



University of Wisconsin
**SCHOOL OF MEDICINE
AND PUBLIC HEALTH**

**PHS 785 Health Systems, Management, & Policy
Syllabus**

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Course Overview

Description:

This course is designed to introduce students from multiple disciplines to the fundamental characteristics of health care systems; the organization, financing, and delivery of services in the US health care system; the role of prevention and other non-medical factors in population health outcomes; key management and policy issues in contemporary health systems; and the process of public policy development and its impact on the prospects for health system improvement.

Learning Objectives:

- Compare sectors in the health care system and their inter-relationships.
- Identify key policy issues in contemporary health systems.
- Compare and contrast cost, quality, and access issues across health care sectors.
- Apply concepts and measures for evaluating the performance of health systems.
- Analyze strategies for health system improvement through public policy, select a policy to improve the health system, and advocate for its adoption to a health care decision maker.
- Apply classical economic theory to the health care marketplace.
- Determine sources and uses of payment for health care services and their impact on quality, cost, and access.

Course Organization:

During the course, we will work through six modules that focus on elements of health systems, management, and policy as follows:

Module 1: Overview and Analysis of Health Systems

- Topic 1.1: A Systems Perspective on Health Care Reform
- Topic 1.2: US Health Care System in Global Perspective
- Topic 1.3: Development and Structure of the US Health Care System
- Topic 1.4: Analyzing Policy Options for Health System Improvement

Module 2: Organization and Delivery of Care

- Topic 2.1: Workforce
- Topic 2.2: Primary Care
- Topic 2.3: Hospitals

Module 3: Sectors of the Health Care System

- Topic 3.1: Pharmaceuticals: Health Care and Business
- Topic 3.2: Long Term Care
- Topic 3.3: Mental Health Care
- Topic 3.4: Integrative Medicine
- Topic 3.5: Safety Net Services

Module 4: System Challenges

- Topic 4.1: Disparities in Health Care Access and Outcomes
- Topic 4.2: Health Care Quality and Efficiency
- Topic 4.3: Economic Analysis and Health Care Costs

Module 5: Public Policy and Health Systems Development

- Topic 5.1: Private Health Insurance
- Topic 5.2: Health Care Reform
- Topic 5.3: Public Health Insurance and the Uninsured
- Topic 5.4: Implementing Health Care Reform: New Payment Systems and Population Management
- Topic 5.5: Policy Making Process
- Topic 5.6: Case Study of Federal Health Policy: Mental Health Parity

Module 6: Policy Project and Presentations

Assignment Descriptions & Grading Policy

Assignment Descriptions

Study Questions (40%):

Each module contains study questions that should be addressed in short essay format. The directions on the *Activities* page in each module indicate how many questions must be answered, explain which questions are required, and identify your options when you can choose from two or more questions.

Short essays should highlight key arguments and evidence from the readings and lectures that address the study questions posed in each module. Please use APA style to document your use of source material. (See below.)

Your response to **each** question should be approximately one double-spaced page (250-300 words); each student is expected to work individually (not in groups) on these questions.

How to Submit Your Short Essays: Please submit your work for each module in a single document and as a .doc, .docx, or .rtf file. Submit your work in the appropriate Dropbox folder. Dropbox folders can be accessed by navigating to the Course Home page, and then clicking **Dropbox** on the course navigation bar.

Discussions (20%):

Regular participation in discussions is necessary to understand the broad range of material to be covered in the course. The value of the course will depend on the preparation of participants and their willingness to exchange ideas and critique the arguments presented in lectures, readings, and other assigned resources. **You are required to participate in 13 discussions this semester.**

Each discussion requires a minimum of two posts: one initial post and one response, written to extend a conversation initiated by one of your colleagues. You are encouraged to continue the discussion as your colleagues respond to your ideas.

Please note: You must compose and submit your initial post before you will be able to read and respond to your colleagues' posts.

Discussion grades will be based primarily on the following:

- the quality of your comments, particularly how well-grounded they are in the material presented in course lectures and readings, and
- engagement with other group members, particularly your ability to react constructively to others' comments and move the discussion forward.

How to Participate in Discussions: Please submit your posts in the appropriate discussion thread. Discussion forums can be accessed by navigating to the Course Home page, and then clicking **Discussion** on the course navigation bar.

Final Project (40%):

Over the duration of this course, you will work on a culminating Health Policy Analysis Project. You will be asked to examine a significant problem in contemporary health systems and potential governmental responses. After selecting a topic, you will conduct a careful evaluation of the probable impact and feasibility of alternative policy options and draft a policy analysis memo.

The final project consists of two components:

1. an 8-10 page (double-spaced) written memorandum, and
2. a 20-minute presentation based on this research via Learn@UW's Web Conferencing tool.

The memorandum is worth 30% of your final grade and the presentation is worth 10%.

How to Complete Your Assignment: Specific instructions for the memo, including milestone assignments, and the presentation are included in the **Content** area of the course.

Documentation:

Citations in your work should adhere to APA format. For more information, please refer to American Psychological Association (APA) Documentation handout from the UW-Madison Writing Center.

Guidelines for Written Work

1. Remember that your writing will be evaluated on: 1) the comprehensiveness of the analysis in identifying appropriate concepts, literature and policy applications; 2) the logic, accuracy, and overall persuasiveness of your arguments; and 3) the quality of your writing style (including basic grammar, punctuation, and proofreading).
2. Read each question carefully and organize your content around all parts of the question. Use such techniques as repeating the language from a portion of the question, start new paragraphs, insert numerals or other notations to separate parts of the answer. If we have to search for content, we may miss it. You should not use up valuable space repeating the entire question at the start of your answer.
3. Avoid general narratives on subjects that may relate to the topic of the question but aren't specific to the question.
4. Use formal, technical writing style; avoid a conversational tone and expressions such as "astronomical," "awesome," or "as a matter of fact."
5. Avoid sentences or statements that begin with the word "I think." We are generally not looking for personal opinions, but rather evidence-based conclusions and perspectives.
6. Avoid assertions, i.e., statements without facts or sources, for any issue of importance.
7. Proofread your writing. Misspellings and extra words obscure your meaning and distract readers from your substantive arguments. Avoid misspelling or misusing these words: principal (vs. principle), lead (vs. led), predominate (vs. predominant), Bismark (vs. Bismarck). Make sure your subject and verb agree (i.e., singular or plural). As a general rule of thumb, if there is more than one error per page you may be asked to rewrite the paper or exam before it can be graded and will lose a minimum of a half-grade.
8. Avoid absolute statements that contain words such as "never," "always," or "all." There are very few absolutes in health care and health policy; our goal is to identify dominant patterns where they exist but maintain a respect for exceptions and uncertainty.
9. Don't rely primarily on lecture slides as references for your analysis. Your grades will reflect the extent to which you use the material from course readings as well as lectures.
10. Be sure you use capitalization appropriately (for official titles, e.g.). Do not use capitals to make something sound important.

11. Sources like Wikipedia may be a useful place to begin an investigation; however, in and of themselves, they are not authoritative sources and should not be used in scholarly writing. Instead, use them only as a starting point.

Late Work Policy:

Assignments should be submitted by the due dates listed in the [Course Schedule](#). Late assignments are only accepted with instructor permission. If you unexpectedly encounter problems meeting course due dates, you must notify the instructor by email within 24 hours. The instructor retains final say about extensions to due dates.

Grading Policy:

Participants enrolled for credit will be expected to participate in all aspects of the course. All assignments as described above must be completed.

Assignment		Percentage (%)
Study Questions		40
Discussions		20
Final Project	Health Policy Analysis Memo (30%)	40
	Presentation (10%)	
TOTAL		100

There is no mid-term or final exam for this course.

Grade Scale:

Final grades will be based on accumulated points and all students' performance in the course. The instructor will review the distribution of scores when determining final letter grades.

Course Schedule:

Unless otherwise noted, all assignments are due at 11:59PM CT.

Module	Topics	Assignments
Module 1 Sept 3-8	1.1: A Systems Perspective on Health Care Reform 1.2: US Health Care in Global Perspective 1.3: Development and Structure of the UW Health Care System 1.4: Analyzing Policy Options for Health System Improvement	Activities: Discussions: <ul style="list-style-type: none"> Initial Posts Due Wednesday Response Posts Due Sunday Study Questions Due Sunday Project: <ul style="list-style-type: none"> Complete Step 1: Define the Problem. Submit Definition of the Problem answers Due Sunday
Module 2 Sept 9-15	2.1: Workforce 2.2: Primary Care 2.3: Hospitals	Activities: Discussions: <ul style="list-style-type: none"> Initial Posts Due Wednesday Response Posts Due Sunday Study Questions Due Sunday Project: <ul style="list-style-type: none"> Complete Step 2: Assemble Evidence. Submit Working Bibliography Due Sunday
Module 3 Please note: This module spans two weeks. Sept 16-29	3.1: Pharmaceuticals: Health Care and Business 3.2: Long-term Care 3.3: Mental Health Care 3.4: Integrative Medicine 3.5: Safety Net Services	Activities: First Week: Discussions Part 1: <ul style="list-style-type: none"> Initial Posts Due first Wednesday Response Posts Due first Sunday Study Questions Part 1 Due first Sunday Second Week: Discussions Part 2: <ul style="list-style-type: none"> Initial Posts Due second Wednesday Response Posts Due second Sunday Study Questions Part 2 Due second Sunday Project: First Week: <ul style="list-style-type: none"> Complete Step 3: Construct Alternatives and Step 4: Select Criteria. (Nothing to submit) Second Week: Complete Step 5: Project the Outcomes and Tradeoffs. <ul style="list-style-type: none"> Submit Preliminary Outline and Bibliography Due second

		Sunday
Module 4 Sept 30-Oct 6	4.1: Disparities in Health Care Access and Outcomes 4.2: Health Care Quality and Efficiency 4.3: Economic Analysis and Health Care Costs	Activities: Discussions: <ul style="list-style-type: none"> Initial Posts Due Wednesday Response Posts Due Sunday Study Questions Due Sunday Project: <ul style="list-style-type: none"> Begin work on Step 6: Present Recommendations and Rationale and begin rough draft of policy memo.
Module 5 Please note: This module spans two weeks. Oct 7-20	5.1: Private Health Insurance System 5.2: Health Care Reform 5.3: Public Health Insurance and the Uninsured 5.4: Implementing Health Care Reform: New Payment Systems and Population Management 5.5: The Policy Making Process 5.6: Case Study of Federal Health Policy: Mental Health Parity	Activities: First Week: Discussions Part 1: <ul style="list-style-type: none"> Initial Post Due first Wednesday Response Posts Due first Sunday Study Questions Part 1 Due first Sunday Second Week: Discussions Part 2: <ul style="list-style-type: none"> Initial Post Due second Wednesday Response Posts Due second Sunday Study Questions Part 2 Due second Sunday Project: First Week: <ul style="list-style-type: none"> Complete Step 6: Present Recommendations and Rationale Submit Rough Draft Due first Sunday Second Week: <ul style="list-style-type: none"> Begin working on Step 7: Final Draft and Presentation once you have received Instructor Feedback
Module 6 Oct 21-27	Policy Project and Presentation	Project: <ul style="list-style-type: none"> Complete Step 7: Final Draft and Presentation Submit: Final Draft Due Sunday

About the Instructors

***Gordon T. Ridley - Course Director, MHA**

Adjunct Professor of Population Health Sciences
Consultant to the Dean
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Bio: Gordon Ridley served as the principal business officer of the UW School of Medicine and Public Health from 1996-2011, most recently as Senior Associate Dean for Administration and Finance. He holds a bachelor's degree from Oberlin College and a master's degree in Health Services Administration from the University of Michigan School of Public Health. His administrative experience spans 30 years, the majority associated with academic health centers and he has taught in several courses over many years regarding the American health care system. He is active in national academic medicine groups and community organizations.

*Gordon Ridley is the primary contact for this course.

Thomas R. Oliver - Co-Instructor, PhD, MHA

Professor, Department of Population Health Sciences
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Bio: Tom Oliver is director of the UW Master of Public Health program and the Wisconsin Center for Public Health Education and Training. Professor Oliver received his bachelor's degree in human biology from Stanford University. He received a master's degree in health administration from Duke University and master's and doctoral degrees in political science from the University of North Carolina at Chapel Hill. Prior to coming to Wisconsin, Professor Oliver taught at the University of Maryland and Johns Hopkins University. His teaching and research focuses on health politics, health policy development, and health care reform.

Course Communication

News: We use the News section of the Course Home page to make announcements during the term to communicate new or changing information regarding due dates, instructor absence, etc. Please read News items frequently and carefully. Our expectation is that you will log in to the course site at least once every week day.

Questions: If you have questions that are academic in nature, post your question in the *Ask the Instructor* discussion thread. This allows other students to benefit from your questions and our responses. Additionally, you can set up automatic notifications to be alerted any time there is new information posted on a Discussion Board. Click the "Subscribe to Topic" link and choose how often you wish to be notified.

We will check the discussion boards often and will make every effort to reply within two days, **excluding weekends**. Questions of a personal nature should be sent **by email** to your instructors.

Course Materials & Technology Requirements

Required Resources:

You are required to purchase the following text for this class:

- Shi, L. and D. A. Singh. (2012). Delivering Health Care in America, 5th edition. Burlington, MA: Jones & Bartlett Learning. **ISBN-13:** 9781284035452

The text can be purchased at the following retailers in the format that best suits your needs, including new and used editions:

- The University Bookstore: <http://www.uwbookstore.com/home.aspx>
- Amazon: www.amazon.com
- Barnes and Noble: www.barnesandnoble.com

For your convenience, the first chapter of Shi & Singh is available in pdf form in the Content area of the course; however, you should plan to order your textbook as soon as possible, as this is the only chapter available in the course materials. If you have difficulty obtaining the book, please contact your instructor.

For **technical support**, please contact the Help Desk: <https://kb.wisc.edu/helpdesk/1>.

Please review each module's *Readings and Lectures* page for links to required resources, which include a variety of lectures, articles, web links, and additional videos. Articles will usually be available to you as downloads (pdf format) or as web links. You are expected to keep current with assigned resources to effectively participate in class discussion and engage with the presented material.

Technology Requirements:

Recommended Software and Browsers

In Module 6, you will deliver an online presentation, including slides. You will use BlackBoard Collaborate (accessed via the Web Conferencing link on the navigation bar) to present your project. Be sure that you have access to a computer with PowerPoint software, a webcam, and a reliable internet connection.

Please review the Blackboard Collaborate Web Conferencing navigation tips and start exploring and practicing with this technology right away. **Do not wait until the last minute to become familiar with this method of presenting.** A practice conference will be available throughout the semester so that you can test both your equipment and the software functionality.

Additionally, Blackboard Collaborate has a test site where you can check the system requirements of your computer (Step 1) and test your system's configuration including connection, settings, and audio (Step 2): <http://support.blackboardcollaborate.com/ics/support/default.asp?deptID=8336&task=knowledge&questionID=1473>.

The following link contains a list of recommended systems and browsers: <https://kb.doit.wisc.edu/luwmad/page.php?id=3210>.

- Firefox: <http://support.mozilla.org/en-US/kb/update-firefox-latest-version>
- Chrome: <http://support.google.com/chrome/bin/answer.py?hl=en&answer=95414>
- Internet Explorer: <http://windows.microsoft.com/en-us/internet-explorer/download-ie>

University Policies

The University of Wisconsin - Madison is dedicated to a safe, supportive and non-discriminatory learning environment. It is the responsibility of all undergraduate and graduate students to familiarize themselves with University policies regarding Network Use, Disability Accommodations, Misconduct, and Religious Beliefs Accommodation.

Network Use Policies

Please read the UW-Madison's Responsible Use of Information Technology Policy.

Disability Accommodations

The University of Wisconsin - Madison is dedicated to a safe, supportive and non-discriminatory learning environment.

Students requesting special accommodations should contact the McBurney Disability Resource Center as soon as possible regarding a verified individualized services and accommodations plan (VISA). Once your accommodation plan has been determined and approved, you will need to contact your professor.

Additional information is available at the McBurney Disability Resource Center:
<http://www.mcburney.wisc.edu/students/howto.php>.

Academic Misconduct

The University believes that academic honesty and integrity are fundamental to the mission of higher education and of the University of Wisconsin System. The University has a responsibility to promote academic honesty and integrity and to develop procedures to deal effectively with instances of academic dishonesty. Students are responsible for the honest completion and representation of their work, for the appropriate citation of sources, and for respect of others' academic endeavors. Students who violate these standards are subject to disciplinary action. UWS Chapter 14 identifies procedures to be followed when a student is accused of academic misconduct. For additional information, please refer to the section in the Student Handbook titled Student Academic Disciplinary Procedures.

Please review the Student Academic Misconduct Policy and Procedures and the Student Nonacademic Misconduct Policy.

Religious Beliefs Accommodation

Board of Regents policy states that students' sincerely held religious beliefs shall be reasonably accommodated with respect to scheduling all examinations and other academic requirements. Students must notify the instructor, within the first three weeks of the beginning of classes (within the first week of summer session and short courses) of the specific days or dates on which they will request accommodation from an examination or academic requirement. For additional information, please refer to Chapter UWS 22: Accommodation of Religious Beliefs.

FERPA

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