Course program and reading list

Semester 3 Year 2020

School: Arison School of Business MBA

Healthcare Management and Crisis Leadership

Lecturer:

Prof. Varda Liberman liberman@runi.ac.il

Prof. Yitshak Kreiss yitshak.kreiss@post.runi.ac.il

Teaching Assistant:

Dr. Galia Barkai galia.barkai@post.runi.ac.il

Course No.: 25013 Course Type : Lecture Weekly Hours : 4 Credit: 2

Course Requirements : Final Exam Group Code : 1202203 Language: English

Course Description

International MBA in Health Innovation

Effective Crisis Leadership

A Model for Healthcare Management

Course Syllabus
Leadership is an unmeasured potential that influences every aspect of professional life and has several unique features in the area of healthcare and is more evident in times of emergency. Effective leadership requires understanding and applying knowledge about how people and groups act in organizations; how people and groups interrelate with each other; with the organization and the systems in which they work; and the distinctive challenges and constraints.

This course focuses on the leadership skills that are most practical and relevant for participants to augment their talent as leaders in healthcare systems and in the health industry through analyzing effective leadership in crisis. The course will focus on current professional and personal challenges, operational planning, ethical framework of leadership, decision making, and project management processes oriented to impact and results. Particular emphasis is placed on practical leadership skills including: team building and multidisciplinary operation, system thinking, communication, negotiation & conflict resolution, teaming and endurance.

Cases, articles, discussions, and guest speakers provide participants with insight into the roles, challenges, and success requirements of leaders. A comprehensive framework for leadership is introduced to augment their talent as leaders in the healthcare organizations of the future.

**Course Objectives:**

1. Enhance skills and knowledge essential for healthcare leadership.
2. Develop the framework for crisis leadership and explore the leader's role.
3. Examine both macro issues, that impact organizations as a whole, and micro issues, that impact individuals and teams.
4. Evaluate personal leadership effectiveness and approaches for personal development.

**Course Content:**

1. Leadership theory - defining the model for “Effective Leadership”.

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**Course Leader: Prof. Yitshak Kreiss, MD, MHA, MPA**

Year: 2020
Semester: Mini semester 3
Meeting days: Fridays 11:00-13:50
2. “From theory to practice” - Characterization of skills needed for effective crisis leadership and presentation of cases to support them.

3. “From practice to effective outcome” - Case analysis - analysis of role models of leaders and their performance in extreme scenarios.

Course assignments:

1. Group assignments are designed to allow students to reflect on and apply lessons drawn from the course in reference to a role model of their choice whose effective leadership during crisis has inspired them. Each 4–5 students will have to present their work during the last lecture (7 min) and write a short essay (2-3 pages).

2. Personal assignment: students will reflect on the implication of this model or one of its' components on their personal leadership experiences (1 page).

Course Grading Structure:

70% Group assignment and seminar presentation
15% Personal assignment
15% Participation

Recommended reading:


3. Sheri Fink. *Deadly Choices at Memorial.*

   [https://www.youtube.com/watch?v=ismeUdKx6vw](https://www.youtube.com/watch?v=ismeUdKx6vw)

5. Harvard Business Review – Beth Israel Case Study (case study will be provided)
**Course Schedule (6 meetings)**

08/03/2020  19:00-21:50  
13/03/2020  11:00-13:50  
20/03/2020  11:00-13:50  

**Effective Leadership model in healthcare management**  
**Lecturer:** Prof. Yitshak Kreiss

During these lectures we will present the model for "Effective Leadership" and describe cases to characterize the skills needed for effective performance and what it takes to achieve it.

03/04/2020  11:00-13:50  

**Leadership - Beth Israel case study**  
**Lecturer:** Dr. Paul Levy

Paul Levy took over as CEO of Beth Israel Deaconess Medical Center in Boston when the newly merged organization was close to bankruptcy. He was charged with running a turnaround to save this world class academic medical center. He will explore what leadership attributes were most effective is dealing with this crisis situation. But, in addition, Levy had to think about what the environment would be at the hospital would be after the turnaround. How could he use the experience of the hospital's financial crisis to build the capacity for a learning organization, one that would excel into the future? Are there different leadership attributes that are appropriate for a crisis compared to a steady-state situation?

24/04/2020  11:00-13:50  

**Leadership in times of emergency**  
**Lecturer:** Doron Almog
Seminar – Students’ presentations of course assignments in groups and class discussion

Moderator: Prof. Yitshak Kreiss

Each group will present its assignment (7 min) and a short discussion (5-10 min) will follow.

Course Goals

Course Objectives:

1. Enhance skills and knowledge essential for healthcare leadership.
2. Develop the framework for crisis leadership and explore the leader's role.
3. Examine both macro issues, that impact organizations as a whole, and micro issues, that impact individuals and teams.
4. Evaluate personal leadership effectiveness and approaches for personal development.

Grading

Course Grading Structure:

70% Group assignment and seminar presentation
15% Personal assignment
15% Participation

Reading List

Recommended reading:

   2:4
3. Sheri Fink. *Deadly Choices at Memorial.*
   https://www.youtube.com/watch?v=ismeUdKx6vw
5. Harvard Business Review – Beth Israel Case Study (case study will be provided)