Course Description
This course is designed to introduce students from multiple disciplines to the fundamental characteristics of health care systems; the role of prevention and other non-medical factors in population health outcomes; the organization, financing, and delivery of services in the U.S. health care system; key management challenges in private and public health care organizations; and the process of public policy development and key issues in contemporary health policy.

Course Prerequisites
The course is open to all graduate and undergraduate students with at least junior status. No prior knowledge is assumed.

Class Hours
3 credits, Monday and Wednesday 1:15-2:30 PM

Location
Room 1345, Health Sciences Learning Center

Course Instructors
Tom Oliver, Associate Professor, Department of Population Health Sciences, troliver@wisc.edu
Gordon Ridley, Senior Associate Dean, School of Medicine and Public Health, gtridley@wisc.edu
Lisa Steinkamp, Director, Physical Therapy Program, steinkamp@pt.wisc.edu

Office Hours
By appointment

Teaching Methods
Interactive lectures, breakout sessions, group project

Course Readings
All required course readings are available as PDF files or links on the Learn@UW course website.

ADA Compliance
If you are aware of or suspect there is any reason that may interfere with your ability to complete the requirements of this course or to participate in the activities described in this syllabus, contact either the course instructor, your advisor, the program advisor, or the program director. Appropriate actions are facilitated by timely requests. Reasonable requests for appropriate academic adjustments will be granted and all requests are held in confidence.
PHS 650-042 HEALTH SYSTEMS, MANAGEMENT, AND POLICY
Course Objectives, Requirements, and Evaluation

Course Objectives
The specific objectives of the course are:

• To understand important concepts for describing and evaluating the performance of health systems
• To develop knowledge of sectors within the health care system
• To identify key management and policy issues in contemporary health systems
• To consider how health issues can be addressed through public policy
• To help students improve their skills in written and oral analysis

Requirements
Take-home midterm exam 30%
Take-home final exam 30%
Health policy analysis project 30%
Participation in class and breakout sessions 10%

Take-home Midterm and Final Exams
These exams will include several short answer and essay questions to identify and apply important concepts regarding health systems and to analyze policy and management challenges in improving health system performance. The exams will be based on course lectures and readings, as well as topics discussed in breakout sessions. The midterm exam will be handed out on February 18 and is due on March 4. The final exam will be handed out on April 29 and is due on May 13, one week after the last class session.

Health Policy Analysis Project
Students will work in groups (3-5 people) to examine a significant problem in contemporary health systems and potential governmental responses to the problem. Each group will select a problem and conduct a careful evaluation of the probable impact and feasibility of alternative policy options. Based on their group work, students will prepare an 8-10 page memorandum individually or as a group that presents their analysis and recommends a preferred option for health system improvement. The project includes the following products and due dates:

25 March
List of group members, proposed topic, and preliminary bibliography (including relevant course readings)

15 April
Detailed outline or draft of policy analysis memorandum for discussion with instructors

16-17 April
Group meetings with course instructors to review outline or draft of health policy analysis memorandum

29 April
Final health policy analysis memorandum due
Class Participation
Regular attendance and participation in discussion are necessary to understand the broad range of material to be covered in the course. The value of the course will depend on the preparation of participants and their willingness to exchange ideas and critique the arguments presented in lectures, readings and breakout sessions.

Breakout Sessions

4 February Criteria for health system performance

23 February Analysis of tradeoffs among access, quality, and cost within a selected sector of the health system

11 March Identify and define a problem in health system performance

8 April Develop policy options for health system improvement

22 April Compare policy options for health system improvement (meet with policy analysis groups)

Criteria for Grading Written Assignments
Grades for written assignments will be based on: 1) the comprehensiveness of the analysis in identifying appropriate concepts, literature and applications; 2) the logic, accuracy, and overall persuasiveness of the arguments; and 3) the quality of the writing style (including basic grammar, punctuation, and proofreading).

Criteria for Grading Class Participation
The participation grade will rest primarily on your contributions to the four regular breakout sessions throughout the course (the fifth breakout session is for group work on the policy analysis project). Your letter grade will be based on 1) the quality and quantity of your comments, particularly how well-grounded they are in the material presented in course lectures and readings; and 2) engagement with other group members, particularly your ability to react constructively to others’ comments and move the discussion forward. After each session, group facilitators will assign a letter grade for each student for that session.

If you miss a breakout session, you will not receive any credit for that session unless there are extenuating circumstances for your absence. The course director will decide on a case-by-case basis whether your absence should be excused due to circumstances beyond your control that prevented you from attending the session. Any unexcused absences will lower your overall class participation grade.

We expect regular attendance in the lecture sessions of the course as well. Students are responsible for contacting the TA or an instructor if they need to miss a class session. We reserve the right to adjust the class participation grade downward for noticeably poor attendance or upward for students who make positive contributions to those sessions by asking good questions of lecturers or providing informed answers to questions posed by the lecturers.
THE SCOPE AND STRUCTURE OF HEALTH SYSTEMS

Session 1  Introduction to Course
21 January  Tom Oliver, Gordon Ridley, Lisa Steinkamp

The Contributions of Health Care to Population Health
Patrick Remington
Professor of Population Health Sciences
Director, UW Population Health Institute

Session 2  U.S. Health Care System in Global Perspective
26 January  Tom Oliver

Session 3  What Can the U.S. Learn from Other Health Systems?
28 January  Claus Wendt
Senior Research Fellow, Mannheim University, Germany
Visiting Kennedy Memorial Fellow, Center for European Studies, Harvard University

Session 4  Development and Structure of U.S. Health Care System
2 February  Gordon Ridley

Session 5  Criteria for Health System Performance
4 February  Breakout Session #1 in assigned rooms

SECTORS OF THE U.S. HEALTH CARE SYSTEM

Session 6  Health Professions and Workforce Training
9 February  Lisa Steinkamp

Session 7  Hospitals and Health Care Systems
11 February  Gordon Ridley

Session 8  Academic Health Centers and Biomedical Research
16 February  Robert Golden
Dean, UW School of Medicine and Public Health

Session 9  Pharmaceuticals and Health Care
18 February  Gordon Ridley
Midterm take-home exam handed out

Session 10  Tradeoffs among Access, Quality, and Cost
23 February  Breakout Session #2 in assigned rooms
Session 11  Long-term Care and Chronic Care Management
25 February  David Zimmerman
Professor, College of Engineering
Director, Center for Health System Research and Analysis

Session 12  Mental Health Care
2 March  Ronald Diamond
Professor, Department of Psychiatry
Medical Director, Dane County Mental Health Center

Session 13  Complementary Medicine
4 March  David Rakel
Assistant Professor, Department of Family Medicine
Director, UW Integrative Medicine Program

Midterm take-home exam due before start of class

Session 14  Analyzing Policy Options for Health System Improvement
9 March  Tom Oliver

Session 15  Defining Problems in Health System Performance
11 March  Breakout Session #3 in assigned rooms

SPRING BREAK

HEALTH CARE FINANCING AND DELIVERY

Session 16  Private Insurance and Integrated Health Systems
23 March  Gordon Ridley

Session 17  Medicare
25 March  Tom Oliver

Health policy analysis preliminary topic and bibliography due

Session 18  Medicaid, SCHIP, and the Uninsured
30 March  Tom Oliver

Session 19  Health Care Quality and Efficiency
1 April  Jeffrey Grossman
Senior Associate Dean for Clinical Affairs
School of Medicine and Public Health
President and CEO, UW Medical Foundation
Session 20  
6 April  
Disparities in Health and Health Care  
Sheri Johnson  
Assistant Professor of Pediatrics, Medical College of Wisconsin  
Former Administrator and State Health Officer, Wisconsin Department of Health and Family Services, Division of Public Health

Session 21  
8 April  
Developing Policy Options for Health System Improvement  
Breakout Session #4 in assigned rooms

PUBLIC POLICY AND HEALTH SYSTEM DEVELOPMENT

Session 22  
13 April  
The Policy Making Process  
Tom Oliver

Session 23  
15 April  
Case Study: Medicare Modernization Act  
Tom Oliver

Outline or draft of health policy analysis memorandum due  
16-17 April  
Group meetings to be scheduled with course instructors to review outline or draft of policy analysis memorandum

Session 24  
20 April  
Case Study: Mental Health Parity  
Linda Reivitz  
Professor, School of Nursing

Session 25  
22 April  
Comparing Policy Options for Health System Improvement  
Breakout Session #5 with policy analysis groups

HEALTH CARE MANAGEMENT AND LEADERSHIP

Session 26  
27 April  
Organizational Leadership and Conflict Management  
Lisa Steinkamp

Session 27  
29 April  
Organizational Management in Complex Systems  
Gordon Ridley

Health policy analysis memorandum due by start of class  
Final take-home exam handed out

Session 28  
4 May  
Case Study: Rearrangement of Cardiac Care Services  
Donna Katen-Bahensky and Gordon Ridley  
CEO, University of Wisconsin Hospital and Clinics
<table>
<thead>
<tr>
<th>Session 29</th>
<th>Case Study: Implementation of BadgerCare Plus</th>
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<tbody>
<tr>
<td>6 May</td>
<td>Jason Helgerson</td>
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<td>Medicaid Director, Division of Health Care Access and Accountability, Wisconsin Department of Health Services</td>
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<tr>
<td>13 May</td>
<td>Final take-home exam due</td>
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</table>
Session 1
21 January

The Contributions of Health Care to Population Health

Patrick Remington

Readings:


Session 2
26 January

U.S. Health Care System in Global Perspective

Tom Oliver

Readings:


- Overview, pp. xi-xix
- Chapter 1, "Why Do Health Systems Matter?" pp. 1-19
- Chapter 2, "How Well Do Health Systems Perform?" pp. 21-46
- Annex Table 1, Health System Attainment and Performance in All Member States, pp. 152-55


Session 3
28 January

Videos and Readings: PBS Frontline Program: *Sick Around the World*

The online program is based on journalist T.R. Reid’s upcoming book on international health care, *We’re Number 37!* The title refers to the U.S. ranking in the 2000 World Health Organization report on health systems.

http://www.pbs.org/wgbh/pages/frontline/sickaroundtheworld/

Five Capitalist Democracies and How They Do It
Each has a health care system that delivers health care for everyone—but with remarkable differences.

http://www.pbs.org/wgbh/pages/frontline/sickaroundtheworld/countries/

Watch Online (videos on each country)
- United Kingdom
- Japan
- Germany
- Taiwan
- Switzerland

Health Care Systems—The Four Basic Models

http://www.pbs.org/wgbh/pages/frontline/sickaroundtheworld/countries/

- Beveridge Model
- Bismarck Model
- National Health Insurance Model
- The Out-of-Pocket Model

Interviews with physicians, analysts, and public officials

http://www.pbs.org/wgbh/pages/frontline/sickaroundtheworld/interviews/

See text summaries or videos

Analysis of Themes

http://www.pbs.org/wgbh/pages/frontline/sickaroundtheworld/themes/

- What Lessons Can We Learn?
- How Does It Work for Doctors in These Five Countries?
- Does Universal Coverage Mean Socialized Medicine?
- The Cost of Drugs Issue


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**Session 4**  
**Development and Structure of U.S. Health Care System**  
**2 February**  
Gordon Ridley

**Readings:**  


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**Session 5**  
**Criteria for Health System Performance**  
**4 February**  
Breakout Session #1 in assigned rooms

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**SECTORS OF THE U.S. HEALTH CARE SYSTEM**

**Session 6**  
**Health Professions and Workforce Training**  
**9 February**  
Lisa Steinkamp


Session 7
11 February
Hospitals and Health Care Systems
Gordon Ridley


Session 8
16 February
Academic Health Centers and Biomedical Research
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Pharmaceuticals and Health Care
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Midterm take-home exam handed out

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25 February
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Readings:


Session 12  Mental Health Care
2 March
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Readings:


Session 12  Complementary Medicine
4 March
David Rakel

Readings:

Midterm take-home exam due before start of class

Session 14  Analyzing Policy Options for Health System Improvement
9 March
Tom Oliver

Readings:

   Chapter 1, The Eight-fold Path
   Appendix A, Things Governments Do
   Appendix B, Semantic Tips


Session 15
11 March
Defining Problems in Health System Performance
Breakout Session #3 in assigned rooms

SPRING BREAK

HEALTH CARE FINANCING AND DELIVERY

Session 16
23 March
Private Insurance and Integrated Health Systems
Gordon Ridley

Readings:


Session 17
25 March
Medicare
Tom Oliver

Readings:
Health policy analysis preliminary topic and bibliography due

Session 18
30 March

Medicaid, SCHIP and the Uninsured
Tom Oliver


Supplemental:


Session 19
1 April

Health Care Quality and Efficiency
Jeffrey Grossman

Readings:


Session 20  
Disparities in Health and Health Care  
Sheri Johnson

Readings:


In Sickness and in Wealth: Segment on “Health in America” [http://www.pbs.org/unnaturalcauses/hour_01.htm]

When the Bough Breaks: Segment on “Unraveling the Mystery of Black-White Differences in Infant Mortality.” [http://www.pbs.org/unnaturalcauses/hour_02.htm]


Place Matters: Segment on “Living in Disadvantaged Neighborhoods is Bad for Your Health.” [http://www.pbs.org/unnaturalcauses/hour_03.htm]


Supplemental:

Session 21
Developing Policy Options for Health System Improvement
8 April
Breakout Session #4 in assigned rooms

PUBLIC POLICY AND HEALTH SYSTEM DEVELOPMENT

Session 22
The Policy Making Process
13 April
Tom Oliver

Readings:

Supplemental:

Session 23
Case Study: Medicare Modernization Act
15 April
Tom Oliver

Readings:

Outline or draft of health policy analysis memorandum due

**16-17 April**

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**Session 24**

**20 April**

**Case Study: Mental Health Parity**

Linda Reivitz

Readings:


Mental Health Parity: A Partial History 2001-2008 (compendium of articles, abstracts and news reports)

**Session 25**

**22 April**

**Comparing Policy Options for Health System Improvement**

Breakout Session #5 with policy analysis groups

**HEALTH CARE MANAGEMENT AND LEADERSHIP**

**Session 26**

**27 April**

**Organizational Leadership and Conflict Management**

Lisa Steinkamp

Readings:


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**Session 27**
**29 April**

Organizational Management in Complex Systems

Gordon Ridley

Readings:


Other readings TBA

Health policy analysis memorandum due by start of class

Final take-home exam handed out

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**Session 28**
**4 May**

Case Study: Rearrangement of Cardiac Care Services

Donna Katen-Bahensky and Gordon Ridley


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**Session 29**
**6 May**

Case Study: Implementation of BadgerCare Plus

Jason Helgerson

Readings:


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