



### **Syllabus for PADM 600: Introduction to Health Policy and Management Fall 2020**

**Instructor:** Dr. Kate Cartwright

**Office Location:** Virtual!

**Office Hours:** Wednesdays, 4-6pm, and by appointment

**Class Meeting Day:** Tuesday

**Email:** [kcartwright@unm.edu](mailto:kcartwright@unm.edu)

**Course Credits:** 3.0

**Class Location:** Virtual!

**Class Time:** 7:00-9:30pm

**Cell:** 505-321-3960 (mainly use sparingly, but feel free to text/call during office hours)

**Course Description:** This course covers the principles and methods of public management and policy analysis, including policy formulation and implementation, organizational relations, institutional development, administrative processes and public sector ethics. This particular section of the course addresses these topics from the perspective of health care administration.

This course provides an overview of the evolving structure of the US public health and health care delivery systems. It is designed for graduate students in health policy and management who plan to work in, manage, and lead hospitals, clinics or other health service organizations or in other administrative or policy positions. This course supports effectiveness of health services managers, administrators and other professionals by providing knowledge of a wide range of health organizations and services and associated management and policy issues.

The course introduces the student to the major areas in health management such as planning, operations, human resources, leadership, finance, information systems & technology and quality. In addition, the course emphasizes a number of policy topics associated with, for example, population health, recruitment of physicians and other allied health personnel, coordination across health and human services organizations, Medicare funding, and managed care.

**Course Objectives and Student Learning Outcomes:** The following MHA core learning outcomes will be addressed in this course. Students will:

- Demonstrate knowledge of the political and legal institutions of governance that influence health care administration
- Identify the main components and issues of the organization, financing and delivery of health services and public health systems in the US
- Demonstrate the ability to identify policy problems related to health care administration
- Describe the underlying assumptions and relationships that characterize the historical evolution and current state of public health services delivery
- Identify and describe the basic economic concepts involved in health services delivery to include payor sources, revenue generation and financial control functions
- Analyze health administration related policies and problems by applying appropriate professional and ethical standards

- Demonstrate a nuanced understanding of public service values salient to health administration such as accountability, equity, responsibility, and diversity

### Textbooks and Supplies:

- All weekly readings will be posted in the corresponding folder in Course Resources.
- Each student will select a book related to health care to analyze and acquire this book personally.

### Course Assessments:

Assessment	Due Date*	% of Grade
Weekly Reflections	Weekly	20%
Article Extract	9/8	10%
Policy Brief	9/22	10%
Midterm	10/6	20%
Personal Strategic Plan	11/3	10%
Book Analysis	11/17	10%
Final Exam	12/8	20%
<b>Total</b>		<b>100%</b>

\*It's 2020, all due dates are adaptable to circumstances, but they are designed to keep you in a good workflow throughout the semester.

### Grading Scale:

A: 93 – 100%	C+: 77 – 79%
A-: 90 – 92%	C: 73 – 76%
B+: 87 – 89%	C-: 70 – 72%
B: 83 – 86%	D: 60-69%
B-: 80 – 82%	F: Below 60%

**Attendance Policy:** Regular and punctual attendance is essential to both doing well and to fostering a space for learning. UNM *Pathfinder* policies apply, which in part means instructor drops based on nonattendance are possible. This class is an interactive learning class, which means that student engagement is vital to maximizing the learning experience for everyone. One great benefit of our program is that you have a chance to work with other excellent students who are doing impressive work. However, in order to benefit from this network, you have to get to know your fellow students. If you don't show up, you won't. If you show up and don't engage, you won't. I will do as much as I can to optimize opportunities for connections in our virtual classroom experience.

That said, in addition to the atypical uncertainty of 2020, I understand you have work, family and life commitments which at times conflict with our class schedule. All class sessions will be available as recordings on Learn as quickly as the recordings are finished processing. If there are technical difficulties for any reason, the recording of the class will be made available to you as soon as possible.

**Accommodation Statement:** Accommodations: In accordance with University Policy 2310 and the Americans with Disabilities Act (ADA), academic accommodations may be made for any student who notifies the instructor of the need for an accommodation. It is imperative that you take the initiative to bring such needs to the instructor's attention, as I am not legally permitted to inquire. Students who may require assistance in emergency evacuations should contact the instructor as to the most appropriate procedures to follow. Contact Accessibility Resource Center at 277-3506 for additional information.

UNM is committed to providing courses that are inclusive and accessible for all participants. As your instructor, it is my objective to facilitate an accessible classroom setting, in which students have full access and opportunity. If you are experiencing physical or academic barriers, or concerns related to mental health, physical health and/or COVID-19, please consult with me after class, via email/phone or during office hours. You are also encouraged to contact Accessibility Resource Center at [arcsrvs@unm.edu](mailto:arcsrvs@unm.edu) or by phone 277-3506.

**Academic Integrity:** The University of New Mexico believes that academic honesty is a foundation principle for personal and academic development. All University policies regarding academic honesty apply to this course. Academic dishonesty includes, but is not limited to, cheating or copying, plagiarism (claiming credit for the words or works of another from any type of source such as print, Internet or electronic database, or failing to cite the source), fabricating information or citations, facilitating acts of academic dishonesty by others, having unauthorized possession of examinations, submitting work of another person or work previously used without informing the instructor, or tampering with the academic work of other students. The University's full statement on academic honesty and the consequences for failure to comply is available in the college catalog and in the Pathfinder.

**Cell Phones and Technology:** Please use it! Our largest challenge this year: muting and unmuting! Just be mindful of your technology and how you are using it to optimize your learning and not undermining it. I am here to help you work toward your goals, whatever they are, so let me know if there are specific things I can do to support you.

**Credit Hour Statement:** This is a three credit-hour course. Class meets virtually for one 2.5 hour session of direct instruction weekly during the Fall 2020 semester. Students should expect to work approximately six hours of out-of-class work (or homework, study, assignment completion, and class preparation) each week. (Some weeks will be a little less, some a little more.)

**Email policy:** UNM policy 2540: Student Email notes that email policies may be determined by individual faculty for instructional purposes, which will be specified in the course syllabus, and must be followed by the students. For this class, all communications must be conducted either within the UNM Learn system or students' and instructor's UNM email. This is both to promote efficiency and to implement best practices in regard to digital communication, which as future health administrators will be of the utmost importance.

**Library and Tutorial Services:** UNM-Main campus provides many library services and tutorial services, including a range of services for distance students. For library services, go to

<http://www.unm.edu/libraries/> to link to a specific library or to contact a librarian. For tutorial services, go to <http://caps.unm.edu/online> to explore UNM's online services.

**Office Hours:** I have office hours set aside on Wednesdays from 4-6pm, but I prefer to do all office hours by appointment. Send me an email to set up a meeting (time, day, what the meeting is about), and we'll get something scheduled.

**Weather:** During the semester, contact the UNM hotline at 505-277-7669 to determine if classes have been cancelled. Appropriate adjustments will be made to the schedule as needed in the event of weather-related class cancellations.

**Important UNM dates:** <http://registrar.unm.edu/semester-deadline-dates/fall-2020.html#semester-deadline-dates-submenu>

**Title IX:** 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 which requires that any report of gender discrimination that 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 (<https://oeo.unm.edu>). For more information on the campus policy regarding sexual misconduct, see: <https://policy.unm.edu/university-policies/2000/2740.html>

**Citizenship and/or Immigration Status:** All students are welcome in this class regardless of citizenship, residency, or immigration status. Your professor will respect your privacy if you choose to disclose your status. As for all students in the class, family emergency-related absences are normally excused with reasonable notice to the professor, as noted in the attendance guidelines above. UNM as an institution has made a core commitment to the success of all our students, including members of our undocumented community. The Administration's welcome is found on our website: <http://undocumented.unm.edu/>.

**Support in Receiving Help and in Doing What is Right:** Students should be familiar with services and policies that can help them navigate UNM successfully. Many services exist to help you succeed academically and to find your place at UNM, see [students.unm.edu](http://students.unm.edu) or ask me for information about the right resource center or person to contact. UNM has important policies to preserve and protect the academic community, especially policies on student grievances (Faculty Handbook D175 and D176), academic dishonesty (FH D100), and respectful campus (FH CO9). These are in the Student Pathfinder (<https://pathfinder.unm.edu>) and the Faculty Handbook (<https://handbook.unm.edu>) Please ask for help in understanding and avoiding plagiarism or academic dishonesty, which can both have very serious disciplinary consequences.

**Land Acknowledgement:** (see <https://diverse.unm.edu> on appropriate use) Founded in 1889, the University of New Mexico sits on the traditional homelands of the Pueblo of Sandia. The original peoples of New Mexico Pueblo, Navajo, and Apache since time immemorial, have deep connections to the land and have made significant contributions to the broader community statewide. We honor the land itself and those who remain stewards of this land throughout the generations and also acknowledge our committed relationship to Indigenous peoples. We recognize our complicated history.

**Respect the UNM Community by Preserving Health** (mandatory language even for virtual classes)

You have the ability to prevent the spread of COVID-19 and to preserve the health of fellow students, your instructor, staff and the community by following UNM health protocols. The UNM Provost Administrative Directive on Mandatory Student Face Covering and Symptom Reporting of July 9, 2020 requires that all students on UNM-Main and UNM branch campuses wear face masks in the face-to-face classroom and on campus unless they have a specific mask accommodation (confidentially documented with the Accessibility Resource Center). UNM Provost Administrative Directive is consistent with Governor Lujan Grisham's [Public Health Emergency Order](#) as amended, and the [Public Health Order of the New Mexico Health Secretary](#). It also requires daily participation in symptom screening through covidscreen, which will be sent via UNM e-mail.

*Acceptable masks and mask wearing in class:* A two-layer mask that covers the nose and mouth and that is cleaned regularly is acceptable. A face shield is not sufficient protection. It is vital that you wear your mask correctly, covering your nose and mouth. Removing your mask for an extended period to eat or drink in class violates the Provost Administrative Directive and endangers others.

*Mask Wearing Accommodation:* Individuals with a documented disability or diagnosis may seek accommodation with the UNM Accessibility Resource Center (ARC) (<https://arc.unm.edu/>). Individuals do not need to reveal private information to an instructor. ARC will require documentation of health requirements, which will be kept confidential. The instructor will be informed only of any need for accommodation.

*Consequences of not wearing a mask properly:* Unless you have an ARC-approved accommodation, if you don't wear a mask, or if you do not wear a mask properly by covering your nose and mouth, you will be asked to leave class. If you fail to wear a mask properly on more than one occasion, you can expect to be dropped from the class. If you insist on remaining in the classroom while not wearing a mask (without an ARC-determined accommodation), class will be dismissed for the day to protect others and you will be dropped from the class immediately. Please check UNM Learn regularly for updates about our class and please check <https://bringbackthepack.unm.edu> regularly for general UNM updates.

### SCHEDULE OF ACTIVITIES

The Schedule of Activities is subject to change. Minor changes will be announced in class, major ones provided in writing.

<b>Wk</b>	<b>Date: Topic</b>	<b>Readings</b>	<b>Assessments*</b>
1	8/18: Introduction to Course	--	--
2	8/25: Role of management & policy in health administration	Readings: <ul style="list-style-type: none"> <li><input type="checkbox"/> Berwick 2008</li> <li><input type="checkbox"/> Keith 2020</li> <li><input type="checkbox"/> Chesley 2020</li> <li><input type="checkbox"/> Scott 2020 (Application of Chesley 2020)</li> <li><input type="checkbox"/> <i>Better</i> pp. 1-28</li> </ul> Podcast: <ul style="list-style-type: none"> <li><input type="checkbox"/> Jost 2020 (59 minutes)</li> </ul>	Weekly Reflection
3	9/1: Types of facilities & services	Readings: <ul style="list-style-type: none"> <li><input type="checkbox"/> Friedberg 2017</li> <li><input type="checkbox"/> Gaskin 2019 &amp;</li> <li><input type="checkbox"/> Yale 2019 (Application of Gaskin 2019)</li> <li><input type="checkbox"/> O'Laughlin 2019 &amp;</li> <li><input type="checkbox"/> Sanford 2019 (Application of O'Laughlin)</li> <li><input type="checkbox"/> Couris 2020</li> </ul> Podcast: <ul style="list-style-type: none"> <li><input type="checkbox"/> Scales 2020 (11 minutes)</li> </ul>	Weekly Reflection
4	9/8: Overview of financing	Readings: <ul style="list-style-type: none"> <li><input type="checkbox"/> Bylander 2017</li> <li><input type="checkbox"/> Mehrotra 2017</li> <li><input type="checkbox"/> Waldo 2018</li> <li><input type="checkbox"/> Cutler 2020</li> <li><input type="checkbox"/> Unruh 2020</li> <li><input type="checkbox"/> Fogel 2020</li> </ul> Podcast: <ul style="list-style-type: none"> <li><input type="checkbox"/> Weil 2019 (4 minutes)</li> <li><input type="checkbox"/> Health Affairs 2019 (3 minutes)</li> </ul>	Weekly Reflection <b>Article Extract Due</b>

5	9/15: Quality of care	<p>Readings:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Pitocco et al. 2020</li> <li><input type="checkbox"/> Halverson 2020 (Application of Pitocco et al 2020)</li> </ul> <p>Podcast:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Agrawal 2020 (87 minutes)</li> </ul>	Weekly Reflection
6	9/22: Workplace safety; Institutional food services	<p>Readings:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Moses 2019</li> <li><input type="checkbox"/> Gaffney 2020</li> <li><input type="checkbox"/> McGhan et al 2020</li> <li><input type="checkbox"/> Tsang 2020 (Application of McGhan)</li> </ul> <p>Podcast:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Grinberg 2018 (13 minutes)</li> </ul>	Weekly Reflection <b>Policy Brief Due</b>
7	9/29: Health Care Technology; Compliance plans	<p>Readings:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Buntin 2010</li> <li><input type="checkbox"/> Heisey-Grove, 2016</li> <li><input type="checkbox"/> Po 2019</li> <li><input type="checkbox"/> Comer 2019 (Application of Po 2019)</li> <li><input type="checkbox"/> Sundar 2020</li> <li><input type="checkbox"/> Tandoh 2020</li> </ul> <p>Podcasts:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Weil 2018 (4 minutes)</li> <li><input type="checkbox"/> ASHRM Podcast (14 minutes)</li> </ul>	Weekly Reflection
8	10/6: Mid-term Exam	--	<b>Midterm Exam due 10/12 end of day</b>
9	10/13: Strategic planning	<p>Readings:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Hwang &amp; Christensen 2008</li> <li><input type="checkbox"/> Becker Hospital Review</li> <li><input type="checkbox"/> ASCO Strategic Planning</li> <li><input type="checkbox"/> Betancourt 2020</li> <li><input type="checkbox"/> Parrill 2020</li> <li><input type="checkbox"/> Sanatham 2020</li> <li><input type="checkbox"/> Braga 2019</li> </ul>	Weekly Reflection

10	10/20: Risk Management & Crisis Management	<p>Readings:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Fink 2013</li> <li><input type="checkbox"/> Thompson and Van Gorder 2007</li> <li><input type="checkbox"/> Ford 2020 (Reflection on Thompson 2007)</li> <li><input type="checkbox"/> Navarro 2020</li> </ul> <p>Podcasts:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> ASHRM 1 (Risk Manager’s Journey, 20 min.)</li> <li><input type="checkbox"/> ASHRM 2 (“Good Catch” stories, 9 min.)</li> <li><input type="checkbox"/> Weil 2020 (34 minutes)</li> </ul>	Weekly Reflection
11	10/27: Performance evaluation, audits, & inspections	<p>Readings:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Sullivan 2016</li> <li><input type="checkbox"/> Halpern 2020 (Metrics to Evaluate Cancer Center Leadership)</li> <li><input type="checkbox"/> Henson 2020 (Application of Halpern)</li> <li><input type="checkbox"/> Johnson 2020 (Talent Development)</li> <li><input type="checkbox"/> Lown et al 2019</li> <li><input type="checkbox"/> Campbell 2019 (Application of Lown)</li> </ul> <p>Podcast:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Schattner 2017 (24 minutes)</li> </ul>	Weekly Reflection
12	11/3: NO CLASS	No new material	<b>Personal Strategic Plan Due</b>
13	11/10: Legal & ethical Issues; Health Care Marketing	<p>Readings:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Lagisetty 2017</li> <li><input type="checkbox"/> Ortiz 2019</li> <li><input type="checkbox"/> Kling 2020</li> </ul> <p>Podcasts:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Blood 2020 (15 minutes)</li> <li><input type="checkbox"/> Emanuel 2019 (3 minutes)</li> </ul>	Weekly Reflection
14	11/17: Book Discussions	Finish Book of Your Choice	<b>Book Analysis Due</b>
15	11/24: Film Viewing & Reflection	View Film	Weekly Reflection (As a discussion Board this time)

16	12/1: Final Exam Review/Recap of Class  Final Exam: Due 12/8 by 11:59pm	No new material	<b>Final Exam due 12/8 by end of day</b>
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\*Unless otherwise posted, assessments are due BEFORE class on the given day.