

**UNIVERSITY OF WISCONSIN
SCHOOL OF MEDICINE AND PUBLIC HEALTH
DEPARTMENT OF POPULATION HEALTH SCIENCES**

**PHS 785
HEALTH SYSTEMS, MANAGEMENT, AND POLICY**

SPRING 2016

**PHS 785—HEALTH SYSTEMS, MANAGEMENT, AND POLICY
SPRING 2016**

Course Description	This course is designed to introduce students from multiple disciplines to the fundamental characteristics of health care systems and key factors in their performance; the organization, financing, and delivery of services in the U.S. health care system as a whole and many key sectors; critical management and policy challenges of cost containment, quality improvement, and reduction of disparities in health care and health outcomes; and the process of public policy development and analysis of options for health system improvement.
Course Prerequisites	The course is open to all graduate students and to undergraduate students with instructor permission. No prior knowledge is assumed.
Class Hours	3 credits, Monday and Wednesday 1:15-2:30 PM
Location	Lectures: Room 1345, Health Sciences Learning Center (HSLC) Breakout discussions in assigned rooms
Course Instructors	Thomas Oliver, Professor, Department of Population Health Sciences, troliver@wisc.edu Gordon Ridley, Adjunct Professor Emeritus, Department of Population Health Sciences, gtridley81@gmail.com
Office Hours	Wednesdays 9-11 AM or by appointment (760C WARF) Generally available before or after class (HSLC Atrium)
Teaching Methods	Interactive lectures, video, web-based materials, breakout discussion sessions, group project and presentation
Course Materials	All required course readings and other materials are available as PDF files or links on the Learn@UW course website.
ADA Compliance	If 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 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 785—HEALTH SYSTEMS, MANAGEMENT, AND POLICY
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Course Objectives, Requirements, and Evaluation

Course Objectives

The specific objectives of the course are:

- To understand important concepts and measures for 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 analyze strategies for health system improvement through public policy
- To improve skills in written and oral analysis

Requirements

Take-home essays	60%
Health policy analysis project	40%

Take-home Essays

Throughout the course, students will write eight two-page essays to apply important concepts regarding health systems and to analyze policy and management challenges in improving health system performance. The essays will be based on course lectures, readings, and online materials, as well as topics discussed in breakout sessions. Essay questions will be posted and completed essays will be due on scheduled dates via submission to the Learn@UW dropbox.

Health Policy Analysis Project

Students will work in groups (3-4 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 group will then present its analysis and recommendations during one of the concluding sessions of the course. The project includes the following products and due dates:

4 March	List of group members and selected topic
18 March	Problem definition and potential policy alternatives
5 April	Preliminary outline and bibliography (including relevant course readings) The preliminary outline should include: <ul style="list-style-type: none">• Problem definition (updated as necessary)• Selected alternatives and rationale• Selected criteria for policy choice• Key evidence and sources for each of the above
7-8 April	Group meetings with course instructors to review preliminary outline and bibliography for policy analysis memorandum

19 April	Detailed outline and complete draft of policy analysis memorandum
21-22 April	Group meetings with course instructors to review draft policy analysis memorandum
2 May or 4 May	Final policy analysis presentation
6 May	Final policy analysis memorandum

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).

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.

If you miss a breakout session, you will be required to submit detailed written responses to the questions assigned for that session.

We are fortunate to have a large number of distinguished experts who offer us their time and high-level experience in health systems, management, and policy. We expect regular attendance in the lecture sessions of the course as a way to demonstrate our appreciation for their participation and as an opportunity to engage them in questions and discussion. We reserve the right to adjust the course 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.

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Course Schedule

MODULE 1: THE SCOPE AND STRUCTURE OF HEALTH SYSTEMS

Study of the American health care system begins with an understanding of its distinctive history and characteristics. In essence, we try to learn about the strengths and weaknesses of the U.S. system by “looking around” at other systems and by “looking in the mirror” at our own system. In so doing, we try to answer some basic questions: “How well are we doing?” and “How did we get here?” and “How can we do better?” This module describes how health systems are organized in other developed nations and how the U.S. compares both in its structure and performance. We also explain how our system, or any system, is a product of historical conditions and choices along with contemporary economic, social, and political forces. Finally, we present a critique of the current U.S. health care system and an overview of how the new federal health reform law, the Patient Protection and Affordable Care Act of 2010 (Affordable Care Act or ACA for short), might contribute toward health system improvement and better population health.

**Session 1
20 January**

A Systems Perspective on Health Care Reform
Tom Oliver

The U.S. Health Care System in Global Perspective
Tom Oliver

**Session 2
25 January**

Viewing of *Escape Fire: The Fight to Rescue American Healthcare*

**Session 3
27 January**

Breakout Session #1

**Session 4
1 February**

Health Reform, U.S. Style: An Overview of the Affordable Care Act
Gordon Ridley

MODULE 2: SECTORS OF THE U.S. HEALTH CARE SYSTEM

The health care system includes many sectors or subsystems, each with a distinctive patient population, types of service providers, sources and methods of financing, and regulations. In this module, our goal is to help students to become more familiar with some of the most interesting and important sectors in the U.S. health care system. Although most of these sectors might reasonably claim to require greater resources to adequately address patient and population needs (e.g., primary care, mental health, long-term care), we invite experts to ask whether existing personnel, organization, technology, and financial support are appropriately deployed and how we might reconfigure both training and service delivery to improve effectiveness, efficiency, and equity (or, at least one of those without making another worse). Historically, many sectors have developed and operated in relative isolation from one another (as “silos” of training and care); but new models of care are focused on more integrated systems that offer better continuity of care for the patient, greater emphasis on disease

prevention, and both better satisfaction and health outcomes. We begin this module with a roundtable discussion of current and future health workforce needs and the changing roles of various health professions within the U.S. health care system. We then offer expert perspectives and evidence about the state of affairs in a number of health care sectors, including key problems and potential solutions. We take a brief detour in the middle of the module to introduce the key steps in policy analysis to help you and your group members get started with the task of identifying and assessing options for health system improvement.

Session 5 3 February	Roundtable on Health Professions and Workforce Training Barbara Duerst, Director of Public Health Training, Pop. Health Sciences Connie Kraus, Professor, UW School of Pharmacy Elizabeth Petty, Sr. Assoc. Dean, UW School of Medicine & Public Health Barbara Pinekenstein, Professor, UW School of Nursing Virginia Snyder, Director, UW Physician Assistant Program Lisa Steinkamp, Director, UW Physical Therapy Program
4 February	Essay Assignment #1 posted
Session 6 8 February	Primary Health Care Valerie Gilchrist Professor and Chair, Department of Family Medicine
Session 7 10 February	Breakout Session #2
11 February	Essay Assignment #1 due via submission to Learn@UW dropbox
Session 8 15 February	Academic Health Centers and Biomedical Research Robert Golden Dean, UW School of Medicine and Public Health
Session 9 17 February	Hospitals and Health Care Systems Donna Katen-Bahensky CEO Emeritus, UW Hospital and Clinics
Session 10 22 February	Pharmaceuticals and Health Care Gordon Ridley Julie Chang Assistant Professor, Department of Medicine
Session 11 24 February	Breakout Session #3
Session 12 29 February	Analyzing Policy Options for Health System Improvement Tom Oliver
Session 13 2 March	Mental Health Care Ronald Diamond Professor, Department of Psychiatry

Session 19 30 March	Public Health Insurance Tom Oliver
Session 20 4 April	The Health Care “Safety Net” Ken Loving CEO, ACCESS Community Health Centers
5 April	Preliminary outline and bibliography for policy analysis due via submission to Learn@UW dropbox
Session 21 6 April	Health Care Quality and Efficiency Betsy Clough Director, Quality, Safety and Innovation, UW Health
7 April	Essay Assignment #3 posted
7-8 April	Group meetings with course instructors to review preliminary outline and bibliography for policy analysis memorandum
Session 22 11 April	Breakout Session #5
Session 23 13 April	Disparities in Health Care Access and Outcomes Angela Rohan U.S. Centers for Disease Control and Prevention
14 April	Essay Assignment #3 due via submission to Learn@UW dropbox

MODULE 4: PUBLIC POLICY AND HEALTH SYSTEM DEVELOPMENT

Given the many challenges we face in the organization, financing, and delivery of health services, why is it so difficult to take serious action to address them? In this module, we examine the process of health policy development—agenda setting, policy choice, and implementation. The goal is to better understand when and why opportunities for health system improvement through public policy arise, and the key factors in whether a promising idea will survive, die, or be rendered unrecognizable by its original sponsors. We will explain why government usually responds to problems—even big problems—with incremental policy change or sometimes no action at all. Most policy change, big or small, takes time—often many years and many only loosely connected steps—to come to fruition. Through three case studies—the Affordable Care Act (a package of dozens of new policies), mental health parity, and development of a population health management strategy for UW Health—we will explore the perceived problems, the key actors inside and outside of government, different plausible solutions, and critical factors in policy design, adoption, and implementation.

Session 24 18 April	The Policy Making Process and Affordable Care Act Tom Oliver
19 April	Detailed outline and complete draft of policy analysis memorandum due via submission to Learn@UW dropbox

Session 25 20 April	Breakout Session #6
21-22 April	Group meetings with course instructors to review draft policy analysis memorandum
Session 26 25 April	Case Study of Health Policy Development: Mental Health Parity Linda Reivitz Professor Emeritus, UW School of Nursing
Session 27 27 April	Implementing Health Care Reform: Integrating Personal Health Services with Population Health Management Stephanie Berkson Vice President, Population Health, UW Health
28 April	Essay Assignment #4 posted
Session 28 2 May	Presentations of Policy Analysis Projects
Session 29 4 May	Presentations of Policy Analysis Projects
6 May	Policy analysis memorandum due via submission to Learn@UW dropbox
11 May	Essay Assignment #4 due via submission to Learn@UW dropbox