Course Objectives
To provide new or aspiring physician managers with applying business principles to optimize quality, cost, and efficiency in health care delivery.

On successful completion of this program, participants will be able to:
- Apply the management techniques and conflict resolution strategies in their management of diverse health care teams
- Apply the principals of value-based health care when establishing and the implementing strategies within a health care setting
- Apply managerial accounting principles to the planning and evaluation of health care programs
- Explain the principles of lean management and potential for its implementation within professional practices

Agenda

**Friday March 2**

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<tr>
<th>Time</th>
<th>Session</th>
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<tr>
<td>5:00-5:30</td>
<td>Light Dinner</td>
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<tr>
<td>5:30-7:15</td>
<td>Leading and Organizational Behavior</td>
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<tr>
<td>7:15-7:30</td>
<td>Refreshment Break</td>
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<tr>
<td>7:30-9:15</td>
<td>Value base Health Care/Strategy</td>
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**Saturday March 3**

<table>
<thead>
<tr>
<th>Time</th>
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<tr>
<td>7:30-8:00</td>
<td>Continental Breakfast</td>
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<tr>
<td>8:00-10:00</td>
<td>Excel for Financial Planning</td>
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<tr>
<td>10:00-10:15</td>
<td>Refreshment Break</td>
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<tr>
<td>10:15-12:15</td>
<td>Managerial Accounting I</td>
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<tr>
<td>12:15-1:30</td>
<td>Lunch and Keynote</td>
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<tr>
<td>1:30-3:30</td>
<td>Managerial Accounting II / Business Planning</td>
</tr>
<tr>
<td>3:30-3:45</td>
<td>Refreshment Break</td>
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<tr>
<td>3:45-5:45</td>
<td>Operational Management in Health Care</td>
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<tr>
<td>5:45-6:00</td>
<td>Closing remarks &amp; evaluation</td>
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Module Summaries and Objectives

**Leading and Organizational Behavior**

In this module, participants will be introduced to the nuances of not-for-profit management, specifically within the health sector. This module will explore the importance of establishing and maintaining government relationships as they relate to governance within the health system, as well as provide participants with insights into the day-to-day management challenges of senior executives. Participants will learn conflict resolution strategies and techniques to effectively manage diverse teams towards a common goal.

On successful completion of this module, participants will be able to:
- a. Understand the organizational structure and governance of non for profit health care organizations
- b. Understanding the art and science of leading diverse teams
- c. Understanding the essentials of change management

**Value Base Health Care / Strategy**

Based on the concepts of Porter and Teisberg (2006) value based healthcare (VBHC) is the concept of using health outcomes data to redefine the nature of competition in health care. Moreover, the concepts of VBHC is being used to restructure healthcare systems around the globe with the overarching objective of enhancing value for patients—not cost containment, convenience, access or customer service. In this module participants will learn more about the principals of VBHC, Porters Five Forces, Porter’s Value Chain and how these insights can be applied to a healthcare setting.

On successful completion of this module, participants will be able to:
- a. Understand the essentials of strategic analysis
- b. Understand the concept of value based health care
- c. Understand the concepts of marketing as applied to non for profit organization

**Excel for Financial Planning**

In this module participants will learn how to leverage the functions within Microsoft Excel to make financial planning decisions. Participants will learn the basics as they relate to cash flow statements and how to interpret financial information to make strategic business decisions.

On successful completion of this module, participants will be able to:
- a. Learn how to use excel to determine net present value and internal rate of return
- b. Learn how to use excel to determine break even point
- c. Learn how to use excel to generate cash flow statements
Managerial Accounting and Business Planning

In the Managerial Accounting I module, participants will learn how to differentiate between assets, liabilities, revenues and expenses and how to interpret this information as it is presented on income statements, statement of retained earnings and balance sheets.

In the Managerial Accounting II / Business Planning module, participants will build upon the learnings of the previous module (i.e., Managerial Accounting I) and will learn how to make adjustments to trial balances and how to leverage the concepts of managerial accounting into their business planning. This module will also build on the concepts from the previous module (i.e., strategy) to create meaningful and strategic business plans.

On successful completion of these modules, participants will be able to:
   a. Understand the rationale and use of financial statements in non-profit organizations
   b. Understand the concept of cost and cost drivers in healthcare
   c. Apply accounting principles to business plans

Operational Management in Health Care

Health systems around North America are increasingly leveraging “lean” management strategies, but what does this actually mean, and are they using the concept appropriately? In this module participants will explore the principals of lean management and how they can be applied to healthcare organizations. Participants will also discuss when and why it is appropriate and/or not appropriate to leverage these concepts within their own professional practices.

On successful completion of this module, participants will be able to:
   a. Understand underlying principles of operational management
   b. Understand when to use Lean/Sigma and when not to use
   c. Understand the analytic approaches and their assumptions as applied to operational management