SYLLABUS

BUSMGT/7266 (HEALTHCARE)

Leading Operations
Summer 2020 (MBOE Session 5: June 17th- June 20th) – Online

(3 Credit Hours)

COURSE OVERVIEW

Instructors:

• Jill Treece	• Jurriaan de Jong
• Aravind Chandrasekaran	• Rick Guba
• John Draper	• Mi Kyong Newsom
• Charles Buchannan	• Tracy Owens
• Guest Lecturers From Industry	

Primary Contact: Jill Treece

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Course description

The beginning of this program focused on students developing an understanding on the four components of the operational excellence systems and implementing management systems in their organization. This session is all about sustaining the systems, and transferring the learnings from their local "model cells" towards the larger organization. Students will spend time (sponsors invited to Friday sessions) understanding the principles that allows organizations to sustain their capabilities through people development and strategic transformations. We will also learn more on the power of reflection and learning from failures and how they can help organizations adapt to changing needs. Finally, we will hear from change agents from well-known healthcare organizations on how they were able to develop a learning

culture within their organizations.

Course learning outcomes

By the end of this week, students should successfully be able to:

1) Understand the importance of sustaining learning management systems
2) Learning from failures and power of reflection
3) Role of people development and service-profit chains
4) Measuring your organization's adaptability
5) Transferring learnings beyond Model Cell

HOW THIS COURSE WORKS

Mode of delivery: This course is 100% online. Some of the material will be delivered through videos posted on Carmen, while other material will be delivered through live ZOOM sessions. All ZOOM Session links can be accessed through Carmen via the ZOOM navigation link.

Attendance and participation requirements: The following is a summary of everyone's expected attendance and participation:

- **Attending and Participating in live sessions**:

Because our meetings are few and concentrated, attendance is critical.   Missing class requires permission of the instructors prior to the session. In addition, a countermeasure will be implemented, to assure that learning is successfully achieved and maintained. In short, business-related absences are not excused. Students should make arrangements in advance, to avoid time conflicts.

You are expected to attend **all** live sessions. The value of the class discussions is directly related to the amount of quality student participation:

- Display evidence of careful preparation of the pre-assigned readings and course work posted on Carmen in the session modules

- Discuss with clarity and conciseness in your comments and recommendations
- Be willing to take the risk of being wrong—all of our best lessons involve putting our ego at risk!

- Participating in small group simulation activities, in-class assignments, and discussion

Page Break

COURSE MATERIALS AND TECHNOLOGIES

Session 5 Pre-work

    a. **<u>Required Reading</u>**:
1. The Toyota Way Fieldbook (Jeffrey K Liker and David Meier) Read chapter 19
2. An Introduction To Six Sigma & Process Improvement (Evans & Lindsay)
   a. Analyze: Pages 150-182
   b. ANOVA: Pages 178-181
3. Naked Statistics (*Wheelan*)
   a. Chapter 9 & 10

    b. **<u>Required Articles</u>** *(On Carmen)*:
1. Why Organizations Don't Learn, Gino & Staats, HBR 2015 (#R1511G)
2. How Mayo Clinic Got Buy-In For A Plan to Reduce Hospital Stays, Larson, HBR 2019 (#HO5631)
3. Leading Change: Why Transformation Efforts Fail, Kotter, HBR 2006 (#R0701J)

    c. Optional Supporting Material *(HIGHLY Suggested)*:
       i. MoreSteam Modules: 8.8-8.14, 9.16 (moresteam.com)

Course technology

For help with your password, university email, Carmen, or any other technology issues, questions, or requests, contact the Ohio State IT Service Desk. Standard support hours are available at ocio.osu.edu/help/hours, and support for urgent issues is available 24/7.

- **Self-Service and Chat support:** ocio.osu.edu/help
- **Phone:** 614-688-4357(HELP)
- **Email:** servicedesk@osu.edu
- **TDD:** 614-688-8743

BASELINE TECHNICAL SKILLS FOR ONLINE COURSES

- Basic computer and web-browsing skills
- Navigating Carmen: for questions about specific functionality, see the Canvas Student Guide.

REQUIRED TECHNOLOGY SKILLS SPECIFIC TO THIS COURSE

- CarmenZoom virtual meetings (Links are located on Carmen in the ZOOM navigation section)

REQUIRED EQUIPMENT

- Computer: current Mac (OS X) or PC (Windows 7+) with high-speed internet connection
- Webcam: built-in or external webcam, fully installed and tested
- Microphone: built-in laptop or tablet mic or external microphone

- Other: a mobile device (smartphone or tablet) or landline to use for BuckeyePass authentication

REQUIRED SOFTWARE

- Microsoft Office 365: All Ohio State students are now eligible for free Microsoft Office 365 ProPlus through Microsoft's Student Advantage program. Full instructions for downloading and installation can be found at go.osu.edu/office365help.

CARMEN ACCESS

You will need to use BuckeyePass multi-factor authentication to access your courses in Carmen. To ensure that you are able to connect to Carmen at all times, it is recommended that you take the following steps:

- Register multiple devices in case something happens to your primary device. Visit the BuckeyePass - Adding a Device help article for step-by-step instructions.
- Request passcodes to keep as a backup authentication option. When you see the Duo login screen on your computer, click **Enter a Passcode** and then click the **Text me new codes** button that appears. This will text you ten passcodes good for 365 days that can each be used once.
- Download the Duo Mobile application to all of your registered devices for the ability to generate one-time codes in the event that you lose cell, data, or Wi-Fi service.

If none of these options will meet the needs of your situation, you can contact the IT Service Desk at 614-688-4357 (HELP) and IT support staff will work out a solution with you.

GRADING

Grades are given on a scale from A to E. Grades are based on individual examination scores. The exam consists of three parts.

- Part 1: Reflection/Learning from failures (30 points)
- Part 2: Huddle Boards (40 Points)
- Part 3: Data Analytics (30 Points)

Details of each assignment/exam and expectations are posted on Carmen in the modules and assignment sections.

Late assignments

Late submissions will not be accepted. All assignments are due on Monday, July 20th @ 8:00 AM (ET). All assignments must be submitted via PDF to Carmen in the Assignment section for Session 5.

OTHER COURSE POLICIES

Academic integrity policy

POLICIES FOR THIS ONLINE COURSE

Material submitted for course grade credit must be your own work. The University Academic Misconduct Committee for investigates suspected violations. Academic misconduct is a serious threat to the integrity and value of the Fisher College degree. Such behavior is intolerable.

OHIO STATE'S ACADEMIC INTEGRITY POLICY

Academic integrity is essential to maintaining an environment that fosters excellence in teaching, research, and other educational and scholarly activities. Thus, The Ohio State University and the Committee on Academic Misconduct (COAM) expect that all students have read and understand the university's *Code of Student Conduct*, and that all students will complete all academic and scholarly assignments with fairness and honesty. Students must recognize that failure to follow the rules and guidelines

established in the university's *Code of Student Conduct* and this syllabus may constitute "Academic Misconduct."

The Ohio State University's *Code of Student Conduct* (Section 3335-23-04) defines academic misconduct as: "Any activity that tends to compromise the academic integrity of the university or subvert the educational process." Examples of academic misconduct include (but are not limited to) plagiarism, collusion (unauthorized collaboration), copying the work of another student, and possession of unauthorized materials during an examination. Ignorance of the university's *Code of Student Conduct* is never considered an excuse for academic misconduct, so I recommend that you review the *Code of Student Conduct* and, specifically, the sections dealing with academic misconduct.

If we suspect that a student has committed academic misconduct in this course, we are obligated by university rules to report my suspicions to the Committee on Academic Misconduct. If COAM determines that you have violated the university's *Code of Student Conduct* (i.e., committed academic misconduct), the sanctions for the misconduct could include a failing grade in this course and suspension or dismissal from the university.

If you have any questions about the above policy or what constitutes academic misconduct in this course, please contact me.

Other sources of information on academic misconduct (integrity) to which you can refer include:

- The Committee on Academic Misconduct web pages ([COAM Home](#))

- *Ten Suggestions for Preserving Academic Integrity ([Ten Suggestions](#))*
- *Eight Cardinal Rules of Academic Integrity*
(www.northwestern.edu/uacc/8cards.htm)

Copyright disclaimer

The materials used in connection with this course may be subject to copyright protection and are only for the use of students officially enrolled in the course for the educational purposes associated with the course. Copyright law must be considered before copying, retaining, or disseminating materials outside of the course.

Statement on Title IX

All students and employees at Ohio State have the right to work and learn in an environment free from harassment and discrimination based on sex or gender, and the university can arrange interim measures, provide support resources, and explain investigation options, including referral to confidential resources.

If you or someone you know has been harassed or discriminated against based on your sex or gender, including sexual harassment, sexual assault, relationship violence, stalking, or sexual exploitation, you may find information about your rights and options at titleix.osu.edu or by contacting the Ohio State Title IX Coordinator at titleix@osu.edu. Title IX is part of the Office of Institutional Equity (OIE) at Ohio State, which responds to all bias-motivated incidents of harassment and discrimination, such as race, religion, national origin and disability. For more information on OIE, visit equity.osu.edu or email equity@osu.edu.

Your mental health

As a student you may experience a range of issues that can cause barriers to learning, such as strained relationships, increased anxiety, alcohol/drug problems, feeling down, difficulty concentrating and/or lack of motivation. These mental health concerns or stressful events may lead to diminished academic performance or reduce a student's ability to participate in daily activities. The Ohio State University offers services to assist you with addressing these and other concerns you may be experiencing. If you find yourself feeling isolated, anxious or overwhelmed, please know that there are resources to help: ccs.osu.edu. You can reach an on-call counselor when CCS is closed at (614) 292-5766 and 24 hour emergency help is also available through the 24/7 National Prevention Hotline at 1-(800)-273-TALK or at suicidepreventionlifeline.org. The Ohio State Wellness app is also a great resource available at go.osu.edu/wellnessapp.

ACCESSIBILITY ACCOMMODATIONS FOR STUDENTS WITH DISABILITIES

Requesting accommodations

The university strives to make all learning experiences as accessible as possible. If you anticipate or experience academic barriers based on your disability including mental health, chronic or temporary medical conditions, please let me know immediately so that we can privately discuss options. To establish reasonable accommodations, I may request that you register with Student Life Disability Services. After registration, make arrangements with me as soon as possible to discuss your accommodations so that they may be implemented in a timely fashion. **SLDS contact information:** slds@osu.edu; 614-292-3307; 098 Baker Hall, 113 W. 12th Avenue.

Accessibility of course technology

This online course requires use of Carmen (Ohio State's learning management system) and other online communication and multimedia tools. If you need additional services to use these technologies, please request accommodations with your instructor.

- CarmenCanvas accessibility

- Streaming audio and video
- CarmenZoom accessibility

COURSE SCHEDULE

Session 5 Asynchronous Learning Modules
- Draper/Newsom – Analytics videos (Made available after June 1, 2020 via Carmen)

- **Session 5 Synchronous Modules**

Wednesday, June 17, 2020	Subject	Presenter
8:30 AM – 9:45 AM	Why Organizations Never Learn	Aravind Chandrasekaran
9:45 AM – 11:30 AM	Organizational Transformation & Innovation Part 1	Tracy Owens
11:30 AM – 1:30 PM	*Break for Lunch*	
1:30 PM – 4:00 PM	Data Analytics	John Draper & Mi Kyong Newsom
Thursday, June 18, 2020		
8:30 AM – 11:30 AM	Learning from Failures (On-line Activity)	Rick Guba, Jill Treece, & Aravind Chandrasekaran
11:30 AM – 1:30 PM	*Break for Lunch*	
1:30 PM – 4:00 PM	Change Levers: Power and Urgency	Jill Treece
Friday, June 19, 2020		
9:00 AM – 10:30 AM	Data Analytics Continued	John Draper & Mi Kyong Newsom
10:30 AM – 11:30 AM	C-suite speaker on sustaining management systems in healthcare (Live On-Line Discussion)	Dr. Matt Pollard or Dr. John Toussaint
11:30 AM – 1:30 PM	*Break for Lunch*	
1:30 PM – 3:00 PM	Organizational Transformation & Innovation Part 2	Tracy Owens
3:00 PM – 4:00 PM	Panel on sustainability (Live On-Line Discussion)	Panel TBD
Saturday, June 20, 2020		
9:00 AM – 11:30 AM	Coaching and Crucial Conversations For Change	Charles Buchannan
11:30 AM – 1:30 PM	*Break for Lunch*	
1:30 PM – 2:00 PM	Session 5 Exam Expectations Reviewed	Rick Guba
2:00 PM – 3:30 PM	Virtual Project Sharing (Purple & Red Team – Healthcare Students) ***Students will be assigned to breakout rooms to hear presentations from their peers	Jill Treece
3:30 PM – 4:00 PM	Next Steps For Change	Aravind Chandrasekaran

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