

**HEALTH SERVICES 432: OPERATIONS AND MANAGEMENT OF HEALTH
SERVICES AND HEALTHCARE ORGANIZATIONS**
Monday/Wednesday 12:00 Noon - 2:00 PM
Spring Quarter, 2005
CHS Room 41-268

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Background for the Course

Healthcare is an extremely complex service industry, with many functioning units and parts. In many of the courses that you have already taken, the broad environment of healthcare in the United States has already been discussed, as well as the public and private policies that shape that environment/ Also, in many of the courses that you have already taken, the skills and abilities that are used in healthcare management have been described and discussed in some detail, as have been the shape, size, and structure of many of the healthcare organizations that make up the broader American healthcare system.

In this class, we will examine the actual operations of these individual units and organizations that make up the broader system and we will try to understand the ways in which they actually function. We will also examine the roles and activities of managers as they take part in the operations of these organizations, to *see* what *the* managerial challenges are and how they can best be met on a day-to-day basis. The emphasis in this course will be on applied practice rather than theoretical frameworks, with the intent being the improvement of students' managerial practices later on.

Method and Sequence of the Course

The methods of the course will include traditional didactic lectures, visiting lectures and interviews with practicing managers, group projects within healthcare organizations, and case studies involving relevant issues and practices. All of the individual sessions will be led or moderated by one or the other of the two instructors, usually both.

The sequence of course sessions will be as follows. In the first section of the course, there will be a general discussion of the operating environment for different types of health care organizations, together with an examination of the major operational issues facing these organizations. Next, the students will be provided with a general framework for analyzing and understanding healthcare operators, as well as a framework for planning and organizing the manager's operational activities and guest speakers presentations from practicing healthcare managers. Finally, in the last section of the course, students will present the results of their field projects: these projects will be designed to examine and analyze individual operational situations and activities in specific healthcare organizations.

Grading

Grades for the course will be drawn equally from a formal analysis of a case study, a group project involving the on-site analysis of an operational situation, a classroom presentation of the on-site analysis, and participation in the individual classroom sessions of the course.

Textbooks

The textbook for the course will be The Well-Managed Healthcare Organization, Fifth Edition, by John R. Grittith and Kenneth R. White; it will be available in the UCLA Medical Center Bookstore. Additional articles, case studies, and commentaries may be distributed by the instructors at various times throughout the course.

Student Field Project

One of the major course deliverables will be an analytical study of a specific operational situation in a healthcare organization. This analysis will follow a framework provided at the beginning of this course and will allow for a thorough understanding of operational practices in the specific study setting. The study will be conducted by teams of 3 -4 students and will result in both a written summary of the analysis and a verbal report to be made to the entire class during the last two sessions of the course. More details of the student team project "will be provided after the start of the course.

Faculty Availability for Student Advising

Students can make appointments with either faculty member in the following ways: for Dr. Torrens, please call (310)(206-3435) or e-mail (laughlin@ucla.edu) his assistant, Terry Laughlin; for Dr. Hilberman, please call (310)(206-6322), e-mail (hilberman@ucla.edu), or sign up on the form for her visiting hours posted on her office door.

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(TENTATIVE) SCHEDULE OF INDIVIDUAL SESSIONS

Date	Topic	Faculty/Speaker	Reading
4/4/05	(1) Course Introduction (2) Issues Facing Managers in Various Healthcare Organizations	Torrens	Preface Chapter 1
4/6/05	Issues (cont.)	Torrens	Chapter 2
4/11/05	(Presentation by Navigant Consulting)	Hilberman	Chapter 3
4/13/05	Addressing the Challenges of Operations Management: (a) Frame Work for Planning and Organizing Operational Activities	Torrens	Chapter 4
4/18/05	(b) Strategic Planning and Operations Management	Torrens	Chapter 13
4/20/05	(c) Organizational Structure and Project Design	Hilberman	Chapter 5
4/25/05	(d) Business Plan Development	(Guest speaker)	Chapter 14
4/27/05	(e) Tactical Planning	Torrens	Chapter 7
5/2/05	(t) Project Management	Hilberman	Chapter 6
5/4/05	(g) Measuring Results	(Guest speaker)	Chapter 12
5/9/05	(h) Monitoring Results and Implementing Corrections: The Balanced Scorecard Approach	(Guest Speaker)	Chapter 15
5/11/05	(Case Study Analysis)	Hilberman	
5/16/05	(i) Problem Solving: The Process Mapping Approach	Torrens	Chapter 9

5/18/05	Presentations from the Field: The Practice of Operations Management	(Guest Speaker) (Greg Zeisler, Kaiser)	Chapter 17
5/23/05	Presentations from the Field (cont.)	(Guest Speaker)	Chapter 16
5/25/05	Presentations from the Field	(Guest speaker)	Chapter 10
5/30/05	(UCLA HOLIDAY) (No Class)		
6/1/05	Presentations from the Field (cont.)	(Guest Speaker)	Chapter 8
6/6/05	Student Presentations		
6/8/05	Student Presentations		