COURSE DESCRIPTION
This course is the first in a 2-course sequence. To familiarize students with the business environment in which healthcare operates, Fisher faculty and industry partners will lead discussion of topics relevant to how healthcare works today. The course is organized in the following sections:
- Overview of US and global Healthcare System
- Healthcare finance and reimbursement
- Quality, efficiency and safety of patient care delivery
- Production of pharmaceuticals and healthcare supply chain
- Problem solving methods
The second course will provide you a hands-on experience working on real world projects at various healthcare organizations.

COURSE OBJECTIVES
1. Gain real-life exposure to the business aspects of the healthcare industry
2. Acquire problem solving and facilitation skills
3. Begin acquiring and building a professional network

COURSE MATERIAL
All reading materials will be posted on Carmen. Students will also do research on the internet.

COURSE REQUIREMENTS
The course will be conducted in an interactive lecture-discussion format. You are expected to come to class prepared and contribute to the discussion.

CLASSROOM EXPECTATIONS
1. Attendance is required. You should attend every class and participate to
   a. Learn as much as possible
   b. Achieve a grade you will be satisfied with
2. Arrive on time

3. Turn off all electronic devices unless required for class exercises

GRADING

<table>
<thead>
<tr>
<th>Component</th>
<th>Total Points</th>
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<tbody>
<tr>
<td>Class Attendance (3 points x 15 classes)</td>
<td>45</td>
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<tr>
<td>Summer Assignment</td>
<td>5</td>
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<tr>
<td>Weekly assignments (5 points x 14 assignments)</td>
<td>70</td>
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<tr>
<td>Total (Maximum points)</td>
<td>120</td>
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ASSIGNMENTS
- All weekly assignments are individual assignments. Do not collaborate or discuss assignments with anyone.
- Submit on time. All assignments are due on Mondays by 5pm.
- Use the templates uploaded on Carmen
- Upload them in the relevant Dropbox in Carmen.
- There are no make-ups.

DISABILITY ACCOMMODATION
If you need an accommodation based on the impact of a disability, please arrange an appointment with me as soon as possible. I rely on the Office for Disability Services for assistance in verifying need and developing accommodation strategies. Start the verification process as soon as possible.

ACADEMIC MISCONDUCT

http://studentaffairs.osu.edu/resource_csc.asp)
<table>
<thead>
<tr>
<th>Date</th>
<th>Topic and description</th>
<th>Presenter</th>
<th>Assignments</th>
<th>Due date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aug 24</td>
<td><strong>INDUSTRY CLUSTERS KICK-OFF</strong></td>
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<td></td>
<td>Summer Assignment</td>
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<tr>
<td></td>
<td>Read the following and answer questions in the assignment</td>
<td></td>
<td>Assignment 1</td>
<td>Aug 20</td>
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<td></td>
<td>Book: <em>The healing of America</em> by TR Reid</td>
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<td>5 things that stuck with you after watching the movie <em>Sicko</em></td>
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<td></td>
<td>- Research and describe 3 innovations to address cost/delivery/ quality of care</td>
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<tr>
<td>3 Sep 6</td>
<td>Healthcare insurance in the US and in the world - Insider’s view of the insurance structure in the US and how it impacts healthcare organizations and patients</td>
<td>Jamie Brown. Director of Managed Care Contracting, OSU Wexner Medical Center (TBD)</td>
<td>Assignment 4</td>
<td>Sep 12</td>
</tr>
<tr>
<td>4 Sep 13</td>
<td>Not-for-profit health insurance - How does it work? - Challenges</td>
<td>Steve Lundregan. Senior Lecturer</td>
<td>Assignment 5</td>
<td>Sep 19</td>
</tr>
<tr>
<td>5 Sep 20</td>
<td>Healthcare Finance - Current financial scene in healthcare - Challenges in healthcare organizations</td>
<td>Dr. Eric Drobny, MD. Emergency Medicine, Chief Financial Officer, Emergency Services Inc.</td>
<td>Assignment 6</td>
<td>Sep 26</td>
</tr>
<tr>
<td>6 Sep 27</td>
<td>Problem solving - Scientific and systematic method to solve problems</td>
<td>Dr. Gadkari</td>
<td>Assignment 7</td>
<td>Oct 4</td>
</tr>
<tr>
<td>7 Oct 4</td>
<td>Paramedical and ancillary services - How 911 works? - Resuscitate and help a person</td>
<td>James Davis. Deputy Chief, Special Operations/Emergency Medical Services at City of</td>
<td>Based on any movie/soap you have seen describe how 911 works</td>
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| 8 Oct 11 | Overview of Quality and Patient Safety programs  
- Importance to patients and payers  
- Impact on cost and reputation | Anne Marie Rayburn  
Director of Quality Improvement Services  
Nationwide Children’s Hospital | Assignment 8 | Oct 12 |
| 9 Oct 18 | Quality Tools  
- Commonly used tools to address problems | Jim Gallup, Service Line Quality Improvement Coordinator (Primary Care Services) Nationwide Children’s Hospital | Assignment 9 | Oct 17 |
| 10 Oct 25 | Healthcare Supply Chain  
- Life cycle of a therapeutic: Distribution from manufacturer to retailer | Robert Paterno, Vice President, Operations, Cardinal Health, Inc. Class will take place at Cardinal Offices. Transportation provided | Assignment 10 | Oct 24 |
| 11 Nov 1 | What it is like to run two multi-million dollar inpatient hospitals and multiple out-patient centers | Marti Taylor, CEO of University Hospital and the Ross Heart Hospital, Wexner Medical Center. Class will take place on the medical center campus | Assignment 11 | Oct 31 |
| 12 Nov 8 | Healthcare IT  
- Innovations in healthcare IT  
- Electronic Medical Record (EMR), the current and future of communication. | Phyllis Teater, Chief Information Officer. The Ohio State University Wexner Medical Center (TBD) | Assignment 12 | Nov 7 |
| 13 Nov 15 | Data Analytics  
- Big data and impact on healthcare | Ralph Greco, Director of the Business Analytics Initiative, Fisher College of Business. Arriving at 6:30 pm | Assignment 13 | Nov 14 |
<p>| Nov 24 (Nov 23-25) | NO CLASS | THANKSGIVING BREAK | |
| 14 Nov 29 | Importance of Public Health issues (obesity, infant mortality, diabetes, etc.) | Dr. Teresa Long, Health Commissioner. City of Columbus Public Health (TBD) | Assignment 14 | Nov 28 |</p>
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<tr>
<td>15</td>
<td>Dec 8</td>
<td>Lean applications in health care and successful project management. Summary of closing remarks</td>
<td>Sally Ceselski, James Cancer Hospital and Solove Research Institute. Sarah Ceselski, MS, CPHQ, SSBB</td>
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THE OHIO STATE UNIVERSITY
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614/563-3875 (c)
pgeier6421@gmail.com

WORK EXPERIENCE

THE OHIO STATE UNIVERSITY

Senior Lecturer and Executive in Residence, Fisher College of Business 2016 to Present
Principal, P. Geier Consulting, LLC
P. Geier Consulting, LLC, is a consulting company specializing in business process improvement, financial management, governance and CEO development. At Fisher, working with the Executive MBA Program and serving as an instructor in the areas of strategy and customer service in health care and health sciences.

The Ohio State University Health System 2003 to 2016
Chief Executive Officer
Directed all operational, financial, and strategic improvements. Provided leadership and oversight for six hospitals, 1200 beds, over 40 primary care sites, ambulatory surgery centers, affiliated hospitals, and more than 16,000 employees. Completed financial turnaround of the health system, growing revenue from $550,000,000 in 2001 to $2,400,000,000 in 2015. Improved net income from a loss of $58,000,000 and a negative operating margin of (10.5%) in 2001 to a profit of $320,000,000 and operating margin of 13.5% in 2015.

Achieved AA- rating by Standard and Poor’s as well as recognition as a top 50 adult hospital in the US by Leapfrog Group for quality and patient safety. Turned around a 175-bed community hospital from $12,000,000 annual loss to consistent profitability. Ranked in the top 10 nationally for three consecutive years in quality and safety by University Health System Consortium and named one of 100 Most Wired Hospitals from 2012- 2015. Coached executive management team to promote focused decision-making, accountability, and strategic planning. Developed a comprehensive, multi-year plan for growing ambulatory services. Between 2007 and 2011 opened eight new sites (over 600,000 square feet) including an outpatient surgical center, a comprehensive breast cancer center and multi-specialty clinics. The opening of a new Sports Medicine facility and a new ambulatory site in 2016 will provide an additional 150,000 square feet for patient care. Led the development and approval of a new 90-bed brain and spine hospital set to open in 2016.

Restructured performance management and rewards/recognition around key results areas, including workplace of choice, quality, productivity/efficiency, financial performance, service/reputation, innovation, and strategic growth. Initiated review of expenses, resulting in $200,000,000 in annual savings. Reviewed underperforming business lines with a new budgetary process while focusing on return on investment. Instituted employer of choice initiative to improve communication, diversity, and employee satisfaction. Recognized as a “Best Place to Work” by Columbus Business First (2008-2011). Created over 50% of new jobs in Central Ohio from 2001 to 2009. Led full implementation of EPIC electronic medical records at all inpatient and outpatient sites. Achieved HIMMS Analytics Stage 7 for inpatient and ambulatory electronic medical records. University Hospital was the first hospital in Columbus, Ohio to achieve Magnet status for nursing.

Developed and implemented first ever strategic plan with growth plans for cancer, heart, neuroscience, transplant, imaging, and critical care. Recruited chief financial officer, chief operating officer, and chief nursing executive from top medical centers and consulting firms. Actively served on all five OSU Health System hospital boards and as a founding member of the Central Ohio Hospital Council.
The Ohio State University Wexner Medical Center
Chief Operating Officer
2001 to 2016

Led development, coordination, and implementation of strategic plan, management/governance restructuring, and financial strategy for academic medical center. Developed business plan and unique financing structure for $150,000,000 biomedical research tower, opening facility on time and within budget. Merged 32 separate physician practice businesses into a new 1000-plus member physician practice group (Ohio State University Physicians) with over $350,000,000 in annual revenue.

Redesigned budgeting/business planning processes, resulting in improved financial planning, reporting, and first medical center-wide consolidated financial statement. Restructured business plan for 90-bed Ross Heart Hospital and improved patient flow through emergency room, admitting, discharge, and operating rooms. Instituted office of technology partners to collaborate with university in increasing technology commercialization activity. Monitored performance against benchmarks in areas of teaching/research, using balanced scorecards. Oversaw the largest building project in University history resulting in opening one-million square feet of new clinical space for the James Cancer Hospital and Critical Care Tower on time and within budget.

INSIGHT BANK
Chairman of the Board
2006 to 2014

Led bank organizing effort and earned election to chairman of the board for start-up bank focused on small business/real estate. Raised $15 million in capital and grew assets to $200,000,000 while acquiring two local mortgage brokers, providing two additional locations in high growth areas. Negotiated sale to First Financial Bank in 2014 and was asked to join the board of the acquiring bank.

HUNTINGTON BANC SHARES INCORPORATED
Vice Chairman and President
1996 to 2001

Implemented financial restructuring effort, improving pre-tax earnings by $175,000,000 against target of $150,000,000. Directed 40% expansion with acquisitions of banks/insurance companies in Florida and Michigan. The bank reported a 51% efficiency ratio, 19.5% return on equity, and earnings growth of 15%. Implemented operational excellence program, benchmarking backroom support areas, and lowering error rates by 30% while increasing volumes.

Restructured balance sheet to lessen volatility of earnings due to interest rate changes, securitizing $1,000,000,000 in auto loans and reducing investment portfolio. Introduced new retail deposit products. Reversed declining trend in commercial market share, stabilized back room processes and introduced new product with enhanced training. Conducted talent assessment of top 100 officers, hiring and promoting performance-driven executives. Established business lines in corporate finance, asset management, private banking and insurance.

Executive Vice President, Retail Banking
1994 to 1996

Established Huntington Direct Bank, the bank’s centralized call center. Improved branch productivity as telephone and on-line banking grew. Launched Huntington’s website and internet banking product. Obtained approval for first life/casualty license granted to an Ohio bank. Strengthened retail sales management process. Increasing monthly product sales by 20%. Promoted investment sales program, generating $50,000,000 in annual revenues.
Senior Vice President, Central Ohio Corporate Banking 1990 to 1994

Responsible for the largest commercial lending group in the company, consisting of 30 lenders. Grew revenue over 10% annually and achieved charge offs of less than 50 basis points and delinquencies of less than 1%. Grew loans 7%, deposits 9%, and fees 12%. Served as member of senior loan committee, approving bank-wide loans. Achieved number one commercial market share in Central Ohio, measured by Greenwich Associates. Restructured underwriting and credit training for associates.

Senior Vice President, Ohio Corporate Banking 1988 to 1990

Organized and managed new division responsible for developing business with companies in Ohio with annual sales over $50,000,000. Directed employees in Columbus, Cincinnati, Cleveland, Toledo, and Dayton.

Vice President, Corporate Banking 1984 to 1988

Led management of Fortune 500 companies located in southeast United States conducting business in Ohio.

MERCHANTS BANK Indianapolis, Indiana
Vice President 1979 to 1984

Marketed bank products to Fortune 500 companies conducting business in Indiana. Completed 12-month management training program.

EDUCATION

Butler University, Indianapolis, Indiana
M.B.A., 1983

Purdue University, West Lafayette, Indiana
B.S., Business Administration, 1979

PROFESSIONAL DEVELOPMENT

Designated Financial Expert for a public company
Northwestern University, Kellogg Graduate School of Management, Advanced Executive Program, 2000
Center for Creative Leadership, (two-week leadership development course), 1989
Rutgers University, Stonier Graduate School of Banking, 1987

TEACHING EXPERIENCE

The Ohio State University, Fisher College of Business,
Strategy & Competitive Analysis for Health Sciences, and Service and Healthcare Operations
Purdue University, West Lafayette, Indiana, Guest Lecturer
Butler University, Indianapolis, Indiana, Guest Lecturer

PUBLICATION

AWARDS

Columbus Business First, 2014 Non-Profit/Government Chief Operating Officer of the Year
Columbus Business First, 1996 Forty Under 40 in Columbus, Ohio
OSU Stress, Trauma and Resilience (STAR) Program 2016 Annual Honoree

AFFILIATIONS, PRESENT

First Financial Bank, Board of Directors, Vice-Chair, Audit Committee, Compensation Committee
Santa Rosa Consulting, Board of Directors
World Presidents’ Organization, member

AFFILIATIONS, PAST

Academic Medical Center Connection, Board of Directors
Cerebral Palsy of Franklin County, Board of Trustees, Chair
Columbus Area Growth Foundation, Board of Trustees, Chair
Columbus Council on World Affairs, Board of Trustees, Executive Committee, Chair
Columbus School for Girls, Board of Trustees, Executive Committee
The Financial Services Roundtable
Franklin County United Way, Board of Trustees, Treasurer
Healthcare Businesswomen’s Association, Advisory Board
Huntington Bancshares, Inc., Board of Directors, Vice-Chair
Insight Bank, Board of Directors, Founding Chairman of the Board
Nationwide Children’s Hospital, Board of Trustees, Chair
Ohio Bankers Association, Board of Trustees
Ohio State University Campus Wide United Way Campaign, Chair
Ohio State University Hospital Boards
Prologue International, Incorporated, Board of Directors
Ronald McDonald House Charities, Board of Trustees
The Ohio State University Health Plan, Board of Trustees, Vice-Chair
The Ohio State University Physicians, Incorporated, Board of Directors
University HealthSystem Consortium, Governing Board and Board of Directors