Health Care Management 203: Clinical Issues in Health Care Management—Doctors, Patients, and Managers in Modern Society

Spring, 2018

Tuesdays and Thursdays, 10:30-11:50
Lauder-Fischer Hall Auditorium

Objectives:
1. To examine the changing provider-patient-manager relationship
2. To explore how contemporary forces in health care influence its organization, delivery, and financing.

Prerequisites: None

This course presents an overview of how social and economic forces are changing how patients, providers and health care managers interact. Although this course is likely to appeal to students who plan careers as health care providers or managers, it is intended also for students with a broad range of interests, as all of us will at some point be patients, and approximately one sixth of the US economy is devoted to health care. This course complements other Health Care Management courses that take a societal perspective by focusing on the individuals—patients, providers, and managers—who participate in the rapidly changing health care enterprise.

Students who have taken courses in Health Care Systems, Health Law, and/or Health Economics will be able to extend their understanding of health care by examining the interface among patients, providers, and management. However, the course is also appropriate for students from across the university who have not previously studied these issues and who want to know more about the people who control so much of the US economy.

The course will mix lecture and discussion and rely heavily on visiting speakers.

• First, we will examine the current health care marketplace, including changes in how health care is financed, managed, and delivered, and its possible future. These issues will be explored from multiple perspectives, including physicians, non-physician providers, and health care managers on provider and payer sides.

• Second, we will explore the evaluation of medical technology, the relationships between the costs of technology and the benefits it provides, and the uses and limitations of economic analysis to answer vexing questions of ethics, resource allocation, and rationing.

• Third, we will explore some critical issues in the organization and management of health care, including the definition and marketing, innovation, medical industries and the measurement and improvement of medical quality.

• Fourth, we will examine how patients, providers, and managers are influenced by a variety of social phenomena, including politics, social media, and medical entrepreneurialism.

• We will conclude with some speculations about the future, and the potential impact of these forces on the stakeholders in the health care enterprise.

Instructors: Office hours by appointment
Grading and Requirements
The final grade will depend on performance on the midterm exercise (40%), final exercise (40%), class participation (10%), and the innovation tournament (10%).

Midterm and Final Essay Exercises (40% each). These are not traditional examinations, but instead are take-home short essays based on the concepts of the material in each half of the course. The final will not be cumulative—although some basic concepts of the first half of the course will probably be relevant. A session of the course will be devoted to discussing responses to the midterm and final short essay exercises.

Class Participation (10%). Class participation adds greatly to the quality of the course. Students should bring name tents to class and should plan on being active participants. Open laptops are strongly discouraged unless you are using them to take notes. In addition to in-class participation, guiding questions for each class’s assigned readings will be posted in the “Discussions” section of Canvas. You can receive participation credit by responding there.

Innovation Tournament (10%). The final two sessions of the course will be devoted to an Innovation Tournament. The final structure of this tournament is not yet fully decided but will likely involve groups of students presenting, in 60-90 seconds, an idea for improving health care—one that is plausible and testable potentially transformative. The class itself will vote on these ideas and a selection of finalists will be chosen to move forward. Some of this activity will take place online outside of class, but the last two sessions of the course will bring the innovation tournaments to a conclusion. Grades will largely be based on participation with only a small fraction of the grading determined by advancing in the tournament.

Materials and Resources

Other readings. Many of the readings assigned in this course represent important material that will not be covered in lectures and discussions (but might show up on the midterm and final exercises). For some lectures, what looks like a considerable amount of reading is assigned. Don’t be alarmed. I have marked critical readings with an asterisk (*). Other readings should be skimmed, and are included for additional interest. In general, articles will be posted at Canvas [https://wharton.instructure.com/login].

Quality Circle
Approximately 4-6 students (preferably some each from SAS, Wharton, Nursing, SEAS) should volunteer to participate in a quality circle to meet with the instructor and TA approximately twice to suggest ways of improving the course.

Guest Lecturers
- Matthew Press, MD, MSc. - Associate Medical Director, Penn Medicine Primary Care Service Line
- Michael Cirigliano, MD – Associate Professor of Medicine
- Peter Groeneveld, MD, MS – Associate Professor of Medicine
- Julian Harris, MD, MBA – SVP for Strategic Operations at Cigna; President of CareAllies
- Elliot Menschik, MD, PhD – Adjunct Associate Professor, Engineering Entrepreneurship Program, Penn SEAS, Founder and Managing Director, Acuity Health
- Raina Merchant, MD, MSHP – Director, Social Media and Health Innovation Laboratory, Center for Health Care Innovation, Assistant Professor of Emergency Medicine
- Roy Rosin – Chief Innovation Officer, Penn Medicine
- Suzanne Sawyer – Chief Marketing Officer, Penn Medicine
- Roy Schwartz – Vice President, Managed Care and Payer Relations, UPHS
- Richard Murray, MD – Former VP, Merck

Schedule of Lectures, Readings (Readings with an asterisk (*) are required. Others can be skimmed for interest)

11-Jan-2018  Asch/Grande  Introduction

16-Jan-2018  Grande/Asch  The Health Care Marketplace
- *Eisenberg J. Doctors’ Decisions and the Cost of Medical Care Health Administration Press Perspectives “Variation in Medical Decision Making” (Chapter 1)
- *Eisenberg J. “The Physician as Guarantor of Social Good” (Chapter 4)
- *Eisenberg J. “Changing Physicians’ Practice Patterns: Why Should We Care?” (Chapter 9)

18-Jan-2018  Grande/Asch  Paying for Health Care: Making Sense of the Alphabet Soup
- *Bodenheimer & Grumbach (B&G) Chapters 1, 2, 4, 9, 16

- *Payment Case: Read and prepare your thoughts for a discussion of this case in class 1/23/2018
23-Jan-2018  Grande/Asch  Paying for Health Care Part II
- Refer to 18-Jan-2018 section for readings

25-Jan-2018  R. Schwartz  Health Systems

30-Jan-2018  Asch  Resident Physicians

1-Feb-2018  Cirigliano  Physicians

6-Feb-2018  Grande  Patients

8-Feb-2018 Grande Health Reform
*Bodenheimer & Grumbach (B&G) Chapter 15
*Slavitt A. Our next health care debate. JAMA 2017; 318: 1212-1213

13-Feb-2018 Groeneveld Adoption & Diffusion of Technology
*Groeneveld, PW. Technology and the rising cost of health care. Harvard Health Policy Review. 2010; 11(1)

15-Feb-2018 Asch Technology Assessment I: Principles
*Bodenheimer & Grumbach (B&G) Chapter 8
*Case: Bedrock: Read and prepare your thoughts for a discussion of this case in class 2/20/2018

20-Feb-2018 Asch Technology Assessment II: Limitations
*Bodenheimer & Grumbach (B&G) Chapter 13

22-Feb-2018 Asch Individuals vs. Populations
- Sox H. Resolving the Tension Between Population Health and Individual Health Care. JAMA. 2013; 310:1933-1934
- Debate between Milton Friedman and Michael Moore about the Pinto. https://www.youtube.com/watch?v=VdyKAlhLdNs

Midterm short essay exercise distributed online for completion at “home”. Due midnight before class 3/1/18.

27-Feb-2018   TAs   Physician Workforce
- Bodenheimer & Grumbach (B&G) Chapter 7
- Gawande A. Piecework. The New Yorker. April 4, 2005

Midterm short essays are due midnight prior to class and will be discussed in class.
1-Mar-2018   Midterm Discussion

Spring Break
March 3-11, 2018

13-Mar-2018   Rosin   Health Care Innovation
- The Economist. Life should be cheap: How China and India can help cut Western medical bills Asian medical innovation. January 20, 2011

*Privacy Case: Read and prepare your thoughts for a discussion of this case in class 3/15/2018

15-Mar-2018   Grande   Privacy & Health Information
*Ornstein C. Your health records are supposed to be private. They aren’t. The Washington Post Online. December 30, 2015


20-Mar-2018 Press Population Health
- TBD

22-Mar-2018 Asch Quality & Clinical Performance
- *Bodenheimer & Grumbach (B&G) Chapter 10
- *Werner RM, Asch DA. The unintended consequences of publicly reporting quality information. JAMA 2005;293:1239-44
- *Hayward RA, Kent DM. 6 EZ steps to improving your performance. JAMA. 2008;300:255-6

27-Mar-2018 Sawyer Marketing

29-Mar-2018 Asch Health Care Behavioral Economics
- **“One Way to Lower Health Costs: Pay People to Be Healthy” Knowledge@Wharton. June 24, 2009
- Loewenstein G, Asch DA, Volpp KG. Behavioral economics holds potential to deliver better results for patients, insurers, employers. Health Affairs. 2013;32:1244-50

1-Apr-2018 Innovation Tournament ideas due by 11 PM today

3-Apr-2018 Menschik Health Care Business Development

5-Apr-2018 Merchant Social Media

09-Apr-2018 Innovation Tournament ratings due by 11 PM

10-Apr-2018 Murray Pharmaceuticals
• Szabo L. Price tag fears cast shadow over ‘revolutionary’ leukemia drug. CNN. August 29, 2017

Final Short Essay Exercise distributed after class for completion at “home” due midnight before class 4/17/18

12-Apr-2018 Harris Health Insurance and Population Health

17-Apr-2018 Final Exercise Discussion
Final short essays are due midnight prior to the beginning of class and will be discussed in class.

19-Apr-2018 CLASS Innovation Tournament I (in class)
24-Apr-2018 CLASS Innovation Tournament II (in class)