University at Albany  
School of Public Health  
Department of Health Policy, Management, and Behavior  

HPM 500  
Health Care Organization, Delivery, and Financing  

Fall 2011  

Instructors  
Wendy Weller, PhD  
Office Hours: Mondays 2:00 – 4:00 or by appointment  
East Campus, Room 167  
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Schedule  
Monday 5:30-8:20  
Classroom C4  

Overview  
This course provides a comprehensive overview of the organization, delivery, and financing of health care services in the United States. The course covers historical, societal, political, and economic forces influencing the accessibility, cost, and quality of personal and public health services. 

We will examine the current health care system, as well as, recently passed health care reform. Issues that will continue to put pressures on the system and their impact on providers, patients, and other key stakeholders in medicine and public health will be addressed. Health care concepts and terminology, provider characteristics, methods of financing, government regulations and private sector services will be discussed. 

The course will also provide an introduction to the public policy making process and to major concepts in the management of health care organizations and institutions. 

Goal of Course  
At the end of this course, students should be able to discuss how health services are financed and organized in the United States, who are the major providers of health care in the United States, and how the health care system in the United States is changing. Students should also begin to be able to apply the content of this class in discussions of the current major health care policy issues facing the United States.
**Specific Course Competencies**

1. Provide students with an understanding of the historical (ie, social and political) context within which the U.S. health care system has evolved and how this context is linked to the current configuration in health care. Familiarize students with the major provisions of national health care reform that was enacted in March 2010.

2. Define health, illness, and disease and discuss the contribution of medical care to population health.

3. Familiarize students with issues pertaining to cost, access and quality of care.

4. Introduce students to the way that health care services are financed and purchased in the public and private sectors. In particular, provide students with an understanding of specific reimbursement methods (eg, fee-for-service, capitation) and how these methods may impact delivery of services and health outcomes.

5. Introduce students to the concept of managed care and how it is affecting health care delivery and public health. Familiarize students with techniques and tools used by managed care, such as utilization review/management and provider contracting and how these have evolved in the past few years in response to the “managed care backlash.”

6. Introduce students to new models of care delivery, such as Patient Centered Medical Homes (PCMHs), and new models of health care organization, such as Accountable Care Organizations (ACOs).

7. Help students identify and analyze major policy issues facing the nation’s health care system and how the policy process and current context of health care in the U.S. may shape the organization, financing, and delivery of health care in the future.

**Required Texts**

Shi L. and Singh DA. Delivering Health Care in America: A Systems Approach (5th Edition). Jones and Bartlett Publishers, 2012 (this is a newly published edition; the University Bookstore expects them to arrive on August 29)

**Recommended**


**Required Readings**

Required course readings (ie, readings outside of the texts) will be available through the electronic reserves (e-res) system. The direct link for the electronic reserves page is [http://eres.ulib.albany.edu](http://eres.ulib.albany.edu).

You can also access the electronic reserves through the library’s web page ([http://library.albany.edu](http://library.albany.edu)).
To initially log-in to e-reserves you will need to enter your NETID and password. To enter the e-reserve page for this specific course you will need to use the course password. The course password is ‘ofdclass’ (with no quotes, no bold). Occasionally, some additional readings may be distributed in class.

**Overheads/Slides**

The current week’s slides can be accessed through the course e-reserves page and are tagged as “overheads”. Some lectures will be posted at the beginning of the semester. **However, the instructor reserves the right to make changes in the slides prior to class.** If changes are made to lecture slides, the instructor will make every attempt to post these changes on e-reserve at least one day before the lecture (ie, by Sunday). In some cases, this may not be possible. Therefore students will need to take notes on the new content, but will have access to the revised slides after that week’s class. Slides that have recently been revised will include the term “revised” in their filename on e-reserve (ie, if there are multiple files with slides for a given class on e-reserve, the file with “revised” is the most recent version).

**Evaluation**

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<thead>
<tr>
<th>Component</th>
<th>Weight</th>
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<tr>
<td>Mid-term Exam</td>
<td>25%</td>
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<tr>
<td>Group Presentation</td>
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<tr>
<td>Debate</td>
<td>15%</td>
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<tr>
<td>Discussion Questions</td>
<td>10%</td>
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<tr>
<td>Final Exam</td>
<td>30%</td>
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<tr>
<td>Class Participation</td>
<td>10%</td>
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**Course Requirements:**

1. **Mid-term Exam**: (25 points)

   The mid-term will be in-class, closed book. It will take place on **October 17, 2011 and will cover material presented up to and including Lecture 7: Health Care Workforce.** The exam will test students’ understanding of specific elements of the health care system and the ability to apply concepts learned in class. It will be a mixture of definitions, short-answer questions, and longer essays.

2. **Group Presentation**: (10 points)

   Groups of 3-4 students will present information on either an aspect of national health care reform or a currently policy issue related to that week’s covered topics and readings. For example, the group presenting in week 4 may want to discuss the individual mandate or new health insurance requirements for employers contained in the Accountable Care Act. Each group will identify the specific topic they want to present, but I am available to discuss potential topics or provide suggestions.
The presentation should be created in PowerPoint and be approximately 20-25 minutes in length. The group will then lead the class in a 10-15 minute discussion on the topic. Members of the group will be the same as the debate teams.

The goal of this exercise is to give students practice in presentation skills and to become more familiar with the many provisions and complexities of health care reform.

**Presentations will start with Lecture 4 on September 19. Additional guidance for this assignment will be distributed and discussed during class 3.**

3. **Debates:** (15 points)

Two groups of 3-4 students will argue the pros and cons of a specific issue related to the U.S. health care system (groups, topics, and sides will be assigned randomly by the instructor). Following each debate, the entire class will challenge the teams with questions and contrary arguments or interpretations.

**The debates will be held between October 3 and November 7. Additional guidance for this assignment will be distributed and discussed during class 3.**

4. **Discussion Questions and Discussion:** (10 points)

Students will submit at least three discussion questions related to the upcoming week’s lecture/reading. Students should submit questions for seven of the ten lectures between week 4 and week 14 (it is up to individual students to select which lectures). The discussion questions should be thoughtful, applied questions; examples are provided at the end of this syllabus and will be explained by the instructor.

The questions should be e-mailed to the instructor AT LEAST ONE DAY BEFORE the lecture. For example, if you decide to submit questions for the lecture on private insurance (week 4, September 19) you should e-mail the questions to the instructor by September 18). Several questions will be selected for actual class discussion.

5. **Final Exam:** (30 points)

The final exam will be in-class, closed book. It will take place on December 5, 2011. The exam will cover material presented since the mid-term exam. The final exam will be more applied than the mid-term, requiring students to apply what they have learned to a policy problem.

6. **Class Participation** (10 points)

Approximately half of each class will be devoted to discussion, debates, or other activities. Students are expected to actively participate in each session. Participation (ie, class attendance, asking questions, engaging in each week’s discussion/debate) will contribute 10% toward the final grade. During the semester we will be discussing potentially controversial items. Students
are expected to respect each other’s ideas and opinions, even if they do not agree with them (eg, listen to others without prejudging them or their ideas).

Students are expected to attend and participate in each class session and to complete the required readings prior to class. Missing one or two classes without an adequate explanation will hurt the student’s participation grade. **Missing more than two classes without sufficiently adequate explanation will result in a participation grade of 0 out of 5 points.** If a student does miss a class they should ask classmates for notes from that week. Overheads from the week’s class will be posted on the course website.

**Academic Integrity**

Academic dishonesty is not tolerated in this class or at the School of Public Health. Please refer to the booklet: *Community Rights and Responsibilities* which you were given when you entered the school or at [http://www.albany.edu/judicial_affairs/standardsofconduct.html](http://www.albany.edu/judicial_affairs/standardsofconduct.html).

***Any student engaging in academic dishonesty will receive a final grade of F in the course. Note that instructors are also required to report academic dishonesty to the School.***

**Course Policies**

- Please turn all cell phones to vibrate or off while in class.

- Laptops may be used for taking notes or other course related purposes. While in class, they are not to be used for surfing the web, updating your Facebook page or other non-course related activities.

- All assignments are to be completed on or before the due date. There will be no make-up exams or assignments except for students who misses something due to a documented medical emergency.
## Course Calendar Overview  
**Health Care Organization, Delivery, and Financing**

<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Topic</th>
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| 1.   | August 29  | Course Introduction;  
Overview of the US Health Care System                                   |
| 2.   | September 5| **NO CLASS – LABOR DAY**                                              |
| 3.   | September 12| Historical Evolution of the US Health Care System                      |
| 4.   | September 19| Health Care Financing I  
- Health Insurance Overview  
- Private Health Insurance: Individual and Employer-Based |
| 5.   | September 26| Health Care Financing II  
- Public Health Insurance: Medicare, Medicaid, and CHIP |
| 6.   | October 3  | Reimbursing Providers  
**DEBATE 1**                                                               |
| 7.   | October 10 | Health Care Workforce  
**DEBATE 2**                                                               |
| 8.   | October 17 | **MID-TERM EXAM**                                                      |
| 9.   | October 24 | Outpatient and Inpatient Care                                          |
| 10.  | October 31 | Managed Care and Integrated Organizations  
**DEBATE 3**                                                             |
| 11.  | November 7 | Long Term Care and Health Care for Special Populations  
**DEBATE 4**                                                            |
| 12.  | November 14| Cost, Access, and Quality                                              |
| 13.  | November 21| International Health Care Systems                                      |
| 14.  | November 28| Health Policy and How It’s Made                                         |
| 15.  | December 5 | **FINAL EXAM**                                                         |
Health Care Organization, Delivery, and Financing
Required and Optional Readings

Week 1: August 29
Course Introduction
Video and Discussion: Sick Around America

Required Readings:
Shi and Singh – Chapter 1 (pp. 1-20 and 28-31)
Shi and Singh – Chapter 2 (Skim for an overview)

Week 2: September 5
NO CLASS – LABOR DAY

Week 3: September 12
Historical Evolution of the US Health Care System

Required Readings:
Shi and Singh – Chapter 3

Optional Readings:
Note: “Skim” the following to get an overview of the historical evolution of the American health care system. Note that “Book One” and “Book Two” simply refer to the organization of the book – they are not actually separate books.

Starr, P. Book One – Introduction (pp. 3-9; 24-29)
Chapter 3: Consolidation of Professional Authority
Chapter 4: The Reconstitution of the Hospital
Chapter 5: The Boundaries of Public Health
Chapter 6: Escape from the Corporation

Starr, P. Book Two – Chapter 1: The Mirage of Reform
Chapter 2: The Triumph of Accommodation
Chapter 3: The Liberal Years
Chapter 4: The End of a Mandate
Week 4: September 19

Health Care Financing I
- Health Insurance Overview and Concepts
- Private Health Insurance: Individual and Employer Based

Required Readings:
Shi and Singh – Chapter 6 (pp. 199-210; 234-238)

The following readings are from the Henry J. Kaiser Family Foundation (most are 2-3 page policy briefs/fact sheets):
- Consumer-Directed Health Arrangements. Background Brief. 2007 (e-reserve)
- Summary of Coverage Provisions in the Patient Protection and Affordable Care Act. April 2010. (Note: This summarizes both private and public insurance provisions of health care reform. We will discuss the public insurance provisions on September 26) (e-reserve)

Optional Readings:
For a more detailed summary on all health care reform provisions and implementation timelines see the following from the Henry J. Kaiser Family Foundation:
- Summary of New Health Reform Law. June 2010. (e-reserve)
- Health Reform Implementation Timeline. June 2010. (e-reserve)

You can explore more information on health care reform at the Kaiser Family Foundation’s health care reform website located at http://healthreform.kff.org

Week 5: September 26

Health Care Financing II
- Public Health Insurance: Medicare, Medicaid, CHIP

Required Readings:
Shi and Singh – Chapter 6 (pp. 210-225)

Most of the following readings are 2-3 page policy briefs from the Henry J. Kaiser Family Foundation:
- Children’s Health Insurance Program Reauthorization Act of 2009 (CHIPRA). February 2009. (e-reserve)
- Medicaid and Children’s Health Insurance Program Provisions in the New Health Care Reform Law April 2010. (read p.1-2; refer to the remaining document if you are interested in more detail and the implementation timeline) (e-reserve)

**Optional Readings:**


Summary of Key Changes to Medicare in 2010 Health Reform Law. (e-reserve)


Shi and Singh – Chapter 6, p. 224-229,

**Week 6: October 3**

**Provider Reimbursement**

DEBATE 1

**Required Readings:**

Shi and Singh – Chapter 6 (pp. 226-232, “The Payment Function”)

**Week 7: October 10**

**Health Care Workforce**

DEBATE 2

**Required Readings:**

Shi and Singh – Chapter 4
Week 8: October 17  MID-TERM EXAM

Week 9: October 24  Outpatient and Inpatient Care

Required Readings

Shi and Singh – Chapters 7 and 8

Health Policy Brief. Patient-Centered Medical Homes. *Health Affairs*. September 14, 2010

Week 10: October 31  Managed Care and Integrated Organizations DEBATE 3

Required Readings

Shi and Singh – Chapter 9


Week 11: November 7  Long-Term Care
Health Care for Special Populations
DEBATE 4

Required Readings

Shi and Singh – Chapters 10 and 11

Week 12: November 14  Cost, Access, and Quality

Required Readings:

Shi and Singh – Chapter 12


Kaiser Commission on Medicaid and the Uninsured. Five Basic Facts about the Uninsured. September 2009. (e-reserve)

Optional Readings:


**Week 13: November 21**  
**International Health Systems**

*Required Readings:*

Shi and Singh – pp. 20-28


D. Squires, The Commonwealth Fund, and others, International Profiles of Health Care Systems, The Commonwealth Fund, June 2010. (read overview on p. 6-7 and the sections on Canada, England, and German, remaining countries are optional reading) (e-reserve)

**Week 14: November 28**  
**Health Policy**

*Required Readings:*

Shi and Singh – Chapter 13

**Week 15: December 5**  
**FINAL EXAM**
Examples of Discussion Questions

Discussion Questions:

1. Should individuals share more (less) in the cost of their medical care? Why or why not?

2. What are the goals of CDHP’s? How will CDHP’s affect consumers with high health care costs? Low incomes?

3. What health care reform coverage provisions do you agree/disagree with? Why? How would you have reformed the system to expand insurance and protect those who were already insured?

4. Which reforms affecting Medicare and Medicaid do you support/not support? Why?

5. As the administrator of the NYS Medicaid Program, you have been asked to review the program to determine if and how it should be modified. What are some reasons for and against modifying the program? What are some ways the program could be changed? What would the impact of these changes be on cost, access, and quality?

6. Pay-for-performance is gaining momentum as a method of reimbursement. Do you favor this form of reimbursement? Do you think it places patients who are high cost (eg, chronically ill) at risk for poor access if physicians will be less likely to take on these patients if they do not want to be penalized financially for their care?