



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

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 2017?
- 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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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 online Monday, January 9 through Friday, March 24.		
	We will meet in person twice in the term:		
	Friday, January 13	4pm – 9pm	CHH 3070
	Friday, March 10	4pm – 9pm	CHH 3171/3181
	The remainder of the coursework is offered online through Sakai. Weekly modules begin on Monday of each week.		
Required Texts	<p>Bodenheimer, T. S., Grumbach, K. (2016) <i>Understanding Health Policy: A Clinical Approach</i>, 7th Edition, McGraw Hill Lange, New York. ISBN 978-1-259-58475-6 MSRP: \$53.00.</p> <p>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.</p> <p>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.</p>		
Course Outcomes	<p>Upon successful completion of this course, students will be able to:</p> <ul style="list-style-type: none"> • Describe how the US health system is organized and how healthcare is delivered in 2017 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	<p>This course is a foundation course in the Graduate Certificate and MS curricula, and while this course contains aspects of all of the programs' learning goals, it focuses on the following:</p> <p>LG1: Healthcare Systems and Policies</p> <ul style="list-style-type: none"> • LO1: Describe specific and relevant stakeholders in the healthcare system and define their stakes. • LO2: Describe and assess how those stakeholders operate in a mutually influencing system. • LO3: Analyze the potential short- and long-term implications (intended and unintended) of healthcare policy and operations decisions. 		

LG4: Communication, Audience Engagement

- **LO1:** Demonstrate a thorough consideration and understanding of context, purpose and audience in the communication.
- **LO2:** Present a central message that is clear, concise and convincing.
- **LO3:** Skillfully present complex information that is readily understood by a broad range of 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%

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 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

Grades are due to the Registrar's Office one week after the end of the term. Students will find official grades posted in [SIS](#) by Friday, April 7. 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	<p>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.</p>
Syllabus Changes & Retention	<p>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.</p> <p>This syllabus is <u>not</u> to be considered a contract between the student and the Division of Management. 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.</p> <p>PLEASE NOTE: the course outline posted on Sakai will have the most up to date information.</p>
Student Access	<p>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.</p> <p>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.</p>
Commitment to Equity and Inclusion	<p>Oregon Health & Science University is committed to creating and fostering a learning and working environment based on open communication and mutual respect. If you encounter sexual harassment, sexual misconduct, sexual assault, or discrimination based on race, color, religion, age, national origin or ancestry, veteran or military status, sex, marital status, pregnancy or parenting status, sexual orientation, gender identity, disability or any other protected status please contact the Affirmative Action and Equal Opportunity Department at 503-494-5148 or aaeo@ohsu.edu.</p> <p>Inquiries about Title IX compliance or sex/gender discrimination and harassment may be directed to the OHSU Title IX Coordinator at 503-494-0258 or titleix@ohsu.edu.</p>
Inclement Weather Policy	<p>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.</p>
Academic Honesty	<p>Course participants are expected to maintain academic honesty in their course work. Submission of previously published solutions or answers (sections or in total) as one's own work will not receive credit. Literature and resources (including</p>

Internet resources) employed in fulfilling assignments must be cited. Phrases, sentences or paragraphs from other sources, including the participant's own previous writings may only be used with explicit attribution and citation of source.

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. OHSU's Sakai software is supported by the Sakai Help Desk. The Help Desk offers technical and user support seven days a week: Monday through Friday from 8 a.m. to 9 p.m. Pacific Time and weekends and holidays from noon until 5 p.m. Pacific Time. You can contact the Help Desk using their [web-based form](#), or via e-mail at sakai@ohsu.edu, or by phone at 1-877-972-5249.

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. He was a member of the team that developed the MBA in Healthcare Management and is the current director of that program.

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.