

PADM 561: Strategic Management of HealthCare Systems
Spring 2017

Uday Desai

Office Hours: Wednesdays 1:00-3:00pm (or by appointment)

Office: SPA Room 3016

Office Tel: 277-3261

ucdesai@unm.edu

This is a preliminary syll. It will be modified several times during the semester.

Course Description

This course is designed to examine the critical issues in American health care system. Key areas of discussion for this course are: (1) health care reforms, (2) social determinants of health, (3) access, cost and quality of healthcare, (4) leadership in healthcare policy and management, and (5) innovation and change in healthcare systems. Most of the material covered is drawn from recent journal articles in health policy, medicine, public health, and management. The course will involve lectures, discussion, guest lecturers and student presentations.

Course Objectives

For MPA students:

1. Appropriately and effectively apply organizational theory and analysis to various health care system settings
2. Demonstrate understanding of strategic planning and strategic management
3. Demonstrate the understanding of challenges in the changing healthcare market and regulatory environment
4. Develop effective analytic, writing and presentation skills
5. Develop skills to work effectively in a group

For MHA Capstone Students:

1. Demonstrate the ability to integrate various dimensions of the healthcare system in the U.S., including healthcare policy and its management; health economics; leadership, innovation and technology in healthcare organizations; and challenges posed by global and population health issues.
2. Understand the complex health system changes resulting from the Affordable Care Act and its potential replacements
3. Develop effective analytical, writing and presentation skills
4. Develop skills to work effectively in groups

Grading Summary

1. Short “Think Piece” Papers (2 papers at 10% each)	20%
2. UNM Learn Discussion Posting (4 postings, 5% each)	20%
3. Final Research Paper	35%
4. Final paper Presentation	10%
5. Class Participation	<u>15%</u>
	100%

Class Participation

Participation of students in class discussions is strongly encouraged, and will count toward 15% of the final grade. Thoughtful comments based on the readings assigned for that day are especially welcome. Your class participation grade will be based on the quality and quantity of your participation in class discussions concerning the lecture material, the readings, and online discussion questions on UNM Learn.

All students are expected to come to class on time and attend full class session. Each student will maintain an active and thoughtful involvement in class discussion and other activities. Bring in newspaper clippings, articles, columns, cartoons, ideas, thoughts, etc. that pertain to the topic for the week to share with the rest of the class.

Attendance will be taken and the final course grade will be lowered in proportion to classes missed. You may miss one class without affecting your participation grade. Additional absences will result in one-half letter per absence deducted from the class participation grade. Attendance obviously matters in this regard (if you’re not here, you certainly can’t participate), but mere attendance does not substitute for lack of participation in discussions. Lack of preparation will be treated as an absence.

Assignments

For All students:

1. **Reading discussion postings.** This assignment is designed to provide structure and discipline to your interactions with readings assigned for the course. You will get more out of the process by taking notes while reading and by reflecting on the core ideas of each reading afterward. You will also be better prepared to contribute to class discussions through clarifying and probing questions and sharing your interpretation of readings.
Detailed Guidelines are provided separately on UNM Learn under “Guidelines for Reading Discussion Posts.”
2. **Detailed Guidelines are provided separately on UNM Learn for Short Think Pieces Papers.**

For MPA Students Only:

Research Project and Final Paper

The purpose of this assignment is to strengthen connections between students, scholarly research and the professional practice of health administration and/or policy making. This assignment requires you to investigate strategic, innovation, change, knowledge, or network management through analysis of relevant scholarly research and its application to a real-life healthcare policy/regulations, healthcare organizations, insurance companies, or state department of health. You are encouraged to consult with the instructor about the development and execution of your project.

Students will be expected to draw explicitly on the readings and lecture material for the research paper.

Soon after the course begins, you will decide whether you want to work alone in this paper project or work with another student on the project.

Detailed Guidelines are provided separately on UNM Learn under “Guidelines for Research Project and Final Paper.”

For MHA Students Only:

Research Project and Final Paper: TBD

All assignments are to be submitted to UNM Learn.

Late submission of written assignment will result in loss of one-half letter grade per day.

Academic Integrity

Academic dishonesty will not be tolerated and normally will result in a grade of F for the course. All students are expected to carefully read and follow the UNM Student Code of Conduct. Plagiarism, intentional or unintentional, is unacceptable and is considered academic dishonesty. Contact the instructor if you have any questions.

Students with Special Needs

Instructor will follow the UNM policy regarding students with special needs. The policy may be accessed at <http://www.unm.edu/~ubppm/ubppmanual/2310.htm> Accessibility Services (Mesa Vista Hall 2021, 277-3506) provides academic support to students who have disabilities. If you think you need alternative accessible formats for

undertaking and completing coursework, you should contact this service right away to assure your needs are met in a timely manner. If you need local assistance in contacting Accessibility Services, see the Bachelor and Graduate Programs office.

Title IX Compliance

In an effort to meet obligations under Title IX, UNM faculty, Teaching Assistants, and Graduate Assistants are considered “responsible employees” by the Department of Education (See page 15: <http://www2.ed.gov/about/offices/list/ocr/docs/qa-201404-title-ix.pdf>). This designation requires that any report of gender discrimination which includes sexual harassment, sexual misconduct and sexual violence made to a faculty member, TA, or GA must be reported to the Title IX Coordinator at the Office of Equal Opportunity (oeo.unm.edu). For more information on the campus policy regarding sexual misconduct, see: <https://policy.unm.edu/university-policies/2000/2740.html>

Course Schedule:

- Jan. 18** Course Introduction
- Jan. 25** Overview of US Health System & Comparative Health System
1.  Behavioral health care in the US
 2.  Major trends in the U.S. health economy since 1950
 3.  Doctors, patients, and lawyers
 4.  Howhealthcarecostscontributetoincomedisparity.pdf
 5.  The burden of disease and the changing role of medicine
 6.  Health care coverage under the Affordable Care Act
- Feb. 1** Social Determinants of Population Health
1.  Saving Tiny Tim — Pediatrics and Childhood Poverty in the United States2016NEJM.pdf
 2.  thetoxictruthaboutsugar.pdf
 3.  Neighborhoods Confer Health, but Not Wealth - WSJ.pdf
 4.  Networked.pdf
 5.  GHETTO MIASMA enough to make you sick.pdf
 6.  SESandreadmissionsevidencefromanurbanteachinghospital.pdf
 7.  Vulnerable people groups and populations Societal view.pdf
- Feb. 8** Healthcare Reform and ACA
1.  ACAatfiveyearsNEJM2015.pdf
 2.  ACARulingNEJM2015.pdf
 3.  Mental Health and Substance-Use Reforms — Milestones Reached, Challenges Ahead2016NEJM.pdf
 4.  States Eye Health Exchange Options - WSJ2015.pdf
 5.  Supreme Court Upholds Obama’s Health-Law Subsidies - WSJ2015.pdf
 6.  Health care reform after the ACA
 7.  How accountable are organizations
 8.  The patient-centered medical home
- Feb. 15** Guest Lecturer
- Feb. 22** Healthcare Cost and Value
1.  BestCareatlowercostReportBrief2012IOMreport.pdf
 2.  Burden of Health-Care Costs Moves to the Middle Class - WSJ2016.pdf
 3.  Decriminalizing Mental Illness — The Miami Model2016NEJM.pdf
 4.  How Physicians Face the End of Life - WSJ2012.pdf
 5.  Table - Core Components of Qualityendoflife Care.pdf
 6.  definingpatientcenteredmedicine.pdf
 7.  Porter10whatisvalueinhealthcareNEJM.pdf
 8.  Fixing health care on the frontlines.pdf
- Mar. 1** Healthcare Quality

1.  Breakingthesilence2015HCMR.pdf
2.  Edmondson2004.pdf
3.  Atul Gawande_ How Do Good Ideas Spread13The New Yorkerglobalhealth.pdf
4.  Diabetes Case Shows Pitfall...pdf
5.  The promises and pitfalls of evidence-based medicine.pdf
6.  BestCareReportBrief.pdf
7.  A hospital races to learn lessons of Ferrari pit stop.pdf
8.  changinghealthcarequalityparadigms.pdf

Mar. 8 Guest Lecturer

Mar. 15 Spring Break

Mar. 22 Individual Meetings. No Class.

Mar. 29 Coordination and Competition in Healthcare

1.  fromstivingtothrivingstrategyandperformanceofsafetynetworkhospitals.pdf
2.  the_ergonomics_of_innovation.pdf
3.  coordinationvscompetitioninhealthcarereform.pdf
4.  Medical staff organizations A persistent anomaly.pdf
5.  twohealthcaregiantsbattleinWesternPAWsJ2012.pdf
6.  Denverhealthbraodandstructureapproachedtosafety.pdf

Apr. 5 Guest Lecturer. Leadership in Healthcare Organizations

1.  creatingrespectfulcultureinhealthcareorg.pdf
2.  How Companies Are Different When More Women Are in Power - WSJ.pdf
3.  howleaderscreateandusenetworks.pdf
4.  leadersandmanagersaretheydifferent.pdf
5.  natureofcausesofdisrespectfulbehaviorbyphysicians.pdf
6.  The Case for Humble Executives - WSJ.pdf
7.  Whengoalsgonewild.pdf

Apr. 12 Learning, Innovation and Healthcare Management

1.  AllteachalllearnHCMR2012.pdf
2.  bestpracticescopytransfertranslateinhealthcare15HCMR.pdf
3.  Clues to Better Health Care From Old Malpractice Lawsuits - WSJ2016learnfromfailure.pdf
4.  Huang&DesaiPPMGmanuscript.pdf
5.  Orglearningframework1999AMR.pdf
6.  SocialjusticethroughhealthcarefinancingNVSQ.pdf
7.  Under Fire, Theranos CEO Stifled Bad News - WSJ.pdf
8.  Summer_2012_Realigning_Health_with_Care.pdf

Apr. 19 Student/Group Presentations

Apr. 26 Student/Group Presentations

May 3 Wrap Up