Course Details
Strategic and Financial Management of Health Care Institutions
ECS 115-Winter Term, Fridays, 8:00 AM – 1:30 PM

Prerequisites: None

Course Director: William B. Weeks, MD, MBA

Dr. Weeks—Office Hours: by appointment

Teaching Assistants: Gerald L. Collins, MBA
Andrew J. LaCasse, MPH
Lanier Summerall, MD
John E. Marchica, MBA, MA

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TAs—Office Hours: Fridays, 1:30 PM–as long as needed
CECS Classroom

TA Training/Review Session: Thursdays, 5:15 PM to 7:15 PM
CECS Classroom

Course materials required:

- Understanding Health Policy-A Clinical Approach, 4th Edition–Bodenheimer & Grumbach
- ECS 115 Course Pack readings
- Calculator
- Excel (Recommended)

Homework for the first class session (January 5, 2007) is to complete the readings and handouts only (no written assignments or Quiz for this class session)!

Computers may not be used while class is in session!
Cell phones and pagers should be turned off or set to vibrate while the class is in session!

Grading

Grades will be based on:

- Performance and participation in classroom activities
- Quality of homework
- Performance on team project
- Performance on seven closed book quizzes
- Performance on two closed book in-class examinations
The final course grade will be weighted as follows:

- Class Participation 10%
- Team Project 15%
- Homework 10%
- Quizzes 10%
- Mid-term Examination 25%
- Final Examination 30%

Students will receive a single grade for this course using Dartmouth’s standard grading for graduate level courses: High Pass, Pass, Low Pass or No Credit. The following is taken from the student handbook:

HP: High Pass, indicating work of quality that is distinctly superior to that normally expected of a graduate student. Denotes high standing and satisfactory progress.

P: Pass, indicating work of good quality, worthy of graduate credit. This would be the most common grade, denoting satisfactory progress.

LP: Low Pass, indicating work which is acceptable for graduate credit, but in which the student exhibited one or more serious deficiencies.

NC: No Credit, indicating work, which is not acceptable for graduate credit and automatically places the student on probation.

Keys To Success:

- State your assumptions (in class, homework, and especially on examinations)
- Prepare and present work that is worthy of pride

Student Responsibilities:

- Turn in your individual homework prior to the Beginning Of Class in the Homework Box at the table by the classroom door:
  - Make a copy of your homework to use in class
  - If you are going to miss or be late for class E-mail your homework before 8:00 AM THE DAY IT IS DUE to Gerald.L.Collins@Dartmouth.EDU (Individual Homework cannot be made up)
- Be prepared to learn financial terms
- Be respectful of others
- Be prepared to participate in class discussion

*Homework Informational Heading Format*

John J. Jones (your name)
Box # 23 (your CECS mail box number)
Strategic and Financial Management of Health Care Institutions-ECS 115
January 5, 2007 (date the assignment is due)

***Homework must be typed and not exceed one TYPED page-one side only***
Classroom activities

Typical classroom day:

8:00  Daily Quiz (weeks 2, 3, 4, 5, 7, 8, 9)
     (Quizzes start at 8:05 AM and end at 8:20 AM)
     (Quizzes cannot be made up)
8:30  Review and clarification
9:00  Individual homework review
9:30  Lecture covering assigned reading materials
11:30 Team Project presentations
12:00 Application—Guest Lecturers (discussion of ways to take costs out of health care)
1:30  TA’s will be available for questions and assistance in the CECS classroom

Assumptions:

• Each week students will:
  – Participate in classroom activities
  – Have read materials for the class session
  – Have prepared and submitted their own individual typed homework (not to exceed one
    TYPED page, single sided) with informational header (shown at the end of page 2 of
    this syllabus)
  – Prepare and E-mail (one member of your Team only) their Team PowerPoint
    presentations to Gerald.L.Collins@Dartmouth.EDU not to exceed 6 slides
    BEFORE 8:05 AM the day of class
  – Turn in one copy of your team slides in the box provided (in the following format:
    “Handout” format, “6” slides per page, printed in “Pure Black and White,” and
    “Framed Slides”)

Team Homework

• In the first class session, be prepared to start considering who will make up your team.
• Your team (consisting of you and three partners) will choose a single health care
  organization. The members of your team, name of the organization, and why your
  team has chosen this organization must be submitted in writing by the beginning of the
  second class session and will be approved by the end of that class session.
• Each week, you have an assignment that applies the materials covered in the current
  week’s lecture to the health care delivery organization that you have chosen
  (assignments listed on page 5 of this syllabus).
• Each week, several teams will be chosen (at random) to present their work with
  NO MORE THAN A FIVE MINUTE PowerPoint presentation (longer presentations
  will only subtract from your grade).
• E-mail and provide a copy of your Team Homework PowerPoint presentation:
  – Consisting of 1 overview slide but no more than 5 additional slides to answer that
    sessions homework questions.
  – The overview slide (first slide) will be retained for the following class sessions
    Team Homework PowerPoint presentations.
Learning objectives for the course:

1. Describe the process of health care delivery and its financing:
   a. Identify internal and external issues that impact delivery of health care services
   b. Identify and list stakeholder groups
   c. Apply basic human relations skills to the management of organizations and motivation of personnel
   d. Process methods to develop, implement, and monitor organizational performance

2. Define financial terms relevant to the management of health care organizations:
   a. Compute ratios necessary for strategic interpretation of financial data
   b. Investigate information systems for collection, retrieval and use of data for decision making
   c. Demonstrate knowledge of methods to evaluate program performance

3. Apply financial techniques to the strategic analysis of health care organizations:
   a. Develop and present a budget
   b. Apply budget processes
   c. Develop strategies for determining budget priorities
   d. Recognize factors important to the preparation of proposals for funding from external sources

4. Use financial data to identify costs that can be removed from health care organizations:
   a. Identify changes in contracts and other documents that can add value to the provision of population based services
   b. Conduct cost-effectiveness analyses
   c. Identify ethical methods of strategic removal of costs

5. Collect, summarize, and interpret information relevant to decision making and policy implementation in health care:
   a. Articulate policy options on: health, fiscal, administrative, legal, social, and political implications of each option
   b. Describe feasibility and outcomes of different courses of action
   c. Describe plans to solicit input, and organize and lead groups pertaining to specific issues, with an emphasis on cultural sensitivity
   d. Articulate appropriate courses of action to implement decisions, including plans for programmatic development and monitoring for quality and effectiveness
   e. Develop an organizational plan, structure and process to implement policy
   f. Communicate effectively
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<thead>
<tr>
<th>Date</th>
<th>Topics</th>
<th>Learning Objective</th>
<th>Readings</th>
<th>Team Project Assignment Due (5f, 6)</th>
<th>Homework</th>
<th>Application/Guest Lecturers (5a-f, 6)</th>
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<tbody>
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<td>1 d</td>
<td>B&amp;B [1-7]</td>
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<td>B&amp;G [16-17]</td>
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<td>RRR [1-4]</td>
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<td>Jan 12 (Week 2)</td>
<td>Methods for reporting financial information</td>
<td>1 b</td>
<td>B&amp;B [4, 5, 9]</td>
<td>Choose organization</td>
<td>Budgeting exercise</td>
<td>Communicating With Stakeholders</td>
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<td>Quiz</td>
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<td>2 b, c</td>
<td>RRR [5-7]</td>
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<td>Jan 19 (Week 3)</td>
<td>Financial and operational ratios</td>
<td>2 a, b, c</td>
<td>B&amp;B [10]</td>
<td>Obtain, present, and interpret financial statements</td>
<td>Handout</td>
<td>Taking Costs Out Of Care</td>
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<td>Quiz</td>
<td>Financial statement analysis</td>
<td>5 a, c, f</td>
<td>RRR [8]</td>
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<td>Jan 26 (Week 4)</td>
<td>Introduction to costs and managerial accounting</td>
<td>1 c</td>
<td>B&amp;B [6, 7]</td>
<td>Compute and interpret financial ratios</td>
<td>Handout</td>
<td>Leadership (Dorman)</td>
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<td>Quiz</td>
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<td>2 c</td>
<td>RRR [9-10]</td>
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<td>5 a, c</td>
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<td>Feb 2 (Week 5)</td>
<td>Anticipating future costs and revenues</td>
<td>3 a, b, c</td>
<td>B&amp;B [8, 12, 13]</td>
<td>Estimate a product’s cost, charges, and profit</td>
<td>Budgeting exercise</td>
<td>Project Analysis—Financial And Strategic (Gallkowsk)</td>
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<td>Quiz</td>
<td>Pre-exam Review 1:30 PM (until all questions are answered)</td>
<td>5 a, b, c</td>
<td>RRR [11-15]</td>
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<td>Feb 9 (Week 6)</td>
<td>Mid-term Examination (in class closed book and starts at 8:00 AM) (1.5 hours)</td>
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<td>Introduction to Strategy I</td>
<td>4c, 5b</td>
<td>B&amp;B [8, 9]</td>
<td>None</td>
<td>Case Material</td>
<td>Communicating With Stakeholders (Payson)</td>
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<td>RRR [16-17]</td>
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<td>Quiz</td>
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<td>B&amp;G [14-15]</td>
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<td>5 a-f</td>
<td>RRR [18-20]</td>
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<td>Feb 23 (Week 8)</td>
<td>Introduction to Strategy III</td>
<td>3 c</td>
<td>RRR [21-22]</td>
<td>Identify potential cost saving</td>
<td>Case Material</td>
<td>Taking costs out of care</td>
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<td>Quiz</td>
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<td>investments</td>
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<td>Mar 2 (Week 9)</td>
<td>Introduction to Strategy IV</td>
<td>1 a, b, c, d</td>
<td>RRR [23-29]</td>
<td>Determine how they would affect</td>
<td>Case Material</td>
<td>Ethics (Nelson)</td>
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<td>Quiz</td>
<td>Pre-exam Review 1:30 PM (until all questions are answered)</td>
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<td>5 a-f</td>
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<td>Mar 9</td>
<td>Final Examination (in class closed book and starts at 8:00 AM) (2.5 hours)</td>
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Required Readings References


