

Healthcare Enterprise Operations MED INF 404

Instructor:

Jay M. Anderson, MBA
Vice President of Operations, Northwestern Memorial Hospital
Office: 251 East Huron Street, Feinberg Pavilion, Suite 3-710
Phone: (312) 926-7387
E-Mail: jmanders@nmh.org
Office Hours: By Appointment

Description:

This course examines the core operations of the acute care hospital incorporating information technology needs required for hospital operations. Scope includes patient access services, ambulatory care, clinical practice, nursing services, personnel and staffing, and finance. Prerequisite: MED INF 401 or permission of instructor.

Texts:

The primary text for the course will be The Well-Managed Healthcare Organization 6th Edition by John R. Griffith and Kenneth R. White. Readings will be assigned in advance of each class. Additionally, a course packet with case studies will supplement the text. For instructions on how to order the course packet, go to *About this Course* and *Syllabus*, or go to the Assignments page under Session 1.

Student Goals:

The goals for the course are to:

- acquire a working knowledge of the core operations of hospital organizations
- develop an understanding of the role of information technology within hospital operations
- equip students with the critical thinking skills required to analyze and improve hospital operations.

Prerequisites:

MED INF 401 or permission of instructor

Teaching Method:

The course content will be delivered in a series of lectures and class discussions. Class discussions will be augmented with relevant case discussions.

Projects:

We will assign to groups of 3-4 students a required class presentation on a single topic in which the group will analyze a current topic within hospital operations with a recommendation to a figurative hospital board of directors. The class presentation projects will be assigned during Session 4 and presented during Session 9.

Evaluation Method:

The final grade for the course will be based on the following activities:

- Class participation (25%)
- Group presentation (25%)
- Midterm exam (25%)
- Final exam (25%)

Participation will be graded equally on three factors: attendance, preparation for course by reading materials, and engagement during course presentations and discussions.

Group presentations will evaluate on the content of the presentation, format of presentation, depth of analysis of the issues, and thoughtfulness of the solutions and or recommendations.

Course Calendar –

Session	Readings Note: Links to all articles, cases and websites can be found in the course on the Reading & Materials page for the session in which they are assigned	Assignments (due the following session) All cases should be read and discussed (via on-line threads) prior to next session. Case prep questions are available on-line in session where they are assigned.	Links (IT Systems, Resources)	Synchronous Meeting(s) CDT
1- Governance and the role of the Board of Directors	Session #1 Slides Text: Chapters 1-4 Article: To Err is Human: Building a Safer Health System Executive Summary Article: A Lifesaving Checklist	Case: Intermountain Health Care HBS Case 9-603-66	AHRQ IHI Scottsdale Institute NIH	7 – 9 p.m. Course review Session Slides
2- Patient Care Operations	Session #2 Slides Text: Chapters 5-7 Article: Crossing the Quality Chasm Brief Version Article: Patient Safety and the "Just Culture": A Primer for Health Care Executives	Homework: D&T Assignment	Cerner Eclipsiys EPIC GE/IDX	7 – 9 p.m. Intermountain Health Care case Discussion
3- Diagnostic Testing and Treatment Operations	Session #3 Slides Text: Chapter 8	Case: Children’s Hospital and Clinics HBS Case 9-302-050 Select team members	Cadence RadNet	7 – 9 p.m. D&T Assignment

		and group project topic		
4- Pharmacy & Laboratory Operations	Session #4 Slides Articles: IT Shores Up Defenses Against Medication Errors Podcasts: Using Clinical IT to Drive Patient Safety	Homework: OR Staffing	PharmNet Mysis	7 – 9 p.m. Children’s Hospital and Clinics Case
5- Surgery and Labor & Delivery Operations	Session #5 Slides Articles: AORN Staffing Recommendations Tomorrow’s Operating Room to Harness Net, RFID Video: OR Time-Out	Mid-Term Case: Virginia Mason Medical Center HBS Case 9-606-044	Surginet	7 – 9 p.m. OR Homework
6- Emergency Department and Hospital Flow Operations	Session #6 Slides	Case: Cambridge Hospital Community Health Network – The Primary Care Unit HBS Case 9-100-054	Navicare TeleTracking Traxion	7 – 9 p.m. Mid-Term Virginia Mason Case
7- Finance, Materials Management & Human Resources Operations	Session #7 Slides Text: Chapters 12, 14, 15		Lawson McKesson PeopleSoft SAP	7 – 9 p.m. Cambridge Hospital Case
8- Information Technology Operations	Session #8 Slides Text: Chapter 10 Add’l Presentation: IT Governance; Catalyst for Success (slides provided by Edward W. Marx, CIO for UHC)	Prepare for Group Presentations	AMIA CHIME HIMSS eHealth Initiative HIT IMIA	No session
9- Group Presentations		Final Exam Case: CareGroup HBS Case 9-303-097		7 – 9 p.m. Group Presentations
10- Final Exam				7 – 9 p.m. Final Exam Discussion

University Policy

Students with Disabilities

In compliance with Northwestern University policy and equal access laws, we are available to discuss appropriate academic accommodations you may require as a student with a disability. Request for academic accommodations need to be made during the first week of the quarter, except for unusual circumstances, so arrangements can be made. Students are encouraged to register with Services for Students with Disabilities (SSD) for

disability verification and for determination of reasonable academic accommodations. For more information, visit <http://www.northwestern.edu/disability/>

Academic Integrity at Northwestern

Students are expected to comply with University regulations regarding academic integrity. If you are in doubt about what constitutes academic dishonesty, please speak to us before the assignment is due and/or examine the University web site, “How to Avoid Plagiarism at <http://www.northwestern.edu/uacc/plagiar.html>

Academic dishonesty includes, but is not limited to cheating on an exam (e.g., copying others’ answers, providing information to others, using a crib sheet) or plagiarism of a paper (e.g., taking material from readings without citation, copying another student’s paper). Failure to maintain academic integrity on an assignment will result in a loss of credit for that assignment – at a minimum. Other penalties may also apply. For more information, visit http://www.scs.northwestern.edu/student/issues/academic_integrity.cfm

Sexual Harassment Policy

It is the policy of Northwestern University that no male or female member of the Northwestern community – students, faculty, administrators or staff – may sexually harass any other member of the community. Sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute harassment when: submission to such conduct is made or threatened to be made, either explicitly or implicitly, a term or condition of an individual’s employment or education; or submission to or rejection of such conduct is used or threatened to be used as the basis for academic or employment decisions affecting that individual; or such conduct has the purpose or effect of substantially interfering with an individual’s academic or professional performance or creating what a reasonable person would sense as an intimidating, hostile, or offensive employment, educational, or living environment. . For more information, visit <http://www.northwestern.edu/sexual-harassment/policy/index.html>