

Health-Care Finance

Course Number 26:834:584

Course Credits (3)

Professor Stark

Goal:

To acquaint students with the range of issues raised by health finance, particularly as these affect health care management, health policy, and population health.

Learning Objectives:

To understand the opportunities and dilemmas posed to management, policy and health by managed care and other market-based health care delivery systems.

To master techniques for maintaining quality while improving the productivity of health services, particularly continuous quality improvement;

To appreciate the issues raised by hospital finances for hospital governance and operational restructuring;

To discuss the policy and health implications of extending managed care to populations covered by Medicaid.

To describe the implications of cost containment strategies for the reorganization of medical care

Case Studies will be supplemented by weekly handouts as well as reading assignments from the texts. Students are expected to prepare for class by considering the dilemmas posed by the case material and proposed strategies to respond to or resolve these dilemmas based on the assigned readings. This means being able to: state the central problem(s) in the case; present the background of the problem; identify the key decisions and/or decision-makers; outline the policy/practice dilemmas and options decision-makers face; describe the constraints (economic, political, etc.) placed on decision-making; define priorities; select and justify the best course of action. If cases pose specific questions for discussion, students are responsible for trying to answer these.

Written Assignments:

Students will prepare a minimum of four typewritten 7-10 pp. case reports during the semester. These will be selected from among the cases assigned, but at least two case reports must have been handed on or before October 18th. Additional case reports will be considered for extra credit or to replace reports already submitted. Case analyses should (a) follow the outline in the previous paragraph or (b) respond to the specific questions included in the case and (c) link the analysis to the required reading. The paper grades comprise 850 of the total grade--and great importance will be attached to utilizing the material from assigned texts.

Students will be asked in class to summarize the assigned cases and briefly respond to the major questions. Based on their response, students will be assigned a class preparation and participation grade equal to 15% of total.

Required Texts:

T. Bodenheimer and K. Grumbach, Understanding Health Policy: A Clinical Approach, Appleton, 1995.

Hospital & Health Services Administration (Special issue on CQT). 40(1), Spring, 1995

COURSE OUTLINE

DATE	TOPIC/CASE
September 6	Overview/orientation
September 13	Case: Defunding Organ Transplant in Arizona
September 20	Case: Memorial Hospital of Greene County I
September 27	Case: St. Bruno's Hospital
October 4	Case: Beyond "Mama Management" Case: Integrated Competencies in Nursing
	ICON IT
October 11	Case: Brother Ellis Dialysis Unit Case: Madonna Hospital
October 18	Case: A Proposal for the Restructuring of Wise Medical Center Case: The Corporate Reorganization of Betterman Memorial Hospital
October 25	Case: Cost-Containment for Rich Products
November 1	Case: Deaconess Hospital of Milwaukee Guest speaker(s) to be announced
November 8	Case: Operational Restructuring in Pennsylvania
November 15	Case: Healthier Babies in Twin-Falls Idaho
November 22	Case: West IPA and Venture HMO
November 29	Case: Integrated Patient Management Model
December 6	Case: VNA of Cleveland Case: Hough Norwood Neighborhood Center
December 13	Makeup of Cases Not Complete

Reading Assignments:

- Due
September 13 What was Right, Isn't: The Ethical Context of Rational Decisions.
Case: Defunding Organ Transplant in Arizona Text:
Bodenhimer, Chps 1-3.
- September 20 Managing Quality Assurance I.
Case: Memorial Hospital of Greene County
Plsek, "Techniques for Managing Quality." H&HSA, text, pp.
50-80.
- September 27 Quality Assurance and the 'Play of Power': Governance
Case: St. Bruno's Hospital
Arrington et al., "Continually Improving Governance,"
H&HSA, text, pp. 95-111.
- Recommended:
Shortell, et al., "Assessing the Evidence on CQI: Is the Glass Half
Full or Half Empty?" H&HSA, text, pp. 4-25.
- October 4 Dilemmas in Cost and Personnel
Case: Beyond "Mama Management"
Case: Integrated Competencies in Nursing ICON IT
Bradeur, "Work Ethics and CQI," H&HSA, text, pp. 111-124
Haddock, et al., "The Impact of CQI on Human Resources
Management," H&HSA, text, 138-154.
- Recommended:
Robinson et al, "Employee Participation Programs in the Health
Care Industry: Are they unlawful under recent labor rulings?"
- October 11 Reorienting the Hospital in a Changing Environment
Case: Brother Ellis Dialysis Unit
Case: Madonna Hospital
Bodenheimer, et al., text, Chaps. 5 & 6
- October 18 Restructuring Delivery Systems
Case: A Proposal for the Restructuring of Wise Medical
Center Case: The Corporate Reorganization of Betterman
Memorial Hospital
- October 25 Containing Costs (with a vengeance)

Case: Cost-Containment for Rich Products
Gustafson, "The Total Costs of Illness: A Metric for Health
Care Reform." H&HSA, text, pp. 154-172.

- November 1 To Merge or Not to Merge
Case: Deaconess Hospital of Milwaukee Guest speaker(s) to be
announced
- November 8 Patient Centered Planning
Case: Operational Restructuring in Pennsylvania
Lengnick-Hall, "The Patient as a Pivot Point for Quality in Health
Care Delivery." H&HSA, text, pp. 25-40.
Young et al., "Patients, Physicians and Professional Knowledge:
Implications for CQI." H&HSA, text, pp. 40-50.
Pommerenke, "The Patient Path Model." (1992). (Handout.)
- November 15 Taking the Poor to Market: Medicaid and Managed Care
Chps. 1-4 (pp. 1-60) from Hurley, Freund and Paul, Managed Care
in Medicaid, Health Administration Press, 1993.

Guest presentation on "Assuring Quality and Access under
Managed Care in New Jersey."
Case: Healthier Babies in Twin-Falls Idaho
- November 22 Professional Integration

Case: West IPA and Venture HMO
Bodenheimer (text). Chps. 7 & 8
- November 29 Case: Integrated Patient Management Model
- December 6 Case: VNA of Cleveland
Case: Hough Norwood Neighborhood Center
Kaluzny et al., "Quality Improvement: Beyond the Institution,"
H&HSA, text, pp. 172-185.
- December 13 Unfinished Business

Txt. McBride, "Black america: from community health care to crisis medicine."

Class Seven: Sex

Sandra Lane & Donald A. Cibula, "Gender and health." In Gary Albrecht, R. Fitzpatrick & S. Scrimshaw (eds.) The Handbook of social studies in health and medicine. Sage, 2000.

TBA

Part II. THE POLITICAL AND ECONOMIC CONTEXTS OF HEALTH POLICY

Class Seven: Politics

Donald Barr, Philip Lee and A.E. Benjamin, "Health care and health care policy in a changing world." From The Nation's Health

Beauford Longest, "The process of public policy making: A conceptual model." From The Nation's Health

Jacob Hacker and Theda Skocpol, "The new politics of U.S. health policy." From The Nation's Health, Lee & Estes, eds. 6th edition. C

Class Eight: Political Institutions Txt.

Peterson, "Congress in the 1990's: From iron triangles to policy networks."

Marone, "The bureaucracy empowered."

Class Nine: Law

Txt. Rosenblatt, "The courts and the reconstruction of American social legislation."

Class Seven: Markets

Donald W. Light, "The sociological character of health care markets." In Gary Albrecht, R. Fitzpatrick & S. Scrimshaw (eds.) The Handbook of social studies in health and medicine. Sage, 2000.

Txt: Stone, "The struggle for the soul of health insurance."

Class Eight: Business

Txt. Martin, "Together again: Business, government and the quest for cost control."

Jacker, "Can an employer-based health insurance system be just?"

Ruttenberg, "Revisiting the employment-insurance link."

Class Nine: Public Goods

Milton Fisk, "A Case for taking health care out of the market." From Not for sale: In defense of public goods. Anstrom, Fisk and Holstrom (eds.) Westview Press, 2000.

Andrew Light, "Public goods, future generations and environmental quality." From Not for sale (see above)

Class Ten: Student Presentations Txt:

Hackey, "Regulatory regimes and state health policy."

Class Eleven: Bringing Policy Home

Jessie Corlito, "Punishment or public health: Why the war on drugs is failing." From Not for sale: In defense of public goods. Anstrom, Fisk and Holstrom (eds.) Westview Press, 2000.

Cases: The brotherhood crusade: Targeting gangs and drugs in a Los Angeles neighborhood
Cocaine mothers

Fighting the drug trade in Link Valley

The Philadelphia Anti-drug coalition

REACH: Fighting crack and crime in Pilgrim Hill, Detroit

United Neighbors Against Drugs

Week twelve: And so?

Steven Lewis, Marcel Saulnier and Marc Renaud, "Reconfiguring health policy: simple truths, complex solutions. In Gary Albrecht, R. Fitzpatrick & S. Scrimshaw (eds.) The Handbook of social studies in health and medicine. Sage, 2000.