

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

Spring, 2020

Tuesdays and Thursdays, 10:30-11:50  
JMHH-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 politics, 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

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David Grande MD, MPA. [dgrande@wharton.upenn.edu](mailto:dgrande@wharton.upenn.edu). Colonial Penn Center 4<sup>th</sup> Floor

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

Catie Lancaster | [Catherine.Lancaster@pennmedicine.upenn.edu](mailto:Catherine.Lancaster@pennmedicine.upenn.edu) | Office hours: Tuesdays 12:15 – 1:15 PM

Ryan O’Keefe | [rokeefe@wharton.upenn.edu](mailto:rokeefe@wharton.upenn.edu) | Office hours: Mondays 3 PM – 4 PM

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 not permitted.** 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 Amazon.com or at [the bookstore](#)). This may also be available online through [Penn Library](#)

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** – Walter H. & Leonore C. Annenberg Professor in the Social Sciences
- **Michael Cirigliano, MD, FACP** – Founders Associate Professor in General Internal Medicine
- **Allison Davenport, MPA** – CEO, UnitedHealthcare Community Plan of Pennsylvania
- **Peter Groeneveld, MD, MS** – Professor of Medicine
- **Elliot Menschik, MD, PhD** – WW Lead, Healthcare & Life Science Startups @ Amazon.com

- **Raina Merchant, MD, MSHP, FAHA** – Director, Center for Digital Health, Center for Health Care Innovation, Associate Professor of Emergency Medicine
- **Josh Metlay, MD, PhD** – Professor of Medicine, Massachusetts General Hospital
- **Roy Rosin** – Chief Innovation Officer, Penn Medicine
- **Roy Schwartz** - Vice President, Managed Care and Payer Relations, UPHS
- **Allyson Schwartz** – President and CEO, Better Medicare Alliance; Former Congresswoman (PA)

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

**16-Jan-2020 Asch/Grande Introduction**

- \*Brown, T., Bergman, S. Doctors, nurses and the paperwork crisis that could unite them. *New York Times*. December 31, 2019.
- \*Dynarski S. Laptops are great. But not during a lecture or a meeting. *New York Times*. November 22, 2017.
- \*Pollack A. Coupons for payments but higher bills for insurers. *The New York Times*. January 1, 2011
- \*Sanger-Katz M. Your Surgeon is Probably a Republican, Your Psychiatrist Probably a Democrat. *The New York Times: The Upshot*. October 6, 2016
- \*Belluck P. First digital pill approved to worries about biomedical ‘big brother.’ *New York Times*. November 13, 2017.
- \*Grady D. A.I. Is Learning to Read Mammograms. *The New York Times /Health*. January 1, 2020.

**21-Jan-2020 Grande 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)
- \*Gawande A. “The cost conundrum,” *The New Yorker*. June 1, 2009 \*Moses H, et al. The anatomy of health care in the United States. *JAMA*. 2013;310:1947-1963.

**23-Jan-2020 Grande 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
- \*Ramirez E. Antitrust Enforcement in Health Care – Controlling Costs, Improving Quality. *N Engl J Med* December 11, 2014
- \*Rosenbaum L. The less-is-more crusade – Are we overmedicalizing or oversimplifying? *N Engl J Med* 2017. 377: 2392-2397
- \*Evans, M. Walmart, other employers get choosier about workers’ doctors. *Wall Street Journal*. April 4, 2019.

- \*Payment Case: Read and prepare your thoughts for a discussion of this case in class 1/30/2020

**28-Jan-2020 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
- \*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
- Gaynor M, Mostashari F, Ginsburg P. Making health care markets work – competition policy for health care. *JAMA*. March 2, 2017

- Beaulieu ND, Dafriy LS, Landon BE, Dalton JB, Kuye I, McWilliams JM. Changes in Quality of Care after Hospital Mergers and Acquisitions. *N Engl J Med* 2020; 382:51-59

### **30-Jan-2020 Grande Paying for Health Care Part II**

- Refer to 23-Jan-2020 section for readings

### **4-Feb-2020 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

### **6-Feb-2020 Asch Resident Physicians**

- \*Gawande A. The Learning Curve. *The New Yorker*. January 28, 2002; 52-61
- \*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
- \*Rosenbaum L, Lamas D. Eyes Wide Open – Examining the Data on Duty-Hour Reform. *N Engl J Med*. 2019; 380:969-970

### **11-Feb-2020 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
- \*Asch DA, Nicholson S, Vujicic M. Are we in a medical education bubble market? *N Engl J Med*. 2013; 369:1973-1975.
- \*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

### **13-Feb-2020 Cirigliano Physicians**

- \*Hartzband P. and Groopman J. Money and the Changing Culture of Medicine. *N Engl J Med* 2009; 360;(2): 101-103
- 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
- \*Tingley K. Trying to Put a Value on the Doctor-Patient Relationship. *The New York Times Magazine* | The Health Issue. May 16, 2018
- \*Jauhar, S. Physician, regulate yourself. *New York Times.* September 11, 2019.

#### **18-Feb-2020 Grande Health Reform**

- \*Bodenheimer & Grumbach (B&G) Chapter 15
- \*Oberlander J. Repeal, replace, repair, retreat – Republicans' health care quagmire. *N Engl J Med* 2017; 377: 1001-1003
- \*Slavitt A. Our next health care debate. *JAMA* 2017; 318: 1212-1213
- \*Emanuel, E.J., Fuchs, V.R. Four key things you should know about health care. *New York Times.* September 12, 2019.

#### **20-Feb-2020 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: Bedrock: Read and prepare your thoughts for a discussion of this case in class 2/27/2020</li> </ul> |
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#### **25-Feb-2020 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 A. 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)
- \*Frakt A. Blame Technology, not Longer Life Spans, for Health Spending Increases. *The New York Times* | The Upshot. January 23, 2017

#### **27-Feb-2020 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
- Smith, W.S. The U.S. shouldn't use the QALY in drug effectiveness reviews. *STAT.* February 25, 2010.

**Midterm short essay exercise distributed online for completion at "home".  
Due midnight before class 3/5/20**

#### **3-Mar-2020 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=VdyKAihLdNs>

## 5-Mar-2020 Midterm discussion

### Spring Break March 7-15, 2020

#### 17-Mar-2020 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
- \*Asch DA, Mahoney KB, Rosin R. 3 Ways Health Care Leaders Can Encourage Experimentation. *Harvard Business Review*. October 28, 2019.

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| <ul style="list-style-type: none"> <li>▪ *Privacy Case: Read and prepare your thoughts for a discussion of this case in class 3/19/2020</li> </ul> |
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#### 19-Mar-2020 Grande Privacy & Health Information

- \*Libert T, Grande D, Asch DA. What web browsing reveals about your health. *BMJ*. 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
- \*Jeong S. A.I. Is Changing Insurance. *The New York Times* | Opinion. April 10, 2019.

#### 24-Mar-2020 Davenport Health Insurance and Population Health

#### 26-Mar-2020 Asch Quality & Clinical 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
- Wachter R. How Measurement Fails Doctors and Teachers. *The New York Times* Sunday Review. January 16, 2016

- Gabler E. Doctors Were Alarmed: 'Would I Have My Children Have Surgery Here?' *The New York Times* | Times Investigations. May 30, 2019

### **31-Mar-2020    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

### **2-Apr-2020    Metlay    Medical Guidelines**

- \*Metlay JP, Waterer GW, Long AC et al. Diagnosis and Treatment of Adults with Community-acquired Pneumonia. Medical Guidelines. *American Thoracic Society Documents*. *Am J Respir Crit Care Med* Vol 200(7); 809-821, Oct 1 2019
- Guyatt GH, Oxman AD, Vist GE, et al. GRADE: an emerging consensus on rating quality of evidence and strength of recommendations. *BMJ* 2008; 336 (7650); 924-26

<b>7-Apr-2020    Innovation Tournament ideas due by 11 PM today</b>
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### **7-Apr-2020    Menschik    Health Care Business Development**

### **9-Apr-2020    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
- \*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
- \*Patel MS, Volpp KG, Asch DA. Nudge units to improve the delivery of health care. *N Engl J Med*. 2018; 378:214-216
- Duflo E, Banerjee, A. Economic Incentives Don’t Always Do What We Want Them To. *The New York Times Opinion*. October 26, 2019

<b>13-Apr-2020    Innovation Tournament ratings due by 11 PM</b>
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### **14-Apr-2020    Schwartz    Politics in Medicine**

**Final Short Essay Exercise distributed after class for completion at “home”  
Due midnight before class 20 Apr 2020**

### **16-Apr-2020    Merchant    Social Media**

- \*Merchant RM, Volpp KG, Asch DA. Learning by Listening – Improving Health Care in the Era of Yelp. JAMA. 2016;316:2483-2484
- \*Merchant RM, Asch DA. Protecting the value of medical science in the age of social media and “fake news.” JAMA. 2018;320:2415-6
- \*Asch JM, Asch DA, Klinger EV, Marks J, Sadek N, Merchant RM. Google search histories of patients presenting to an emergency department: an observational study. BMJ Open 2019;9(2):e024791
- \*Merchant RM, Asch DA, Crutchley P, Ungar LH, Guntuku SC, Eichstaedt JC, Hill S, Padrez K, Smith RJ, Schwartz HA. Evaluating the predictability of medical conditions from social media posts. PLoS ONE 2019;14(6):e0215476

**21-Apr-2020 Final Exercise Discussion**

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

**23-Apr-2020 CLASS Innovation Tournament I (in class)**

**28-Apr-2020 CLASS Innovation Tournament II (in class)**