HPM 2001
Spring Term 2017

Health Policy & Management in Public Health

January 30 – April 25, 2017
(Tuesdays)
9:00 - 11:55 am
G23 Auditorium - Parran Hall

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HPM Doctoral Student
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Office: TBD
Office Hours: By appointment
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COURSE RATIONALE

This course, HPM 2001, Health Policy & Management in Public Health, is the Department of Health Policy & Management’s (HPM) contribution to GSPH’s Core Curriculum. It is required for all MPH students as well as DrPH students subject to fulfilling the school’s core requirements.

Graduate schools of public health typically provide curriculum content in several disciplines and fields, including HPM, as follows:


In addition to the general framework above, the Association also recommends a number of specific competencies (unique sets of “applied knowledge, skills, and other attributes (KSOs) grounded in theory and evidence, for the broad practice of public
needed in effective public health practice, including some in HPM:

Policy-Relevant Competencies

1. Apply the core functions of assessment, policy development, and assurance in the analysis of public health problems and their solutions.

2. Analyze the effects of political, social and economic policies on public health systems at the local, state, national and international levels.

3. Communicate health policy and management issues using appropriate channels and technologies.

4. Differentiate among availability, acceptability, and accessibility of health care across diverse populations.

5. Identify critical stakeholders for the planning, implementation and evaluation of public health programs, policies and interventions.

6. Discuss the policy process for improving the health status of populations.

Management-Relevant Competencies

1. Identify the main components and issues of the organization, financing and delivery of health services and public health systems in the US.

2. Apply the principles of program planning, development, budgeting, management and evaluation in organizational and community initiatives.

3. Apply principles of strategic planning and marketing to public health.

4. Apply quality and performance improvement concepts to address organizational performance issues.

5. Apply "systems thinking" for resolving organizational problems.

6. Understand and demonstrate leadership skills for building partnerships, team building and conflict management skills.
 COURSE OBJECTIVES

Within the framework of developing and enhancing competencies, the objectives of this course are the following:

1. To assist students in acquiring knowledge and experience in applying the knowledge about the context and process of health policymaking at the federal and state levels of government in the United States. A conceptual model of policy formulation, implementation and modification activities is used to structure the content about the policymaking process. In addition, the course covers selected federal and state health policies and policy issues, including the Affordable Care Act, in their historical context, as well as their contemporary and developmental status.

2. To assist students in acquiring knowledge and experience in applying the knowledge about effectively managing health programs and projects. A conceptual model of core (strategizing, designing, and leading) and facilitative (communicating, managing quality, marketing, and decision making) management activities is used to structure the management content of the course.

Overall, the instructor’s central purpose for this course is to provide information and insight that can enhance students’ abilities to better analyze and exert influence in helping shape health policy as well as more effectively manage in their domains of responsibility. The course is based on a teaching philosophy that emphasizes students’ responsibilities to avail themselves of the organized readings, lectures, and guests arranged by the instructor as learning opportunities in the course. Standard professional behavior is expected at all times in the course. Lectures may be recorded.

 COURSE METHODS

The course utilizes CourseWeb. Your active participation in the course is required in the form of written exams, assignments, and attendance.

 GRADING POLICY

Course grades are determined as follows, based on a maximum possible 100 points:

1. Two exams – each worth a maximum of 30 points (60 points possible). Exams will consist of multiple-choice, true/false, or short answer questions drawn from course readings and lectures.

2. Policy Brief (20 points possible) – The policy brief will consist of 2-3 pages of writing, not including references and a required cover page. Policy Briefs will be due on April 18, 2017.

4. Attendance and participation – Lack of attendance and participation may result in up to 10 points being deducted from your final grade (10 points possible).

Final course grades will be letter grade based on total accumulated points as follows:

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<tr>
<td>97+</td>
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<td>93 – 96</td>
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<td>83 – 86</td>
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COURSE READING MATERIAL

The required textbook is available for purchase (sharing copies is strongly recommended) at the Health Book Center, and several copies are on reserve at Falk Library.

4. Assigned material available in PDF format or on the Internet.

ACCOMMODATION FOR STUDENTS WITH DISABILITIES

If you have any disability for which you are or may be requiring accommodation, you are encouraged to notify both your instructor and the Office of Disability Resources and Services, 216 William Pitt Union at (412) 648-7890 or TTY (412) 383-7355 as early as possible in the academic term. This office will verify your disability and help you to arrange for reasonable accommodations for your full participation in this course.
ACADEMIC INTEGRITY

You are expected to adhere to the school’s standards of academic honesty. Any work submitted in this course for evaluation must represent your own intellectual contribution and efforts. The GSPH policy on academic integrity and professionalism, which is based on the University policy, is available online at http://www.publichealth.pitt.edu/interior.php?pageID=126. The policy includes obligations for faculty and students, procedures for adjudicating violations, and other critical information. Please take the time to read this policy.

The essence of the GSPH policy on academic integrity is that if you commit an act of academic dishonesty, including plagiarism, unauthorized collaboration on an assignment, cheating on an exam, misrepresentation of data, and facilitating dishonesty by others, you will receive a sanction appropriate to the violation committed. Sanctions include, but are not limited to, reduction of a grade for an assignment or a course, failure of a course, and dismissal from GSPH.

The policy also requires that a violation of academic integrity will be documented and kept in a confidential student file maintained by the GSPH Office of Student Affairs. If a sanction for a violation is agreed upon by you and me the record of this agreement will be expunged from your file upon your graduation. If the case is referred to the GSPH Academic Integrity Hearing Board, a record will remain in your permanent file. Repeat violations automatically will be referred to the Hearing Board.
**Week 1 – January 10, 2017**

Course Overview and Introduction to Course Methods and Resources

Everette James

Learning Guidance:

1. Familiarize yourself with the overall purposes for the course, as well as the format and methods used to conduct the course.
2. Define health and health policy and understand the forms policies take, and recognize the connection between health policy and health in human populations.
3. Reproduce a schematic model (see page 54 of text) of the overall health policymaking process.
4. Familiarize yourself with the role of interest groups in the political marketplace.
5. Familiarize yourself with some of the key health policy websites that will be used in the course.

Required Reading:


Browse:

3. Commonwealth of Pennsylvania, [http://www.pa.gov/Pages/default.aspx](http://www.pa.gov/Pages/default.aspx)
   Click on the section labeled Government; scroll down and find Health and Human Services tab (under “Commonwealth Websites”). Then explore the health-related links listed there, especially for Aging, HealthChoices, and the Department of Health.

Optional Reading:

2. Health Policymaking in the United States, 5E. Appendix 15, Types of Groups Involved in Financing Political Campaigns

**Week 2 – January 17, 2017**

Determinates of the Organization, Financing and Delivery of Health Care

Mark Roberts

Learning Guidance:
1. Familiarize yourself with the organization of health services and their financing in the U.S.
2. Review the pattern of health expenditures and projections

Required Reading:

Week 3 – January 24, 2017
Policy Formulation: Agenda Setting and Development of Legislation Exemplar: Pennsylvania’s Health Care-Associated Infections Act 52
Everette James

Learning Guidance:

1. Understand agenda setting as a consequence of the various pairs of problems and their possible solutions, along with the political circumstances surrounding the pairs.
2. Understand the role of interest groups in the political circumstances aspect of agenda setting.

Required Reading:

4. Health Policymaking in the United States, 5E, Chapter 4, “Policy Formulation:
Development of Legislation.”
   http://www.portal.state.pa.us/portal/server.pt/community/healthcare_associated_infections/14234 (PDF of law available on CourseWeb)

Optional Reading:

2. Familiarize yourself with the websites of the Congressional committees with health policy jurisdiction. The committees and their website addresses can be found on pages 214-215 of *Health Policymaking in the United States*. You can also readily access these sites from http://thomas.loc.gov by clicking on “House of Representatives” and “Senate.”

**Week 4 – January 31, 2017**
**Policy Implementation: Rulemaking & Operation**
**Exemplar: Pennsylvania’s Clean Indoor Air Act**
Everette James

Learning Guidance:

1. Familiarize yourself with the implementation phase of the public policymaking process.
2. Understand the rulemaking component of implementation.
3. Appreciate the extent of regulatory impact of public policy on health care organizations and health plans.
4. Understand and familiarize yourself with the policy implementation of Pennsylvania’s Clean Indoor Air Act of 2008.

Required Reading:


Optional Reading:
2. “Implementing the ACA: Onward Through the Thorns”. Health Affairs, 32, no.9 (2013):1518 (PDF available on Courseweb)

**Week 5 – February 7, 2017**
**Policy Modification**
**Exemplar: Medicare Part D**
Julie Donohue

Learning Guidance:

1. Understand how modification can occur at each step in the policymaking process.
2. Understand the role of Medicare in financing health services in the United States.
3. Familiarize yourself with the important historical aspects of the development of Medicare and the Medicare policy modification process.

**Required Reading:**


**Optional Reading:**

3. Prospective Payment Systems - General Information http://cms.hhs.gov/Medicare/Medicare-Fee-for-Service-Payment/ProspMedicareFeeSvcPmtGen/index.html

**Week 6 – February 14, 2017**
**Policy Development in the Allegheny County Health Dept.**
Karen Hacker and Abby Wilson
Learning Guidance:
1. Understand the type of policy work a county health department oversees, and the different avenues available for creating public health policies
2. Understand the role of the Allegheny County Health Department as a supporter, and promoter, of local public health policy
3. Understand the role of the Allegheny County Board of Health as a regulatory body
4. Familiarize yourself with case studies exemplifying recently implemented health policies at the local level

Required Readings:
1. Naloxone Standing Order FAQ
   [http://www.achd.net/overdoseprevention/Naloxone_FAQ_Phasmatist.pdf](http://www.achd.net/overdoseprevention/Naloxone_FAQ_Phasmatist.pdf)
3. Public Feedback on HPV Vaccine Mandate
   [http://www.post-gazette.com/local/2015/05/05/Allegheny-County-Council-rejects-restaurant-grading-plan/stories/201505050195](http://www.post-gazette.com/local/2015/05/05/Allegheny-County-Council-rejects-restaurant-grading-plan/stories/201505050195)
5. Allegheny Health Department Smoking Prevention and Control: E-Cigarette & Vaping Products
   [http://www.achd.net/chrond/smoking/ecig.html](http://www.achd.net/chrond/smoking/ecig.html)

**Week 7 – February 21, 2017**

**Leadership and Best Practice**

Wes Rohrer

Learning Guidance:
1. Understand the history of Leadership Theories in the United States
2. Familiarize yourself with the frameworks for leadership improvement
3. Understand how healthcare reform in the United State is changing leadership
4. Understand the difference between leadership and management
5. Identify your own strengths and weaknesses as a leader, and describe a plan to improve upon your weaknesses

Required Reading:


3. Case Study 28, “Struggle for Power at Midwest Hospital System.” (PDF available on Courseweb)

Optional Reading:

Week 8 – February 28, 2017
Mid-Term Exam

Week 9 – March 7, 2017
No Class – Spring Break

Week 10 – March 14, 2017
History of Health Reform in the US
Exemplar: 2010 Affordable Care Act
Everette James

Learning Guidance:
1. Familiarize yourself with the history of significant health policies and programs in the United States (Hill Burton, Medicare, Medicaid, HMO Act, Clinton Health Security Act, Medicare part D)
2. Understand the common elements and themes of U.S. health policy since 1900
3. Familiarize yourself with the business, legal, political and public health aspects of U.S. health policy leading up to the Affordable Care Act

Required Reading:
2. Paul Starr, Remedy and Reaction, Ch. 1, “Evolution Through Defeat”, pp. 27-50 (PDF available on Courseweb)
3. Paul Starr, Remedy and Reaction, Ch. 2, “Stumbling Toward Comprehensive Reform”, pp. 51-76 (PDF available on Courseweb)
4. Paul Starr, Remedy and Reaction, Ch. 3, “Shaping of Clinton Health Plan”, pp. 79-102 (PDF available on Coursweb)
5. Kaiser Family Foundation, “National Health Insurance – A Brief History of Reform Efforts in the U.S.” (PDF available on Courseweb)

Optional Reading:

**Week 11 — March 21, 2017**

**Management of Public Health Programs and Projects**

Gerald Barron

Learning Guidance:
1. Understand issues and challenges faced by managers of public health programs and projects
2. Understand management roles of a county health department
3. Learn about transformational change of public health programs and projects
4. Understand how responsibility is shared between health entities at the local, state, and national level

Required Reading:

**Week 12 — March 28, 2017**

**Regulation of the Health Care Market**

Tom McGough

Learning Guidance:
1. Understand the structure and function of the U.S. healthcare regulatory system
2. Understand the US healthcare participants and the key features of governmental and commercial markets
3. Be able to distinguish between federal, state and local regulatory purview and understand the roles that regulators play in the market for health services
4. Familiarize yourself with the federal, state and local laws and regulations that govern the activities and taxation of healthcare non-profits

Required Reading:
2. O’Donnell, J. and Ungar, L. “Dilemma over Deductibles: Costs Crippling Middle Class.” *USA Today.* 2015. (PDF available on Courseweb)
5. Time Magazine – “A Tax Fight in Pittsburgh and the Future of Non-Profit Hospitals Nationwide”, June 10, 2013. (PDF available on Courseweb) (Skim only)
6. Oregonian/The Bulletin – “Patients Denied Transplants as Donor Organs are Discarded. Part 1: Centers Forced to Focus on Benchmarks Rather than Patients”, January 5, 2014. (PDF available on Courseweb) (Skim only)
7. The Washington Post – “Want to Kill Health Insurers? This Start-Up is Teaching Hospitals How”, July 5, 2013. (PDF available on Courseweb) (Skim only)
8. UPMC Fast Facts: Commitment to the Community (PDF available on Courseweb) (Skim only)

Optional Reading:
2. UPMC Background Statement, June 12, 2013 (PDF available on Courseweb)
3. NY Times – “A Giant Hospital Chain Blazing a Profit Trail”, August 14, 2012 (PDF available on Courseweb)

**Week 13 – April 4, 2017**

**Current Federal, State, and Local Health Policy Exemplar: Allegheny County Air Toxic Guidelines**

Everette James

Learning Guidance:

1. Understand the constitutional principle of federalism in terms of federal, state and local authority and responsibility for public health systems in the US
2. Understand federal government role in health policymaking and familiarize yourself with the federal policymaking process.
3. Understand state government role in health policymaking and familiarize yourself with the state policymaking process.
4. Apply your understanding of the federal, state, and local process to several recent health laws and regulations
5. Familiarize yourself with the Allegheny County Board of Health and the Allegheny County Air Toxic Guidelines

Required Reading:

2. Air Toxics Policy and Procedures for New Source Review, Allegheny County Health Department, Bureau of Air Pollution Control, August 1988 (PDF on CourseWeb)
3. Policy for Air Toxics Review of Installation Permit Applications, Allegheny County Health Department, Air Quality Program, January 2013. (PDF on CourseWeb)

Optional reading:

3. An Introduction to Air Toxics, Allegheny County Health Department, 2012 (PDF on CourseWeb)

**Week 14 – April 11, 2017**
The Affordable Care Act and Public Health: Implementation of the ACA and Future Prospects for Reform
Everette James

Learning Guidance:

1. Understand the structure and policy objectives of the Affordable Care Act.
2. Analyze the public health impacts of the 2010 Affordable Care Act.
3. Identify health reform implementation issues that will affect the health status of the U.S. population.
4. Apply principles of marketing and communication through appropriate channels and technologies to the Affordable Care Act.
5. Critically compare emerging health reform to previous and current reform efforts and laws

Required Reading:

3. Starr, P. *Remedy and Reaction: The Peculiar American Struggle Over Health Care Reform*. Chapter 8 (PDF available on CourseWeb)
4. Fox DM and Markel D. “Is History Relevant in Implementing Health Reform?”, JAMA 2010, 303(17), 1749-50 (PDF available on CourseWeb)
Optional Reading:

1. Oberlander J. “Long Time Coming: Why Health Reform Finally Passed,” Health Affairs 2010, 29(6), 1112-6
2. Cutler, David M. “From the Affordable Care Act to Affordable Care.” JAMA. 2015, 314(4).

**Week 15 – April 18, 2017**

No Class – Policy Briefs due

**Week 16 – April 25, 2017**

Final Exam