INTRODUCTION TO HEALTH POLICY AND MANAGEMENT
HPAM-GP.1830.001

Spring 2013

Four Friday sessions: February 1, 8, 15 and 22
9:00 am to 3:30 pm
Tisch LC-11
Assistant Professor Lucy MacPhail (lucy.macphail@nyu.edu)
Course grader: Errol Pierre (errol.pierre@nyu.edu)
Office hours by appointment

COURSE SYLLABUS

This required specialization course in the NYU Wagner MPA: Health Policy and Management program explores major topics in the study of health and health care delivery. We will discuss determinants of health, the social distribution of health and disease, and health disparities; the organization and financing of the U.S. health care system, its historical context, the roles and behaviors of its key actors, and its comparison to health systems of other nations; the quality, cost and accessibility of health care services; and health care delivery system improvement and reform. We will examine these themes using a multidisciplinary approach that employs sociological, political, economic and ethical perspectives on health and disease, the health care system, and the challenges of meeting the varied (and often conflicting) needs and motivations of health care system stakeholders. The objective of this course is to build understanding of fundamental ideas, issues and problems in health policy and management and thereby to provide a strong foundation for future studies and careers in the health care field.

COURSE COMPETENCIES

Course focus:

- The ability to assess population and community health needs from a public service perspective
- The ability to examine social and behavioral determinants of health and understand how health systems can address the needs of vulnerable populations
- The ability to understand how policy and delivery processes work, and to consider the demographic, cultural, political and regulatory factors involved in and influencing health policy and management decision-making

Relevant content for the following competencies is also included:

- The ability to understand and apply legal and ethical principles to managerial and leadership decisions affecting health care organizations
- The ability to measure, monitor and improve safety, quality, access and system/care delivery
processes in health care organizations

- The ability to draw implications and conclusions to develop an evolving vision that results in long-term organizational viability
- The ability to communicate and interact productively (via listening, speaking and writing) on matters of healthcare with a diverse and changing industry, workforce and citizenry
- The ability to present convincingly to individuals and groups the evidence to support a point of view, position or recommendation

LEARNING OBJECTIVES

At the conclusion of this course, students will be prepared to:

- Describe the organization, financing and performance of the U.S. health care delivery system
- Identify determinants of health and explain their impact on the distribution of health and disease
- Define the roles of key stakeholders – providers, government and private payers, employers, regulators, patients – and describe their incentives and behavior
- Compare the U.S. health care system to models of health care organization and financing abroad
- Explain fundamental concepts of health care payment and performance measurement
- Define major health policy developments over the past 50 years and explain their significance
- Analyze strengths, weaknesses and feasibility of policy and management approaches that aim to promote health, prevent disease and improve health services delivery and assess the impact of these approaches on quality, access, cost and equity goals

REQUIRED READINGS

Students should arrive to class prepared to participate in the discussion of these themes based on their critical analysis of assigned readings.

Required textbook:


Other required readings:

Assigned readings that are not included in the required textbook will be posted on NYU Classes.

WRITTEN REQUIREMENTS

In addition to attending and participating in classes, students are required to complete two memos (due February 21 and March 1) and a final research paper (due March 15). Please note: To provide sufficient time for absorbing class material and preparing the written work, the second memo and final paper are due shortly after the four intensive class sessions conclude on February 22. Written assignment instructions and grading criteria are included at the end of this syllabus.

HPAM-GP.1830.001 MacPhail Spring 2013 Syllabus
COURSE SESSIONS

2/1/13: SESSION 1. POPULATION HEALTH

REQUIRED READING:

Textbook
- Chapter 7: Orleans, C. and Cassidy, E. Health and Behavior, pp. 125-149.

NYU Classes

SESSION SCHEDULE:

9:00 - 10:40 am: Introduction: Health, Disease and Community
- Overview of the course
- Definitions of health and disease
- Relationship between health and medical care

[15-minute break]

10:55 am – 12:35 pm: Epidemiological Measures and Determinants of Health
- Relationships between socioeconomic status, race/ethnicity, gender and health
- Population health inequalities and social justice implications

[Lunch break: 12:35 – 1:20 pm]

1:20 - 3:00 pm: Public Health Policy and Management
- Public health infrastructure
- Prevention and health promotion
- Health behavior
• Class exercise

3:00 - 3:30 pm: Flex time (wrap-up, questions, etc.)

2/8/13: SESSION 2. ORGANIZATION OF THE U.S. HEALTH CARE SYSTEM

REQUIRED READING:

Textbook
• Chapter 2: Sparer, M. Health Policy and Health Reform, pp. 25-45.
• Chapter 3: Knickman, J. Health Care Financing, pp. 47-66.
• Chapter 9: Caronna, C. and Ong, M. Organization of Medical Care, pp. 181-204.
• Chapter 10: Integrative Models and Performance, pp. 205-231.
• Appendix: Major Provisions of the Patient Protection and Affordable Care Act of 2010, pp. 365-376.

NYU Classes

SESSION SCHEDULE:

9:00 – 10:40 am: U.S. Health Policy and Reform: Historical Overview 1900-Present
• Historical development of health care delivery system
• Government role in health care system

[15-minute break]

10:55 am - 12:35 pm: Health Care Financing
• Fundamental characteristics of health care markets
• Medicare, Medicaid/CHIP and private insurance
• Spending growth in the U.S.
• Managed care and cost containment
• Implications of 2010 Patient Protection and Affordable Care Act (ACA)
[Lunch break: 12:35 – 1:20 pm]

1:20 – 3:00 pm: Providers and Organization of Care
- Acute and ambulatory care delivery
- Evolving organizational forms: ACOs and medical homes

3:00 – 3:30 pm: Flex time (wrap-up, questions, etc.)

2/15/13: SESSION 3. PROFESSIONALS, PATIENTS & CHANGING HEALTH CARE NEEDS

REQUIRED READING:

Textbook

NYU Classes

SESSION SCHEDULE:

9:00 – 10:40 am: Medical Professionals and the Health Care Workforce
- Historical and emerging roles for physicians and health professionals
- Health care labor markets
- Professionalization and power in organized medicine

[15-minute break]

10:55 – 12:35 pm: Patient Decision-Making and the Provider‒Patient Relationship
• Role of the patient in the health care system
• Patient preferences and informed patient decision-making
• Provider–patient relationship
• Consumer-directed care and patient demand for and use of information

[Lunch break 12:35 – 1:20 pm]

1:20 – 3:00 pm: Meeting Changing Population Needs
• Chronic disease management
• Long-term care financing and provision
• End-of-life issues
• Class exercise

3:00 – 3:30 pm: Flex time (wrap-up, questions, etc.)

2/22/12: SESSION 4. HEALTH SYSTEM PERFORMANCE, CHALLENGES AND DEBATES

Reminder: Memo 1 due via email (lucy.macphail@nyu.edu, cc: errol.pierre@nyu.edu) the day before class – Thursday, February 21 – by 11:59 pm

REQUIRED READING:

Textbook
• Chapter 8: Billings, J., Cantor, J. and Clinton, C. Access to Care, pp. 151-178.
• Chapter 11: Clancy, C. and Lloyd, R. High Quality Health Care, pp. 233-255.
• Chapter 16: Kropf, R. Health Information Technology, pp. 331-349.

NYU Classes
SESSION SCHEDULE:

9:00 am – 10:40 am: Managing New Medical Technology
- Expanding use of drugs and medical devices in health care
- Comparative effectiveness
- Relationship between providers and medical technology manufacturers

[15-minute break]

10:55 – 12:35 pm: Improving Quality of Care
- Safety and quality of U.S. health care delivery
- Measuring, regulating and improving quality and patient safety
- Challenges of quality improvement and adverse event reduction in health care
- Quality improvement frameworks and interventions

[Lunch break 12:35 – 1:20 pm]

1:20 – 3:00 pm: Week 13. Expanding Access and Reducing Disparities in Care
- Barriers to care for vulnerable patient populations
- The uninsured and underinsured in the U.S.
- Implications of the ACA
- Guest speaker Errol Pierre on state health insurance exchanges

3:00 – 3:30 pm: Conclusion

Remaining written assignment due dates:
- Memo 2 due on Friday, March 1 by 11:59 pm
- Final Paper due on Friday, March 15 by 11:59 pm
WRITTEN REQUIREMENTS AND GRADING

In addition to attending and participating in class meetings, all students are required to submit the following written assignments by the following deadlines. Final grades will be calculated accordingly:

<table>
<thead>
<tr>
<th>Assignment</th>
<th>% of Final Grade</th>
<th>Due Date</th>
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<tbody>
<tr>
<td>Memo 1</td>
<td>25%</td>
<td>2/21</td>
</tr>
<tr>
<td>Memo 2</td>
<td>25%</td>
<td>3/1</td>
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<tr>
<td>Final Research Paper</td>
<td>40%</td>
<td>3/15</td>
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<tr>
<td>Class Participation</td>
<td>10% and can determine very borderline grades up or down</td>
<td>2/1, 2/8, 2/15, 2/22</td>
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Lateness Policy – Please submit written assignments on time. Late assignments will be penalized by one-half letter grade for each day late.

Class Participation – Attendance at all four intensive class sessions is mandatory. Participation performance is assessed based on preparation, engagement and quality of contributions to in-class discussion and group work.

WRITTEN ASSIGNMENT GUIDELINES

General Instructions for Written Assignments – All written assignments should be submitted in Times New Roman 12-point font, double-spaced, with one-inch page margins.

Format Instructions for Memos – Memos should be a maximum of 4 pages. Complete citations in the form of footnotes or end notes are required. A separate references page (in addition to footnotes or endnotes) is not required. Exhibits may be used if appropriate but are optional and do not count toward the page length. Please see the NYU Writing Tutors guide to memo-writing posted on NYU Classes for memo formatting guidelines and observe these guidelines for memos submitted in this course.

Format Instructions for Final Research Paper – The final research paper should be a maximum of 12 pages. Complete citations in the form of parenthetical citations, footnotes or end notes are required, and a separate references page is also required. Exhibits may be used if appropriate but are optional and do not count toward the page length.

Plagiarism Policy – Academic integrity is crucial to the mission of NYU Wagner. Plagiarism of any form will not be tolerated. Please review the NYU policy on plagiarism (posted on NYU Classes) prior to submitting written work in this course.
WRITTEN ASSIGNMENT DESCRIPTIONS

Memo 1
Due Thursday, February 21 by 11:59 pm

Choose one of the two topics below:

Topic 1: Please write a concise, well-structured memo to the attention of the mayor, governor or other government official of a town/city or state you have inhabited (or of interest to you) in which you provide analysis on how to improve the health of the local population. Please discuss:

a. Background on health and disease in your focal population using available information/data;
b. Determinants of health as they pertain to your focal population;
c. 2-3 top-priority objectives that the municipal or state government should pursue to achieve meaningful improvements in population health over the next 10 years;
d. Promising strategies to achieve these objectives, with consideration of feasibility and potential barriers to implementation

Topic 2: Given your current studies in health policy and management, the CEO of a large hospital has requested that you prepare a high-level briefing for the hospital senior executive team in which you describe key trends in health care payment and delivery system reform. Please compose a concise, well-structured memo to the attention of the hospital senior executive team in which you discuss:

a. Factors that have contributed to dramatic growth in health care spending over the past 50 years;
b. How health care payment and delivery models are transforming to promote greater accountability for cost of care (while preserving or improving quality); and

c. The most promising approach(es) for constraining cost growth while maintaining or increasing quality, as well as the open questions that accompany new reimbursement and delivery models that are intended to align incentives for fiscal accountability in the health system.

Memo 2
Due Friday, March 1 by 11:59 pm

Choose one of the two topics below:

Topic 1: Please write an editorial essay to your newspaper of choice in which you argue for national attention to quality and patient safety improvement in the U.S. health care system. Please include:

a. Evidence on the current state of quality and patient safety in the U.S. health system;
b. Why measuring and improving quality are so challenging;
c. The most promising approach(es) for achieving a safer, more reliable and effective health care delivery system.
**Topic 2:** Please write an editorial essay to your newspaper of choice in which you argue for national attention to health care disparities in the U.S. health care system. Please include:

a. Evidence on the current state of racial/ethnic, socioeconomic and/or geographic health care delivery inequities and disparities in the U.S. health system;
b. In-depth analysis of one area of health care disparities;
c. The most promising opportunities for reducing disparities in availability of care and treatment in the health care system.

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**Final Research Paper**

**Due Friday, March 15 by 11:59 pm**

**Topic:** Please prepare a 12-page research paper in which you examine one dimension of performance of the U.S. health care delivery system. You may focus on performance in a broadly-defined area (such as quality of care, cost or access to care) or you may define your focus more narrowly (e.g., coordination of care for chronically-ill elderly patients, cost-effectiveness of new medical technologies, access to specialty care for low-income populations, etc.). In your research paper, please discuss:

a. Background on this dimension of health system performance;
b. How performance on this dimension is influenced by the organization and financing of health care in the U.S. and the incentives/needs/constraints of key health system stakeholders;
c. What must be improved or reformed to achieve performance gains in your selected area;
d. Implications of your analysis for health policy and management.

In your analysis, please consider all stakeholders relevant to your specified focus—such as providers, payers and purchasers, patients/consumers, communities, policy-makers, other groups that play a role in performance in your focal area—and be sure to examine performance and implications for reform at both the policy and delivery system levels.

Please include references to course readings as well as relevant outside sources that support your analysis. Citations and a references page (not included in page length) are required.