

**UNIVERSITY OF WISCONSIN  
SCHOOL OF MEDICINE AND PUBLIC HEALTH  
DEPARTMENT OF POPULATION HEALTH SCIENCES**

**PHS 650-042  
HEALTH SYSTEMS, MANAGEMENT, AND POLICY**

**SPRING 2009**

**UNIVERSITY OF WISCONSIN  
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**PHS 650-042  
HEALTH SYSTEMS, MANAGEMENT, AND POLICY  
SPRING 2009**

<b>Course Description</b>	This course is designed to introduce students from multiple disciplines to the fundamental characteristics of health care systems; the role of prevention and other non-medical factors in population health outcomes; the organization, financing, and delivery of services in the U.S. health care system; key management challenges in private and public health care organizations; and the process of public policy development and key issues in contemporary health policy.
<b>Course Prerequisites</b>	The course is open to all graduate and undergraduate students with at least junior status. No prior knowledge is assumed.
<b>Class Hours</b>	3 credits, Monday and Wednesday 1:15-2:30 PM
<b>Location</b>	Room 1345, Health Sciences Learning Center
<b>Course Instructors</b>	Tom Oliver, Associate Professor, Department of Population Health Sciences, <a href="mailto:troliver@wisc.edu">troliver@wisc.edu</a>  Gordon Ridley, Senior Associate Dean, School of Medicine and Public Health, <a href="mailto:gtridley@wisc.edu">gtridley@wisc.edu</a>  Lisa Steinkamp, Director, Physical Therapy Program, <a href="mailto:steinkamp@pt.wisc.edu">steinkamp@pt.wisc.edu</a>
<b>Office Hours</b>	By appointment
<b>Teaching Methods</b>	Interactive lectures, breakout sessions, group project
<b>Course Readings</b>	All required course readings are available as PDF files or links on the Learn@UW course website.
<b>ADA Compliance</b>	If you are aware of or suspect there is any reason that may interfere with your ability to complete the requirements of this course or to participate in the activities described in this syllabus, contact either the course instructor, your advisor, the program advisor, or the program director. Appropriate actions are facilitated by timely requests. Reasonable requests for appropriate academic adjustments will be granted and all requests are held in confidence.

**PHS 650-042 HEALTH SYSTEMS, MANAGEMENT, AND POLICY**  
**Course Objectives, Requirements, and Evaluation**

**Course Objectives**

The specific objectives of the course are:

- To understand important concepts for describing and evaluating the performance of health systems
- To develop knowledge of sectors within the health care system
- To identify key management and policy issues in contemporary health systems
- To consider how health issues can be addressed through public policy
- To help students improve their skills in written and oral analysis

**Requirements**

Take-home midterm exam	30%
Take-home final exam	30%
Health policy analysis project	30%
Participation in class and breakout sessions	10%

**Take-home Midterm and Final Exams**

These exams will include several short answer and essay questions to identify and apply important concepts regarding health systems and to analyze policy and management challenges in improving health system performance. The exams will be based on course lectures and readings, as well as topics discussed in breakout sessions. The midterm exam will be handed out on February 18 and is due on March 4. The final exam will be handed out on April 29 and is due on May 13, one week after the last class session.

**Health Policy Analysis Project**

Students will work in groups (3-5 people) to examine a significant problem in contemporary health systems and potential governmental responses to the problem. Each group will select a problem and conduct a careful evaluation of the probable impact and feasibility of alternative policy options. Based on their group work, students will prepare an 8-10 page memorandum individually or as a group that presents their analysis and recommends a preferred option for health system improvement. The project includes the following products and due dates:

25 March	List of group members, proposed topic, and preliminary bibliography (including relevant course readings)
15 April	Detailed outline or draft of policy analysis memorandum for discussion with instructors
16-17 April	Group meetings with course instructors to review outline or draft of health policy analysis memorandum
29 April	Final health policy analysis memorandum due

### **Class Participation**

Regular attendance and participation in discussion are 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 breakout sessions.

### **Breakout Sessions**

4 February	Criteria for health system performance
23 February	Analysis of tradeoffs among access, quality, and cost within a selected sector of the health system
11 March	Identify and define a problem in health system performance
8 April	Develop policy options for health system improvement
22 April	Compare policy options for health system improvement (meet with policy analysis groups)

### **Criteria for Grading Written Assignments**

Grades for written assignments will be based on: 1) the comprehensiveness of the analysis in identifying appropriate concepts, literature and applications; 2) the logic, accuracy, and overall persuasiveness of the arguments; and 3) the quality of the writing style (including basic grammar, punctuation, and proofreading).

### **Criteria for Grading Class Participation**

The participation grade will rest primarily on your contributions to the four regular breakout sessions throughout the course (the fifth breakout session is for group work on the policy analysis project). Your letter grade will be based on 1) the quality and quantity of your comments, particularly how well-grounded they are in the material presented in course lectures and readings; and 2) engagement with other group members, particularly your ability to react constructively to others' comments and move the discussion forward. After each session, group facilitators will assign a letter grade for each student for that session.

If you miss a breakout session, you will not receive any credit for that session unless there are extenuating circumstances for your absence. The course director will decide on a case-by-case basis whether your absence should be excused due to circumstances beyond your control that prevented you from attending the session. Any unexcused absences will lower your overall class participation grade.

We expect regular attendance in the lecture sessions of the course as well. Students are responsible for contacting the TA or an instructor if they need to miss a class session. We reserve the right to adjust the class participation grade downward for noticeably poor attendance or upward for students who make positive contributions to those sessions by asking good questions of lecturers or providing informed answers to questions posed by the lecturers.

**PHS 650-042 HEALTH SYSTEMS, MANAGEMENT, AND POLICY  
Course Schedule**

**THE SCOPE AND STRUCTURE OF HEALTH SYSTEMS**

<b>Session 1</b> <b>21 January</b>	<b>Introduction to Course</b> Tom Oliver, Gordon Ridley, Lisa Steinkamp
	<b>The Contributions of Health Care to Population Health</b> Patrick Remington Professor of Population Health Sciences Director, UW Population Health Institute
<b>Session 2</b> <b>26 January</b>	<b>U.S. Health Care System in Global Perspective</b> Tom Oliver
<b>Session 3</b> <b>28 January</b>	<b>What Can the U.S. Learn from Other Health Systems?</b> Claus Wendt Senior Research Fellow, Mannheim University, Germany Visiting Kennedy Memorial Fellow, Center for European Studies, Harvard University
<b>Session 4</b> <b>2 February</b>	<b>Development and Structure of U.S. Health Care System</b> Gordon Ridley
<b>Session 5</b> <b>4 February</b>	<b>Criteria for Health System Performance</b> Breakout Session #1 in assigned rooms

**SECTORS OF THE U.S. HEALTH CARE SYSTEM**

<b>Session 6</b> <b>9 February</b>	<b>Health Professions and Workforce Training</b> Lisa Steinkamp
<b>Session 7</b> <b>11 February</b>	<b>Hospitals and Health Care Systems</b> Gordon Ridley
<b>Session 8</b> <b>16 February</b>	<b>Academic Health Centers and Biomedical Research</b> Robert Golden Dean, UW School of Medicine and Public Health
<b>Session 9</b> <b>18 February</b>	<b>Pharmaceuticals and Health Care</b> Gordon Ridley
	<b>Midterm take-home exam handed out</b>
<b>Session 10</b> <b>23 February</b>	<b>Tradeoffs among Access, Quality, and Cost</b> Breakout Session #2 in assigned rooms

**Session 11**  
**25 February**

**Long-term Care and Chronic Care Management**  
David Zimmerman  
Professor, College of Engineering  
Director, Center for Health System Research and Analysis

**Session 12**  
**2 March**

**Mental Health Care**  
Ronald Diamond  
Professor, Department of Psychiatry  
Medical Director, Dane County Mental Health Center

**Session 13**  
**4 March**

**Complementary Medicine**  
David Rakel  
Assistant Professor, Department of Family Medicine  
Director, UW Integrative Medicine Program

**Midterm take-home exam due before start of class**

**Session 14**  
**9 March**

**Analyzing Policy Options for Health System Improvement**  
Tom Oliver

**Session 15**  
**11 March**

**Defining Problems in Health System Performance**  
Breakout Session #3 in assigned rooms

**SPRING BREAK**

#### **HEALTH CARE FINANCING AND DELIVERY**

**Session 16**  
**23 March**

**Private Insurance and Integrated Health Systems**  
Gordon Ridley

**Session 17**  
**25 March**

**Medicare**  
Tom Oliver

**Health policy analysis preliminary topic and bibliography due**

**Session 18**  
**30 March**

**Medicaid, SCHIP, and the Uninsured**  
Tom Oliver

**Session 19**  
**1 April**

**Health Care Quality and Efficiency**  
Jeffrey Grossman  
Senior Associate Dean for Clinical Affairs  
School of Medicine and Public Health  
President and CEO, UW Medical Foundation



**Session 29**  
**6 May**

**Case Study: Implementation of BadgerCare Plus**  
Jason Helgerson  
Medicaid Director, Division of Health Care Access and  
Accountability, Wisconsin Department of Health Services

**13 May**

**Final take-home exam due**

**PHS 650-042 HEALTH SYSTEMS, MANAGEMENT, AND POLICY  
Course Schedule**

**Session 1  
21 January**

**The Contributions of Health Care to Population Health**  
Patrick Remington

Readings:

Vila, P., Booske, B., Wegner, M., Remington, P. (2007) Moving Upstream: The Preventable Causes of Death in Wisconsin, 2004. *Wisconsin Medical Journal* 106(7), 373-79.

Centers for Disease Control and Prevention. (1999). *Ten Great Public Health Achievements in U.S. from 1900-1999*. Adapted from *MMWR Weekly*, 48(12), 241-43. Website: <http://www.cdc.gov/MMWR/preview/mmwrhtml/00056796.htm>

Booske BC, Kempf AM, Athens JK, Kindig DA, Remington PL. (2007). *Health of Wisconsin Report Card*. University of Wisconsin Population Health Institute.

Taylor, K, Booske, B, et al. (2008). *Wisconsin County Health Rankings, 2008*. University of Wisconsin Population Health Institute.

**Session 2  
26 January**

**U.S. Health Care System in Global Perspective**  
Tom Oliver

Readings:

World Health Organization. (2000). *The World Health Report 2000: Health Systems: Improving Performance*. Geneva, Switzerland: WHO.

Overview, pp. xi-xix

Chapter 1, "Why Do Health Systems Matter?" pp. 1-19

Chapter 2, "How Well Do Health Systems Perform?" pp. 21-46

Annex Table 1, Health System Attainment and Performance in All Member States, pp. 152-55

Blendon, Robert J., Minah Kim, and John M. Benson. (2001). The Public Versus the World Health Organization on Health System Performance. *Health Affairs*, 20(3), 10-20.

American College of Physicians. (2008). Achieving a High-Performance Health Care System with Universal Coverage: What the United States Can Learn from Other Countries. *Annals of Internal Medicine*, 148, 55-75.

Mullan, Fitzhugh. (2007). Health, Equity, and Political Economy: A Conversation with Paul Farmer. *Health Affairs*, 26(4), 1062-68.

Supplemental: Anderson, G., Hussey, P., Frogner, B. and Waters, H. (2005). Health Spending in the United States and the Rest of the Industrialized World, *Health Affairs*, 24(4), 903-14.

**Session 3**  
**28 January**

**What Can the U.S. Learn from Other Health Systems?**  
Claus Wendt

**Videos and Readings:**

**PBS Frontline Program: *Sick Around the World***

The online program is based on journalist T.R. Reid's upcoming book on international health care, *We're Number 37!* The title refers to the U.S. ranking in the 2000 World Health Organization report on health systems.

<http://www.pbs.org/wgbh/pages/frontline/sickaroundtheworld/>

Five Capitalist Democracies and How They Do It  
Each has a health care system that delivers health care for everyone—but with remarkable differences.

<http://www.pbs.org/wgbh/pages/frontline/sickaroundtheworld/countries/>

Watch Online (videos on each country)

United Kingdom

Japan

Germany

Taiwan

Switzerland

Health Care Systems—The Four Basic Models

<http://www.pbs.org/wgbh/pages/frontline/sickaroundtheworld/countries/>

Beveridge Model

Bismarck Model

National Health Insurance Model

The Out-of-Pocket Model

Interviews with physicians, analysts, and public officials

<http://www.pbs.org/wgbh/pages/frontline/sickaroundtheworld/interviews/>

See text summaries or videos

Analysis of Themes

<http://www.pbs.org/wgbh/pages/frontline/sickaroundtheworld/themes/>

What Lessons Can We Learn?

How Does It Work for Doctors in These Five Countries?

Does Universal Coverage Mean Socialized Medicine?

The Cost of Drugs Issue

Evans, Robert G. (2005). Fellow Travelers on a Contested Path: Power, Purpose, and the Evolution of European Health Care Systems. *Journal of Health Politics, Policy and Law*, 30(1-2), 277-93.

Schoen, Cathy, Robin Osborn, Sabrina K.H. How, Michelle M. Doty, and Jordon Peugh. (2008). In Chronic Condition: Experiences of Patients with Complex Health Care Needs, In Eight Countries, 2008. *Health Affairs*, 28 (1), w1-w16.

Supplemental:

Cylus, Jonathan and Gerard F. Anderson. (2007). *Multinational Comparisons of Health Systems Data, 2006: A Chartbook*. New York: Commonwealth Fund. From: [http://www.commonwealthfund.org/publications/publications\\_show.htm?doc\\_id=482648](http://www.commonwealthfund.org/publications/publications_show.htm?doc_id=482648)

Commonwealth Fund. 2007. *Mirror, Mirror on the Wall: An International Update on the Comparative Performance of American Health Care*. New York: Commonwealth Fund. [http://www.commonwealthfund.org/publications/publications\\_show.htm?doc\\_id=482678](http://www.commonwealthfund.org/publications/publications_show.htm?doc_id=482678)

**Session 4**  
**2 February**

**Development and Structure of U.S. Health Care System**  
Gordon Ridley

Readings:

Shi, L. and Singh, D. (2008). Chapter 2: Beliefs, Values, and Health. In *Delivering Health Care in America: A Systems Approach*. (4th ed., pp. 37-81). Boston, MA: Jones and Bartlett.

Shi, L. and Singh, D. (2008). Chapter 3: The Evolution of Health Services in the United States. In *Delivering Health Care in America: A Systems Approach*. (4th ed., pp. 83-118). Boston, MA: Jones and Bartlett.

Garr, D. (2004, June 21). Sick, and Tired of Endless Paperwork. *Newsweek*, 143(25).

**Session 5**  
**4 February**

**Criteria for Health System Performance**  
Breakout Session #1 in assigned rooms

**SECTORS OF THE U.S. HEALTH CARE SYSTEM**

**Session 6**  
**9 February**

**Health Professions and Workforce Training**  
Lisa Steinkamp

Readings: Shi, L. and Singh, D. (2008). Chapter 4: Health Services Professionals. In *Delivering Health Care in America: A Systems Approach*. (4th ed., pp. 119-59). Boston, MA: Jones and Bartlett.

Wisconsin Hospital Association. (2008). *Wisconsin's Health Care Workforce Report 2008*.

Wisconsin Council on Medical Education and Workforce. (2008). *Who Will Care for Our Patients? 2008 Update: Taking Action to Fight a Growing Physician Shortage in Wisconsin*.

**Session 7**  
**11 February**

**Hospitals and Health Care Systems**

Gordon Ridley

Readings: Shi, L. and Singh, D. (2008) Chapter 8: Inpatient Facilities and Services. In *Delivering Health Care in America: A Systems Approach*. (4th ed., pp. 289-331). Boston, MA: Jones and Bartlett.

**Session 8**  
**16 February**

**Academic Health Centers and Biomedical Research**

Robert Golden

Readings: *Within Our Grasp or Slipping Away? Assuring a New Era of Scientific and Medical Progress*. A Statement by a Group of Concerned Universities and Research Institutions. From: [http://www.sciencecoalition.org/sites/sciencecoalition.com/images/File/nih\\_funding.pdf](http://www.sciencecoalition.org/sites/sciencecoalition.com/images/File/nih_funding.pdf)

**Session 9**  
**18 February**

**Pharmaceuticals and Health Care**

Gordon Ridley

Readings: Kreling, D. (2007). Chapter 4: The Market for Pharmaceuticals: The Big Picture. In T. Fulda and A. Wertheimer (Eds.), *Handbook of Pharmaceutical Policy* (pp. 43-64). New York: Haworth Press.

Barr, D. (2007). Chapter 8, Pharmaceutical Policy and the Rising Cost of Prescription Drugs. In *Introduction to U.S. Health Policy*. (2d ed.). Baltimore, MD: Johns Hopkins University Press.

Ahmad, S. (2007). Chapter 3: Evolution of the FDA Drug Approval Process. In T. Fulda and A. Wertheimer (Eds.), *Handbook of Pharmaceutical Policy* (pp. 25-41). New York: Haworth Press.

**Midterm take-home exam handed out**

**Session 10**  
**23 February**

**Tradeoffs among Access, Quality, and Cost**

Breakout Session #2 in assigned rooms

**Session 11**  
**25 February**

**Long-term Care and Chronic Care Management**

David Zimmerman

Readings:

Kaiser Family Foundation. (2007). Views about the Quality of Long-Term Care Services in the United States. From: <http://www.kff.org/kaiserpolls/upload/7718.pdf>

Miller, E. and Mor, V. (2006). *Out of the Shadows: Envisioning a Brighter Future for Long-Term Care in America*. A Brown University Report for the National Commission for Quality Long-Term Care.

Wisconsin Department of Health and Family Services. Slide presentation on Family Care Consumer Corps Training.

**Session 12**  
**2 March**

**Mental Health Care**

Ronald Diamond

Readings:

Shi, L. and Singh, D. (2008). Chapter 11: Health Services for Special Populations. In *Delivering Health Care in America: A Systems Approach*. (4th ed., pp. 456-60 only). Boston, MA: Jones and Bartlett.

Diamond, R. (2004). What Primary Care Physicians Need to Know About People with Schizophrenia. *Wisconsin Medical Journal*, 103(6), 29-33.

**Session 12**  
**4 March**

**Complementary Medicine**

David Rakel

Readings:

Rakel, D. (2007). A Brief History of Integrative Medicine. In *Philosophy of Integrative Medicine*, (2nd ed.). Philadelphia, PA: W.B. Saunders.

**Midterm take-home exam due before start of class**

**Session 14**  
**9 March**

**Analyzing Policy Options for Health System Improvement**

Tom Oliver

Readings:

Longest, B., Jr. (2002). Chapter 1: Health and Health Policy. In *Health Policymaking in the United States*. (3rd ed., pp. 1-17, 32-47). Chicago, IL: Health Administration Press.

Gostin, L. (2000). Chapter 1, A Theory and Definition of Public Health Law, Chapter 2, Public Health in the Constitutional Design. In *Public Health Law: Power, Duty, Restraint*. (pp. 1-22; 32-46). Berkeley and Los Angeles, CA: University of California Press and the Milbank Memorial Fund.

Bardach, Eugene. (2000). *A Practical Guide for Policy Analysis*. Chatham, NJ: Chatham House.

Chapter 1, The Eight-fold Path

Appendix A, Things Governments Do

Appendix B, Semantic Tips

Weimer, David. (2007). Writing Policy Analysis Memoranda. University of Wisconsin La Follette School of Public Affairs, September (typescript).

**Session 15**  
**11 March**

**Defining Problems in Health System Performance**  
Breakout Session #3 in assigned rooms

**SPRING BREAK**

## **HEALTH CARE FINANCING AND DELIVERY**

**Session 16**  
**23 March**

**Private Insurance and Integrated Health Systems**  
Gordon Ridley

Readings:

Drummond, M., Stoddart, G., Labelle, R. and Cushman, R. (1987). Health Economics: An Introduction for Clinicians. *Annals of Internal Medicine*, 107, 88-92.

Barr, D. (2007). Chapter 4, Health Insurance, HMOs, and the Managed Care Revolution. *Introduction to U.S. Health Policy*. (2nd ed). Baltimore, MD: Johns Hopkins University Press.

White, J. (2007). Markets and Medical Care: The United States, 1993-2005. *Milbank Quarterly*, 85 (3), 395-448.

**Session 17**  
**25 March**

**Medicare**  
Tom Oliver

Readings:

Rowland, D. (2008). Medicare at 40. In C. Harrington and C. Estes, eds., *Health Policy: Crisis and Reform in the U.S. Health Care Delivery System*. (pp. 290-99). Boston, MA: Jones and Bartlett.

Kaiser Family Foundation. (2007). Medicare at a Glance. <http://www.kff.org/medicare/upload/1066-10.pdf>

Kaiser Family Foundation. (2007). Medicare Prescription Drug Benefit. [http://www.kff.org/medicare/upload/7044\\_07.pdf](http://www.kff.org/medicare/upload/7044_07.pdf)

### Health policy analysis preliminary topic and bibliography due

#### Session 18 30 March

#### Medicaid, SCHIP and the Uninsured

Tom Oliver

Kaiser Family Foundation. (2007). The Medicaid Program at a Glance. <http://www.kff.org/medicaid/upload/7235-02.pdf>

Kaiser Family Foundation. (2007). Children's Health Insurance Program Reauthorization Act of 2007 (CHIPRA) <http://www.kff.org/medicaid/upload/7701.pdf>

Kaiser Family Foundation. (2008). *Primer on the Uninsured*. Washington, D.C.: Kaiser.

#### Supplemental:

Hadley, J. (2007). Insurance Coverage, Medical Care Use, and Short-term Health Changes Following an Unintentional Injury or Onset of a Chronic Condition. *Journal of the American Medical Association* 297(10): 1073-84.

Kaiser Family Foundation (2007). *Health Coverage for Low-Income Americans: An Evidence-Based Approach to Public Policy*. Washington, D.C.: Kaiser.

#### Session 19 1 April

#### Health Care Quality and Efficiency

Jeffrey Grossman

#### Readings:

Shi, L. and Singh, D. (2008). Chapter 12: Cost, Access, and Quality. In *Delivering Health Care in America: A Systems Approach*. (4th ed., pp. 483-532). Boston, MA: Jones and Bartlett.

Fisher, E., Wennberg, D., Stukel, T., Gottlieb, D., Lucas, F. and Pinder, E. (2003). The Implications of Regional Variations in Medicare Spending, Part 1: The Content, Quality and Accessibility of Care. *Annals of Internal Medicine*, 138, 273-287.

Kohn, L., Corrigan, J. and Donaldson M. (2000). *To Err is Human: Building a Safer Health System* (Washington, D.C.: National Academy of Sciences, Institute of Medicine (excerpt).

Institute of Medicine. (2001). *Crossing the Quality Chasm: A New Health System for the 21<sup>st</sup> Century* (excerpt).

**Session 20**  
**6 April**

**Disparities in Health and Health Care**

Sheri Johnson

Readings:

Public Broadcasting System. Unnatural Causes: Is Inequality Making Us Sick? <http://www.pbs.org/unnaturalcauses/index.htm>

In Sickness and in Wealth: Segment on "Health in America"  
[http://www.pbs.org/unnaturalcauses/hour\\_01.htm](http://www.pbs.org/unnaturalcauses/hour_01.htm)

When the Bough Breaks: Segment on "Unraveling the Mystery of Black-White Differences in Infant Mortality."  
[http://www.pbs.org/unnaturalcauses/hour\\_02.htm](http://www.pbs.org/unnaturalcauses/hour_02.htm)

Becoming American: Segment on "The Latino Paradox."  
[http://www.pbs.org/unnaturalcauses/hour\\_02.htm](http://www.pbs.org/unnaturalcauses/hour_02.htm)

Bad Sugar: Segment on "The Relationship Between Diabetes and Water Rights for Native Americans in Arizona."  
[http://www.pbs.org/unnaturalcauses/hour\\_03.htm](http://www.pbs.org/unnaturalcauses/hour_03.htm)

Place Matters: Segment on "Living in Disadvantaged Neighborhoods is Bad for Your Health."  
[http://www.pbs.org/unnaturalcauses/hour\\_03.htm](http://www.pbs.org/unnaturalcauses/hour_03.htm)

Not Just a Paycheck: Segment on "How the Growing Wealth Divide Affects Health."  
[http://www.pbs.org/unnaturalcauses/hour\\_04.htm](http://www.pbs.org/unnaturalcauses/hour_04.htm)

Shi, L., Macinko, J., Starfield, B., Politzer R., and Xu, J. (2008). Primary Care, Race, and Mortality in U.S. States. In C. Harrington and C. Estes, eds., *Health Policy: Crisis and Reform in the U.S. Health Care Delivery System*. (pp. 185-89). Boston, MA: Jones and Bartlett.

Smith, D. B. (1999). *Health Care Divided: Race and Healing a Nation*. Ann Arbor, MI: University of Michigan Press.  
Chapter 1: Race and Health Care in the United States (pp. 3-31);  
Chapter 9: Healing a Nation (pp. 312-36).

Gamble, Vanessa Northington and Deborah Stone. (2006). U.S. Policy on Health Inequities: The Interplay of Politics and Research. *Journal of Health Politics, Policy and Law*, 31(1), 93-126.

Supplemental:

Smedley, B., Stith, A. and Nelson, A. (2003). *Unequal Treatment: Confronting Racial and Ethnic Disparities in Health Care*. (Washington, D.C.: National Academy of Sciences, Institute of Medicine (excerpt).

**Session 21**  
**8 April**

**Developing Policy Options for Health System Improvement**  
Breakout Session #4 in assigned rooms

**PUBLIC POLICY AND HEALTH SYSTEM DEVELOPMENT**

**Session 22**  
**13 April**

**The Policy Making Process**  
Tom Oliver

Readings:

Oliver, T. (2006). The Politics of Public Health Policy. *Annual Review of Public Health, 27*, 195-233.

Kersh, R., and Morone, J. (2005). Obesity, Courts, and the New Politics of Public Health. *Journal of Health Politics, Policy and Law, 30*, 839-68.

Colgrove, J. (2006). The Ethics and Politics of Compulsory HPV Vaccination. *New England Journal of Medicine, 355*, 2389-91.

Gray, B., Gusmano, M., and Collins, S. (2003). AHCPH and the Changing Politics of Health Services Research. *Health Affairs, 22*, 283-307.

Kettl, D., and Fesler, J. (2005). Chapter 10, Budgeting. In *The Politics of the Administrative Process*. (3d ed., pp. 261-94). Washington, D.C.: CQ Press.

Supplemental:

Hacker, J. S. (1998). The Historical Logic of National Health Insurance: Structure and Sequence in the Development of British, Canadian, and U.S. Medical Policy. *Studies in American Political Development 12* (1): 57-130.

Peterson, M. A. (2001). From Trust to Political Power: Interest Groups, Public Choice, and Health Care. *Journal of Health Politics, Policy and Law 26*(5): 1145-63.

Casamayou, M. (2002). Collective Entrepreneurialism and Breast Cancer Advocacy. In Allan A. Cigler and Burdett A. Loomis, eds. *Interest Group Politics*. Washington, DC: CQ Press, (6th ed., pp. 79-94.

**Session 23**  
**15 April**

**Case Study: Medicare Modernization Act**  
Tom Oliver

Readings:

Weissert, C., and Weissert, W. (2006). Chapter 7, Problem to Policy: The Politics of the Medicare Prescription Drug Law. *Governing Health: The Politics of Health Policy*. (3d ed., pp. 343-84). Baltimore: Johns Hopkins University Press.

Supplemental: Oliver, T. R., P. R. Lee, and H. L. Lipton. (2004). A Political History of Medicare and Prescription Drug Coverage. *Milbank Quarterly* 82 (June): 283-354.

**Outline or draft of health policy analysis memorandum due**

**16-17 April**

**Group meetings to be scheduled with course instructors to review outline or draft of policy analysis memorandum**

**Session 24  
20 April**

**Case Study: Mental Health Parity**

Linda Reivitz

Readings:

Hennessy, K. and Goldman, H. (2001). Full Parity: Steps toward Treatment Equity for Mental and Addictive Disorders. *Health Affairs*, 20, 58-67.

U.S. Department of Health and Human Services. (1999). Chapter 6: Organizing and Financing Mental Health Services (Section 1) and Toward Parity in Coverage of Mental Health Care (Section 4). In *Mental Health: A Report of the Surgeon General* (Washington, D.C.: DHHS). Website:

<http://www.mentalhealth.org/features/surgeongeneralreport/chapter6/sec1.asp>

<http://mentalhealth.samhsa.gov/features/surgeongeneralreport/chapter6/sec4.asp>

Rovner, J. (2008). *House to Vote on Mental Health Bill*. National Public Radio, Morning Edition, 5 March 2008 (audio file 4 minutes, 22 seconds). Website:

<http://www.npr.org/templates/story/story.php?storyId=87912354>

Mental Health Parity: A Partial History 2001-2008 (compendium of articles, abstracts and news reports)

**Session 25  
22 April**

**Comparing Policy Options for Health System Improvement**

Breakout Session #5 with policy analysis groups

**HEALTH CARE MANAGEMENT AND LEADERSHIP**

**Session 26  
27 April**

**Organizational Leadership and Conflict Management**

Lisa Steinkamp

Readings:

Nosse, L., Friberg, D. and Kovacek, P. (1999). Chapter 4: Organizing and Engaging People in the Work Setting. In *Managerial and Supervisory Principles for Physical Therapists*. (1<sup>st</sup> ed., pp. 60-107). Baltimore, MD: Lippincott Williams & Wilkins.

Nosse, L., Friberg, D. and Kovacek, P. (1999). Chapter 2: Values and Motivations. In *Managerial and Supervisory Principles for Physical Therapists*. (1<sup>st</sup> ed., pp. 38-41). Baltimore, MD: Lippincott Williams & Wilkins.

Buckingham, M. and Coffman, C. (1999). Chapter 1: The Measuring Stick. In *First, Break All the Rules: What the World's Greatest Managers Do Differently*, (pp. 21-34). New York, NY: Simon & Schuster.

Seligman, M. (1998). Chapter 6: Success at Work. In *Learned Optimism: How to Change Your Mind and Your Life*, (pp. 95-105). New York, NY: Simon & Schuster.

Nosse, L., Friberg, D. and Kovacek, P. (1999). Chapter 14: Entrepreneurship: Ownership and Private Practice Physical Therapy. In *Managerial and Supervisory Principles for Physical Therapists*. (1<sup>st</sup> ed., pp. 286-293). Baltimore, MD: Lippincott Williams & Wilkins.

**Session 27**  
**29 April**

**Organizational Management in Complex Systems**  
Gordon Ridley

Readings:

Deutschman, A. (2005). Change or Die. *Fast Company*, 94(May), 53.

Other readings TBA

**Health policy analysis memorandum due by start of class**

**Final take-home exam handed out**

**Session 28**  
**4 May**

**Case Study: Rearrangement of Cardiac Care Services**  
Donna Katen-Bahensky and Gordon Ridley

Anand, Geeta and Ron Winslow. (2003). Transformation in Medicine is Putting Specialists at Odds. *Wall Street Journal*, 10 September.

**Session 29**  
**6 May**

**Case Study: Implementation of BadgerCare Plus**  
Jason Helgerson

Readings:

Gormley, W., and Balla, S. (2004). *Bureaucracy and Democracy: Accountability and Performance*. Washington, D.C.: CQ Press. Chapter 7, Why Are Some Bureaucracies Better Than Others? pp. 164-82.

Levin, M., and Sanger, M.B. (2000). Chapter 1, Taming the Management Beast: Approaching Management with Strategic Skepticism. *In After the Cure: Managing AIDS and Other Public Health Crises.* (pp. 1-28). Lawrence, KS: University Press of Kansas.

Wisconsin Department of Health and Family Services. (2007). BadgerCare Plus: Health Insurance for All Kids. Proposal prepared by DHFS for federal review and approval.

Wisconsin Department of Health and Family Services. (2006). Timeline for BadgerCare Plus Development (spreadsheet).

Wisconsin Department of Health Services. (2008). BadgerCare Plus Update (18 November) (slide presentation).

**13 May**

**Final take-home exam due**