

2025 PAL Session Materials

Session 1 – Accounting and Finance 101

- Accounting in Health Care: What You Need to Know (Pre-read)
- Accounting Term Cheat Sheet (Pre-Read)
- Ohio Health System Performance Analysis (Reference)
- What is a Balance Sheet (Reference)

Session 2 – Cash is King: Department Operations, Productivity and Compensation, GME/UME, Research

- Cash is King Homework Assignment
- <https://resources.nejmcareercenter.org/article/physician-compensation-models-the-basics-the-pros-and-the-cons/>

Session 3 – Emerging Health Care Landscape: FFS to Population Health Transition

- Review the following website on TEAM <https://www.cms.gov/priorities/innovation/innovation-models/team-model>
- NEJM article on TEAM

Session 4 – Academic Medical Centers: Organization and Funds Flow

- Governance of Academic Health Centers and Systems
- <https://www.oliverwyman.com/our-expertise/perspectives/health/2021/apr/the-future-of-academic-medical-centers.html>
- <https://www.beckershospitalreview.com/hospital-management-administration/emory-achieves-400m-turnaround-after-leadership-reboot.html?origin=BHRE>

Session 5 – Leadership skills and emotional intelligence will make your difficult conversations just a little bit easier

Session 6 – Team Building

- Team STEPPS Pocket Guide <https://www.ahrq.gov/teamstepps-program/resources/pocket-guide/index.html>

Session 7 – Administrators Got Talent