



Syllabus for PADM 600: Introduction to Health Policy and Management Fall 2021

Instructor: Dr. Kate Cartwright

Office Location: Virtual for Fall 2021

Office Hours: Tuesdays, 4-6pm, and by appointment

Class Meeting Day: Mondays

Email: kcartwright@unm.edu

Course Credits: 3.0

Class Location: Virtual & SSCO 3030

Class Time: 7:00-9:30pm

Cell: 505-321-3960 (I will be very quick during office hours, and other times it may take me up to 24 hours to respond)

Course Description: This course covers the principles and methods of public management and policy analysis, including policy formulation and implementation, organizational relations, institutional development, administrative processes, and public sector ethics. This section of the course addresses these topics from the perspective of health care administration.

This course provides an overview of the evolving structure of the US public health and health care delivery systems. It is designed for graduate students in health policy and management who plan to work in, manage, and lead hospitals, clinics, or other health service organizations or in other administrative or policy positions. This course supports effectiveness of health services managers, administrators, and other professionals by providing knowledge of a wide range of health organizations and services and associated management and policy issues.

The course introduces the student to the major areas in health management such as planning, operations, human resources, leadership, finance, information systems & technology and quality. In addition, the course emphasizes a number of policy topics associated with, for example, population health, recruitment of physicians and other allied health personnel, coordination across health and human services organizations, Medicare funding, and managed care.

Course Objectives and Student Learning Outcomes: The following MHA core learning outcomes will be addressed in this course. Students will:

- Demonstrate knowledge of the political and legal institutions of governance that influence health care administration
- Identify the main components and issues of the organization, financing and delivery of health services and public health systems in the US
- Demonstrate the ability to identify policy problems related to health care administration
- Describe the underlying assumptions and relationships that characterize the historical evolution and current state of public health services delivery
- Identify and describe the basic economic concepts involved in health services delivery to include payor sources, revenue generation and financial control functions
- Analyze health administration related policies and problems by applying appropriate professional and ethical standards
- Demonstrate a nuanced understanding of public service values salient to health administration such as accountability, equity, responsibility, and diversity

Textbooks and Supplies:

- All weekly readings will be posted in the corresponding folder in Course Resources.
- Each student will select a book related to health care to analyze and acquire this book personally.

Course Assessments:

Assessment	Due Date*	% of Grade
Article Extract	9/13	10%
Policy Brief	9/27	15%
Midterm	10/11	25%
Personal Strategic Plan	11/8	10%
Book Analysis	11/22	15%
Final Exam	12/13	25%
Total		100%

Grading Scale:

A: 93 – 100%	C+: 77 – 79%
A-: 90 – 92%	C: 73 – 76%
B+: 87 – 89%	C-: 70 – 72%
B: 83 – 86%	D: 60-69%
B-: 80 – 82%	F: Below 60%

Attendance Policy: Regular and punctual attendance is essential to both doing well and to fostering a space for learning. UNM *Pathfinder* policies apply, which in part means instructor drops based on nonattendance are possible. This class is an interactive learning class, which means that student engagement is vital to maximizing the learning experience for everyone. One great benefit of our program is that you have a chance to work with other excellent students who are doing impressive work. However, in order to benefit from this network, you have to get to know your fellow students. If you don't show up, you won't. If you show up and don't engage, you won't. I will do as much as I can to optimize opportunities for connections in our virtual classroom experience.

That said, in addition to the uncertainty of 2021 and pandemic life, I understand you have work, family and life commitments which at times conflict with our class schedule. All class sessions will be available as recordings on Learn as quickly as the recordings are finished processing. If there are technical difficulties for any reason, the recording of the class will be made available to you as soon as possible.

Accommodation Statement: Accommodations: In accordance with University Policy 2310 and the Americans with Disabilities Act (ADA), academic accommodations may be made for any student who notifies the instructor of the need for an accommodation. It is imperative that you take the initiative to bring such needs to the instructor's attention, as I am not legally permitted to inquire. Students who may require assistance in emergency evacuations should contact the instructor as to the most appropriate procedures to follow. Contact Accessibility Resource Center at 277-3506 for additional information.

UNM is committed to providing courses that are inclusive and accessible for all participants. As your instructor, it is my objective to facilitate an accessible classroom setting, in which students have full access and opportunity. If you are experiencing physical or academic barriers, or concerns related to mental health, physical health and/or COVID-19, please consult with me after class, via email/phone or during office hours. You are also encouraged to contact Accessibility Resource Center at arcsrvs@unm.edu or by phone 277-3506.

Academic Integrity: The University of New Mexico believes that academic honesty is a foundation principle for personal and academic development. All University policies regarding academic honesty apply to this course. Academic dishonesty includes, but is not limited to, cheating or copying, plagiarism (claiming credit for the words or works of another from any type of source such as print, Internet or electronic database, or failing to cite the source), fabricating information or citations, facilitating acts of academic dishonesty by others, having unauthorized possession of examinations, submitting work of another person or work previously used without informing the instructor, or tampering with the academic work of other students. The University's full statement on academic honesty and the consequences for failure to comply is available in the college catalog and in the Pathfinder.

Cell Phones and Technology: Please use it! Our largest challenge this year: muting and unmuting! Just be mindful of your technology and how you are using it to optimize your learning and not undermining it. I am here to help you work toward your goals, whatever they are, so let me know if there are specific things I can do to support you.

Credit Hour Statement: This is a three credit-hour course. Class meets virtually for one 2.5 hour session of direct instruction weekly during the Fall 2021 semester. Students should expect to work approximately six hours of out-of-class work (or homework, study, assignment completion, and class preparation) each week. (Some weeks will be a little less, some a little more.)

Email policy: UNM policy 2540: Student Email notes that email policies may be determined by individual faculty for instructional purposes, which will be specified in the course syllabus, and must be followed by the students. For this class, all communications must be conducted either within the UNM Learn system or students' and instructor's UNM email. This is both to promote efficiency and to implement best practices in regard to digital communication, which as future health administrators will be of the utmost importance.

Library and Tutorial Services: UNM-Main campus provides many library services and tutorial services, including a range of services for distance students. For library services, go to

<http://www.unm.edu/libraries/> to link to a specific library or to contact a librarian. For tutorial services, go to <http://caps.unm.edu/online> to explore UNM's online services.

Office Hours: I have office hours set aside on Tuesdays from 4-6pm, but I prefer to do all office hours by appointment. Send me an email to set up a meeting (time, day, what the meeting is about), and we'll get something scheduled.

Weather: During the semester, contact the UNM hotline at 505-277-7669 to determine if classes have been cancelled. Appropriate adjustments will be made to the schedule as needed in the event of weather-related class cancellations.

Important UNM dates: <http://registrar.unm.edu/semester-deadline-dates/fall-2021.html#semester-deadline-dates-submenu>

Title IX: In an effort to meet obligations under Title IX, UNM faculty, Teaching Assistants, and Graduate Assistants are considered "responsible employees" by the Department of Education which requires that any report of gender discrimination that includes sexual harassment, sexual misconduct and sexual violence made to a faculty member, TA, or GA must be reported to the Title IX Coordinator at the Office of Equal Opportunity (<https://oeo.unm.edu>). For more information on the campus policy regarding sexual misconduct, see: <https://policy.unm.edu/university-policies/2000/2740.html>

Citizenship and/or Immigration Status: All students are welcome in this class regardless of citizenship, residency, or immigration status. Your professor will respect your privacy if you choose to disclose your status. As for all students in the class, family emergency-related absences are normally excused with reasonable notice to the professor, as noted in the attendance guidelines above. UNM as an institution has made a core commitment to the success of all our students, including members of our undocumented community. The Administration's welcome is found on our website: <http://undocumented.unm.edu/>.

Support in Receiving Help and in Doing What is Right: Students should be familiar with services and policies that can help them navigate UNM successfully. Many services exist to help you succeed academically and to find your place at UNM, see students.unm.edu or ask me for information about the right resource center or person to contact. UNM has important policies to preserve and protect the academic community, especially policies on student grievances (Faculty Handbook D175 and D176), academic dishonesty (FH D100), and respectful campus (FH CO9). These are in the Student Pathfinder (<https://pathfinder.unm.edu>) and the Faculty Handbook (<https://handbook.unm.edu>) Please ask for help in understanding and avoiding plagiarism or academic dishonesty, which can both have very serious disciplinary consequences.

Land Acknowledgement: (see <https://diverse.unm.edu> on appropriate use) Founded in 1889, the University of New Mexico sits on the traditional homelands of the Pueblo of Sandia. The original peoples of New Mexico Pueblo, Navajo, and Apache since time immemorial, have deep connections to the land and have made significant contributions to the broader community statewide. We honor the land itself and those who remain stewards of this land throughout the generations and also acknowledge our committed relationship to Indigenous peoples. We recognize our complicated history.

Respect the UNM Community by Preserving Health (mandatory language even for virtual classes)

UNM Administrative Mandate on Required Vaccinations

All students, staff, and instructors are required by [UNM Administrative Mandate on Required Vaccinations](#) to be fully vaccinated for COVID-19 as soon as possible, but no later than September 30, 2021, and must provide proof of vaccination or of a UNM validated limited exemption or exemption no later than September 30, 2021 to the [UNM vaccination verification site](#). Students seeking medical exemption from the vaccination policy must submit a request to the [UNM verification site](#) for review by the UNM [Accessibility Resource Center](#). Students seeking religious exemption from the vaccination policy must submit a request for reasonable accommodation to the [UNM verification site](#) for review by the [Compliance, Ethics, and Equal Opportunity Office](#). For further information on the requirement and on limited exemptions and exemptions, see the [UNM Administrative Mandate on Required Vaccinations](#).

UNM Requirement on Masking in Indoor Spaces

All students, staff, and instructors are required to wear face masks in indoor classes, labs, studios and meetings on UNM campuses, see [masking requirement](#). Qualified music students must follow appropriate specific mask policies issued by the Chair of the Department of Music and the Dean of the College of Fine Arts. Vaccinated and unvaccinated instructors teaching in classrooms must wear a mask when entering and leaving the classroom and when moving around the room. When vaccinated instructors are able to maintain at least six feet of distance, they may choose to remove their mask for the purpose of increased communication during instruction. Instructors who are not vaccinated (because of an approved medical or religious exemption), or who are not vaccinated yet, must wear their masks at all times. Students who do not wear a mask indoors on UNM campuses can expect to be asked to leave the classroom and to be dropped from a class if failure to wear a mask occurs more than once in that class. With the exception of the limited cases described above, students and employees who do not wear a mask in classrooms and other indoor public spaces on UNM campuses are subject to disciplinary actions.

Communication on change in modality: The President and Provost of UNM may direct that classes move to remote delivery at any time to preserve the health and safety of the students, instructor and community. Please check [fill in your communication system] regularly for updates about our class and please check <https://bringbackthepack.unm.edu> regularly for general UNM updates about COVID-19 and the health of our community.

[Optional additional COVID-19 mask language](#):

Acceptable masks and mask wearing in class: A two-layer mask that covers the nose and mouth and that is cleaned regularly is acceptable, as are disposable medical masks, KN95, KF94, FFP1 and FFP2 masks. A face shield is not sufficient protection. It is vital that you wear your mask correctly, covering your nose and mouth. Removing your mask for an extended period to eat or drink in class violates the university mask requirement and endangers others.

Consequences of not wearing a mask properly: If you don't wear a mask, or if you do not wear a mask properly by covering your nose and mouth, you will be asked to leave class. If you fail to wear a mask properly on more than one occasion, you can expect to be dropped from the class. If you insist on remaining in the classroom while not wearing a mask, class will be dismissed for the day to protect others and you will be dropped from the class immediately.

The instructor will try to have a few disposable masks available on a first-come, first-served basis.

SCHEDULE OF ACTIVITIES

The Schedule of Activities is subject to change. Minor changes will be announced in class, major ones provided in writing.

Wk	Date: Topic	Readings	Assessments*
1	8/23: Introduction to Course	--	--
2	8/30: Role of management & policy in health administration	Readings: Berwick 2008 Keith 2020 Chesley 2020 Scott 2020 (Application of Chesley) <i>Better</i> pp. 1-28 Kaplan 2021 Perez 2021 Neagle 2021 (Application of Perez)	--
3	9/6: LABOR DAY—NO CLASS	--	Work on Article Extract
4	9/13: Types of facilities & services	Readings: Friedberg 2017 Gaskin 2019 Yale 2019 (Application of Gaskin2019) O’Laughlin 2019 Sanford 2019 (Application of O’Laughlin) Couris 2020 Pratt 2021 (Interview) Pullin 2020 (Interview) Podcast: Scales 2020 (11 minutes)	Article Extract Due
5	9/20: Overview of financing	Readings: Bylander 2017 Waldo 2018 Cutler 2020 Unruh 2020 Fogel 2020 Quigley et al 2021 Turley 2021 (app of Quigley 2021) Slubowski 2021 (Interview)	--

6	9/27: Quality of care	Readings: Pitocco et al. 2020 Halverson 2020 (Application of Pitocco et al 2020) Birk 2021 Thomas 2020 (Interview) Cordova 2018 (Interview)	Policy Brief Due
7	10/4: Workplace safety; Institutional food services	Readings: Moses 2019 Gaffney 2020 McGhan et al 2020 Tsang 2020 (Application of McGhan) Hauptert 2021 (Interview) Podcast: Grinberg 2018 (13 minutes)	--
8	10/11: Mid-term Exam	--	Midterm Exam due 10/11 end of day
9	10/18: Health Care Technology; Compliance plans	Readings: Po 2019 Comer 2019 (Application of Po 2019) Sundar 2020 Tandoh 2020 Esper et al 2020 Thielman et al 2020 (application of Esper 2020)	--
10	10/25: No Class, Professor at APHA	Use this time to select/read for book analysis, catch up on assignments, etc.	--
11	11/1: Strategic planning	Readings: ASCO Strategic Planning Betancourt 2020 Parrill 2020 Sanatham 2020 Braga 2019 Sarcone Kimmel 2021 Zaraleta 2021 (application of Sarcone) Wilkerson 2020	--

12	11/8: Risk Management & Crisis Management	<p>Readings: Fink 2013 Thompson and Van Gorder 2007 Ford 2020 (Reflection on Thompson 2007) Navarro 2020 Hoffman 2020 Gunnar 2021</p> <p>Podcasts: ASHRM 1 (Risk Manager's Journey, 20 min.) ASHRM 2 ("Good Catch" stories, 9 min.)</p>	Personal Strategic Plan Due
13	11/15: Performance evaluation, audits, & inspections	<p>Readings: Halpern 2020 Henson 2020 (Application of Halpern) Johnson 2020 Lown et al 2019 Campbell 2019 (Application of Lown) Meese et al 2021 Kelly 2021 (application of Meese 2021)</p>	
14	11/22: Film Viewing & Reflection	View film and complete discussion board	Film discussion board
15	11/29: Legal & Ethical Issues; Health Care Marketing; Book Discussions	<p>Readings: Lagisetty 2017 Ortiz 2019 Kling 2020 Nelson & Taylor 2021 Morehouse 2021</p> <p>Podcasts: Blood 2020 (15 minutes)</p>	Book Analysis Due (finish before class!)
16	12/6: Final Exam Review/Recap of Class	No new material	Final Exam due 12/13 by end of day

* Unless otherwise posted, assessments are due BEFORE class on the given day.