University of Cincinnati

I. Course Information:

Title: H
Course #: 22-OM4089-001
Credit Hours: 3
Term: Spring 2017
Prerequisites: To take this course you must: Have taken the following Courses 22OM380 min grade D-, or 22OM385 min grade D-, or 22OM385H min grade D-, or OM3080 min grade D-. Be enrolled in one of these Programs 22ASC, 22BAC, 22CRT, 22HON, 22MIN or by instructor’s permission
Meetings: Tuesday/Thursday, 9:30 – 10:50 AM, Lindner 109

II. Instructor Information:

Name: Dr. Denise L. White
Title: Assistant Professor – Educator, OBAIS Dept.
Office Information: LCB, Room 516
Office: (513)556-2228
Email: denise.white@uc.edu
Office Hours: Monday 9:00 – 10:00 AM or by appointment
Communication Policy: Students are encouraged to contact me anytime via email or phone. A response will be given within 36-48 hours except on weekends.

III. Link to Pace:

This course aligns with PACE, the Lindner College of Business platform for developing the total business professional.

P – Professionalism

• Enhance oral & written communication, express ideas clearly, logically and persuasively.
• Develop and practice teamwork skills through group projects and exercises.
• Practice professional habits of punctuality, preparation, respect and participation.

A – Academics

• Develop foundational knowledge of core business functions and their interactions within firms.
• Begin applying functional and cross-functional knowledge to critically analyze business problems; for example applying techniques for business plan development.
C – Character

- Learn and apply leadership techniques for project management (plan, brief, execute, debrief).
- Build an understanding and initial skills of managing diversity, including understanding cultural differences, and challenges and opportunities of global business.
- Understand importance of ethics and social responsibility in business and personal settings.

E – Engagement

- Build understanding of importance and practices of networking through interactions with business professionals and guest speakers.
- Develop awareness and appreciation of involvement in social organizations, community service, and professional group opportunities.

IV. Course Materials

**Required**

No additional materials are required for the course

**Optional**

- N/A

V. Course Description:

This course will focus on the many managerial challenges posed by operations in the healthcare industry. Simultaneously improving quality and safety while reducing costs is not only important to individual care organizations, it has become a national priority as well. This course will focus on operational and organizational drivers of quality, efficiency, and excellent patient experiences. We will examine the roles of people, systems, and technology and discuss topics such as scheduling, matching capacity and demand, and performance measurement. This course will involve some group work, and should be helpful to those considering a career in the healthcare or related service industry.

VII. Instructional Methods (Including Description about Bb):

The following course utilizes the Blackboard (Bb) Learning Management System to provide student-centered online learning that will enhance the teaching and learning process. Through a variety of instructional methods (e.g. discussion boards, video lectures, readings, online assessments, etc.) the learner will become immersed and engaged in the learning process. If you are not familiar with these tools, please visit [https://kb.uc.edu/karticles/blackboard-landing.aspx](https://kb.uc.edu/karticles/blackboard-landing.aspx).

VIII. Course Communication:
University policy requires that the email set up in Blackboard is the primary means of communication. It is advisable that you use your UC email for this purpose and that you check it often. If you choose to change your email in Blackboard to a non-UC email it is your responsibility to ensure you check it frequently. Please see the attached Student Email Policy for more information:

http://www.uc.edu/content/dam/uc/infosec/docs/general/Policy_StudentEmail.pdf.

IX. Course and Grading Policies:

1. **Course Structure:** Changes to the syllabus, due dates, course requirements or grading requirements will be made as far in advance as possible. Due dates will be clearly marked in Blackboard. All assignments will be submitted via Blackboard using a Word document, PDF document or an Excel document.

2. **Academic Integrity:** As with all Lindner College of Business efforts, in this course you will be held to the highest ethical standards, critical to building character. Ensuring your integrity is vital and ultimately is your responsibility. To help ensure the alignments of incentives, the Lindner College of Business has implemented a “Two Strikes Policy” regarding Academic Integrity that supplements the UC Student Code of Conduct (see: http://www.uc.edu/conduct/Code_of_Conduct.html)

   - All academic programs at the Lindner College of Business use this “Two Strikes Policy”; Any student who has been found responsible for two cases of academic misconduct may be dismissed from the College.
   - All cases of academic misconduct (e.g., copying other students assignments, failure to adequately cite or reference, cheating, plagiarism, falsification, etc.) will be formally reported by faculty; and
   - Students will be afforded due process for allegations as outlined in the policy
   - Students violating the academic integrity policy will receive a zero on the assignment, quiz or exam for which the offense occurred and this zero cannot be excluded from the final grade calculation.

3. **Disability:** Students with disabilities who need academic accommodations or other specialized services while attending the University of Cincinnati will receive reasonable accommodations to meet their individual needs as well as advocacy assistance on disability-related issues. Students requiring special accommodation must register with the Disability Services Office. http://www.uc.edu/aess/disability.html

4. **Counseling Services, Clifton Campus:** Students have access to counseling and mental health care through the University Health Services (UHS), which can provide both psychotherapy and psychiatric services. In addition, Counseling and Psychological Services (CAPS) can provide professional counseling upon request; students may receive five free counseling sessions through CAPS without insurance. Students are encouraged to seek assistance for anxiety, depression, trauma/assault, adjustment to college life, interpersonal/relational difficulty, sexuality, family conflict, grief and loss, disordered eating and body image, alcohol and substance abuse, anger management, identity development and issues related to diversity, concerns associated with sexual orientation and spirituality concerns, as well as any other issue of concerns. After hours, students
may call UHS at 513-556-2564 or CAPS Cares at 513-556-0648. For urgent physician consultation after-hours students may call 513-584-7777.

5. **Title IX**: Title IX is a federal civil rights law that prohibits discrimination on the basis of your actual or perceived sex, gender, gender identity, gender expression, or sexual orientation. Title IX also covers sexual violence, dating or domestic violence, and stalking. If you disclose a Title IX issue to me, I am required forward that information to the Title IX Office. They will follow up with you about how the University can take steps to address the impact on you and the community and make you aware of your rights and resources. Their priority is to make sure you are safe and successful here. You are not required to talk with the Title IX Office. If you would like to make a report of sex or gender-based discrimination, harassment or violence, or if you would like to know more about your rights and resources on campus, you can consult the website www.uc.edu/titleix or contact the office at 556-3349.

6. **Missed and/or late examinations, quizzes, and graded exercises:**
   No assignments, quizzes, or exams will be accepted after the stated due date.

7. **LCB Weather Related Protocol:**
   When inclement weather threatens the safety of the University of Cincinnati community, the Senior Vice President for Administration and Finance may invoke University Rule 3361: 10-55-01 and declare an emergency closing.

   The Lindner College of Business will observe the university emergency closing protocol for all on-campus classes. During a university emergency closing, all college offices will be closed.

   Students should clarify with their course instructors how the closure will affect assignments and deadlines, and whether class information from the missed session(s) will be posted on Blackboard, and/or if the class will meet virtually during the closure.

   **In the event of inclement weather and the university is closed, the closure will not affect online courses. All course assignments and activities will remain as scheduled in the course syllabus.**

8. **Criteria for letter grades:**
   Your course grades will be based on your performance on the following:
GRADING

Grade components:

30%  Quizzes (2 @ 15% each)
30%  Homework (3 @ 10% each)
30%  Final project presentation
10%  Class participation

Grading Scale

90% and above = A  87% to < 90% = B+  80% to < 87% = B
77% to < 80% = C+  70% to < 77% = C  60% to <70% = D
Below 60% = F

Description of Major Assignments

• Quizzes:  (2 @ 15% each)
  o We will have two non-cumulative, time-limited quizzes as identified on
    the course schedule. Students will be permitted to have 5 pages of notes
    that they can use during the quizzes. Calculators will be permitted as well.

• Homework Assignments:  (3 @ 10% each)
  o We will have 3 homework assignments during the semester. These are
    individual assignments that are due by 8:00 AM on the assigned due
date and will be submitted via Blackboard. Late assignments will not be
    accepted and any requests to accept late assignments will also impact your
    class participation grade. Assignments may be submitted using Excel,
    Word, or a pdf but ALL ANSWERS MUST BE CLEARLY Labeled
    AND EASILY FOUND in the submission.

• Project Report and Presentation:  (30%)
  Teams of approximately 4 students each will research and propose solutions for
  significant operational problems facing the healthcare industry. Teams will
  either select a problem topic from the list provided in week 3 or propose a
  problem topic; all topics must be chosen and approved by the course instructor
  by the 6th week of the course (by 2/16). Failure to submit a topic on time will
  result in a 5 point deduction from the final grade for the project. Once a topic is
  selected by a team, they must send an email to the instructor identifying the
  topic and the names of all students on the team. The instructor will confirm
  back to them via email on the acceptance of the topic.
Teams shall extensively research the problem topic in order to present a clear background and summary of the scope and drivers. Then, teams shall develop and detail a plan to address the problem. No more than 2 teams may focus on the same problem and selection of topics will be accepted on a first come first serve basis. In the final weeks of the course, teams will give 20-minute presentations on their project that involves each member of the team. A hardcopy of the PowerPoint slides will serve as the written report for their research and is to be given to the instructor at the beginning of the presentation. Failure to provide this will result in 10 points being deducted from the project.

- **Class Participation:** (10%)
  - Attendance and participation in class activities are a very important element of the course. There are several in-class exercise that are done during the course that facilitate the learning process. Students will be evaluated based on their active participation. Attendance and engagement with guest speakers and during project presentations will weigh more heavily into this grade component as the information shared will likely be unavailable via another method.

X. Course Schedule:

<table>
<thead>
<tr>
<th>Session</th>
<th>Topic</th>
<th>Readings (read prior to class) and Assignments</th>
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| 1) 1/10 | Overview of the (US) health-care industry | WHO, “Key components of a well-functioning health system” – Bb  
IOM, “Crossing the Quality Chasm – Executive Summary” – Bb (for reference only not required reading) |
| 2) 1/12 | Hospital Operations | Mango & Shaprio,"Hospitals Get Serious about Operations" – Bb  
Bohmer, “Medicine’s Service Challenge” - Bb |
| 3) 1/17 | 6 P’s of Healthcare Operations | |
| 4) 1/19 | Patient Flow | Gawande, “Cost Conundrum” – Bb |
| 5) 1/24 | Process Mapping |
| 6) 1/26 | Hospital Flow Activity | Weed, ”Factory Efficiency Came to the Hospital” – Bb |
| 7) 1/31 | Lean in Healthcare | |
| 8) 2/2 | Lean Simulation | |
| 9) 2/7 | Guest Speaker | |
| 10) 2/9 | Measuring Quality Improvement | HOMEWORK #1 Assigned |
| 11) 2/14 | Measurement in Healthcare | |
| 12) 2/16 | Visualization and Forecasting | HOMEWORK #1 Due  
Group Project Topics Due Via Email |
<p>| 13) 2/21 | Optimization Modeling in Healthcare | HOMEWORK #2 Assigned |</p>
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<thead>
<tr>
<th>Date</th>
<th>Event</th>
<th>Notes</th>
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<tbody>
<tr>
<td>14) 2/23</td>
<td>Simulation Modeling - 1</td>
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<tr>
<td>15) 2/28</td>
<td>Simulation Modeling - 2</td>
<td>HOMEWORK #2 Due</td>
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<tr>
<td>16) 3/2</td>
<td>Quiz 1</td>
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<td>17) 3/7</td>
<td>Capacity &amp; Scheduling - 1</td>
<td>Hall, “Patient Flow” – Bb</td>
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<td>19) 3/14</td>
<td>NO CLASS SPRING BREAK</td>
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<td>20) 3/16</td>
<td>NO CLASS SPRING BREAK</td>
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<tr>
<td>21) 3/21</td>
<td>Capacity &amp; Scheduling - 3</td>
<td>HOMEWORK #3 Assigned</td>
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<tr>
<td>22) 3/23</td>
<td>Supply Chain Management</td>
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<tr>
<td>24) 3/30</td>
<td>The Hospital of the Future</td>
<td>HOMEWORK #3 Due</td>
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<td>25) 4/4</td>
<td>Quiz 2</td>
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<td>26) 4/6</td>
<td>Final Project Presentations</td>
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<td>27) 4/11</td>
<td>Final Project Presentations</td>
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<td>28) 4/13</td>
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<td>29) 4/18</td>
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<td>30) 4/20</td>
<td>Final Project Presentations</td>
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