

Updated 1.24.14  
The Wharton School - University of Pennsylvania

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

Spring, 2014

Tuesdays and Thursdays, 10:30-11:50  
**Jon M. Huntsman Hall G60**

**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 sixth 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 changes in how health care is financed, managed, and delivered, 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 the definition and marketing, innovation, medical industries 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 contagion, prevention, disease definition, social media, 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.

**Instructor:** David A. Asch, MD, MBA. Office hours by appointment: 215.746.2705  
 asch@wharton.upenn.edu. Blockley Hall 1123

**Teaching Assistants:** Available by e-mail, telephone, or in person as scheduled.

Dean Drizin [drizin@wharton.upenn.edu](mailto:drizin@wharton.upenn.edu) Office Hours: Thursdays 9:15AM-10:15AM

Rada Yovovich [rada@wharton.upenn.edu](mailto:rada@wharton.upenn.edu) Office Hours: Mondays 4:30PM-5:30PM

TA Office Hours will be held in the Health Care Management lounge in the basement of the Colonial Penn Center (3641 Locust Walk).

### Grading and Requirements

The final grade will depend on performance on the midterm exercise (40%), final exercise (40%), class participation (10%), and the innovation tournament (10%). [These percentages may be altered slightly depending upon the final structure of the innovation tournament and how it might be graded.]

Midterm and Final Essay Exercises (40% each). These are not traditional examinations, but instead are take-home short essays 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 short essay exercises.

Class Participation (10%). Class participation adds greatly to the quality of the course. **Students should bring name tents to class** and should plan on being active participants. **Open laptops are strongly discouraged unless you are using them to take notes.**

Innovation Tournament (10%). The final two sessions of the course will be devoted to an Innovation Tournament. The final structure of this tournament is not yet fully decided but will likely involve groups of two students presenting, in 60-90 seconds, an idea for improving health care—on that is plausible and testable potentially transformative. The class itself will vote on these ideas and a selection of finalists will be chosen to move forward. Assignment of grades will be based on the faculty/teaching assistants of the course, will require participation, and will not necessarily be determined by the outcome of the voting.

### Materials and Resources

Text. Thomas S. Bodenheimer and Kevin Grumbach. *Understanding Health Policy. A Clinical Approach*. Sixth Edition. 2012. 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 Canvas [<https://wharton.instructure.com/login>].

### 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, MD** – Associate Professor of Medicine
- **Robert Aronowitz, MD** – Professor of History and Sociology of Science
- **Roy Schwartz** - Vice President, UPHS
- **David Grande, MD, MPA** – Assistant Professor of Medicine
- **Terri Lipman, PhD** –Professor of Nursing
- **Peter Groeneveld, MD, MS** – Associate Professor of Medicine
- **Raina Merchant, MD, MSHP** – Director, Social Media and Health Innovation Laboratory, Center for Health Care Innovation, Assistant Professor of Emergency Medicine
- **Richard Murray, MD** – Merck and Company
- **Suzanne Sawyer** – Chief Marketing Officer, UPHS
- **Roy Rosin** – Chief Innovation Officer, UPHS
- **Amanda Christini, MD** – Assistant Professor of Medicine, Director of Strategic Initiatives, Penn Medicine Center for Health Care Innovation
- **Katrina Armstrong, MD, MS** - Chair of Medicine and Physician-in-Chief, Massachusetts General Hospital, Jackson Professor of Medicine, Harvard Medical School
- **Joshua P. Metlay, MD, PhD** – Chief, Division of General Internal Medicine, Massachusetts General Hospital, Professor of Medicine, Harvard Medical School

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

#### **16-Jan-2014    Asch                    Introduction**

- \*Wilson D. Pfizer gives details on payments to doctors. *The New York Times*. March 31, 2010
- \*Weber T, Orenstein C. Med schools flunk at keeping faculty off pharma speaking circuit. *Probulica*. December 19, 2010
- \*Lieber R. Incentivize your way to good health in 2011. *The New York Times*. December 31, 2011
- \*Pollack A. Coupons for payments but higher bills for insurers. *The New York Times*. January 1, 2011
- \*Bach PB, Saltz LB, Wittes RE. In cancer care, cost matters. *The New York Times*. October 14, 2012
- \*Rosenthal E. Health care's road to ruin. *The New York Times*. December 21, 2013 [Along with a selection of comments from readers of the *Times*.]

#### **21-Jan-2014    Asch                    The Health Care Marketplace**

- [Note: Lots of readings for this session. This isn't typical for the course, but all of these pieces are very good.]
- \*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)
- \*Gawande A. "The cost conundrum," *The New Yorker*. June 1, 2009
- \*Reinhardt UE. "The fork in the road for health care." *The New York Times*. May 25, 2012

- \*Moses H, et al. The anatomy of health care in the United States. *JAMA*. 2013;310:1947-1963.

**23-Jan-2014 Asch Paying for Health Care: Making Sense of the Alphabet Soup**

- \*Bodenheimer & Grumbach (B&G) Chapters 1, 2, 4, 9, 16
- \*Bloche, MG. Consumer-Directed Health Care. *N Engl J Med* 2006;355:1756-9

**28-Jan-2014 Asch Paying for Health Care: Making Sense of the Alphabet Soup**

- \*Bodenheimer & Grumbach (B&G) Chapters 1, 2, 4, 9, 16
- \*Bloche, MG. Consumer-Directed Health Care. *N Engl J Med* 2006;355:1756-9

**30-Jan-2014 Groeneveld 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
- \*Pollack. Medicare blow to virtual colonoscopies. *The New York Times*. February 13, 2009
- \*Groeneveld, PW. Technology and the rising cost of health care. *Harvard Health Policy Review*. 2010; 11(1).

**4-Feb-2014 Grande Health Reform**

- \*Bodenheimer & Grumbach (B&G) Chapter 15
- \*"Health Reform Meets Main Street" – video from the Kaiser Family Foundation narrated by Cokie Roberts. Watch the video at: <http://healthreform.kff.org/the-animation.aspx>
- \*Cunningham P. Center for Studying Health System Change. Research Brief No. 18: Who are the uninsured eligible for premium subsidies in the health insurance exchanges? December 2010. Available at: <http://www.hschange.com/CONTENT/1170/>
- \*Kocher R, Sahni N. Physicians versus hospitals as leaders of Accountable Care Organizations. *NEJM*; 363:2579-2582
- \*Burns LR, Pauly MV. Accountable Care Organizations: Back to the Future? LDI Issue Brief. November, December 2012
- \*Kaiser Family Foundation. Summary of new health reform law. Publication no. 8061. Available at: <http://kff.org/healthreform/upload/8061.pdf>

**6-Feb-2014 Asch Resident Physicians**

- \*Gawande A. The Learning Curve. *The New Yorker* January 28, 2002; 52-61
- \*Volpp KG, Silber JH. A wake up call: quality of care after resident duty hour reform. LDI Issue Brief. Sept/Oct 2007
- \*Asch DA, Parker RM. The Libby Zion case: One step forward or two steps backward? *N Engl J Med*. 1988; 318:771-5
- \*Asch DA, Nicholson S, Srinivas SK, Herrin J, Epstein AJ. How do you deliver a good obstetrician? Outcome-based evaluation of medical education. *Academic Medicine*. 2014;89:24-26.
- \*Friedman RA. Accepting the Risks in Creating Confident Doctors. *The New York Times* March 17, 2009

**11-Feb-2014 Lipman Nurses**

- \*Bodenheimer & Grumbach (B&G) Pages 77-80
- \*Mundinger MO, et al. Primary care outcomes in patients treated by nurse practitioners or physicians. A randomized trial. *JAMA*. 2000;283:59-68.

- \*Institute of Medicine. The future of nursing. Leading change, advancing health.
- \*Fairman JA, Rowe JW, Hassmiller S, Shalala DE. Broadening the scope of nursing practice. *N Engl J Med*. 2011;364:193-6.
- \*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

**13-Feb-2014    Schwartz        Health System Contracting**

- \*Markel H. Multiple missions put teaching hospitals at risk. *The New York Times*. February 3, 2004
- \*Reinhardt E. How do hospitals get paid? A primer. *The New York Times*. January 23, 2009

**18-Feb-2014    Cirigliano        Physicians and Patients**

- \*Hartzband P. and Groopman J. Money and the Changing Culture of Medicine. *N Engl J Med* 2009; 360;(2): 101-103
- \*Zuger A. Dissatisfaction with medical practice. *N Engl J Med*. 2004;350:69-75
- \*Jauhar S. Eyes bloodshot, doctors vent their discontent. *The New York Times*. June 17, 2008
- 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.]
- Horwitz L. A shortcut to wasted time. *The New York Times*. November 22, 2012

**20-Feb-2014    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. Health care. Who knows 'best'? *New York Review of Books*. February 11, 2010
- Groopman J. A Knife in the Back: Is Surgery the Best Approach to Chronic Back Pain? *The New Yorker*. April 8, 2002; 66-73

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| <ul style="list-style-type: none"> <li>▪ *Case: <u>Bedrock</u>: Read and prepare your thoughts for a discussion of this case in class 2/25/2014</li> </ul> |
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**25-Feb-2014    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.
- Groopman. "What's the Trouble?" *The New Yorker*. January 29, 2007.

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| <ul style="list-style-type: none"> <li>▪ *Case: <u>Bedrock</u>: Read and prepare your thoughts for a discussion of this case in class 2/25/2014</li> </ul> |
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**27-Feb-2014 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
- Sox H. Resolving the tension between population health and individual health care. *JAMA* 2013;330:1933-4.
- 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 Short Essay Exercise Distributed in Class for Completion at "Home" Due at the beginning of Class 3/6/14**

**4-March-2014 TA Physician Workforce**

- \*Bodenheimer T, Berenson RA, Rudolph P. The primary care-specialty income gap—why it matters. *Ann Intern Med.* 2007;146:301-6
- \*Gawande A. Piecework. *The New Yorker*. April 4, 2005
- \*Bodenheimer & Grumbach (B&G) Chapter 7
- \*Asch DA, Nicholson S, Vujcic M. Are we in a medical education bubble market? *N Engl J Med.* 2013; 369:1973-1975.
- 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

**6-March-2014 Midterm Discussion**

**Spring Break  
March 9-16, 2014**

**18-Mar-2014 Asch Quality**

- \*Bodenheimer & Grumbach (B&G) Chapter 10
- \*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
- \*Grady. Should patients be told of better care elsewhere? *The New York Times*. January 6, 2009
- Gawande A. The checklist. *The New Yorker*. December 10, 2007

**20-Mar-2014 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

**25-Mar-2014 Rosin Health Care Innovation**

- \*Graham P. Do things that don't scale. *Paul Graham.com* July 2013  
[<http://paulgraham.com/ds.html>]
- \*Ries E. How Dropbox started as a minimum viable product. *Tech Crunch* October 19, 2011.  
[<http://techcrunch.com/2011/10/19/dropbox-minimal-viable-product/>]

- \*Blank S, Dorf B. How to test your minimum viable product. Inc. June 11, 2012  
[<http://www.inc.com/steve-blank/how-test-prototype-minimum-viable-product.html>] See also related articles at website.
- The Economist. Life should be cheap: How China and India can help cut Western medical bills Asian medical innovation. January 20, 2011

**27-Mar-2014 Sawyer Marketing Providers and Institutions**

- \*Asch DA, Volpp KG. What business are we in? The emergence of health as the business of health care. N Engl J Med. 2012;367:888-9.
- \*Hagland, M. Focused Factories: Giving consumers what they want. Healthcare Forum Journal 1997: 23-2.
- \*Reichheld, Frederick. Learning from Customer Defections: Harvard Business Review 1996: 56-69
- \*Beckham J. Branding. Healthcare Forum Journal 1996: 51-55

**1-April-2014 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

**3-Apr-2014 Christini New Business Development**

- \*Booth BL, Salehizadeh, B. In defense of life sciences venture investing. Nature Biotechnology. 2011; 29:579-583.
- \*Khanna i. Drug discovery in pharmaceutical industry: productivity challenges and trends. Drug Discovery Today. 2012;17:1088-1102.

**8-April-2014 Armstrong Personalized Medicine**

- \*Milstein B, Homer J, Hirsch G. Analyzing national health reform strategies with a dynamic simulation model. Am J Public Health. 2010;100:811–819.
- \*Armstrong K. Can genomics bend the cost curve? JAMA. 2012; 307:1031-2.
- \*Cohen JT, Neumann PJ, Weinstein MC. Does prevention save money? Health economics and the presidential candidates. N Engl J Med. 2008;358:661-3.

**10-April-2014 Metlay Infectious Disease**

- \*Metlay JP. Tensions in antibiotic prescribing. LDI Issue Brief. May, 2002
- \*CNN. Man with tuberculosis jailed for not wearing mask. April 3, 2007
- \*Levy SB. The challenge of antibiotic resistance. Sci Amer. March 1998. 46-53

**15-April-2014 Asch Health Care Behavioral Economics**

- \*Loewenstein G, Brennan T, Volpp KG. Asymmetric paternalism to improve health behaviors. JAMA. 2007;298:2415-7
- \*“One Way to Lower Health Costs: Pay People to Be Healthy” Knowledge@Wharton. June 24, 2009
- Loewenstein G, Asch DA, Volpp KG. Behavioral economics holds potential to deliver better results for patients, insurers, employers. Health Affairs. 2013;32:1244-50.

- Halpern SD, Ubel PA, Asch DA. Harnessing the power of default options to improve health care. N Engl J Med. 2007;357:1340-4

**Final Short Essay Exercise Distributed in Class for Completion at “Home” Due at the Beginning of Class 4/22/14**

**17-April-2014 Merchant Social Media**

- \*Merchant RM, Elmer S, Lurie N. Integrating social media into emergency preparedness. N Engl J Med. 2011;364: 289-91.
- \*Merchant RM, Asch DA. Can you find an AED if a life depends on it? Circulation: Cardiovascular and Quality Outcomes. 2012;5:1-3.

**22-April-2014 Final Exercise Discussion**

**24-April-2014 Class Innovation Tournament I (In Class)**

**29-April-2014 Class Innovation Tournament II (In Class)**