



School of
MEDICINE
Division of Management

MGT 560 Organization, Financing & History of Healthcare Delivery in the U.S.

Winter 2016 Syllabus

**Course
Description**

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 2016?
- 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?

Credit Hours 4 quarter credits

Faculty Information Jim Huntzicker, PhD
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Point B Management Consultants
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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.

General Course Meeting Information This course meets Monday, January 4, through Friday, March 18, 2016.

We will meet in person twice:
Friday 1/8/2016 4:00-9:00 PM CDRC 3200
Friday 3/11/2016 4:00-9:00 PM CDRC 3200

The remainder of the coursework is offered online through Sakai.

Required Texts 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. MSRP: \$56.00.

Emanuel, E. (2014). *Reinventing American Health Care*. PublicAffairs. ISBN-10: 1610393457 | ISBN-13: 978-1610393454. MSRP: \$26.99.

Moriates, C., Arora, V., Shah, N., *Understanding Value-Based Healthcare*, ISBN 977-0-07-181698-4.

Additional materials will be available in Sakai as part of the Course Materials. Students are encouraged to keep copies of readings and links that they may want to use in the future as the materials will no longer be available once the course is complete.

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.

Pricing for textbooks may vary by retailer. Additional information about pricing, electronic options (e.g., Kindle), rentals, and used copies is available through your favorite online vendor.

Course Outcomes

Upon successful completion of this course, students will be able to:

- Describe how the US health system is organized and how healthcare is delivered in 2016 and how it came to be that way.
- Explain how healthcare is paid for and why it is so expensive in the US.
- Compare and contrast the US healthcare system to other industrialized countries.
- Articulate the characteristics of a 21st century healthcare system and the current state of healthcare reform in Oregon and the US.
- Describe the role of the manager in healthcare delivery as an agent of transformation.

Alignment in the Curriculum

This course is a foundation course in the Certificate/MS curriculum and while this course contains aspects of all of the program's learning goals, it focuses on the following:

LG1 Systems: Understand the complex healthcare system across critical domains (social, economic, political, regulatory, etc.) and scales (micro to macro) that influence healthcare policy and operations and apply this understanding to their own professional situation and organization.

LG4 Communication: Communicate in a manner that appropriately and thoughtfully informs, influences and inspires diverse stakeholders.

There are no prerequisites for this course.

Attendance Requirements

Attendance at the face-to-face sessions is required as is participation in the online component of the course. Students are expected to be present and participate in discussions in a professional and respectful manner. Failure to attend or participate in class may adversely affect your final grade. See the gradebook for details.

Grading Policy Grades are based on the following criteria:

A	95-100%	B-	80-82%	D+	67-69%
A-	90-94%	C+	77-79%	D	63-67%
B+	87-89%	C	73-76%	D-	60-62%
B	83-86%	C-	70-72%	F	Below 60%

Grades will be based on scores from Forum posts and participation, two problem analyses, and participation in the in-person class meetings. The point breakdown is as follows:

- 5% Sakai Profile*
- 25% Small Group Forum Discussions*
- 30% Brief Papers*
- 40% Final Paper*

Graduate credit will be granted for a class grade of C or better, however a class grade below B is cause for serious concern.

Grades are due to the Registrar's Office by March 25, 2016. Students will find official grades posted in [SIS](#) by the following Friday. If at this time you do not see your grades in SIS, please contact the Division at 503-346-0375.

**Course
Structure &
Writing
Expectations**

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
- Sakai Profile
- Weekly modules:
 - Reading/viewing assignments
 - Small group forum discussion
- Short Written assignments
- Final report

Weekly topics include:

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.)

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.

Forums

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.

Submissions

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 can be found in the Submissions area of Sakai. You will submit these papers via the Sakai Submissions tool. They should be .doc, .docx, .rtf, or .pdf files. We would prefer no font smaller than 11 point.

Copyright Information

Every reasonable effort has been made to protect the copyright requirements of materials used in this course. Class participants are warned not to copy, audio, or videotape in violation of copyright laws. Journal articles will be kept on reserve at the library or online for student access. Copyright law does allow for making one personal copy of each article from the original article. This limit also applies to electronic sources.

To comply with the fair use doctrine of the US copyright law, 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.

**Syllabus
Changes &
Retention**

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 outline posted on Sakai will have the most up to date information.*

Student Access

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](#).

**Academic
Honesty**

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. More information can be found online [here](#).

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](#).

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.

Help Desk Hours:
Sakai Help Desk
Mon – Fri, 8 am – 10 pm
weekends 12 pm – 5 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.

Use of the Library Students have access to the OHSU library. Physically, the library is located in the BICC building on the Marquam Hill Campus. Online, the library has many resources helpful to students including online texts and journal access.

Online Access to Journal Articles in OHSU Library

1. Go to <http://www.ohsu.edu/library>
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.

Meet your Faculty **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.

Aaron Lones, MPH, is a senior associate with Point B Management Consultants, an employee-owned company that helps organizations form, execute, and thrive. Aaron's work extends primarily to the areas of healthcare management, business and technology. He has extensive experience in population health initiatives, public and private payer systems, health program planning and evaluation, strategic partnerships, Medicare compliance and Medicaid grants and contracts.

Aaron lives in Portland with his wife and three daughters and enjoys family time, friends, reading and coaching Brazilian Jiu Jitsu. He is a long-time

advocate and supporter of safety-net organizations and serves on the board of directors for the Oregon Public Health Institute.