Overview of Health Care Industry Series

The objective of the series of courses comprising the health care industry sequence is to familiarize students with the business environment in which health care operates in the U.S. The course is structured with the leadership of corporate executives in the health care field who will be leading classroom discussions of current topics central to health care. Students will acquire awareness of, and an appreciation for, the diversity and complexity of business operations in the production, development, and delivery of health care products. Specifically, the successful completion of this
course should enable students to understand and analyze problems which challenge successful operation of health care businesses.

While the emphasis of the course is on analysis, students will acquaint themselves with the special terms, concepts, and institutions encountered in the health care environment. Through work with sponsoring health care organizations, students are expected to identify and consider approaches to situational contingencies they will face in the health care business environment. Because top-level executives will be visiting us, student interactions with them are expected to exhibit the intellectual curiosity and professional characteristic of every Fisher student.

**Course Overview**

This course centers on the interface of business practices with health care consumers in the delivery of health care. OSU Wexner Medical Center, James Cancer Hospital, and Nationwide Children’s Hospital serve as the exemplars of these processes and organizational executives develop and present the course content. Understanding of the structure, processes, and key issues in health care will be gained primarily through lectures, classroom activities and outside readings. Since this course assumes that skills gained in the classroom can be applied by the student to “the real world,” there is a strong emphasis on the analysis of complex delivery system problems.

Topics for team projects have been selected in the preceding Autumn BUSADM 3630.01 course and the implementation of these projects constitutes a major portion of this Spring semester course. The bulk of the project work will be conducted outside scheduled course hours at times to be established by team members and the sponsoring organization in accordance with the design of the specific project. Time devoted to this course should reflect the three-credit hours to be earned. In other words, with the University standard of three hours of work for each credit hour, an estimated nine hours per week, including class time, is expected for this course. Two of the nine hours are in-class meeting times, leaving seven hours weekly to be devoted primarily to projects.


Students must be fully prepared for class and on-site project work. Each student should come to class ready to discuss, validate, debate, and/or state positions concerning various topics --- just as one would in a business setting. Messages related to the course will be sent to you via E-mail between class sessions. Therefore, **it is essential that you check your OSU e-mail messages on a regular basis.**

In addition to classroom activities, students of the Health Care Industry Cluster will participate in special activities during the spring semester:

- **Etiquette Dinner** - February 10, 2014 evening *(required)*
- **Chicago Trip** – March 20-22 *(optional; forms due to Erin Moehl by Jan 31)*
- **End of Year Cluster Dinner & Presentation of Certificates** - April 7, 2014 evening *(required)*

Fisher College of Business strongly enforces University attendance policies. As per University rule 3335-8-33, any student may be dis-enrolled from a course for failure to attend by the first Friday of the term, or by the 3rd instructional day of the term, or by the second class meeting, whichever occurs first.
Course Student Learning Goals

1) To gain real life exposure to the business aspects of the health care industry.

2) To gain a comprehensive view of the health care delivery system and challenges faced in relation to
   a. Alternative delivery settings
   b. Medical services workforce
   c. Payment for health services
   d. Ensuring quality and safety
   e. Ethical planning and delivery of services

3) To develop a plan to analyze and address a challenge currently experienced by a health care organization or evident in the industry as a whole.

4) To produce a tangible deliverable as a project outcome.

Schedule of Classes

Classes will meet each Tuesday evening 5:30 – 7:30 p.m. and will begin promptly at 5:30 p.m.

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**Week 1: 1/7/2014**  Overview of Semester & In-Class Project Work

**Speaker:**  David Nickel, Ph.D.
Faculty Coordinator

Dr. Bhagwan Satiani
OSU Wexner Medical Center Coordinator

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**Week 2: 1/14/2014**  Healthcare Delivery Sites, Careers and Workforce

**Speakers:**  Jerry Mansfield, RN, Ph.D.
Chief Nursing Officer
Ambulatory Services
OSU Wexner Medical Center

Marti Taylor, RN, MSN
Executive Director
Ross Heart Hospital

**Readings:**

Ohio Hospital Association. ‘Ohio Hospital Workforce Report, January 2011’. Columbus, Ohio.  


Week 3: 1/21/2014 Private Insurers, Health Reform and Politics

Speaker: Wallace Adamson, MD
Regional Vice President
WellPoint

Readings:


http://www.rand.org/health/projects/compare.html (browse types of studies reviewed)


Speaker: Peter Geier
Chief Executive Officer, OSU Wexner Medical Center
Vice President for Health Services, OSU Health System

Readings:


Week 5: 2/4/2014  In-Class Project Presentations of Work to Date

Week 6: 2/11/2014  Medicare and Medicaid

Speaker:  Bhagwan Satiani, MD, MBA  
Professor of Clinical Surgery  
Medical Director of Non-Invasive Vascular Laboratory  
President, Savvy Medicine

Readings:

http://www.medicalnewstoday.com/info/medicare-medicaid/

Browse the website of the Centers for Medicare and Medicaid Services  
http://www.cms.gov/

http://a5e8c023c8899218225edfa4b02e4d9734e01a28.gripelements.com/pdf/publications/medicaidexpansionstudy_brief_final_02262013.pdf

Browse the trustee report re: the Medicare trust fund.  

Week 7: 2/18/2014  Building a Successful Business: Cancer as an Example

Speaker:  Michael Caligiuri, MD  
Chief Executive Officer  
James Cancer Hospital

Readings:


Week 8: 2/25/2014 Culture in High Reliability Organizations

Speakers: Anamarie Rayburn, MSPH  
Director of Quality Improvement Services  
Nationwide Children’s Hospital

Janet Berry, RN, MBA  
Vice President  
Nationwide Children’s Hospital

Readings:


http://www.jointcommission.org/about_us/about_the_joint_commission_main.aspx (browse)

http://www.ihi.org/Pages/default.aspx (browse; look specifically at the free on-line courses available through the Institute for Health Improvement Open School at http://www.ihi.org/offerings/IHIOpenSchool/Courses/Pages/default.aspx )

Week 9: 3/4/2013 Ethics in Healthcare

Speakers: Richard McClead, Jr., MD  
Professor, OSU &  
Co- Medical Director, Patient Safety  
Nationwide Children’s Hospital

Jim Dail  
Lead Service Line Coordinator  
Nationwide Children’s Hospital

Readings:


### Week 10: 3/11/2014  No Class – Spring Break

### Week 11: 3/18/2014 Project Presentations

| Project Presentations | 1) JAMES CANCER: Efficiency & Standardization of HCT/BMT Work-up  
| 2) JAMES CANCER: Reduced Wait Times for Patients Seeing Providers at MMMP-10 Exam  
| 3) JAMES CANCER: Supply Charge Workflow Evaluation/Improvement |
|-----------------------|-----------------------------------------------------------------|
| 1) Malorie Nealis & Ramara Walker |
| 2) Rachel Kalafut & Betsy Csaszar |
| 3) Alli Johnson & Shenwen ‘Jane’ Wu |

### Week 12: 3/25/2014 Project Presentations

| Project Presentations | 1) NATIONWIDE CHILDREN’S HOSPITAL (NCH): Primary Care Project Support  
| 2) NCH: Clinical Staffing Model  
| 3) NCH: Process Optimization for Heme Clinic Referral & Registration |
|-----------------------|-----------------------------------------------------------------|
| 1) Kelsey Bair, Yu Lan ‘Nancy’ Hsu & Michael Young |
| 2) Roger Juang, Katherine Chu & Robin Kraus |
| 3) Nicholas Krist, Marnie Janson & Yulan Wang |

### Week 13: 4/1/2014 Project Presentations

| Project Presentations | 1) WEXNER/OSU FACULTY GROUP PRACTICE: Academic Physician Faculty Compensation & Work Effort  
| 2) JAMES CANCER: Reduce Time to Trial (Reduce Back-log of clinical protocols)  
| 3) JAMES CANCER: Discharge & Readmissions |
|-----------------------|-----------------------------------------------------------------|
| 1) Jacob Menken & Kendra Gallagher |
| 2) Kimberly Chin, Victoria Williams & AJ Jha |
| 3) Sapan Bhuta, Jennifer Meyer, & Monica Qian |
Week 14: 4/8/2014  Project Presentations

<table>
<thead>
<tr>
<th>Project Presentations</th>
<th>1) CARDINAL HEALTH: Enhance Competitive Response Process –</th>
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</thead>
<tbody>
<tr>
<td>1) Nathan Miller, Kan ‘Phil’ Shen, &amp; Weiran ‘Rena’ Song</td>
<td>2) NCH: Implementing Pre-Discharge Appointment Scheduling</td>
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<tr>
<td>2) Joe Leonard, Shi Pei ‘Krystal’ Koh, Fahmida Nizam, &amp; Sichenyu ‘Clover’ Tan</td>
<td>3) BOEHRINGER-INGELHEIM: QA Productivity Project</td>
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<tr>
<td>3) Kelsey Riba, Christian Leppert, &amp; Shunyang Wang</td>
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Week 15: 4/15/2014  Exam

Project Work

Topics and sponsoring organizations for team projects have been identified in BUSADM 3630.01 during the autumn semester and initial team meetings with the organizational coordinator conducted. Specifics of each project, including interim and final objectives, deliverables, action plans, time lines, and target dates will be developed by team members working with staff from the sponsoring organizations. Weekly project progress reports (short—no more than one page) will begin the week of January 6th and submitted as required. Project team reports will be due to the instructor each Friday night before midnight. The report should follow the format provided. Copies of progress reports are to be provided to the course instructor as well as to all team members. An outline of course expectations follows:

<table>
<thead>
<tr>
<th>Submit Time</th>
<th>Assignment</th>
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<tbody>
<tr>
<td>Week 1</td>
<td>Progress Report #4 due</td>
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<td>Team leader responsibilities to facilitate the mechanics of organizing the scheduling, interacting with the organizational contact/s, individual assignments, and record keeping of team meetings.</td>
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<td>Team leader to notify instructor of plans for team work, weekly schedule for on-site project work, and assignments of student responsibilities.</td>
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<td>Individual teams begin process of scheduling on-going meetings with instructor for discussion of issues faced and on-going work</td>
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<td>Week 2</td>
<td>Progress Report # 5 due</td>
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<td>Submit written outline of project, including Project clearly defined</td>
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<tr>
<td>Project deliverable/s</td>
<td>Interim objectives</td>
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<td></td>
<td>Actions to achieve each objective</td>
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<td>Specification of which student/s will have responsibility for each action</td>
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<td></td>
<td>Time line and target dates for actions, with interim milestones due if not already submitted.</td>
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<tr>
<td>Week 3</td>
<td>Progress Report # 6 due</td>
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<tr>
<td>Week 4</td>
<td>Progress Report #7 due</td>
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<tr>
<td>Week 5</td>
<td>Progress Report #8 due</td>
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<tr>
<td>Ongoing</td>
<td>Progress Reports and meetings with instructor for on-going discussion of issues and project work.</td>
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<tr>
<td>Weeks 11-14</td>
<td>Oral presentations of projects with hard copy of slides to faculty coordinator. Written project reports are to be presented at the time of the presentation. Sponsors will be invited to attend. Completion and submission of project deliverable/s Completion of student peer evaluations Completion of course evaluation</td>
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</table>

**Oral Team Presentation**

Each team member will be expected to participate in the team’s oral presentation, with an approximately equal time allocated for each team member presentation. Presentations should be supplemented by power point slides and be professional in style. Power Point slides are to be submitted to the instructor at the beginning of the class. Organizational sponsors will be invited to attend team project presentations.

**Written Project Report**

The written project report should be comprehensive in scope and be developed through use of the following format:
- Executive summary or abstract
- Introduction & background of the project
- Definition and specification of project and problem/s to be addressed within the project
- Project objectives and/or deliverables
- Description of team actions to achieve objectives
- Results
- Analysis of team’s success in meeting objectives, including strengths and shortcomings
- Lessons learned
- Recommendations for sponsor, including recommendations for future work

**Readings & Internet Assignments**

Electronic PDF versions of the articles listed will be posted on the course website on the CARMEN system. Readings are also available through the library, using an EBSCO Host search of the Business Complete database. Additional readings may be assigned by visiting lecturers.
Course Mechanics

GRADING

<table>
<thead>
<tr>
<th>Component</th>
<th>Points</th>
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<tbody>
<tr>
<td>Exam</td>
<td>30</td>
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<tr>
<td>Project Deliverables</td>
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</tr>
<tr>
<td>Written Report</td>
<td>35</td>
</tr>
<tr>
<td>Oral Presentation</td>
<td>35</td>
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The course grade will be a combination of the examination based on speaker/lecture material and the project deliverables. A team grade will be assigned for the written report, with possible adjustments to an individual’s team grade by the instructor for exemplary performance by an individual student or, conversely, for insufficient contributions to the team’s work. The instructor will consult with project coordinators in assigning the team grade for the project report. Peer evaluations of contributions will also be conducted.

ATTENDANCE POLICY

Students are expected to be prompt in attending all classes and team meetings and for scheduled work on-site at the sponsoring organization. Please keep in mind that each student is a representative of the Fisher College of Business and is expected to perform in a manner that reflects positively on the College. Business casual attire will be expected for both classes and on-site work.

The course instructor may choose to attend team meetings or scheduled activities unannounced. Please keep him informed of any changes in the schedule submitted for project work.

Students are expected to attend all cluster activities. Requests for excused absences should be submitted to the instructor by e-mail or phone prior to the scheduled class. Absences without notification of the instructor may result in reduction of points from the final course grade.

COURTESY

Classes will start on time. Late arrivals and early departures are disruptive to the speaker as well as to other class members. Anticipated late arrivals and early departures should be cleared with the instructor in advance.

CELL PHONE USE

Cell phone and smart phone usage will not be permitted during class as this is distracting to both guest speakers and other students. Please turn phones off during class.

COMPUTER USE

Use of computers in the classroom will not be allowed during presentations as it is distracting to the visiting speakers. Slides will be posted on the Carmen website and will, whenever possible,
be sent to you by e-mail prior to class so that you can print off a hard copy to follow during the speaker’s presentation.

DIVERSITY
Each individual is expected to respect the values, views, and perspectives of others and to be open to an appreciation of each individual’s contributions to course activities.

DISABILITY
If you have obstacles that may impede your learning and performing effectively in this course, please notify the course instructor. The Office for Disability Services, 614-292-3307, in room 150 Pomerene Hall will work with both students and the instructor in coordinating reasonable accommodations if such are needed.

ACADEMIC MISCONDUCT
Please familiarize yourself with the University Code of Student Conduct which can be found at the following website: http://oaa.osu.edu/coam.html. Note especially the sections on plagiarism found at http://oaa.osu.edu/assets/files/documents/hownottoplagiarize.pdf. The instructor is required by University policy to report any suspected cases of academic misconduct.

12/10/2013