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The Wharton School - University of Pennsylvania

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

Spring, 2009

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, contemporary clinical challenges such as contagion or genetics, privacy, and medical entrepreneurialism.
- We will conclude with some speculations about the future, and the potential impact of these forces on the stakeholders in the health care enterprise.

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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 8 page) paper on a topic to be arranged in advance with the instructor or teaching assistants. 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 Wednesday, March 25th**

Materials and Resources

Text. Thomas S. Bodenheimer and Kevin Grumbach. *Understanding Health Policy. A Clinical Approach.* Fifth Edition. 2009. 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-sp07-1> 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
- **Julie Fairman, PhD, RN, FAAN** – Associate Professor of Nursing
- **J. Sanford Schwartz, M.D.** – Professor of Medicine
- **Mary Ellen Nepps, J.D.** – Senior Counsel, UPHS
- **Lawrence Lee, M.D., M.B.A.** – Associate Medical Director, Health Partners

- **Russ Molloy, J.D.** – Vice President for Government Relations, Meridian Health System
- **Richard Murray, M.D.** –Merck and Company
- **Suzanne Sawyer** – Chief Marketing Officer, UPHS
- **Michael Breslow, M.D.** – Executive Vice President, R&D, VISICU
- **Pamela Sankar, Ph.D.** – Associate Professor of Medical Ethics
- **Robert A. Aronowitz, M.D.** – Associate Professor of History and Sociology of Science
- **Joshua P. Metlay, M.D., Ph.D.** – Associate Professor of Medicine and Epidemiology

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

14-Jan-09 Asch Introduction

- *Berenson A. Incentives limit any savings in treating cancer. The New York Times. June 12, 2007.
- *Pearl R. Medicare links doctors' pay to practices. The New York Times. December 12, 2006.
- *Kolata G. Questions grow over usefulness of some routine cancer tests. The New York Times. December 30, 2001.
- Paying doctors for better care. The New York Times. December 26, 2006.
- American College of Physicians. Achieving a high performance health system with universal access: What the United States can learn from other countries. Ann Intern Med. 2008;145:55-75. [A very recent article that presents a nice overview of a large number of health care system issues and possible policy responses.]

19-Jan-09 Martin Luther King, Jr. Day (NO CLASS)

21-Jan-09 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)
- * Eisenberg J. "The Physician as Guarantor of Social Good" (Chapter 4)
- * Eisenberg J. "Changing Physicians' Practice Patterns: Why Should We Care?" (Chapter 9)

26-Jan-09 Asch Paying for Health Care: Making Sense of the Alphabet Soup

28-Jan-09

- *Bodenheimer & Grumbach (B&G) Chapters 1, 2, 4, 9, 16.

02-Feb-09 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.
- *Bloche, MG. Consumer-Directed Health Care. N Engl J Med 2006;355:1756-9
- *Blumenthal D. Employer-Sponsored Insurance--Riding the Health Care Tiger. N Engl J Med 2006;355:195-202

04-Feb-09 TA Team 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 71-74.

09-Feb-09 Cirigliano Physicians and Patients

- *Bodenheimer & Grumbach (B&G) Chapter 7.
- *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. [Not required, but interesting reading.]
- Trillin AS. Betting Your Life. The New Yorker. January 29, 2001: 38-41. [Not required, but interesting reading.]

- *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.

11-Feb-09 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.

16-Feb-09 Fairman 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 75-77.
- 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.

18-Feb-09 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

23-Feb-09 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 2/25/09 (to be handed out).

25-Feb-09 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.
- Groopman J. What's the trouble? The New Yorker. January 29, 2007. pp. 36-41.

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

02-Mar-09 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"

04-Mar-09 Midterm Due at START of class, Discussion of Midterm in Class

**Spring Break
March 6-15, 2009***

16-Mar-09 Lee What is 'Quality' Health Care, Anyway?

[Note that there are many articles here, but this is an emerging area and the articles are particularly good.]

- *Bodenheimer & Grumbach (B&G) Chapter 10.
- *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. Improving patient safety - five years after the IOM report. N Engl J Med 2004;351(20): 2041-2043.
- *McGlynn, E. A., S. M. Asch, et al.. The quality of health care delivered to adults in the United States. N Engl J Med 2003;348(26): 2635-2645.
- Bates, D. W. and A. A. Gawande. Improving safety with information technology. N Engl J Med 2003;348(25): 2526-2534.
- *Lee, T. H., G. S. Meyer, et al.. A middle ground on public accountability. N Engl J Med 2003; 350(23): 2409-2412.
- *Epstein, A. M., T. H. Lee, et al.. Paying physicians for high-quality care. N Engl J Med 2004;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.
- Jha A, et al. Effect of the transformation of the VA health care system on the quality of care. N Engl J Med. 2003;348:2218-27.

18-Mar-09 Asch Measuring Clinician Performance

- Gawande A. The checklist. The New Yorker. December 10, 2007.
- *Werner RM, Asch DA. The unintended consequences of publicly reporting quality information. JAMA 2005;293:1239-44.
- *Hayward RA, Kent DM. 6 EZ steps to improving your performance. JAMA. 2008;300:255-6.
- *Hartzband P. and Groopman J. . Money and the Changing Culture of Medicine. N Engl J Med 2009; 360(2): 101-103.

23-Mar-09 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.

25-Mar-09 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.

30-Mar-09 Sawyer 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.
- *Sharkey J. A million miles vs a few more smiles. The New York Times. January 13, 2008.

01-Apr-09 Murray Pharmaceuticals

- *Carlat D. Dr Drug Rep. The New York Times. November 25, 2007
- *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.
- Steinmann MA, Bero RA, Chren M-M, Landefeld CS. The promotion of gabapentin: an analysis of industry documents. Ann Intern Med. 2006;145:284-93. [Take a quick look at this.]
- 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.

06-Apr-09 Metlay Antibiotics: Individuals and Populations

- *Levy SB. The challenge of antibiotic resistance. Sci Amer. March 1998. 46-53.
- *Avorn J, Solomon DH. Cultural and economic factors that (mis)shape antibiotic use. Ann Intern Med. 2000;133:128-135.
- *CNN. Man with tuberculosis jailed for not wearing mask. April 3, 2007
- Samore MH, et al. Clinical decision support and appropriateness of antimicrobial prescribing. JAMA. 2005;294:2305-14.
- Metlay JP, et al. Tensions in antibiotic prescribing. J Gen Intern Med. 2002;17:87-94.

08-Apr-09 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.

Final Distributed in Class for Completion at "Home"

13-Apr-09 Breslow VisiQ

- Breslow MJ. Remote ICU care programs: current status. J Crit Care. 2007;22:66-76
- Breslow MJ. Remote ICU care—from concept to commercialization.

15-Apr-09 Aronowitz Defining Disease

- *Angell M. Shattuck Lecture – Evaluating the Health Risks of Breast Implants. N Engl J Med 1996; 334: 1513-18.
- *Making Sense of Illness “Lyme Disease: The Social Construction of a New Disease and its Social Consequences” (Chapter 3)
- *Wegman D, Woods N, Bailar J. How Would We Know a Gulf War Syndrome if We Saw One? American Journal of Epidemiology 1997; 146: 704-11.

20-Apr-09 Final Due at START of class, Discussion of Final (In Class)

22-Apr-09 Asch Student Presentations/Miscellaneous (In Class)

27-Apr-09 Asch Student Presentations/Miscellaneous (In Class)