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HSPM 7336 - Supply Chain Management

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Georgia Southern University
Jiann-Ping Hsu College of Public Health
HSPM 7336: Supply Chain Management
Fall 2017

<u>Instructor:</u>	Dr. Linda Kimsey
<u>Office:</u>	Hendricks Hall Room 2008
<u>Phone:</u>	478-2008
<u>E-Mail Address:</u>	lkimsey@georgiasouthern.edu
<u>Office Hours:</u>	Wednesday 1:00 to 4:00 pm & Thursday 3:00 to 5:00 pm Other times by appointment
<u>Class Meets:</u>	Tuesday & Thursday 6:30 –7:45 PM 14 Aug – 7 Dec 2017 Hendricks Hall Room 3001

-- Course schedules can be found at: <http://www.collegesource.org/displayinfo/catalink.asp> --

Prerequisites: None.

Catalog Description: The healthcare supply chain is a vital core business component of the health organization with the mission of delivering the technological elements of the patient care process to the providers of care. From strategic sourcing and purchasing, acquisition, logistics, inventory management, to point of use applications, this course provides understanding, knowledge and evaluation models to operate and manage an organization's enterprise resource planning and management system, specifically with regard to the supply chain system and the management of that system as evaluated from a strategic, operations management and financial perspective.

Required Textbook: Ledlow, Gerald R.; Manrodt, Karl; & Schott, David (2016). *Healthcare Supply Chain Management: Elements, Operations and Strategies*. Jones and Bartlett Learning Publishers, Inc: Sudbury, Massachusetts.

Recommended Text: Paul, R., & Elder, L. (2014). *The miniature guide to critical thinking: Concepts & tools* (7th ed.). Foundation for Critical Thinking: Tomales, CA.

JPHCOPH (College Level) Student Learning Outcomes: At the completion of the M.H.A. degree program all students will be able to understand and apply concepts concerning:

1. Demonstrate proficiency and effectiveness in the communication of core public health principles and practices, both oral and written.
2. Demonstrate proficiency in the integration of the core public health disciplines (Biostats, Epid, Env Health, Hlth Policy/Mgt, & Social/Behav Sc) in practice & research.
3. Demonstrate proficiency in problem solving, critical thinking, and public health leadership.

Health Policy and Management (Departmental Level) Student Learning Outcomes: At the completion of the M.H.A. degree program all students will be able to understand and apply concepts concerning:

- I. Analyze and evaluate the financial management of health organizations including structuring, marketing, and governance.
- II. Evaluate the management of change in health organizations.
- III. Conduct and interpret relevant health administration research using appropriate research designs and analytic techniques.
- IV. Communicate health services administration principles and concepts to lay and professional audiences through both oral and written communication.

Program Competencies: At the completion of the M.H.A. degree program all students will be able to: (Domains are listed first. Competencies under each domain follow. Established in 2015.)

I. COMPETENCY DOMAINS

A. Measurement and Analysis

Measurement: Identify information needs, and gather and understand relevant data information in order to define a problem, to assess a situation, or to implement a set of metrics.

Analysis: Organize, manipulate and use information to assess performance, to identify alternative courses of action, to investigate hypotheses, or to accomplish other strategic goals.

B. Communication

Receive and convey information in ways that encourage continued dialogue among stakeholders. Effective communication involves strong written and oral transmission skills, responsive listening, and use of creative strategies for exchanging information.

C. Leadership

Influence others to reach their highest level of effectiveness in achieving common goals, both as individuals and in teams. Establish direction and engage various constituencies to produce a shared vision of the future, motivating and committing them to action, and making them responsible for their performance.

D. Law and Ethics

Establish high ethical standards, create a culture of shared ethical values and legal understanding, and transform those ideals into visions and expected behaviors.

E. Professional Development

Required to excel professionally throughout one's career and to make meaningful contributions to the field.

II. COMPETENCIES BY DOMAINS

Domain 1: Measurement and Analysis

Measurement:

- A.1 Identify appropriate sources and gather information, effectively and efficiently.
- A.2 Appraise literature and data critically.
- A.3 Develop, understand and use data from performance, surveillance or monitoring systems.

Analysis:

- A.4 Financial analysis: Understand and explain financial and statement; prepare and manage budgets; and make sound long-term investment decisions.
- A.5 Statistical analysis: Understand and apply basic statistical methods relevant to public health practice.
- A.6 Policy analysis: Understand the policy-making process and the role of politics; assess a problem and identify and compare potential policy solutions; and understand and critically assess methods to evaluate policy impact.
- A.7 Economic analysis: Use basic microeconomic theory to understand how the incentives of consumers, providers, and payers affect behaviors, costs, and other outcomes; understand and apply basic econometric tools for the empirical study of issues in health economics.
- A.8 Operational analysis: Analyze, design, or improve an organizational process, including the use of quality management, process improvement, marketing and information technology principles and tools.
- A.9 Population health assessment: Understand and apply basic epidemiologic principles, measures, and methods to assess the health status of a population; identify risk factors in individuals and communities; evaluate the impact of population-based interventions and initiatives.
- A.10 Decision Making: Implement a decision-making process that incorporates evidence from a broad analysis that includes uncertainty, risk, stakeholders, and organizational values.

Domain 2: Communication

- B.1 Convey: Speak and write in a clear, logical, and grammatical manner in formal and informal situations; prepare cogent business presentations; facilitate an effective group process.
- B.2 Listen: Receive, process, and respond appropriately to information conveyed by others.
- B.3 Interact: Perceive and respond appropriately to the spoken, unspoken, or partly expressed thoughts, feelings, and concerns of others.

Domain 3: Leadership

- C.1 Organizational Vision: Through effective governance, establish an organization's values, vision, and mission; systematically enhance performance and human material and knowledge resources.
- C.2 Strategic Orientation: Analyze the business, demographic, ethno-cultural, political, and regulatory implications of decisions and develop strategies that continually improve the long-term success and viability of the organization.
- C.3 Accountability: Hold self and others accountable to standards of performance; encourage commitment to the long-term good of the organization.
- C.4 Change Leadership: Energize stakeholders and sustain their commitment to the organization while adapting to changes in the environment.
- C.5 Collaboration: Work collaboratively with others as part of a team or group, demonstrating commitment to the team's goal and encouraging individuals to put forth their best effort.
- C.6 Organizational awareness: Understand and learn from governance structures, formal and informal decision making structures, and power relationships in an organization, industry, or community.

Domain 4: Law and Ethics

- D.1 Use legal reasoning as a tool for analysis, communication, strategy and planning.
- D.2 Behave ethically and promote standards of ethical behavior throughout organizations and professional communities.
- D.3 Develop an understanding of healthcare state and federal legislation as it affects healthcare organizations.

Domain 5: Professional Development

Self-Awareness:

- E.1 Actively seek feedback from others, reflecting and learning from successes and failures.
- E.2 Develop an accurate view of own strengths and developmental needs, including the impact one has on others.

Self-Development:

- E.3 Continuously push self to raise personal standards of performance and exceed expectations.
- E.4 Address knowledge, skills, and other developmental gaps through reflective, self-directed learning, and by trying new approaches.
- E.5 Establish, build, and sustain a career plan for professional development.

Learning Objectives:

At the completion of this course the student will be able to:

1. Discuss and explain the foundations of supply chain management and the components of the supply chain system - specifically planning and management components - within the context of the health enterprise. A.8; C.2
2. Discuss and explain how leaders use materiel management information systems within strategic and contingency management and planning as leadership tools to create a successful environment for their organizations including partnership building across various markets and constituency groups. A.1; A.3; A.4; C.1; C.6
3. Discuss and explain how supply chain management perspectives and theories within organizational structures contribute to effective and efficient leadership and management of a health organization. A.8; B.1; C.1
4. Synthesize and evaluate strategic decisions pertaining to supply chain management in various health organization scenarios, using management and legal literature. A.1; A.3; A.7; A.10; B.3; C.2

Content to be Covered During the Semester:

Week	Dates	Topic	Text Readings	Assignment
1	15-Aug-17 17-Aug-17	Introduction & The Healthcare Supply Chain	Chapter 1	
2	22-Aug-17 24-Aug-17	Acquiring	Chapter 2	
3	29-Aug-17 31-Aug-17	Moving, Storing, & Dispensing	Chapter 3	
4	5-Sep-17 7-Sep-17	Dispensing at Points of Care, Security, and Compliance	Chapter 4	
5	12-Sep-17 14-Sep-17	Informing: Information Systems	Chapter 5	
6	19-Sep-17 21-Sep-17	Test 1 Class Simulation Exercise	Chapters 1-5	
7	26-Sep-17 28-Sep-17	Operations of Acquiring	Chapter 6	
8	3-Oct-17 5-Oct-17	Operations of Storing: Storage and Inventory Management	Chapter 7	

Week	Dates	Topic	Text Readings	Assignment
9	10-Oct-17 12-Oct-17	Operations of Dispensing: Distribution to Points of Care	Chapter 8	
10	17-Oct-17 19-Oct-17	Leading the Healthcare Supply Chain	Chapter 9	
11	24-Oct-17 26-Oct-17	Excellence: Leading, Planning, Managing, Deciding, & Learning	Chapters 10	
12	31-Oct-17 2-Nov-17	Test 2 Class Simulation Exercise	Chapters 6-10	
13	7-Nov-17 9-Nov-17	Measuring Compatibility Gaps in Relationships & Business Models that Influence Strategy	Chapter 11	
14	14-Nov-17 16-Nov-17	Lessons to Transform Healthcare Contract Performance: Transaction Cost Economics	Chapter 12	
15	21-Nov-17 23-Nov-17	Thanksgiving Week (NO CLASS)		NO ASSIGNMENT
16	28-Nov-17 30-Nov-17	The Health Leader A Synthesis of the Healthcare Supply Chain	Chapter 13 Chapter 14	
	7-Dec-17	Final Examination	Chapters 11-14	

* Readings found in Folio Classroom

Samples of your work may be reproduced for search purposes and/or inclusion in the professor's teaching portfolio. You have the right to review anything selected for use, and subsequently ask for its removal.

Instructional Methods: Class meetings will be a combination of lecture, class discussion, simulation, in-class problems, case studies/homework, and possibly guest lecturers. Written homework assignments, case presentations, and examinations constitute the basis of student evaluation.

Class Participation: Class participation is an integral part of the learning process. Students will be expected to remain current with the readings, contribute to discussion of the week's topics, have completed the current week's assignments, ask questions, make comments, and agree/disagree with the professor. Participation will be assessed through **weekly in-class quizzes, and completion of class journal/exercise assignments**. You must come to class prepared (read chapter and other readings for the week before class and do assignments). **Students are expected to bring laptops to class. We will be working through problems.**

Class Presentation: Students will be assigned to teams of 2 or 3, to present an assigned book chapter for a given class period. While the assigned chapters provide an anchor for the discussion, outside resources (current events, journal/newspaper articles, Ted Talks, role-playing, in-class exercises, e.g.) should be incorporated. (I find mind-mapping class plans to be helpful in organizing.). You have authority to direct the focus of the class session. You are not expected to cover every topic in the chapter. Use critical thinking to determine what you think are the most pertinent topics, *in particular those with implications for SCM managers*. The goal is to engage your colleagues in the learning process – drawing out insights from the material. Plan for a 30-minute presentation, with questions and additional discussion lasting approximately 10 minutes. Any additional readings or assignments that students need to complete prior to the class should be provided in Folio at least three days prior to the class date. I am available to discuss your ideas and help you with finding relevant materials. Peer evaluations of the presentation (through short Folio surveys) will comprise 1/3 of the assignment grade. Every member of the group will receive the same grade for this assignment.

Exam Schedule and Final Examination:

Exam 1: September 19
Exam 2: October 31
Exam 3 (Final): December 7 @ 3-5 PM

Student Assessment: Assessments are linked to learning objectives for this class. Assignment weights will be as follows:

Exam 1	LO 1	15%
Exam 2	LO 1/2	15%
Exam 3	LO 2/3	15%
Weekly Objective Exams (10 x 2% each)	LO 1/2	20%
Journal Assignments & Exercises (In-class)	LO 4	15%
Class (Group) Presentation	LO 3/4	20%

<u>Grading Scale:</u>	90-100%	=	A
	80-89%	=	B
	70-79%	=	C
	60-69%	=	D
	0-59%	=	F

All grades above will be included in your final grade.

Grades **will not** be posted. All exams and assignments will be graded and returned promptly so that students may accurately calculate their grades at any point in time during the semester.

There are times when extraordinary circumstances occur (e.g., serious illness, death in the family, etc.). In such circumstances, consult with the professor as soon as possible. If you need additional time to satisfactorily complete any course requirement, consult with the professor **a minimum of 48 hours** prior to due date. Extensions are not guaranteed and are at the discretion of the professor.

NO EXTRA CREDIT PROJECTS WILL BE ASSIGNED.

Academic Misconduct: As a student registered at this University, you are expected to adhere to the strictest standards of conduct. Review the latest edition of the *Student Conduct Code* book, as well as the latest *Undergraduate & Graduate Catalog* to familiarize yourself with the University's policies in this regard. Your continued enrollment in this course is an implied contract between you and the professor on this issue; from this point forward, it is assumed that you will conduct yourself appropriately.

Academic integrity relates to the appropriate use of intellectual property. The syllabus, lecture notes, and all materials presented and/or distributed during this course are protected by copyright law. Students are authorized to take notes in class, but that authorization extends only to making one set of notes for personal (and no other) use. As such, students are not authorized to sell, license, commercially publish, distribute, transmit, display, or record notes in or from class without the express written permission of the instructor.

Academic Handbook: Students are expected to abide by the Academic Handbook, located at <http://students.georgiasouthern.edu/sta/guide/>. Your failure to comply with any part of this Handbook may be a violation and thus, you may receive an F in the course and/or be referred for disciplinary action.

University Calendar: The University Calendar is located with the semester schedule, and can be found at: <http://catalog.georgiasouthern.edu/graduate/general-information/university-calendars/>

Attendance Policy: Federal regulations require attendance be verified prior to distribution of financial aid allotments. Attendance will be recorded for each class.

Chronic attendance problems (missing two or more classes) may lead to a reduction in your grade. Students are expected to attend every class.

One Final Note:

The contents of this syllabus are as complete and accurate as possible. The professor reserves the right to make any changes necessary to the syllabus and course material. The professor will make every effort to inform students of changes as they occur. It is the responsibility of the student to know what changes have been made in order to successfully complete the requirements of the course.