

HSM 688: Topics in Health Systems Management

Section 4: Consulting:

This course is designed to introduce the skills/tool kit recommended to be successful in a standard healthcare consulting model; we will be introducing and reviewing tools that are also transferable into becoming a great manager and have applicability throughout the health care industry.

Section 5: Practice Management

As the healthcare landscape continues to evolve, it is essential that today's healthcare leader can manage and grow medical practices. This course will focus on equipping students with a fundamental understanding of the complexities of ambulatory care including: patient care workflows, patient access, resource utilization, legal and compliance guidelines, technology integration, provider and staff recruitment and engagement, principles of reimbursement and revenue cycle, and the patient experience. Students will observe medical practice operations first-hand as well as participate in a series of real-time analytic exercises to better recognize the significance of various influences on practice success and growth.

Section 6: Lean Six Sigma

Students will work in teams of 3-6 members each. Each team will participate in observations in select areas at RUMC. Areas for observation will be selected based on clinical importance and management implications. Students will develop an understanding of the problem, conduct an assessment (using data, interviews, observations and a limited literature review), and make recommendations. Class room time will be used partially for lectures pertaining to use of performance improvement tools, for report out from students on progress to date. Faculty advisors will provide coaching and guidance, but will not lead observations and report outs of findings. This experience is expected to simulate what students will encounter in real-life jobs or as consultants.

Section 7: Health Equity

This course aims to introduce students to various aspects of population and community health - more specifically the concepts of patient centered care, social and structural determinants of health, health disparities and health equity, payment models, care coordination, new models of care, and community partnerships and anchor mission strategies to improve health. Students will develop strong background knowledge and understanding of the ever-changing healthcare landscape and why new models of care are being developed and/or existing ones change. The course will help students better understand the history of fragmented care and importance of interprofessional care coordination. Students will hear from various population and community health experts at Rush as well as the greater Chicagoland community

Section 9: Introduction to Human-Centered Design

Developing solutions to complex or ambiguous problems has become the norm in the healthcare landscape, and the industry's future leaders will need to learn methods and mindsets for how to approach these dilemmas frequently. Human-Centered Design (HCD) draws on philosophies, principles, and practices used by designers to solve problems across a wide variety of domains – from products and services to strategies and systems. We aim to help future leaders and practitioners learn how to tackle tricky problems and develop optimal ideas for solutions. HCD methodologies focus on understanding human values, beliefs, and motivations of those for whom we are designing while also embracing creativity, co-creation, and rapid iteration. This course will explore current practices in HCD while helping students develop a working knowledge of tools and frameworks within the field so that they can help approach problems differently and generate innovative ideas. Individually and in small teams, students will frame problems, learn end user research methods, synthesize information to form insights, generate ideas, test possible solutions, and develop a concept pitch within the course. Classroom activities will push students' thinking and provide a new perspective on healthcare, analogous industries, and opportunities to tackle problems differently than they have been addressed historically. Some examples of questions these processes have been used to help answer are: How might we bring to life to the connection between a healthcare facility and the community? How might we make the patient waiting experience more engaging? How might we help patients address their chronic diseases beyond the four walls of the hospital?

Section 10: Move the Crowd

5 Strategies for Authentic Community Engagement: The best planning projects and public policies succeed when the communities they seek to help are engaged in shaping them. This course explores ways to create

active, positive participation in different settings. We examine the goals and practice of community engagement, from theory and history to methods and techniques. Using case studies of participation processes, we will review and apply 5 strategies for outlining best practices for authentic community engagement locally, nationally and internationally. All readings include scholarly articles, web sources and media coverage of the case studies.

HSM 688 – 11 Supply Chain Management in Healthcare (no pre-requisites): This course provides an overview and introduction into the healthcare supply chain. It will orient students to a wide range of supply chain topics and issues including impact of supply costs on overall healthcare costs; patient care supply procurement, contracting and negotiations; quality and value analysis; inventory and distribution; and supply chain IT. The course uses a combination of learning methods including group/class discussion, multimedia, and case studies. The case studies will be used as part of a student/group presentation that allows the student an opportunity to employ best practices and strategies learned in the course.