

Health Care Management 203: Clinical Issues in Health Care Management—Doctors, Patients, and Managers in Modern Society

Spring, 2006

M, W; 3-4:20 PM

Jon M. Huntsman Hall 245

Objectives:

1. To examine the changing provider-patient-manager relationship
2. To explore how contemporary forces in health care influence its organization, delivery, and financing.

Prerequisites: None.

This course presents an overview of how social and economic forces are changing how patients, providers and health care managers interact. Although this course is likely to appeal to students who plan careers as health care providers or managers, it is intended also for students with a broad range of interests, as all of us will at some point be patients, and approximately one seventh of the US economy is devoted to health care. This course complements other Health Care Management courses that take a societal perspective by focusing on the individuals—patients, providers, and managers—who participate in the rapidly changing health care enterprise.

Students who have taken courses in Health Care Systems, Health Law, and/or Health Economics will be able to extend their understanding of health care by examining the interface among patients, providers, and management. However, the course is also appropriate for students from across the university who have not previously studied these issues and who want to know more about the people who control so much of the US economy.

The course will mix lecture and discussion and rely heavily on visiting speakers.

- First, we will examine the current health care marketplace, including the ascendancy and evolution of managed care, and its possible future. These issues will be explored from multiple perspectives, including physicians, non-physician providers, and health care managers on provider and payer sides.
- Second, we will explore the evaluation of medical technology, the relationships between the costs of technology and the benefits it provides, and the uses and limitations of economic analysis to answer vexing questions of ethics, resource allocation, and rationing.
- Third, we will explore some critical issues in the organization and management of health care, including legal issues, marketing and the measurement and improvement of medical quality.
- Fourth, we will examine how patients, providers, and managers are influenced by a variety of social phenomena, including the politics of health care, disease definition, genetics, and privacy.
- We will conclude with some speculations about the future, and the potential impact of these forces on the stakeholders in the health care enterprise.

Instructor: David A. Asch, M.D., M.B.A. Office hours Tuesdays 3:30-4:30 and by appointment: 215/756-2705. Colonial Penn Center Room 210.

Teaching Assistants: Available by e-mail, telephone, or in person at hours indicated in Colonial Penn Center ground floor.

Ray Tsai, MD raytsai@wharton.upenn.edu 703/725-5791. Thursdays 1:30-3 pm

Christian Dankers dankersc@wharton.upenn.edu 267/879-9493. Tuesdays 12-1 pm

Grading and Requirements

The final grade will depend on performance on the midterm exercise (30%), final exercise (30%), class participation (15%), and a brief paper/presentation (25%).

“Midterm” and “Final” (30% each). These are not traditional examinations, but instead are take-home exercises based on the concepts of the material in each half of the course. The final will not be cumulative—although some basic concepts of the first half of the course will probably be relevant. A session of the course will be devoted to discussing responses to the midterm and final.

Class Participation (15%). Class participation adds greatly to the quality of the course. Students should bring name tents to class and should plan on being active participants.

Paper/Presentation (25%). By the beginning of the second half of the course, students should align themselves into groups of no more than 4 to produce a short (e.g., 10 minute) presentation or a brief (e.g., less than 10 page) paper on a topic to be arranged in advance with the instructor or teaching assistant. The goal of these papers/presentations is to move from the material presented in the course and to speculate on some *future* aspect of health care from a stakeholder perspective. For example, a group may want to speculate on changing stakeholder dynamics in an age of e-commerce. Because this assignment is forward looking, papers and presentations need not be heavily referenced, but should communicate a group’s thoughtfulness about a topic and should be designed to educate the class. **The last two sessions of the course are devoted to these presentations. Given course size, it may not be possible to have every group present, and so we’ll make some sort of decision about what groups produce papers and what groups give presentations. Topics and groups should be approved by Monday, March 27th.**

Materials and Resources

Text. Thomas S. Bodenheimer and Kevin Grumbach. *Understanding Health Policy. A Clinical Approach.* Fourth Edition. 2005. Appleton and Lange. (available at the bookstore or amazon.com)

Other readings. Many of the readings assigned in this course represent important material that will **not** be covered in lectures and discussions (but might show up on the midterm and final exercises). For some lectures, what looks like a considerable amount of reading is assigned. Don’t be alarmed. I have marked critical readings with an asterisk (*). Other readings should be skimmed, and are included for additional interest. In general, articles will be posted at the webcafe, as discussed below.

Webcafe. We have established a WebCafe room for this course. This will serve as our primary communication channel. The URL for the webcafe is: <https://webcafe.wharton.upenn.edu/eRoom/hcmg/203-sp06-1>. You can log on using your usual Wharton username and password. Registered students will automatically have access. If you are not a Wharton student, you can get an account online at: <http://accounts.wharton.upenn.edu>. In case of any problems, you can apply in person at F35 JMHH, which is the Wharton computer consulting office. If you have questions about using webCafe, contact the webCafe Team at: webcafe@wharton.upenn.edu.

Quality Circle

Approximately 4-6 students (preferably some each from SAS, Wharton, Nursing, SEAS) should volunteer to participate in a quality circle to meet with the instructor and TA approximately twice to suggest ways of improving the course.

Guest Lecturers

- **Michael Cirigliano, M.D.** – Associate Professor of Medicine
- **Michael Dandorff,** - Senior Vice President, UPHS
- **Eileen Sullivan-Marx, Ph.D.** – Associate Professor of Nursing
- **J. Sanford Schwartz, M.D.** – Professor of Medicine
- **Shivan Mehta**– M.D./M.B.A. student

- **Mary Ellen Nepps, J.D.** – Senior Counsel, UPHS
- **William Ferniany, Ph.D.** – Senior Vice President, Administrative and Network Services, University of Pennsylvania Health System
- **Lawrence Lee, M.D., M.B.A.** – Director of Operational and Business Analysis, Dept. of Internal Medicine, Mayo Clinic
- **Russ Molloy, J.D.** – Vice President for Government Relations, Meridian Health System
- **Marc L. Berger, M.D.** – Vice President, Merck and Company
- **Michael Breslow, M.D.** – Executive Vice President, R&D, VISICU
- **Katrina Armstrong, M.D., M.S.C.E.** – Associate Professor of Medicine
- **Pamela Sankar, Ph.D.** – Assistant Professor of Medical Ethics

Schedule of Lectures, Readings (Readings with an asterisk (*) are critical. Others can be skimmed)

9-Jan-06 Asch Introduction

11-Jan-06 Asch The Health Care Marketplace

- *Eisenberg J. Doctors' Decisions and the Cost of Medical Care Health Administration Press Perspectives "Variation in Medical Decision Making" (Chapter 1)
- *Ibid. "The Physician as Guarantor of Social Good" (Chapter 4)
- *Ibid. "Changing Physicians' Practice Patterns: Why Should We Care?" (Chapter 9)

16-Jan-06 Martin Luther King Day (NO CLASS)

18-Jan-06 Asch Paying for Health Care: Making Sense of the Alphabet Soup

23-Jan-06

- *Bodenheimer & Grumbach (B&G) Chapters 1, 2, 4, 5, 9, 16.
- *Freudenheim M. Big HMO to Give Decisions on Care Back to Doctors. The New York Times, November 9, 1999.

25-Jan-06 Dandorff Health System Contracting

- *Dudley RA, Luft HS. Managed care in transition. N Engl J Med. 2001;344:1087-91.
- *Markel H. Multiple missions put teaching hospitals at risk. The New York Times. February 3, 2004.

30-Jan-06 Cirigliano Physicians and Patients

- *Bodenheimer & Grumbach (B&G) Chapter 17.
- *George L. Mourning the loss of a very special physician. Philadelphia Inquirer. November 2, 1999.
- *Zuger A. Dissatisfaction with medical practice. N Engl J Med. 2004;350:69-75.
- Gawande A. Whose Body is it, Anyway? The New Yorker October 4, 1999: 84-91.
- *Trillin AS. Betting Your Life. The New Yorker. January 29, 2001: 38-41.
- *Steinhauer J. When Doctors Feel Disposable. The New York Times. July 15, 2001. Business Section p. 11.
- Treaster J. Aetna Agreement With Doctors Envisions Altered Managed Care. The New York Times. May 23, 2003.

01-Feb-06 Asch What's New?

- *Bodenheimer & Grumbach (B&G) Chapter 9. (review again)
- Andrews M. A Doctor's Bonus Could Also Help the Patients. New York Times. Feb. 16, 2003.
- *Feldman A. Carbonara P. Are You Ready to Own Your Health Care. Money. Nov. 2004: 135-140.

06-Feb-06 Sullivan-Marx Nurse Practitioners

- *Cooper R, Laud P, Dietrich C. Current and Projected Workforce of Nonphysician Clinicians. JAMA 1998; 280: 788-94.
- *Fairman J. Delegated by default or negotiated by need? Physicians, nurse practitioners, and the process of clinical thinking. Medical Humanities Review. 1999;13(1): 38-58.
- *Bodenheimer & Grumbach (B&G) Pages 179-181.
- Aiken, L. H. (2003). Workforce policy perspectives on advance practice nursing. In M. Mezey, D. O. McGivern, & E. M. Sullivan-Marx (eds.) *Nurse Practitioners*. New York: Springer.

08-Feb-06 Asch Resident Physicians

- *Asch DA, Parker RM. The Libby Zion case: One step forward or two steps backward? N Engl J Med. 1988; 318:771-5.
- *Gawande A. The Learning Curve. The New Yorker January 28, 2002; 52-61.
- *Steinbrook R. The Debate Over Residents' Work Hours. N Engl J Med. 2002; 347:1296-1302.
- Gaba DM, Howard SK. Fatigue Among Clinicians and the Safety of Patients. N Engl J Med. 2002; 347:1249-1255.

13-Feb-06 Mehta Physician Workforce

- *Weeks W, Wallace A, et. al. A Comparison of the Educational Costs and Incomes of Physicians and Other Professionals. N Engl J Med 1994; 330: 1280-86.
- *Blumenthal D. New steam from an old cauldron--The physician-supply debate. N Engl J Med. 2004;350:1780-7
- *Gawande A. Piecework. The New Yorker. April 4, 2005.
- *Bodenheimer & Grumbach (B&G) pp 176-178.

15-Feb-06 Schwartz Diffusion and Adoption of Technology

- *Kolata G. Lung cancer test is much in demand, but benefit is murky. The New York Times. June 21, 2000

20-Feb-06 Asch Technology Assessment I: Principles

- *Eisenberg J. Clinical Economics: A Guide to the Economic Analysis of Clinical Practices. JAMA 1989; 262: 2879-86.
- *Bodenheimer & Grumbach (B&G) Chapter 8.
- *Groopman J. A Knife in the Back: Is Surgery the Best Approach to Chronic Back Pain? Annals of Medicine. April 8, 2002; 66-73.

*Case: Bedrock: Read and prepare your thoughts for a discussion of this case in class 2/22/06 (to be handed out).

22-Feb-06 Asch Technology Assessment II: Limitations

- *Bodenheimer & Grumbach (B&G) Chapter 13.
- *Eddy D. The Individual vs. Society. JAMA 1991; 265: 1446-50.
- *Eddy D. Cost-effectiveness Analysis: A Conversation With My Father. JAMA 1992; 267: 1669-75.
- *Deyo R, Psaty B, et al. The Messenger Under Attack -- Intimidation of Researchers by Special-Interest Groups. N Engl J Med 1997; 336, 1176-79.
- Ubel P, DeKay M, Baron J, Asch D. Cost-Effectiveness Analysis in a Setting of Budget Constraints. N Engl J Med 1996; 334: 1174-77.

*Case: Bedrock: Read and prepare your thoughts for a discussion of this case in class.

27-Feb-06 Asch Individuals vs. Populations

- *Asch D, Hershey J. Why Some Health Policies Don't Make Sense at the Bedside. Annals of Internal Medicine 1995; 122: 846-50.
- Ubel P, DeKay M, Baron J, Asch D. Cost-Effectiveness Analysis in a Setting of Budget Constraints. N Engl J Med 1996; 334: 1174-77.
- *Rose G. Sick Individuals and Sick Populations. International Journal of Epidemiology 1985; 14: 32-38.

Midterm Distributed in Class for Completion at "Home"

01-Mar-06 Asch Midterm Due at START of class, Discussion of Midterm (In Class)

Spring Break

13-Mar-06 Lee What is 'Quality' Health Care, Anyway?
15 Mar-06

- *Bodenheimer & Grumbach (B&G) Chapter 12.
- *Richardson, W. C., D. M. Berwick, et al. (1999). To err is human: building a safer health system [Report Brief], November, Institute of Medicine
- *Altman, D. E., C. Clancy, et al. (2004). Improving patient safety - five years after the IOM report. N Engl J Med 351(20): 2041-2043.
- *McGlynn, E. A., S. M. Asch, et al. (2003). "The quality of health care delivered to adults in the United States." N Engl J Med 348(26): 2635-2645.
- Bates, D. W. and A. A. Gawande (2003). Improving safety with information technology. N Engl J Med 348(25): 2526-2534.
- *Lee, T. H., G. S. Meyer, et al. (2004). A middle ground on public accountability. N Engl J Med 350(23): 2409-2412.
- *Epstein, A. M., T. H. Lee, et al. (2004). Paying physicians for high-quality care. N Engl J Med 350(4): 406-410.
- *Wysocki Jr., B. (2004). To fix health care, hospitals take tips from factory floor. The Wall Street Journal. Pittsburgh, PA: A1.
- *Gawande A. The Bell Curve. The New Yorker. Dec. 6, 2004: 82-91.
- *Lowenstein R. The quality cure. The New York Times, March 13, 2005.
- *Werner RM, Asch DA. The unintended consequences of publicly reporting quality information. JAMA 2005;293:1239-44.

20-Mar-06 Molloy Health Care Politics

- *Kleinke JD. The Price of Progress: Prescription Drugs in The Health Care Market. Health Affairs. 2001;20:42-60.
- *Druss BG, Marcus S, Olfson M, Tanielian T, Elinson L, Pincus HA. Comparing the National Economic Burden of Five Chronic Conditions. Health Affairs. 2001;21:233-41.

22-Mar-06 Ferniany Marketing Providers and Institutions

- *Hagland, M. Focused Factories: Giving consumers what they want. Healthcare Forum Journal 1997: 23-26.
- *Reichheld, Frederick. Learning from Customer Defections: Harvard Business Review 1996: 56-69.
- *Beckham J. Branding. Healthcare Forum Journal 1996: 51-55.

27-Mar-06 Nepps Legal Issues

- *Mariner WK. What recourse?—Liability for managed-care decisions and the Employee Retirement Income Security Act. N Engl J Med. 2000;343:592-6
- Grosso S. Rethinking Malpractice Liability and ERISA Preemption in the Age of Managed Care. Stanford Law and Policy Review 1998; 433: 1-45.
- *Pegram v. Herdrich.
- *Burke SL. Suing HMOs: State Your Case. Legal Times. July 31, 2000.
- *Basile Pappas and Theodora Pappas v. David S. Asbel
- *Aetna v Davila
- Zimmerman, Rachel, Doctors' New Tool to Fight Lawsuits: Saying "I'm sorry", The Wall Street Journal, May 18, 2004.

Topics and groups for end-of-term class presentations/papers should be approved by this date.

29-Mar-06 Berger Pharmaceuticals

- Berndt, E. The US Pharmaceutical Industry: Why major growth in times of cost containment? Health Affairs, 2001 Mar-Apr 20(20): 100-14.
- Cutler DM, McClellan M, Is technologic change in medicine worth it? Health Affairs, 2001 Sept-Oct 20(5):11-29.
- Lichtenberg FR, Are the benefits of newer drugs worth their cost? Evidence from the 1996 MEPS. Health Affairs, 2001 Sept-Oct 20(5): 241-51.
- Frank RG. Prescription drug prices. N Engl J Med. 2004;351:1375-7.
- *Woloshin S, Schwartz LM, Tremmel J, Welch HG, Direct-to-consumer advertisements for prescription drugs: What are Americans being sold? Lancet, 2001 358:1141-46.
- *Gladwell M. High Prices. The New Yorker. Oct. 25, 2004: 86-90.

3-Apr-06 Breslow Entrepreneurialism

5-Apr-06 Sankar Privacy

- *Brown, K. Descriptive and Normative Ethics: Class, Context and Confidentiality for Mothers with HIV. Social Sciences Medicine 1993, 36. 193-202.
- *Etzioni A. The Limits of Privacy in “Medical Records: Big Brothers Versus Big Bucks” (Chapter 5)

10-Apr-06 Armstrong Clinical and Policy Issues in Genetics

- *Collins F. Shattuck Lecture – Medical and Societal Consequences of the Human Genome Project. N Engl J Med 1999; 341: 28-37.
- *Groopman J. Decoding Destiny. Annals of Medicine: The New Yorker 1998: 42-7.
- *Watson J. Crick F. Molecular Structure of Nucleic Acids. Nature, April 23, 1953
- Guttman A. Collins F. Genomic Medicine – A Primer. N Engl J Med. 2002;347:1512-20.

Final Distributed in Class for Completion at “Home”

12-Apr-06 Asch Final Due at START of class, Discussion of Final (In Class)
Passover begins at sundown

17-Apr-06 Asch Student Presentations/Miscellaneous (In Class)

19-Apr-06 Asch Student Presentations/Miscellaneous (In Class)