



PART-TIME PROGRAM IN

# MEDICAL MANAGEMENT

FOR HEALTH CARE PROFESSIONALS

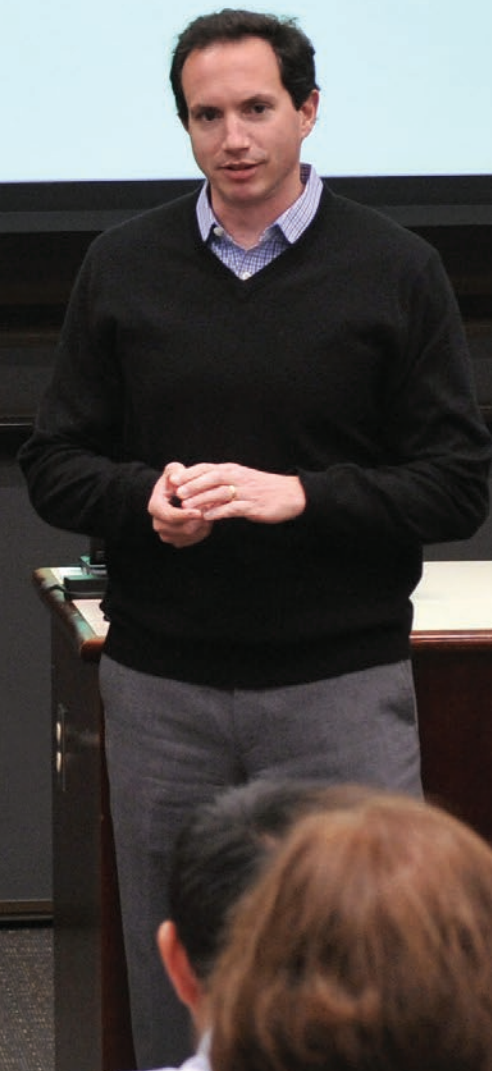


UNIVERSITY of  
ROCHESTER

SIMON  
BUSINESS  
SCHOOL

# Introduction to Competitive Strategy

HSM 451  
Samuel Ogie



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## Welcome to the program for the evolving business of health care.

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Health care is the largest sector of the US economy and it is rapidly growing. The industry is in an era of significant change. As organizations respond to reform, they turn to leaders who have the management expertise to effect change in the new health care landscape.

### **Our unique approach has trained health care leaders for decades.**

Simon's cross-functional and economics-based curriculum provides a framework for strategic decision-making that overcomes challenges and makes the most of dynamic opportunities to lead your team through regulatory changes and technological developments.

Simon instructors have decades of experience consulting in the health care industry and teaching health care professionals. They are recognized globally as leaders in organizational economics, finance, accounting, strategy, and operations.

### **Quality students make for a quality experience.**

Along with an immersive academic program, our collaborative environment gives you the opportunity to create more meaningful relationships with faculty, staff, and fellow students. Study teams benefit from a cohort of experienced professionals working throughout the health care institutions and classroom instruction is led by expert faculty for an impactful experience that generates returns from day one.

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## Gain the insight to lead an evolving industry.

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Performance-based payment systems, population health management, and accountable care require providers to deliver high quality services and increase accessibility within the limits of a controlled budget.

### Visionary management to address the challenges of accountable care.

New payment models place considerable financial risks on providers, including hospitals and physicians, while rewriting the relationships between insurers, government, providers, and individuals. Providing care within a fixed dollar amount per population will necessitate creative leadership, new efficiencies, health care finance acumen, and strong negotiating skills.

### A compelling business skill set to complement your health care expertise.

Medical Management students will find themselves a step ahead, as they acquire the skills needed to understand and succeed in the world of health care reform. From learning new technology for coordinating and streamlining operations, to developing financial and management skills that help assimilate savings and deliver quality care, our graduates are well prepared for the rapidly changing market.

### Simon Business School rankings

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9

In the world for Finance  
*Financial Times* of London,  
January 2016

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A

*Bloomberg Businessweek*  
consistently grades Simon faculty  
with an A for teaching quality.

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3

*Bloomberg Businessweek*  
ranked Simon No. 3 in ROI among  
private business schools.

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“More than ever before, health care practices need to pay special attention to operations, finance, and competitive strategy. It’s not enough to assume that an experienced clinician will naturally evolve into a respected businessperson. We cannot continue to practice ‘business as usual.’”

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### Michael Mendoza, MD, MPH

Commissioner of Public Health,  
Monroe County Department of  
Public Health, Associate Professor,  
Departments of Family Medicine,  
Public Health Sciences, and Nursing  
University of Rochester

Class of 2012

“Medical school does not adequately prepare physicians who are motivated to improve health care systems, particularly in a changing and increasingly competitive marketplace,” Michael says. Already an expert medical diagnostician, he was looking for the skills to better analyze business and operational challenges. “I was looking mostly for new ideas and perspectives to inform my performance,” he says. “Simon has helped me to understand the complexity of problems more fully, and I feel more prepared than ever to effect change to solve them.”

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## Medical Management Program: Designed for working professionals.

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Simon Business School's MS in Business Administration with a concentration in Medical Management is a part-time, 16-month graduate program designed for working professionals who want to develop the skills to better evaluate their organizations, optimize care delivery, and prepare for the next round of fundamental industry change.

### Lasting career impact with minimal schedule interruption.

The rapid change in the health care industry demands an education that generates an immediate return on investment. Our MS program provides health care professionals like you with the skills needed to understand key business issues confronting the industry. The convenient part-time structure, with evening and weekend courses, allows you to maintain your career and personal commitments while building powerful business and managerial skill sets.

### Benefit from a collaborative classroom experience.

As part of a highly engaged Simon study team, you will draw on the unique insights of your classmates to master the skills and knowledge provided by our expert instructors. The collaborative nature of our program allows you to develop a network of professionals and lifelong friends that will serve as a resource throughout your career.



A typical entering class has an average of more than 14 years of work experience and come from a wide variety of professions.



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“I wanted to broaden my professional horizons and have more opportunities. The program at Simon deepened my business perspective and gave me the tools to continue to expand my career.”

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### Paula A. Fessler, RN, FNP

Vice President  
Emergency Medicine Service Line,  
Northwell Health

Class of 2014

While working in the Emergency Department at Strong Memorial Hospital, Paula Fessler was acutely aware of health care's changing environment. “I pursued a master's from Simon to learn more about business operations and the language that goes along with it,” she says. “This knowledge improved processes and allowed us to provide excellent patient care in a cost-effective manner,” she says.

The analytics-based education has also helped Paula land her new executive position. “When I interviewed with then North Shore-LIJ Health, my Simon degree was a selling point. Using metrics and identifying barriers will be a key part of creating and maintaining business success,” she says.

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# Be part of a community of learners.

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Simon students are the best of the best. We seek candidates who are motivated, show evidence of leadership and teamwork, and are focused on career and academic excellence. Pursuing a Simon master's degree is a rigorous and challenging enterprise, but the rewards will last a lifetime.

## Join an elite cohort with similar goals and equal drive.

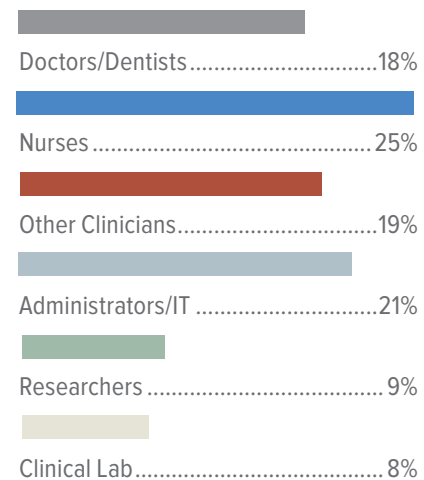
Simon Business School evaluates a number of criteria for admissions, including: the nature and scope of prior work experience, academic achievement, career aspirations, and motivation to succeed in a rigorous program. Our candidates include early career professionals to division chiefs and program administrators with a wide range of experiences.

## MS to MBA

Most students find the Medical Management program sufficient to realize their career goals, but some students choose to complete an MBA after finishing the MS. Matriculation in the MBA requires a minimum 3.1 cumulative grade point average in Simon MS courses taken, as well as meeting other MBA admissions criteria. Students who are admitted for this option will receive credit for a majority of the courses completed while pursuing the MS program.

## Class Profile

Recent Student Backgrounds (2014-2017)



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“I enrolled in the Medical Management program because I realized what I didn’t know about the business side of medicine was holding me back—both in terms of taking care of patients and keeping up with regulatory changes in health care.”

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## Elizabeth Bostock, MD, PhD

Physician, Obstetrics and Gynecology  
Associate Physician Advisor,  
Rochester Regional Health System  
Lead Physician,  
Rochester General Medical Group

Class of 2014

As an experienced physician, educator, and health care administrator, Elizabeth Bostock knew she needed to learn more about the business aspects of her industry. Responsible for patient care, teaching residents, and managing her organization’s outpatient office, Elizabeth says the things she learned at Simon helped her be a better manager and more than a passive observer to the sweeping changes in her industry. “I really wanted to do the Medical Management program, so that I could be a person who was promoting and shaping health care in this time of transformation,” she says, “rather than a person who was simply reacting to what was going on.”

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## Our curriculum works to strengthen your potential.

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The Medical Management curriculum provides a solid foundation in business management through an immersive academic experience that consists of in-class instruction, workshops, case studies, and team projects.

### **An integrated approach to business and medicine.**

We focus on developing you into a confident manager and leader who can make vital financial, operational, and strategic decisions for your organization. The program covers key topics such as industry structure and reform, financing, insurance, operations, information technology, and investments. The curriculum is presented in a format that delivers core interdisciplinary business skills while simultaneously applying those skills to the health care industry. The result is a world of business knowledge you can immediately apply to your role in the health care industry.

### **Learn to lead change in your organization.**

Succeeding in the new health care environment will require leaders who can lead their organizations through potentially difficult, but necessary, changes. Simon students develop a deep understanding of the behavioral concepts and organizational economics that influence individual, group, and organizational effectiveness in health care organizations.

### **The curriculum is designed to develop critical skills for health care leaders:**

- Developing strategy and business plans
- Using financial data to evaluate projects and support strategy
- Optimizing operations to provide high-quality care at sustainable costs
- Building effective organizations through intelligent work design and people-centered management
- Completing a hands-on, team-based project at a health care organization to apply what you have learned in the classroom



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“I chose the Medical Management program because I wanted to develop my managerial knowledge and be better able to ‘see the big picture’ in order to make things happen for my patients and co-workers.”

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### **S. Jason Crellin, D.O.**

**Pediatric Emergency Medicine Fellow,  
Strong Memorial/  
Golisano Children’s Hospital,  
University of Rochester Medical Center  
Class of 2017**

While researching fellowships, Jason found only one that had a pathway to business training. “I chose this fellowship because it offered the Medical Management program,” Jason says. “The program fit well with my work schedule. Projects require planning and coordination, but you can do it at your own pace on your own time.” Jason has already seen a return on his investment. “I contribute more at work than ever because I have a better grasp of what’s going on behind the scenes, and I’m better able to quantify the costs and benefits of innovations to provide a rational argument for or against them.” At the end of the fellowship, Jason will be assuming a dual clinical and administrative role at Geisinger Health System where he will be coordinating system-wide Pediatric Emergency Medicine care and quality initiatives.

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## Practical experience with immediate applications.

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The Medical Management program builds your business management skills with real world, practical learning. We augment our expert faculty with seminars led by experienced executives and nationally recognized consultants. Your Simon MS degree culminates in a project-based practicum within a health organization to help you strengthen your skill set and professional network.

### **Go beyond the classroom and make your mark on the industry.**

You will complete a team-based project at a health care organization to apply the concepts you have learned in the classroom. Projects are chosen with input from the senior leadership at each organization, with consultation from the program directors at Simon Business School.

### **Recent guest speakers include:**

- Steve Goldstein, CEO of Strong Memorial Hospital and Highland Hospital
- David Klein, former CEO Excellus BlueCross BlueShield
- Rami Katz, COO Excell Partners
- Sasha Preble, Senior Director, Consulting, The Advisory Board

### **Projects that develop solutions to real-world challenges**

- Developed a business plan to serve more patients with life-saving extracorporeal membrane oxygenation (ECMO) technology
- Developed a financial model to analyze the profitability and productivity of laboratory draw stations
- Evaluated the implementation of robotics in hospital pharmacy operations
- Devised a new scheduling protocol for anesthesiologists in electrophysiology procedures, which conformed to emerging best practices and improved the financial performance of the service



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“A lot of the projects involved teamwork, so learning to work better with people and develop new programs using different approaches were the key takeaways.”

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### **Allison Trawinski**

**Specialty Pharmacy Program Manager & PGY-1 Community Pharmacy Residency Director**  
**Department of Pharmacy,**  
**University of Rochester Medical Center**  
Class of 2013

After earning her Doctor of Pharmacy degree at the Albany College of Pharmacy and Health Sciences, Allison Trawinski became a pharmacist in the University of Rochester Medical Center Strong Ties Pharmacy. In 2011, she was promoted to her current position overseeing a pharmacy program for employees to receive specialty medication.

Allison decided it would be wise to get an advanced degree to strengthen her business and managerial skill sets. “I was looking for useful tools for my current job,” Allison says. “The Medical Management program helped me improve workflow efficiency, fixing any problems now rather than later.”

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## Our expert faculty. Your invaluable resource.

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Our smaller class size means you will work closely with some of the world's most recognized thought leaders in health care, finance, accounting, economics, management, corporate strategy, and marketing. Simon faculty members are independent thinkers who bring exceptional knowledge, experience, and passion to approaching and solving real-world business problems.

### **An elite group of worldwide experts.**

Simon Business School has one of the most respected faculty in the world, excelling in both teaching and research. Our faculty's cutting-edge research is frequently published and often cited. Several faculty members also serve as editors of leading journals, some of which are published at Simon Business School. Our professors routinely bring their knowledge and research to the classroom.

### **Experience that reaches beyond the classroom.**

Simon faculty members advise hospitals, accountable care organizations, physician groups, pharmaceutical firms, and consulting firms, and interact with both the business community and regulatory bodies. They serve on boards of health care providers, financial institutions, law firms, and key organizations such as the Securities and Exchange Commission. You will have unparalleled access beyond class lectures, with opportunities to gather helpful advice to bring back to the office.

### **List of faculty**

**Barry Friedman, PhD**, The Ohio State University, Organizational and Industrial Psychology

**Harry Groenevelt, PhD**, Columbia University Operations Research

**Roy Jones, PhD**, Stanford University Operations, Information and Technology

**Ravi Mantena, PhD**, New York University Information Systems

**Paul Nelson, PhD**, University of Rochester Business Administration

**Samuel Ogie '01S (MBA)**, University of Rochester, Director, Simon Health Care Programs

**Ronald M. Schmidt, MA**, The Ohio State University, Economics

**Abraham Seidmann, PhD**, Texas Tech University, Industrial Engineering

**Vera Tilson, PhD**, Case Western Reserve University, Operations Management

**Heidi Tribunella, MS**, State University of New York Institute of Technology Accountancy

**Gerard J. Wedig, PhD**, Harvard University Economics



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“I gained a lot of real know-how from the faculty’s hands-on approach and around-the-clock accessibility.”

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### **Daniel Parr**

**Senior Program Administrator,  
UR Medicine Geriatrics Group,  
Highland Hospital**

Class of 2010

As Dan worked his way through administrative positions at the Medical Center, he began to see another side of the industry. “I knew then, if I wanted to advance my career, I needed to go to Simon. The expert faculty at Simon show you how to generate creative solutions to problems that drive results,” he says.

In his current role, Dan says he primarily deals with “people, processes, and money”—areas where his education helps him every day. “Staffing models, operations issues, and measuring utilization to get rid of waste are all things I learned at Simon,” he says. “If you want to move your career forward, you are probably going to need a master’s degree—and out of all the master’s that are out there, nothing rings louder than a Simon Business School degree.”



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## You will see returns from day one. So will your employer.

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Students in our program immediately bring current industry knowledge and actionable ideas back to their organizations. The classroom study, collaboration with other students, and project management skills developed through hands-on learning are often utilized in the workplace. Students learn to streamline processes, improve quality and efficiency, develop new product or service offerings, and create new delivery and financing models.

### Science is a business.

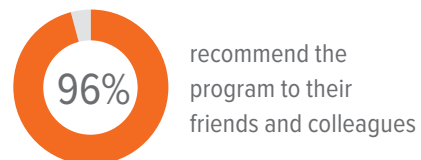
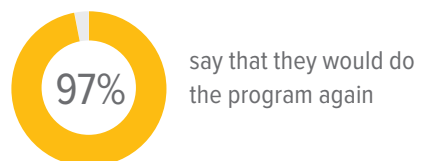
A Simon education provides a broader perspective that allows medical and health care industry leaders to more clearly recognize the opportunities and threats facing their organizations. From securing critical funding to developing best practices and managing staff, the Medical Management program will help you look at the business of research, medicine, and health care in a whole new way.

### Business is a science.

Simon's quantitative approach helps you leverage the power of measurable information to minimize failure and recognize success. Our focus on data analysis and economics-driven decision making reflect the fundamentals of the most-trusted scientific method.

### Benefits that generate returns from the start.

Medical Management alumni tell us that the rigorous, fast-paced program has a significant impact on their careers.



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“The Medical Management program helps you build leadership and management skills and develop a useful business vocabulary. More importantly, that learning happens in a supportive environment and offers tools you can apply in your day-to-day job.”

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### Erin Shope, DMD

**Pediatric Dentist**  
**Assistant Professor of Clinical Dentistry,**  
**University of Rochester Medical Center**  
Class of 2014

After Erin Shope began her dental practice, she realized something important was missing. “In dental school and residency, we get minimal background in business and the management of people,” she says. Looking to enhance her skill set, Erin enrolled in Simon Business School’s Medical Management program. “My main goal was not to become a manager or to change my position at the University,” she says, “but to learn the language of business, so that I could help create change and be a more active participant on my team.”

# Ready to apply? Contact our team and learn more today.

Are you a graduate of an accredited four-year college and curious about the Medical Management program? Consider experiencing our program firsthand. Prospective students are welcome to sit in on a weekend class and learn more about Simon.

## Let us support your next step to success.

Need- and merit-based scholarships are available for the Medical Management program. We take a holistic evaluation of your potential, considering academic achievements, professional experience, leadership capabilities, and community contributions when determining scholarship awards.

## Other Funding Sources

Many University of Rochester employees are eligible for a partial waiver of the tuition costs through the employee tuition benefits program. Other students typically finance their degree through a combination of employer support, need-based educational loans, and scholarship funding.

Students seeking scholarship funding should apply early in the process to receive consideration.

## Application process

Finalize your application and receive our full consideration for admission and merit-based scholarship support.

Application due	Notification by	
October 15	December 15	Applications will be reviewed on a space-available basis after the May 15 deadline.
November 15	January 15	
January 5	March 20	
March 15	April 30	
May 15	July 1	

## What You'll Need

- Online application form
  - CV or current résumé
  - Two required essays
  - Unofficial transcripts, scanned and uploaded for each university attended
  - One online letter of recommendation (submitted electronically); a second letter of recommendation is optional
  - \$150 application fee\*
- \* Fee waived for individuals who attend a Part-Time Medical Management event. For upcoming events, visit [simon.rochester.edu/mmevents](http://simon.rochester.edu/mmevents)

## Contact Us

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University of Rochester  
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Rochester, NY 14627-0107

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E-MAIL: [admissions@simon.rochester.edu](mailto:admissions@simon.rochester.edu)

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