

# Health Systems Management (CMH 734)

## I. BASIC COURSE INFORMATION

Richard J. Schuster, M.D., M.M.M., Associate Professor of Community Health and Internal Medicine/ Associate Professor of Management, is the course instructor. In addition, faculty from various clinical departments within the Boonshoft School of Medicine will be utilized to teach various topics.

Course Material Required: Reading packet. See bibliography

## II. COURSE DESCRIPTION

This course will introduce the student to an understanding of health systems as an overriding mechanism of health care delivery. Health economics as well as a population-based approach to health care will be emphasized. The course will address the questions how health systems work, how to maintain professionalism while attending to the business side of medicine, and health care professionals can assure that the system provides quality care within existing financial constraints. Strategic assessment, macroeconomics, principles of capitation and risk, budgeting and finance, and principles of quality will be presented.

## III. COURSE OBJECTIVES:

- By the end of this course, students will be expected to
- a. Identify and expand leadership skills and styles
  - b. Demonstrate knowledge of health economics, policy, and quality
  - c. Use approaches to health care that are population based
  - d. Demonstrate understanding of health systems and the organization of health care

## IV. PREREQUISITES:

Participation in this course requires acceptance in the Certificate in Health Care Management, dual MD/MBA – MD/MPH, or Master of Public Health programs, or with the permission of the instructor.

## V. MODE OF INSTRUCTION

Class is a seminar format with reading assignments required to be prepared prior to

class. Class discussion among students is required and will be promoted by the instructor. Some assignments and class discussion will also incorporate web-based instruction.

## VI. COURSE OUTLINE

See attached course schedule

## VII. GRADING

	<u>Points</u>
Major Project	60
Study Problem 1	15
Study Problem 2	15
Class Participation	<u>10</u>
Total Points	100

Letter grades:

A	90 – 100%
B	80 – 89.9%
C	70 – 79.9%
D	60 – 69.9%
F	59.9 % or lower

This course follows the Wright State University Code of Conduct:  
<http://www.wright.edu/students/judicial/conduct.html>

### **Ethics**

#### **Required**

- American Academy of Pediatrics, Committee on Bioethics. Ethics and the Care of Critically Ill Infants and Children (RE9624). *Pediatrics*, 98:1 (July 1996), 149-152.
- American Academy of Pediatrics, Committee on Bioethics. Guidelines on Forgoing Life-Sustaining Medical Treatment (RE9406). *Pediatrics*, 93:3 (March 1994), 532-536.
- American Academy of Pediatrics, Committee on Bioethics and Committee on Hospital Care. Palliative Care for Children (RE0007). *Pediatrics*, 106:2 (August 2000), 351-357.
- Ethics Manual, 5<sup>th</sup> Edition. The Ethics of Practice. The Physician and Society. *Annals of Internal Medicine*, 142 (2005), 570-574.
- Hall, Mark A., JD, Robert A. Berenson, MD. Ethical Practice in Managed Care: A Dose of Realism. *Annals of Internal Medicine*, 128:5 (1 March 1998), 395-402.

### **Evidence-based Medicine**

#### **Required**

- Eby, David M. Evidence-Based Medicine: A Unified Approach. *Health Affairs*, 24:1 (January/February 2005), 9-17.
- Gray, J. A. Muir. Evidence-based, locally owned, patient-centered guideline development. *British Journal of Surgery*, 84 (1997), 1636-1637.
- Prologue. Evidence-Based Medicine: History and Context. *Health Affairs*, 24:1 (January-February 2005), 8.

#### **Recommended**

- Margolis, Carmi Z. & Cretin, Shan (eds.). Implementing clinical guidelines. Chicago: AHA Press, 1999.
- Sackett, David L., Straus, Sharon, Richardson, W. Scott, Rosenberg, William, & Haynes, R. Brian. Evidence-based Medicine: How to practice and teach EBM (book w/ CD-Rom). Wolfe Pub. Ltd. (2<sup>nd</sup> ed.), February 15, 2000.
- Guyatt, Gordon, & Rennie, Drummond. User's Guide to the Medical Literature: Essentials of evidence-based clinical practice. American Medical Association (book w/ CD-Rom), January 2002.

### **Health Care Organizations**

#### **Required**

- Ellwood, Paul M., Jr., MD. Does Managed Care Need to Be Replaced? *The Physician Executive*, (January-February 2002), 26-31.
- Fuchs, Victor R., PhD. What's Ahead for Health Insurance in the United States? *New England Journal of Medicine*, 346:23 (June 6, 2002), 1822-1824.
- Relman, Arnold S. The Health of Nations. *The New Republic*, (March 7, 2005), 23-30.

## **Health Care Organizations (Cont'd)**

### Recommended

- Dudley, R. Adams, MD, MBA; Harold S. Luft, PhD. Health Policy 2001: Managed Care in Transition. *New England Journal of Medicine*, 344:14 (April 5, 2001), 1087-1091.
- Nolan, Thomas W. Understanding Medical Systems. *Annals of Internal Medicine*, 128:4 (15 February 1998), 293-298.
- Committee on Quality of Health Care in America, Institute of Medicine. Crossing the Quality Chasm: A New Health System for the 21<sup>st</sup> Century, pp. 1-23. Washington: National Academy Press, 2001. **(Textbook Provided)**

## **Leadership**

### Required

- Goleman, Daniel. "Leadership that Gets Results," *Harvard Business Review*, March – April 2000, 78-90.
- Kotter, John. "What Leaders Really Do," *Harvard Business Review*, 79:12 (Dec 2001).
- Reinertsen, James L. Physicians as Leaders in the Improvement of Health Care Systems. *Annals of Internal Medicine*, 128:10 (15 May 1998), 833-838.

### Recommended

- Berwick, Donald M., Thomas W. Nolan. Physicians as Leaders in Improving Health Care: A New Series in *Annals of Internal Medicine*. *Annals of Internal Medicine*, 128:4 (15 February 1998), 289-292.

## **Preventive Medicine**

### Required

- Berg AO and Allan JD. Introducing the Third U.S. Preventive Services Task Force. *American Journal of Preventive Medicine*, 2001;20(3S): 3-4.
- Harris RP, Helfand M, Woolf SH, Lohr KN, Mulrow CD, Teutsch SM, Atkins D, for the Methods Word Group, third U.S. Preventive Services Task Force. Current methods of the U.S. Preventive Services Task Force: a review of the process. *American Journal of Preventive Medicine*, 2001;20(3S):21-35
- Sheridan SL, Harris RP, Woolf SH, for the Shared Decisionmaking Workgroup, Third U.S. Preventive Services Task Force. Current methods of the U.S. Preventive Services Task Force: a review of the process. *American Journal of Preventive Medicine*, 2004;26(1):56-66.
- Pincus, Theodore, MD, Robert Esther, MD, Darren A. DeWalt, MD, Leigh F. Callahan, PhD. Social Conditions and Self-Management Are More Powerful Determinants of Health Than Access to Care. *Annals of Internal Medicine*, 129:5 (1 September 1998), 406-411.
- U.S. Preventive Services Task Force. Overview and Methodology. Guide to Clinical Preventive Services, 2nd edition. Baltimore: Williams & Wilkins; 1996: XV-LV. **(In Notebook)**

### Recommended

- Committee on Quality of Health Care in America, Institute of Medicine. Crossing the Quality Chasm: A New Health System for the 21<sup>st</sup> Century, pp. 1-23. Washington: National Academy Press, 2001. **(Textbook Provided)**

## **Public Policy**

### **Required**

Lamm, Richard D. Doctors Have Patients, Governors Have Citizens. *Health Affairs*, 19:5 (Sept-Oct 2000), 173-180.

Starr, Paul. The Social Transformation of American Medicine. New York: Basic Books, 1982. **(Textbook Provided)**

### **Recommended**

Weissert, Carol S. and William G. Weissert. Governing Health: The Politics of Health Policy, 2<sup>nd</sup> ed. Baltimore and London: The Johns Hopkins University Press, 2002. **(Textbook Provided)**

## **Quality**

### **Required**

Berwick, D.M., A. Enthoven, J.P. Bunker. Quality management in the NHS: the doctor's role – II. *BMJ*, 1992; 304:304-308. **(In Notebook)**

Berwick, Donald M. Developing and Testing Changes in Delivery of Care. *Annals of Internal Medicine*, 128:8 (15 April 1998), 651-656.

Bodenheimer, Thomas, Edward H. Wagner, Kevin Grumbach. Improving Primary Care for Patients With Chronic Illness. *JAMA*, 288:14 (October 9, 2002), 1775-79.

Committee on Quality of Health Care in America, Institute of Medicine. Crossing the Quality Chasm: A New Health System for the 21<sup>st</sup> Century, pp. 1-23. Washington: National Academy Press, 2001. **(Textbook Provided)**

Fronstin, Paul and Sara R. Collins. Early Experience with High-Deductible and Consumer-Driven Health Plans: Finding from the EBRI/Commonwealth Fund Consumerism I Health Care Survey. ERBI Issue Brief No. 288 (December 2005). (Page 1 only) Link: [http://www.ebri.org/pdf/briefspdf/EBRI\\_IB\\_12-2005.pdf](http://www.ebri.org/pdf/briefspdf/EBRI_IB_12-2005.pdf)

Kleinke, J.D. Oxymorons: They Myth of a U.S. Health Care System. San Francisco: Jossey-Bass, 2001. **(Textbook Provided)**

Nelson, Eugene C., Mark E. Splaine, Paul B. Batalden, Stephen K. Plume. Building Measurement and Data Collection into Medical Practice. *Annals of Internal Medicine*, 128:6 (15 March 1998), 460-466.

Relman, Arnold S. The Health of Nations: Medicine and the free market. *The New Republic* (March 7, 2005), 23-30.

Shortell, Stephen M., Robin R. Gillies, David A. Anderson, Karen Morgan Erickson, John B. Mitchell. Remaking Health Care in America: The Evolution of Organized Delivery Systems, 2<sup>nd</sup> ed. San Francisco: Jossey-Bass, 2000. **(Textbook Provided)**

Starr, Paul. The Social Transformation of American Medicine. New York: Basic Books, 1982. **(Textbook Provided)**

Wennberg, David E. Variation in the Delivery of Health Care: The Stakes Are High. *Annals of Internal Medicine*, 128:10 (15 May 1998), 866-868.

### **Recommended**

Geehr, Edward C., Joan Pine, eds. Increasing Physician Involvement in Quality Improvement Programs. Tampa: ACPE, 1995; 37-45. **(In Notebook)**

Jencks, Stephen F., Timothy Cuerdon, Dale R. Burwen, Barbara Fleming, Peter M. Houck, Annette E. Kussmaul, David S. Nilasena, Diana L. Ordin, David R. Arday. Quality of Medical Care Delivered to Medicare Beneficiaries: A Profile at State and National Levels. Link: <http://jama.ama-assn.org/issues/v284n13/rfull/joc01200.html>

## **Utilization Management**

### **Required**

- Carter, Christie L. Health care experts debate the pay-for-performance concept. *Alliance*, October 2004, 6-9. **(In Notebook)**
- Davis, Karen et al. Time for Change: The Hidden Cost of a Fragmented Health Insurance System. *The Commonwealth Fund*. March 10, 2003. Available on Internet at: [http://www.cmwf.org/publications/publications\\_show.htm?doc\\_id=221616](http://www.cmwf.org/publications/publications_show.htm?doc_id=221616)
- Davis, Karen et al. Mirror, Mirror on the Wall: Looking at the Quality of American Health Care Through the Patient's Lens. *The Commonwealth Fund*. January 2004. Available on Internet at: [http://www.cmwf.org/publications/publications\\_show.htm?doc\\_id=221458](http://www.cmwf.org/publications/publications_show.htm?doc_id=221458)
- Leatherman S., Berwick D., Iles D., Lewin L., Davidoff F., Nolan T., and Bisognano M. The Business Case for Quality: Case Studies and an Analysis. *Health Affairs*, 22(2) (2003), 17-30. **(In Notebook)**
- Luft, Harold S. (Editorial). Measuring Quality in Modern Managed Care. *HSR: Health Services Research*, 38-6, Part 1 (December 2003), 1373-1379. **(In Notebook)**
- Luft, Harold S. (Editorial). Special Issues, Special Sections – Special Consideration? Measuring Quality in Modern Managed Care. *HSR: Health Services Research*, 38-6, Part 1 (December 2003), 1379-1383. **(In Notebook)**
- Robinson, James C., and Yegian, Jill M. Medical Management After Managed Care. *Health Affairs* (Web Exclusive) May 19, 2004, W4 269-W4 280.

## **Textbooks Provided**

### **Health Care Quality**

Committee on Quality of Health Care in America, Institute of Medicine. Crossing the Quality Chasm: A New Health System for the 21<sup>st</sup> Century, pp. 1-23. Washington: National Academy Press, 2001.

### **Orientation to Health Care Organizations**

- Kleinke, J.D. Oxymorons: They Myth of a U.S. Health Care System. San Francisco: Jossey-Bass, 2001.
- Shortell, Stephen M., Robin R. Gillies, David A. Anderson, Karen Morgan Erickson, John B. Mitchell. Remaking Health Care in America: The Evolution of Organized Delivery Systems, 2<sup>nd</sup> ed. San Francisco: Jossey-Bass, 2000.

### **Orientation to Health Care Organizations & Public Policy**

Starr, Paul. The Social Transformation of American Medicine. New York: Basic Books, 1982.

### **Public Policy**

Weissert, Carol S. and William G. Weissert. Governing Health: The Politics of Health Policy, 2<sup>nd</sup> ed. Baltimore and London: The Johns Hopkins University Press, 2002.

**Schedule – One evening a week; 6-8:30 PM at Miami Valley Research Park in Kettering**

(Lecture topics may not appear in the order below; guest faculty are scheduled upon their availability)

<b>Date</b>	<b>Class Topic &amp; Instructor</b>
Week 1	Intro & Organizational Dynamics of Health Care
<b>On Your Own</b>	<b>Physician Hospital Organizational Relationships (CD)</b>
Week 2	Orientation to Health Care Organizations
Week 3	Ethics of Population-Based / Managed Care
Week 4	Quality in Health Care
<b>Study Problem #1</b>	<b><u>Week 4</u></b> – 1st Study Problem Due
Week 5	Preventive Medicine
Week 6	Health Law
Week 7	Clinical Performance / Utilization Management
Week 8	Leadership Principles and Styles
<b>Study Problem #2</b>	<b><u>Week 8</u></b> – 2nd Study Problem Due
Week 9	Managed Care as Applied Epidemiology
Week 10	Evidence-Based Medicine / Practice Guidelines
Week 11	Health Care Public Policy
<b>Final Paper</b>	<b><u>Week 11</u></b> – Final Paper Due