



SYLLABUS

COURSE NUMBER	EMBA 5361.001
COURSE TITLE	ISSUES IN THE AMERICAN HEALTHCARE SYSTEM
INSTRUCTOR	Paula Anthony, Ph.D.
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PHONE	903.360.7676
OFFICE HOURS	By appointment via Skype or phone call
CLASS MEETINGS	Ref. EMBA Cohort Schedule

I. COURSE DESCRIPTION

This course is a review of both the historical development of the American healthcare system and contemporary policy issues in healthcare financing and delivery. The impact of these issues on all aspects of the healthcare system (including providers, employers, employees, the uninsured, payers, and federal and state governments) will be covered. This course will also focus on the quality, safety, and strategic considerations that healthcare executives face in this rapidly changing environment.

II. REQUIRED TEXTS (provided by UT Tyler)

- Feldstein, P. J. (2019). *Health policy issues: An economic perspective* (Seventh ed.). Chicago: Health Administration Press. ISBN: 978-1-64055-010-0
- Vogel, L. H. (2019). *Who knew: Inside the complexity of American healthcare*. New York: Taylor & Francis Group. ISBN: 978-1-138-35302-2
- Additional articles and podcasts (both required and optional) for each week will be posted on this course's Canvas site.

III. COURSE LEARNING OBJECTIVES

- Understand the development of healthcare policy
- Review the evolving healthcare payment and care delivery models
- Understand the increasing complexity of medicine and the impacts of regulation and analytics
- Review the strategic considerations facing healthcare executives

IV. COLLEGE OF BUSINESS AND TECHNOLOGY CORE VALUES

Professional Proficiency	Social Responsibility
Technological Competence	Ethical Courage
Global Awareness	

V. GRADING POLICY

Grade Distribution	
Class Participation/Discussion	20%
Discussion Posts	25%
Group Case Study Presentations	30%
Final Project	25%

Final Grades		
A	=	90% +
B	=	80% - 89%
C	=	70% - 79%
D	=	60% - 69%
E	=	<60%

- Class Participation/Discussion (graded from 1-10, represents 20% of the final grade)
- Discussion Posts (7 total posts; Posts 2-7, each graded from 1-10, collectively represent 25% of the final grade)
 - These are individual assignments. Each week’s discussion board prompt is included in this syllabus and is also posted on Canvas. The deliverable is a few paragraphs posted on Canvas by the Wednesday prior to class day at 11:59 pm CT. The posts will be used as jumping off points for class discussions.
- Group Case Study Presentation (3 presentations, each graded from 1-10, collectively represent 30% of the final grade)
 - Small groups will each be assigned a different case at least two weeks before the due dates. The deliverable is a 15-minute PowerPoint presentation due on the specified class day. Include a summary of your case in your presentation and note that detailed financial analyses are not required. Please provide handouts of your slides for each class member and/or post them on Canvas in advance of your presentation. Each group will present its case during class.
- PopSurveys (sorry, no points) will be posted weekly before class and occasionally during class. Responses are anonymous and participation is optional ... but reviewing the summarized responses (particularly those collected real-time during class) will be fun. And, I will certainly take PopSurvey ideas from the class.
- Final Project
 - This is an individual assignment. There are two deliverables:
 1. An 8-ish page, doubled spaced, 12-point font paper on any of the three topics listed below (graded from 1-100, representing 20% of final grade). **APA 6th/7th formatting and citations are required.** This paper is due at 11:59pm on the Sunday a week after the last class. Please post your paper on Canvas. Note that **UniCheck**, an automatic plagiarism checker, is turned on, so please review those results prior to finalizing your submission.
 2. A 10-minute presentation to be given on the final day of class about your topic of choice (graded from 1-10, representing 5% of final grade). This presentation can take any form: a town hall meeting, a debate, a PowerPoint lecture, a video ... feel free to be creative! And, fair warning ... as yet unnamed guests may attend these presentations!
 - Topic Options:
 1. React and offer your opinion to a newspaper or journal article (or to a blog post) related to current or future healthcare policy. Back up your opinion with those of reputable and published authors or organizations and be sure to present the counter-argument(s). If applicable (and you feel comfortable) feel free to opine on your topic’s impact to your organization. OR
 2. Considering the current state of the healthcare payment system, present your vision for payment reform in the future. OR

3. Discuss the intersection of healthcare policy and payment (e.g., improving clinical outcomes and value-based purchasing, or expanding access to health services and Medicaid expansion, etc.) – both at present and into the future.

VI. ATTENDANCE/WEEKEND MAKE-UP POLICY

The Executive MBA Healthcare Management program is a face-to-face weekend cohort model. It is expected that executive students are present face-to-face in COB 321 on the outlined weekends. In some cases, extenuating circumstances may warrant special accommodations to be made between the student and faculty member. Students are expected to contact and receive prior approval from the faculty member. Please refer to the specific course policy on attendance as outlined below.

VII. CONTENT

Week 1

Topics: Introduction; Course Overview and Logistics; APA 7th; The Affordable Care Act; Defining and Measuring Healthcare Services

- Required Readings (complete prior to class ... week 1 readings will be distributed in advance of class via email):
 - Feldstein, Chapters 1, 38
 - Vogel, Chapter 1
 - Burns, L.R. & Pauly, M.V. (2018). Detecting BS in Healthcare. *Department of Healthcare Management, The Wharton School, University of Pennsylvania*. Retrieved from https://ldi.upenn.edu/sites/default/files/pdf/LDI%20Detecting%20BS%20in%20Healthcare_7.pdf
 - Couris, M.J. (2020). Vulnerability: The secret to authentic leadership through the pandemic. *Journal of Healthcare Management*. 65(4), 248-251.
 - “What Health System Strategists Will Prioritize in 2023 and Beyond.” The Advisory Board. 2022.
- Supplemental Reading:
 - Carreyrue, J. (2018). *Bad blood: Secrets and lies in a Silicon Valley startup*. New York: Knopf.
 - Berwick, Nolan & Whittington (2008). The Triple Aim: Care, Health and Cost. *Health Affairs* 27(3). <https://www.healthaffairs.org/doi/10.1377/hlthaff.27.3.759>.
- PopSurveys 1a (due before class):
 - Please click the Week 1 PopSurvey link in Canvas to complete these surveys.
- Discussion Post 1 (no points for this one; due on the Wednesday before class by 11:59p):
 - “The course syllabus lists some objectives and content areas we plan to cover, but what are your objectives and/or goals for this course? And, what specific topics are you interested in?”
- Group Case Study 1 Assignments

Week 2

- Topics: ACHE – Fellow Certification; Medical Expenditures; Access to Medical Services; Healthcare Information and Quality; Physicians and Patients; Medicare; Medicaid
- Required Readings:
 - Feldstein, Chapters 2-4, 8-9

- Vogel, Chapters 3-4
- Schreiber, L. (2016). Separating fact from fiction in a price-sensitive market. The Advisory Board.
- Schreiber, L. (2016). How are your patients looking for price? The Advisory Board.
- Required Listening (complete prior to class):
 - Freakonomics MD. (2022, December 22). Does Health Insurance Make You Healthier? Retrieved from <https://freakonomics.com/podcast/does-health-insurance-make-you-healthier/>
- Supplemental Readings:
 - Cutler, D. M., Rosen, A. B., & Vijan, S. (2006). The value of medical spending in the United States, 1960–2000. *New England Journal of Medicine*, 355(9), 920-927.
 - Gawande, A. (2009). The cost conundrum: What a Texas town can teach us about health care. *The New Yorker*, 36-55.
 - Meier, B., McGinty, J. C., & Creswell, J. (2013). Hospital billing varies wildly, government data shows. *NY Times*, 5(8), 13.
 - “Health Costs.” Henry J. Kaiser Family Foundation, Nov. 2016, <http://kff.org/health-costs/>.
 - “An Overview of Medicare.” Henry J. Kaiser Family Foundation, Apr. 2016, <http://kff.org/medicare/fact-sheet/medicare-at-a-glance-fact-sheet/>.
 - Blumenthal, D., Davis, K., & Guterman, S. (2015). Medicare at 50—moving forward. *New England Journal of Medicine*, 372(7), 671-677.
 - Sommers, B. D., Baicker, K., & Epstein, A. M. (2012). Mortality and access to care among adults after state Medicaid expansions. *New England Journal of Medicine*, 367(11), 1025-1034.
- PopSurvey 2 (due before class):
 - Please click the Week 2 PopSurvey link in Canvas to complete this anonymous survey.
- Discussion Post 2 (due on the Wednesday before class by 11:59p):
 - “How would you use information on price sensitivity of medical services for policy purposes (for example, to increase the use of mammograms or prostate screens)?”
- Group Case Study 1 Presentations

Week 3

- Topics: Healthcare Quality and Safety (guest speaker; Hospital Financial Statements; Health Insurance; Managed Care; Health Business Structures and Strategies; Health Care Markets
- Required Readings (complete prior to class):
 - Feldstein, Chapters 5, 6, 16, 20-22
 - Vogel, Chapter 10
 - Epstein, A. M. (2012). Will pay for performance improve quality of care? The answer is in the details. *New England Journal of Medicine*, 367(19), 1852-1853.
 - Berenson, R. A., & Kaye, D. R. (2013). Grading a physician's value—the misapplication of performance measurement. *New England Journal of Medicine*, 369(22), 2079-2081.
 - Jha, A. K., Joynt, K. E., Orav, E. J., & Epstein, A. M. (2012). The long-term effect of premier pay for performance on patient outcomes. *New England Journal of Medicine*, 366(17), 1606-1615.
- Supplemental Readings:
 - See supplemental readings on Canvas
- PopSurvey 3a (due before class)
 - Please click the Week 3 PopSurvey link in Canvas to complete this anonymous survey.

- Discussion Post 3 (due on the Wednesday before class by 11:59p):
 - “How will value-based purchasing or pay for performance payment models impact the delivery of healthcare services?”
- Group Case Study 2 Assignments

Week 4

- Topics: Competition and Comparative Effectiveness; Allocation of Scarce Resources; Changing Reimbursement Methods; Factors Influencing the Cost and Availability of Prescription Drugs in the U.S.
- Required Readings (complete prior to class):
 - Feldstein, Chapters 15, 25-30
 - Sarpatwari A, Choudhry N, Avorn J, Kesselheim A. (2015). Paying physicians to prescribe generic drugs and follow-on biologics in the United States. *PLoS Med.* 12(3):e1001802. doi: 10.1371/journal.pmed.1001802. eCollection 2015. <http://journals.plos.org/plosmedicine/article?id=10.1371/journal.pmed.1001802>
 - Wilensky, G. (2015). A new focus on prescription drug spending. *JAMA* 314(5), 440-441. <https://newsatjama.jama.com/2015/07/01/jama-forum-a-new-focus-on-prescription-drug-spending/>
- Required Listening (complete prior to class):
 - Freakonomics MD. (2022, January 20). Should We Pay People to be Healthier? Retrieved from <https://freakonomics.com/podcast/should-we-pay-people-to-be-healthier/>
- Supplemental Readings:
 - See supplemental readings on Canvas
- PopSurvey 4a (due before class):
 - Please click the Week 4 PopSurvey link in Canvas to complete this anonymous survey.
- Discussion Post 4 (due on the Wednesday before class by 11:59p):
 - “Would the poor be disadvantaged to the benefit of the wealthy under a free-market system for selling kidneys? Support your position with specific examples.”
- Group Case Study 2 Presentations

Week 5

- Topics: Strategic Planning; Increasing Complexity; Population Health; Long Term Care; The Airplane Game
- Required Readings:
 - Feldstein, Chapters 13, 37
 - Vogel, Chapters 6-7
 - “Medicaid and Long-Term Services and Supports: A Primer.” Henry J. Kaiser Family Foundation. Dec. 2015, <http://kff.org/medicaid/report/medicaid-and-long-term-services-and-supports-a-primer/>
 - Chernof, B. (2013). Creating realistic long-term care solutions as part of the entitlement reform debate. *Health Affairs Blog.* <http://healthaffairs.org/blog/2013/01/23/creating-realistic-long-term-care-solutions-as-part-of-the-entitlement-reform-debate/>
- Required Listening (complete prior to class):
 - Freakonomics Radio. (2016, November 30). Bad medicine, part 1: The story of 98.6 [Audio podcast]. Retrieved from <http://freakonomics.com/podcast/bad-medicine-part-1-story-98-6/>

- Freakonomics Radio. (2016, December 7). Bad medicine, part 2: (Drug) trials and tribulations [Audio podcast]. Retrieved from <http://freakonomics.com/podcast/bad-medicine-part-2-drug-trials-and-tribulations/>
- Freakonomics Radio. (2016, December 14). Bad medicine, part 3: Death by diagnosis [Audio podcast]. Retrieved from <http://freakonomics.com/podcast/bad-medicine-part-3-death-diagnosis/>
- PopSurvey 5a (due before class)
 - Please click the Week 5 PopSurvey link in Canvas to complete this anonymous survey.
- Discussion Post 5 (due on the Wednesday before class by 11:59p):
 - “The Freakonomics podcast on Bad Medicine suggests that there have been several unintended consequences from the government’s policy to measure, publish patient satisfaction scores and, subsequently, impact Medicare provider payments based on those scores. The negative consequences range from over utilization of medical services to over-prescribing of opioids – all in an effort to please patients and improve satisfaction scores. Do you agree with this assessment? Why or why not? Is the measurement of patient satisfaction important, and why? How might this measure be structured in such a way as to avoid potentially negative unintended consequences?”
- Group Case Study 3 Assignments

Week 6

- Topics: Governmental Policies on National Medical Systems; Politics of Healthcare; Future of Healthcare
- Required Readings (complete prior to class):
 - Feldstein, Chapters 31, 34-36
 - Atun, R. (2015). The National Health Service: value for money, value for many. *Lancet* (London, England), 385(9972), 917.
 - Atun, R., De Andrade, L. O. M., Almeida, G., Cotlear, D., Dmytraczenko, T., Frenz, P., ... & De Paula, J. B. (2015). Health-system reform and universal health coverage in Latin America. *The Lancet*, 385(9974), 1230-1247.
 - Atun, R., Aydın, S., Chakraborty, S., Sümer, S., Aran, M., Gürol, I., ... & Dilmen, U. (2013). Universal health coverage in Turkey: enhancement of equity. *The Lancet*, 382(9886), 65-99.
 - Blumenthal, D., & Hsiao, W. (2015). Lessons from the East—China's rapidly evolving health care system. *New England Journal of Medicine*, 372(14), 1281-1285.
 - Davis, K, et al. (2015). Mirror, mirror on the wall, 2014 update: How the U.S. health care system compares internationally.” *The Commonwealth Fund*. Jun. 2014, http://www.commonwealthfund.org/~media/files/publications/fund-report/2014/jun/1755_davis_mirror_mirror_2014.pdf
 - “16 Things CEOs Need to Know in 2022.” *The Advisory Board*. 2021.
- Required Listening (complete prior to class):
 - Freakonomics Radio. (2021, March 31). How to Fix the Hot Mess of U.S. Healthcare. Retrieved from <https://freakonomics.com/podcast/how-to-fix-the-hot-mess-of-u-s-healthcare-ep-456/>

- Supplemental Readings:
 - Blendon, R. J., Benson, J. M., SteelFisher, G. K., & Connolly, J. M. (2010). Americans' conflicting views about the public health system, and how to shore up support. *Health Affairs*, 29(11), 2033-2040.
 - Blendon, R. J., & Benson, J. M. (2013). The public and the conflict over future Medicare spending. *New England Journal of Medicine*, 369(11), 1066-1073.
 - SteelFisher, G. K., Blendon, R. J., & Lasala-Blanco, N. (2015). Ebola in the United States—Public Reactions and Implications. *New England Journal of Medicine*, 373(9), 789-791.
- PopSurvey 6a (due before class):
 - Please click the Week 6 PopSurvey link in Canvas to complete this anonymous survey.
- Discussion Post 6 (due on the Wednesday before class by 11:59p):
 - “What are the pros and cons of a single payer system. Is the Canadian system egalitarian and if yes (or no), describe why.”
- Group Case Study 3 Presentations

Week 7

- Topics: The Future of Healthcare; Final Project Presentations
- Required Readings (complete prior to class):
 - Feldstein, Chapter 17
 - Poku. M. & Schulman, K.A. (2016). We interviewed health care leaders about their industry, and they're worried. *Harvard Business Review*. Dec. 2015. <https://hbr.org/2016/12/we-interviewed-health-care-leaders-about-their-industry-and-theyre-worried>
 - “The Hospital of the Future.” The Advisory Board. 2016.
 - “The No. 1 Takeaway from the JP Morgan Healthcare Conference: It's the platform, stupid.” *Becker's Hospital Review*, 2019.
 - Gottlieb, K. (2013). The Nuka system of care: Improving health through ownership and relationships. *International Journal Cirumpolar Health*. 72(21118).
- Supplemental Readings:
 - See supplemental readings on Canvas
- PopSurvey 7a (due before class):
 - Please click the Week 7 PopSurvey link in Canvas to complete this anonymous survey.
- Discussion Post 7 (due on the Wednesday before class by 11:59p):
 - “What is your vision of the most significant future development related to the delivery of healthcare services and why.”
- Final Project (presentation to be given during class; paper due on the Sunday one week after the last class by 11:59p)

VIII. COHORT WEEKENDS - SPRING 2023 2022

- EMBA 5361 Issues in the American Healthcare System
- MANA 5345 Strategic Leadership Processes

Week 1, 3, 5, 7		
Friday [EMBA 5361]	Saturday [EMBA 5361]	Saturday [MANA 5345]
5:00pm – 9:00pm	8:00am-10:00am	10:00am-4:00pm
Week 2, 4, 6		
Friday [MANA 5345]	Saturday [MANA 5345]	Saturday [EMBA 5361]
5:00pm – 9:00pm	8:00am-10:00am	10:00am-4:00pm

Cohort Meeting Dates

- January 20-21, 2023
- February 3-4, 2023
- February 17-18, 2023
- March 3-4, 2023
- March 24-25, 2023
- March 31-April 1, 2023
- April 14-15, 2023

IX. CLASS RESOURCES

- [Canvas](#) is a required tool for this course. All assignments will be posted here, many deliverables are required to be posted here ... and most importantly, all grades will be posted here!
- [Dropbox](#) is a great (and free) collaboration tool for the development of group deliverables. Ditto for [Google Docs](#).
- [Purdue Owl](#) is a great (and free) resource for APA 7th formatting guidelines. Of course, the gold standard is the manual: [American Psychological Association. \(2009\). Publication Manual of the American Psychological Association 7th Edition. American Psychological Association \(APA\). ISBN: 978-1433832161](#)
- [UT Tyler Online Library](#) is fantastic for access to virtually every academic/business journal. Use your Patriots username and password to access.
- [Google Alerts](#) is another fantastic research tool that will email you every time a new article is published that matches key words you specify.
- [Google Scholar](#) allows for easy query of peer-reviewed academic articles and publications.

X. UNIVERSITY POLICIES

https://www.utt Tyler.edu/academic-affairs/files/syllabus_information_2021.pdf