

MGT 560 Winter 2015

Organization, Financing & History of Healthcare Delivery in the United States

Course Number: MGT 560

Course Title: Organization, Financing, and History of Healthcare Delivery in the United States

Number of Credits: 4

Term: Winter 2015

Dates: This course begins on Monday, January 5, and ends on Sunday, March 15, 2015. There are two Friday face-to-face sessions from 4:00 to 9:00 PM on January 9 and March 13

Location of face-to-face sessions: [Center for Health & Healing \(base of tram at South Waterfront\)](#), Room 3171/3181

Instructors:

Jim Huntzicker, PhD
Professor and Head, OHSU Division of Management
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Jack Friedman, PhD
Senior Vice President of Accountable Care Services and Payer Relations for Providence Health & Services and CEO of Providence Health Plan (Retired)
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Course Overview: This course describes how the current US health system is organized, why it is organized the way it is, how healthcare is paid for in the US, why US healthcare is so expensive, and how health reform is proceeding in the US. We will be looking at these issues from the perspective of people who have managerial roles in the broad spectrum of healthcare organizations and will focus on a concept known as the Triple Aim of healthcare.

The following questions, among others will be addressed:

- How is the US health system organized in 2015?
- How is care delivered?
- Why is it organized the way it is?
- How did it become the way it is?
- How is healthcare paid for in the US?
- Why is healthcare so expensive in the US?
- What is happening in health reform in the US? In Oregon?
- How healthcare in the US differs from that in other industrialized countries?
- What are the characteristics of a 21st century healthcare system?
- What are the ethical questions?
- What are the practical questions?
- What are the obstacles?
- What is the role of the manager?

Weekly Topics:

1. Introduction and setting the scope

2. How healthcare is paid for and who gets it
3. How healthcare is organized. The healthcare workforce
4. Cost control in healthcare
5. Quality of healthcare
6. Quality of healthcare (cont.)
7. Healthcare around the world
8. Wellness, prevention and long term care
9. Healthcare reform
10. Healthcare reform (cont.)

Texts:

Required to Purchase:

- Bodenheimer, T. S., Grumbach, K. (2012) *Understanding Health Policy: A Clinical Approach*, 6th Edition, McGraw Hill Lange, New York. ISBN-10: 0071770526 | ISBN-13: 978-0071770521
- Emanuel, E. (2014). *Reinventing American Health Care*. PublicAffairs. ISBN-10: 1610393457 | ISBN-13: 978-1610393454..

Optional: *The Healing of America*, T. R. Reid, Penguin Books, New York. 2009. There is no required reading from this book. However, it is a useful elaboration of the material in Week 7.

Structure of the Course and Grading Policy: The course will consist of the elements listed below. Detailed instructions for each week can be found in Sakai Course Materials.

- Two face-to-face sessions: January 9 and March 13
- Weekly modules
 - Reading/viewing assignments
 - Small group forum discussion
 - Written assignments (due February 8 and February 22 plus Sakai profile due January 11)
- Final report (Due Sunday, March 15)

Small Group Forum Discussions: During each week of the course you will participate in a small group discussion known as the **Forum**. The purpose of the forums is to deepen your learning by understanding how the other members of your forum group see the particular issues for this week. Each of you will see these issues through the context of your own experience, and sharing your views with each other will significantly enhance your learning. To assist in your forum discussions we recommend that each of you to keep a private journal in which you will reflect on the week's material in the context of your own organizational and professional situation. Guidance for each weekly reflection can be found on the Sakai Course Materials for that week.

You will be assigned to a small discussion group for the forums. Each week you will be asked to make an initial forum posting per the instructions for the particular week. That forum posting will be due by the end of day on Wednesday. You will then be asked to engage in an online discussion within your group. You will have until Sunday to complete your discussion.

Forum grading will be on a 5-point scale. You will get a maximum of 3 points for your initial posting and a maximum of two points for subsequent discussion. To get the full 5 points you have will have to make a significant initial posting per the weekly instructions and make at least two significant follow-on comments. There will be a forum discussion each week of the course—10 in total.

Written Assignments and Final Report: You will do two short written assignments during the course (at the end of Weeks 5 and 7) plus a longer final report due at the end of the course. Detailed instructions for the final report are given in [Appendix A](#) below. You will submit these papers via the Sakai Submissions tool.

Grading Policy: Your final grade will be determined based on the following:

Category	% of Grade
Sakai Profile	5%
Small Group Forum Discussions	25%
Brief Papers	30%
Final Paper	40%

Your written assignments will be graded based on how well you have done in addressing the assignment questions, applying the course material, **AND** expressing yourself clearly, succinctly, and insightfully. It is possible on a case-by-case basis to negotiate an extension of a due date if circumstances are such that you need more time to complete an assignment. We encourage you, however, to keep to the assignment timeline as it is easy to get overwhelmed when you get behind. Please contact us by e-mail if you want to request an extension of time. **We would like all assignments uploaded to us using the Submissions tool in Sakai.** They should be .doc, .docx, .rtf, or .pdf files. We would prefer no font smaller than 11 point.

Office Hours and Advising: You are encouraged to keep in touch with us throughout the course via e-mail and telephone. Please note that confidential or sensitive issues should be communicated to us by telephone or via e-mail. If you have a question or want to schedule a telephone conference with us, email us and we will find a mutually agreeable time. During the week, we will normally reply to your emails within 24 hours (**please be sure to put MGT 560 in the subject line**), and offer feedback on your written assignments within one week.

Expectations about Academic Integrity: Course participants are expected to maintain academic honesty in their course work. Participants should refrain from seeking past published solutions to any assignments. Literature and resources (including Internet resources) employed in fulfilling assignments must be cited. In an effort to uphold the principles and practice of academic honesty, faculty members at OHSU may use originality checking systems such as *Turnitin* to compare a student's submitted work against multiple sources. More information about *Turnitin* and plagiarism can be found online through [OHSU's Teaching & Learning Center](#).

OHSU Student Access Policy: Our program is committed to all students achieving their potential. If you have a disability or think you may have a disability (physical, learning, hearing, vision, psychological) which may need a reasonable accommodation please contact Student

Access at (503) 494-0082 or e-mail at studentaccess@ohsu.edu to discuss your needs. You can also find more information [here](#). Because accommodations can take time to implement, it is important to have this discussion as soon as possible. All information regarding a student's disability is kept in accordance with relevant state and federal laws.

Inclement Weather Policy: When the weather forecaster is calling for ice or snow, call the OHSU Alert Line, 503 494-9021, for information regarding weather conditions that may affect operations at OHSU. If classes are canceled or delayed, residents and students who have patient care responsibilities must meet those obligations. See this [website](#) for details. For more information specific to the Division, please visit our [website](#)

Use of Sakai: This course will have an online component, which can be accessed through Sakai, OHSU's online course management system. For any technical questions or if you need help logging in, please contact the Sakai Help Desk.

Hours for Sakai Help Desk: Monday-Friday 8:00AM- 10:00 PM; Weekends 12:00-5:00 PM

Contact Information: (Local) 503-494-7074; (Toll-free) 877-972-5249; email sakai@ohsu.edu
Please remember, Sakai course sites close three weeks after grades are posted with the Registrar. Please be sure to download all course material you wish to keep before this time.

Online Access to Journal Articles in OHSU Library

1. Go to <http://www.ohsu.edu/xd/education/library/index.cfm>
2. This will bring up the Library home page where you can enter the name of the journal. Enter the name of the journal; e.g., *Health Affairs*. Then click *Go*.
3. If connecting from a non-OHSU computer (and if requested), enter OHSU log-in information when requested.
4. Click on the appropriate link to get to the journal that you want and then select the particular issue of the journal.
5. Click on the article that you want. This will give you free access to the journal.

Syllabus Changes: This syllabus is not to be considered a contract between the student and the School of Medicine. It is recognized that changes may be made as the need arises. Students are responsible for keeping a copy of the course syllabus for their records. **HOWEVER PLEASE NOTE: the Course Materials posted on Sakai will have the most up-to-date information.**

About Your Instructors:

Jim Huntzicker, PhD, is Professor and head of the Division of Management in the OHSU School of Medicine. He has Ph.D. in Chemistry from University of California-Berkeley and a Masters in Health Leadership from McGill University. Jim has held a variety of managerial positions at Oregon Graduate Institute and OHSU. He was a member of the team that developed the MBA in Healthcare Management and is the current director of that program.

Jack Friedman, PhD, recently retired as senior vice president of accountable care services and payer relations for Providence Health & Services and chief executive officer of Providence Health Plan. In his role, Jack was responsible for the strategic direction of accountable care delivery and financing models to improve quality, cost and access throughout Providence Health & Services' five-state region. Jack also drove strategy and operations of Providence Health Plan, serving 400,000 people.

Appendix A: MGT 560 Final Report-Winter 2015

Due Date: Sunday, March 15 (end-of-day)

In this project you will analyze your own organization with respect to the Triple Aim of healthcare, which is to

- Improve the individual experience of care
- Improve the health of populations
- Reduce the per capita cost of care for populations
- And the integrator function. An integrator is an entity that accepts responsibility for all three components of the Triple Aim for a specified population.

The basic question that this report should address is: What is your organization doing to meet the Triple Aim? To answer this question, we want you to talk to the appropriate people within your organization who are responsible for strategy, operations, quality, finance, and other areas related to the Triple Aim. Your organization's web site might also have information related to the Triple Aim.

If you do not work for a healthcare organization, you can choose an appropriate organization to investigate subject to instructor approval. If you work for a healthcare organization that does not have a recognizable Triple Aim initiative, we still want you to focus on your own organization. In this instance, however, you will be looking for aspects of your organization that could be part of a Triple Aim initiative.

An important part of this assignment is to do *primary research*. That is, we want you to interview people in your organization who are in a position to know about Triple Aim related issues. In this regard you should interview at least one person in your organization who is in a position to know about the Triple Aim. More is better in this regard.

You should write this paper as if it were a report to your Board of Directors or to the CEO or to your manager as appropriate. It should be comprehensive but concise and no more than 10 pages in length. It should have subject headings and the recommendations should be clearly called out and explained; for example, as a bulleted list.

Some points that you should consider addressing are listed below. These points are intended to serve as a guide. We recognize that some of these points might not be relevant to your organization. Please be sure to include a section in which you give us your recommendations for how your organization can enhance its Triple Aim efforts.

General

- If your organization is a healthcare provider, does it have a Triple Aim initiative? This might be designated as a medical home, accountable (or coordinated) care organization, or something similar. Who leads this effort? Where in the organizational structure does it reside?
- If your organization is not a healthcare provider, is the Triple Aim a recognized concept within your organization. How so?

Improving the individual experience of care

- How does your organization define quality? Patient safety?
- Who is responsible for quality? Patient safety?
- What is your organization doing to enhance patient safety and minimize medical errors?
- If you work in the context of a hospital, what do the various public reporting web sites say about quality and patient safety at your hospital?
- Who is responsible for customer service at your organization? What is being done to improve customer service?
- How does your organization develop and maintain its workforce with regard to achieving the Triple Aim? Is the Triple Aim a concept that is communicated to the workforce? Is the Triple Aim reflected in the competencies that your organization seeks in recruiting, hiring, and developing your workforce?

Improving the health of your population

- What population does your organization serve? Who are your customers? Do you have a defined population?
- Other than providing healthcare, how does your organization address the health of your population? Does your organization factor the social determinants of health into the services it provides? How? What sort of non-clinical support does your organization provide that seeks to enhance the overall health and quality of life of our population? Does your organization inter-connect in some way with the public health sector? How does your organization address the non-clinical aspects of care that affect the health and quality of life of the population it serves
- If you are in a healthcare provider organization, is your organization pursuing an Accountable Care Organization (ACO) strategy? Briefly outline that strategy.

Reducing the Per Capita Cost of Care

- What is your organization doing to reduce the per capita cost of healthcare?
- How does your organization address the tension between cost control and maximizing patient experience, safety, quality, and health status?
- How do your organization's efforts at reducing costs affect patient experience, quality of care, and health status of your patients?

The Integrator Function

- To what extent does your organization (or an organization with which your organization is affiliated) accept responsibility for all three components of the Triple Aim for a specified population?

Recommendations for Your Organization

- Based on your analysis what recommendations do you make for your organization?
- **Do not short-change this section. It is the most important section.**

Grading Rubric for Final Paper

	Maximum Points
Writing quality: clarity, grammar, etc.	10
Aim 1. Improving the individual experience of care	20
Aim 2. Improving the health of your population	20
Aim 3. Reducing the per capita cost of care	20
Role of integrator	10
Recommendations for your organization	20
Total	100