

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

Spring, 2017

Tuesdays and Thursdays, 10:30-11:50
Lauder-Fischer Hall Auditorium

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.

Instructors: Office hours by appointment

Syllabus HCMG203
Spring 2017 – DRAFT

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

Greg Berger (bergerg@wharton.upenn.edu / 914-659-4063) Office Hours TBD

Geoff Gusoff (ggusoff@wharton.upenn.edu / 973-723-8908) Office Hours TBD

TA office hours will be held in the CPC Basement; an announcement will be made on Canvas if cancelled.

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%).

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.** In addition to in-class participation, guiding questions for each class's assigned readings will be posted in the "Discussions" section of Canvas. You can receive participation credit by responding there.

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 students presenting, in 60-90 seconds, an idea for improving health care—one 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. Some of this activity will take place online outside of class, but the last two sessions of the course will bring the innovation tournaments to a conclusion. Grades will largely be based on participation with only a small fraction of the grading determined by advancing in the tournament.

Materials and Resources

Text. Thomas S. Bodenheimer and Kevin Grumbach. *Understanding Health Policy. A Clinical Approach*. Seventh Edition. 2016. Appleton and Lange. (available at the bookstore or amazon.com). This may also be available online through Penn Library at <http://accessmedicine.mhmedical.com/book.aspx?bookid=1790>

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

- **Robert Aronowitz, MD** – Professor of History and Sociology of Science

Syllabus HCMG203
Spring 2017 – DRAFT

- **Andrew Bindman, MD** - Director, Agency for Healthcare Research and Quality (AHRQ), US Department of Health & Human Services
- **Michael Cirigliano, MD** – Associate Professor of Medicine
- **Peter Groeneveld, MD, MS** – Associate Professor of Medicine
- **Julian Harris, MD, MBA** – SVP for Strategic Operations at Cigna; President of CareAllies
- **Elliot Menschik, MD, PhD** – Adjunct Associate Professor, Engineering Entrepreneurship Program, Penn SEAS, Founder and Managing Director, Acuity Health
- **Raina Merchant, MD, MSHP** – Director, Social Media and Health Innovation Laboratory, Center for Health Care Innovation, Assistant Professor of Emergency Medicine
- **Roy Rosin** – Chief Innovation Officer, UPHS
- **Suzanne Sawyer** – Chief Marketing Officer, Penn Medicine
- **Roy Schwartz** - Vice President, Managed Care and Payer Relations, UPHS

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

12-Jan-2017 Asch/Grande Introduction

- Pear R. Health care's fixes backed by Harvard experts now roil its faculty. *The New York Times*. January 15, 2015.
- *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
- *Andrews, M. Hepatitis C Patients May Not Qualify for Pricy Drugs Unless Illness is Advanced. *The Washington Post*. November 3, 2014
- *Frakt A. The Hidden Financial Incentives Behind Your Shorter Hospital Stay. *The New York Times*. January 4, 2016
- Langreth R. How Gilead Priced Its \$20 Billion Blockbuster. *BloombergBusiness*. December 10, 2015
- Welch A, Albertsen, PC. Why doctors shouldn't be punished for giving prostate tests. January 7, 2016
- Scheiber N. Doctors Unionize to Resist the Medical Machine. *The New York Times Business Day*. January 9, 2016
- *Abelson R. Cost, Not Choice Is Top Concern of Health Insurance Customers. *The New York Times Business Day*. August 12, 2016
- *Sanger-Katz M. Your Surgeon is Probably a Republican, Your Psychiatrist Probably a Democrat. *The New York Times: The Upshot*. October 6, 2016

17-Jan-2017 Grande/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.

19-Jan-2017 Grande/Asch Paying for Health Care: Making Sense of the Alphabet Soup

- *Bodenheimer & Grumbach (B&G) Chapters 1, 2, 4, 9, 16
- *Kocher R, Sahni N. Physicians versus Hospitals as Leaders of Accountable Care Organizations. *N Engl J Med* 2010

Syllabus HCMG203
Spring 2017 – DRAFT

- *Pauly MV, Burns LR. ACOs, Back to the future. LDI Issue Brief 2012 (1)*
- *Ramirez E. Antitrust Enforcement in Health Care – Controlling Costs, Improving Quality. N Engl J Med December 11, 2014

- *Payment Case: Read and prepare your thoughts for a discussion of this case in class 1/24/2017

24-Jan-2017 Grande/Asch Paying for Health Care Part II

- Refer to 19-Jan-2017 section for readings

26-Jan-2017 R. Schwartz Health Systems

- *Markel H. Multiple Missions Put Teaching Hospitals at Risk. *The New York Times*. February 3, 2014
- *Reinhardt U. How Do Hospitals Get Paid? A Primer. *The New York Times*. January 23, 2009
- *Schwartz R. Provider / Payer Contracting Implications. Penn Medicine Health Systems Strategy. February 13, 2014
- *Kolata, G. What are a Hospital's Costs? Utah System is Trying to Learn. NY Times (On-Line). September 7, 2015
- *Kocher R, Chigurupati A. The Coming Battle over Shared Savings – Primary Care Physicians versus Specialists. N Engl J Med 2016; 375;2:104-106

31-Jan-2017 Grande Patients

- *Altman D. A Perilous Gap in Health Insurance Literacy. *The Wall Street Journal*. September 4, 2014
- *Goodnough A., Pear R. Unable to Meet the Deductible or the Doctor. *The New York Times*. October 17, 2014
- Wharam JF., Ross-Degnan D., Rosenthal MB. The ACA and High Deductible Insurance - Strategies for Sharpening a Blunt Instrument. N Engl J Med 2013; 396:16; 1481-1484
- *Bloche, MG. Consumer-Directed Health Care. N Engl J Med 2006;355:1756-9
- *Carroll, AE. Trapped in the System: A Sick Doctor's Story. *The New York Times*. September 21, 2015
- *Gawande, A. Overkill: An avalanche of unnecessary medical care is harming patients physically and financially. *The New Yorker*. May 11, 2015

2- Feb-2017 Cirigliano Physicians

- *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
- Fisher W. A physician investigates the American Board of Internal Medicine. KevinWebMD.com. January 7, 2015
- *Bonica A, Rosenthal H, Rothman DJ. The Political Polarization of Physicians in the United States: An Analysis of Campaign Contributions to Federal Elections, 1991 through 2012. JAMA Intern Med. 2014;174(8):1308-1317

Syllabus HCMG203
Spring 2017 – DRAFT

7-Feb-2017 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*. 2015;89:24-26.
- Friedman RA. Accepting the Risks in Creating Confident Doctors. *The New York Times* March 17, 2009
- *Asch DA, Weinstein DF. Innovation in medical education. *N Engl J Med*. 2014;371:794-5.
- *Rosenbaum, L. Leaping without Looking – Duty Hours, Autonomy, and the Risks of Research and Practice. *N Engl J Med*. Perspective February 2, 2016
- Bilimoria KY, Chung JW, Hedges, LV, Dahlke AR, Love R, Cohen ME, Hoyt DB, Yang AD, Tarpley JL, Mellinger JD, Mahvi DM, Kelz RR, Ko CY, Odell DD, Stulberg JJ, Lewis FR. National Cluster-Randomized Trial of Duty-Hour Flexibility in Surgical Training. *N Engl J Med*. February 4, 2016

9-Feb-2017 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/>
- *Baicker K. How Narrow a Network is Too Narrow? *JAMA Internal Medicine* Online January 5, 2015
- *Frakt A. Health Care Law Is Not One-Size-Fits-All, and Here's Why. *The New York Times*. December 8, 2014
- Kliff S. What we know about how Republicans might replace Obamacare. *Vox*. January 5, 2017 Watch the video at: <http://www.vox.com/2016/11/17/13626438/obamacare-replacement-plans-comparison>
- *Robert Wood Johnson Foundation. Reenrollment. *Health Policy Brief*. December 22, 2014
- Masters C. Health Insurance Startup Collapses in Iowa. *NPR WOI*. January 14, 2015

14-Feb-2017 Groeneveld Adoption & Diffusion 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).

16-Feb-2017 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

- *Case: Bedrock: Read and prepare your thoughts for a discussion of this case in class 2/21/2017

Syllabus HCMG203
Spring 2017 – DRAFT

21-Feb-2017 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.
- *Carroll A. Forbidden Topic in Health Care Policy: Cost Effectiveness. The Upshot: *The New York Times*. December 15, 2014

Midterm short essay exercise distributed in class for completion at "home". Due before Class 3/2/17.

23-Feb-2017 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
- *Sox H. Resolving the Tension Between Population Health and Individual Health Care. JAMA. 2013;310:1933-1934
- *Debate between Milton Friedman and Michael Moore about the Pinto.
<https://www.youtube.com/watch?v=VdyKAlhLdNs>

28-Feb-2017 TAs Physician Workforce

- *Bodenheimer & Grumbach (B&G) Chapter 7
- *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
- *Cooper R. Unraveling the Physician Supply Dilemma. JAMA 2013;310: 1931-1932
- *Frankel, TC. New machine could one day replace anesthesiologists. *The Washington Post*. May 11, 2015

2-March-2017 Midterm Discussion

Midterm short essays are due prior to the beginning of class and will be discussed in class.

**Spring Break
March 4-12, 2017**

Syllabus HCMG203
Spring 2017 – DRAFT

14-Mar-2017 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
- *Asch DA, Rosin R. Innovation as Discipline. N Engl J Med. 2015;373;7:592-594

- *Privacy Case: Read and prepare your thoughts for a discussion of this case in class 3/16/2017

16-Mar-2017 Grande Privacy & Health Information

- *Libert T, Grande D, Asch DA. What web browsing reveals about your health. BJM. November 16, 2015
- *Jaklevic MC. Where Are STDs Rampant? Google Wants to Help Researchers Find Out. Kaiser Health Network. December 10, 2015
- *Ornstein C. Your health records are supposed to be private. They aren't. The Washington Post Online. December 30, 2015
- *Skloot R. Your Cells. Their Research. Your Permission? *The New York Times* OpEd. December 30, 2015
- *Robbins, R. Insurers want to nudge you to better health. So they're data mining your shopping lists. Stat. December 15, 2015.

21-Mar-2017 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
- *Volpp KG, Asch DA. Make the Healthy Choice the Easy Choice: Using Behavioral Economics to Advance a Culture of Health. Quarterly Journal of Medicine. 1 November 2016

23-Mar-2017 Asch Quality & Clinician Performance

- *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
- *Panzer RJ, Gitomer RS, Greene WH, Reagan Webster P, Landry KR, Riccobono CA. Increasing Demands for Quality Measurement. JAMA 2013;310:1971-1980
- Wachter R. How Measurement Fails Doctors and Teachers. *The New York Times* Sunday Review. January 16, 2016

Syllabus HCMG203
Spring 2017 – DRAFT

28-Mar-2017 Sawyer Marketing

- *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

30 -Mar-2017 Bindman Government

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4-April-2017 Menschik Health Care Business Development

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6-April-2017 Harris Insurance

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11-April-2017 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
- *Woloshin, S, Schwartz LM. Sell a disease to sell a drug. *The Washington Post Online: Opinion.* June 7, 2015
- *Carroll A. Calling an Ordinary Health Problem a Disease Leads to Bigger Problems. *The Upshot: The New York Times.* June 2, 2014

Final Short Essay Exercise Distributed after Class for Completion at “Home” Due at the Beginning of Class 4/18/17

13-Apr-2017 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.
- *Merchant RM, Volpp KG, Asch DA. Learning by Listening – Improving Health Care in the Era of Yelp. *JAMA.* 2016;316:2483-2484

18-April-2017 Final Exercise Discussion

Final short essays are due prior to the beginning of class and will be discussed in class.

Syllabus HCMG203
Spring 2017 – DRAFT

20-April-2017	Class	Innovation Tournament I (In Class)
25-April-2017	Class	Innovation Tournament II (In Class)