

Business School / Mailman School Course Material for Columbia -

Bassett SLIM Curriculum

I Introductory material - The U.S. Healthcare System

- Overview of the U.S. healthcare system
 - Major components and trends
 - Problems of cost, quality and access
 - Major sources of financing and expenditures
 - Comparisons in financing, costs, outcomes and structure with other countries.
- The role of government
 - Medicare, Medicaid and other government programs
 - The uninsured and their characteristics
- Payers and payment systems
 - The history of private insurance; the role of employers
 - FFS, managed care, prospective payment systems, capitation, pay-for-performance, etc.
- Hospitals and hospital systems
 - Types of hospitals
 - Organizational, financial and workforce issues
 - Competitive forces and responses
 - The increasing role of information technology
- Quality problems: Medical errors
 - The Dana Farber case and the IOM report, "To Err is Human"
 - The prevalence, type and impact of medical errors
 - The unique difficulties of identifying, diagnosing and correcting medical errors
 - Progress to date
- Quality problems: Overuse

- Data and research on practice variation: Dartmouth Atlas, RAND studies
- Contributing factors
- Efforts to reduce overuse
- Quality problems: Underuse
 - Data on failures to provide proven courses of care
 - Major contributing reasons
 - Efforts to address underuse: disease management and coordinated care systems.

II A Framework for Continuous Performance Improvement

- The process perspective: examples of organizational excellence built on creating and improving customer-oriented processes.
 - The history of Toyota
 - The Baldrige Award and some winners in both for-profit and non-profit organizations, including some hospitals.
- Organizational design: functional vs. process orientation
- The importance of teams and teamwork
 - Team-building
 - Skills for successfully managing and working in teams
- The problem-solving framework
 - The Deming wheel: PDCA
 - Prioritizing problems to solve
 - Defining and refining problem statements.
 - Using data to find root causes and identify possible solutions
- Organizational diagnosis of performance problems
- Identifying obstacles and enablers to change
- Managing the implementation process: overcoming barriers to change
- Effective leadership: principles, practices and skills

III Creating and managing an organization committed to continuous performance improvement

- Understanding individual and population health needs and preferences
- Managing systems and processes
 - Setting clear expectations and responsibilities
 - Communication and coordination mechanisms
 - Establishing process "owners"
- Measurement, analysis and knowledge management
 - Bench-marking and "best practices"
 - Using databases for continuous learning
 - Using IT for facilitating knowledge acquisition, dissemination of protocols, decision-support
- Motivating and empowering the workforce.
- Conflict resolution and negotiating skills
- The role of leadership