect/covid-19-exposure-and-symptoms-who-do-i-call-if/>) and follow the instructions on whether you are able to attend class.
 - Course materials will be provided to you with an excused absence, and you will be given a reasonable amount of time to make up work (<https://catalog.ufl.edu/UGRD/academic-regulations/attendance-policies/>).

Online Synchronous Sessions:

Our class sessions may be audio visually recorded for students in the class to refer back and for enrolled students who are unable to attend live. Students who participate with their camera engaged or utilize a profile image are agreeing to have their video or image recorded. If you are unwilling to consent to have your profile or video image recorded, be sure to keep your camera off and do not use a profile image. Likewise, students who un-mute during class and participate orally are agreeing to have their voices recorded. If you are not willing to consent to have your voice recorded during class, you will need to keep your mute button activated and communicate exclusively using the "chat" feature, which allows students to type questions and comments live. The chat will not be recorded or shared. As in all courses, unauthorized recording and unauthorized sharing of recorded materials is prohibited.

Policy Related to Guests Attending Class:

Only registered students are permitted to attend class. However, we recognize that students who are caretakers may face occasional unexpected challenges creating attendance barriers. Therefore, by exception, a department chair or his or her designee (e.g., instructors) may grant a student permission to bring a guest(s) for a total of two class sessions per semester. This is two sessions total across all courses. No further extensions will be granted. Please note that guests are **not** permitted to attend either cadaver or wet labs. Students are responsible for course material regardless of attendance. For additional information, please review the Classroom Guests of Students policy in its entirety. Link to full policy: <http://facstaff.php.ufl.edu/services/resourceguide/getstarted.htm>

SUPPORT SERVICES

Accommodations for Students with Disabilities

If you require classroom accommodation because of a disability, it is strongly recommended you register with the Dean of Students Office <http://www.dso.ufl.edu> within the first week of class or as soon as you believe you might be eligible for accommodations. The Dean of Students Office will provide documentation of accommodations to you, which you must then give to me as the instructor of the course to receive accommodations. Please do this as soon as possible after you receive the letter. Students with disabilities should follow this procedure as early as possible in

the semester. The College is committed to providing reasonable accommodations to assist students in their coursework.

Students in UF Health Sciences programs should be mindful that unique course accommodations may not be applicable in a clinical, fieldwork or practicum setting. Thus, planning a semester in advance with the DRC Health Sciences Learning Specialist, Lisa Diekow ldiekow@ufsa.ufl.edu, is highly encouraged.

Counseling and Student Health

Students sometimes experience stress from academic expectations and/or personal and interpersonal issues that may interfere with their academic performance. If you find yourself facing issues that have the potential to or are already negatively affecting your coursework, you are encouraged to talk with an instructor and/or seek help through University resources available to you.

- The Counseling and Wellness Center 352-392-1575 offers a variety of support services such as psychological assessment and intervention and assistance for math and test anxiety. Visit their web site for more information: <http://www.counseling.ufl.edu>. On line and in person assistance is available.
- You Matter We Care website: <http://www.umatter.ufl.edu/>. If you are feeling overwhelmed or stressed, you can reach out for help through the You Matter We Care website, which is staffed by Dean of Students and Counseling Center personnel.
- The Student Health Care Center at Shands is a satellite clinic of the main Student Health Care Center located on Fletcher Drive on campus. Student Health at Shands offers a variety of clinical services. The clinic is located on the second floor of the Dental Tower in the Health Science Center. For more information, contact the clinic at 392-0627 or check out the web site at: <https://shcc.ufl.edu/>
- Crisis intervention is always available 24/7 from:

Alachua County Crisis Center:

(352) 264-6789

<http://www.alachuacounty.us/DEPTS/CSS/CRISISCENTER/Pages/CrisisCenter.aspx>

Do not wait until you reach a crisis to come in and talk with us. We have helped many students through stressful situations impacting their academic performance. You are not alone so do not be afraid to ask for assistance.

Inclusive Learning Environment

Public health and health professions are based on the belief in human dignity and on respect for the individual. As we share our personal beliefs inside or outside of the classroom, it is always with the understanding that we value and respect diversity of background, experience, and opinion, where every individual feels valued. We believe in, and promote, openness and tolerance of differences in ethnicity and culture, and we respect differing personal, spiritual, religious and political values. We further believe that celebrating such diversity enriches the quality of the educational experiences we provide our students and enhances our own personal and professional relationships. We embrace The University of Florida's Non-Discrimination Policy, which reads, "The University shall actively promote equal opportunity policies and practices conforming to laws against discrimination. The University is committed to non-discrimination with respect to race, creed, color, religion, age, disability, sex, sexual orientation, gender identity and expression, marital status, national origin, political opinions or affiliations, genetic information and veteran status as protected under the Vietnam Era Veterans' Readjustment Assistance Act." If you have questions or concerns about your rights and responsibilities for inclusive learning environment, please see your instructor or refer to the Office of Multicultural & Diversity Affairs website: www.multicultural.ufl.edu