Texas State University-San Marcos  
Multicultural Curriculum Transformation Guide/Assessment Instrument

Name of Course: HA 4302 Managed Care

Instructor: Philippa Strelitz, PhD

Department: Health Administration

Degree: BHA  
Degree Program Requirement: YES  NO

<table>
<thead>
<tr>
<th>1. Course Description</th>
<th>This course is a comprehensive study of integrated delivery systems and managed care organizations. It includes an analysis of managed care operations, ethical, legal and regulatory issues, delivery system negotiation and contracting, general operations and marketing, medical management, and special topics like Patient Safety, Cultural Competence, Medicare, Medicaid, and healthcare reform.</th>
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<tbody>
<tr>
<td>2. Course Objectives</td>
<td>At the completion of this course the student should understand:</td>
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<tr>
<td>1.</td>
<td>The historical, social, cultural and political context of managed care in healthcare;</td>
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<td>2.</td>
<td>The industry through assessing the operational strategies of successful systems with a special emphasis on the meaning and significance of cultural competence;</td>
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<td>3.</td>
<td>The relationship of the delivery system to quality healthcare and financial performance;</td>
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<td>4.</td>
<td>The organizational structure of managed care delivery systems;</td>
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<td>5.</td>
<td>The interrelationship between operations and marketing in a consumer driven era;</td>
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<td>6.</td>
<td>Medical management information systems;</td>
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<td>7.</td>
<td>The legal and ethical issues for managed care organizations; and</td>
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<td>8.</td>
<td>Managed care and healthcare reform with a special emphasis on the problem of the uninsured.</td>
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<tr>
<td>3. Course Content (60% needed for MC classification)</td>
<td>LEVEL ONE: ___ LEVEL TWO: ____ LEVEL THREE: <strong>X</strong> (Check one. Explain.)</td>
</tr>
<tr>
<td>Core course themes explore critical multicultural issues including the implications of the corporatization of medicine, the meaning of consumerism in medicine, the nature of the “public interest” in medicine,” cultural competence in medicine, and issues of access including the uninsured, and the “healthcare safety net.”</td>
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<tr>
<td>4. Instructional Strategies</td>
<td>LEVEL ONE: ___ LEVEL TWO: ____ LEVEL THREE: <strong>X</strong> (Check one. Explain.)</td>
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<tr>
<td>Culturally responsive instructional strategies employed seek to cultivate the creation of a community of learners. The instructor will seek to enhance personal growth through the exploration of relevant and provocative multicultural course themes. Participation is a crucial and graded component of successful completion of the course. Choice will be offered in terms of the nature and types of required assignments selected. Also, Service Learning as a major component of course work, in addition to the e-book club, will</td>
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encourage students to take ownership of the learning process and to connect core course themes to their own lived experiences.

5. Assessment of Student Knowledge

<table>
<thead>
<tr>
<th>LEVEL ONE: ____</th>
<th>LEVEL TWO: ____</th>
<th>LEVEL THREE: <em><strong>X</strong></em> (Check one. Explain.)</th>
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Service learning will provide an intensively action-oriented mode of student growth. Most students will choose to participate in one of three service-learning programs offered. Both those who do, as well as those students who choose a research paper focus, will participate in self-assessment and reflection.

6. Classroom Interactions

<table>
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<tr>
<th>LEVEL ONE: ____</th>
<th>LEVEL TWO: ____</th>
<th>LEVEL THREE: <em><strong>X</strong></em> (Check one. Explain.)</th>
</tr>
</thead>
</table>

Given the centrality of cultural competence as a core course theme, students will directly address issues of equity and oppression. Engaging with these issues will involve cross-group and small-group interactions that will provide students with important opportunities to both discuss and analyse course content as well as to practice the discourse of multiculturalism.

7. Course Evaluation

Both the midterm and the final will offer students a written opportunity to explicitly connect the multicultural themes of the course to managed care course content. Several times throughout the course we will dialogue about the effectiveness as well as the necessity and appropriateness of incorporating multicultural themes into a managed care course. Additionally, the end of semester course evaluation will be modified to include a summative evaluation of the achievement of this course’s multicultural goals.

Percentage of Multicultural Content: 80%

Multicultural Classification:
MC=multicultural content: courses with 60% of the content multicultural
MP=multicultural perspective: courses using a variety of strategies to encourage multiculturalism, including content, instructional strategies, assessment, and classroom dynamics (When this is the only classification, the content is less than 60%)

Choose the best multicultural classification that describes this course: Circle one. MC MP MC and MP

Does this course focus on international diversity, U.S. diversity, women’s studies, or a combination of all three? Explain.

This course engages US diversity directly as a core health care context. Additionally, women’s health issues are directly addressed. This course focuses on US diversity in its emphasis on the ways in which the health care system in the US must respond to the increasing diversity of the patient population. Additionally, this course focuses on women’s studies in its demonstration of the significance of the perspectives of gender and sexuality in the development of cultural competence in health care organizations.
SYLLABUS
Texas State University
Department of Health Administration

COURSE NUMBER: HA 4302
COURSE NAME: Managed Care Organization and Administration

FACULTY: Philippa Strelitz, PhD
Assistant Professor

Office Hours: Monday 8:00AM – 11:00AM,
Wednesday 8:00AM – 11:00AM
By Appointment

Phone: 512-245-9709
Email: ps31@txstate.edu

SEMESTER:

COURSE DESCRIPTION:

This course is a comprehensive study of integrated delivery systems and managed care organizations. It includes an analysis of managed care operations, ethical, legal and regulatory issues, delivery system negotiation and contracting, general operations and marketing, medical management, and special topics like Patient Safety, Cultural Competence, Medicare, Medicaid, and healthcare reform. Meaning/interrogation of “managed care.” In addition to these central topics, core course themes, such as:

- The implications of the corporatization of medicine;
- The meaning/ implications of consumerism in health care;
- The nature and meaning of the “public interest” in medicine;
- Issues of access such as the problem of the uninsured, and the “health care safety net;”
- Transparency as a discourse in health care; and
- Quality/value as a discourse in health care;

will be infused throughout the curriculum.

As such, the development of critical thinking skills is a key course competence. Students will be expected to engage in discussions that contextualize the current state of health care delivery and organization in this country within the framework of evolving political, cultural, social and
economic realities that are redefining the meaning and nature of a “health care system” in the United States today.

Learning in this course will take place through a number of teaching modalities including: a minimal amount of lecturing, small-group discussions, individual, student-lead presentations, independent research and reporting, out-of-class learning, and analysis of relevant health-care related media.

**COURSE OBJECTIVES:**

At the completion of this course the student should understand:

1. The historical, social, cultural and political context of managed care in healthcare;
2. The industry through assessing the operational strategies of successful systems with a special emphasis on the meaning and significance of cultural competence;
3. The relationship of the delivery system to quality healthcare and financial performance;
4. The organizational structure of managed care delivery systems;
5. The interrelationship between operations and marketing in a consumer driven era;
6. Medical management information systems;
7. The legal and ethical issues for managed care organizations; and
8. Managed care and healthcare reform with a special; emphasis on the problem of the uninsured.

**REQUIRED TEXTBOOKS:**


Additional readings to be distributed in class.

**ACADEMIC HONESTY:**

Expectation: We expect students to do their own work on all graded material submitted for all departmental course requirements.

*Department Policy:*

Students guilty of knowingly using, or attempting to use, another person's work as though that work were their own, and students guilty of knowingly permitting, or attempting to permit, another student to use their work, will receive a grade of "F" for the course. Such conduct may also constitute grounds for dismissal from the University. Students who are uncertain regarding what actions constitute plagiarism should consult the instructor.

**SPECIAL ACCOMMODATIONS:**
Students with disabilities who require an accommodation(s) in order to participate in this course should contact the Office of Disability Services (ODS). Within the first two weeks of the beginning of the semester, you must provide documentation from ODS in order to receive an accommodations(s). Failure to contact ODS and provide documentation in a timely manner may delay your accommodation(s) being made.

CRITERIA FOR COURSE GRADING:
Note: see grading rubrics for each assignment for additional information. [Still under development]

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Article Summary and critical analysis</td>
<td>15%</td>
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<tr>
<td>Mid-Term Exam</td>
<td>20%</td>
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<td>Participation</td>
<td>10%</td>
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<tr>
<td>Research Paper/presentation or Service Learning</td>
<td>20%</td>
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<tr>
<td>E-book club</td>
<td>10%</td>
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<tr>
<td>Final Exam</td>
<td>20%</td>
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</tbody>
</table>

[Detailed descriptions of the article summary and critique, the research paper and service learning assignment, and the e-book club will be included with the syllabus. These materials are still under development.]

Disclaimer: The instructor retains the right to alter the course outline and due dates.

CLASSROOM POLICIES:

Policy on late work:
Work turned late, including absences during tests, will result in a reduction of one letter grade for every class it is late. If the class is disadvantaged by the late work (e.g., presentations), the work will receive an "O." In certain cases and only with the pre-approval of the professor, exceptions may be granted.

Policy on repeating work and extra credit:
Work cannot be repeated for a better grade in this class. There will not be any extra credit opportunities offered.

Attendance policy:
Students are encouraged to attend every class. Test material is typically developed from class materials and discussions. Moreover, in-class discussion and dialogue is a critical part of student growth.
Excused absence requests will be received and approved only by the faculty member. All such requests must be received no later than two weeks after the absence. For absences occurring less than two weeks before the Final Exam, requests for an excused absence must be received no later than the administration of the Final Exam.

Attendance will be graded. Please see rubric detailing how attendance will be graded.

**Policy on tardiness:**
You are asked as a matter of courtesy to your professor and your fellow students to arrive for class in a timely manner. If tardiness becomes a noticeable pattern, I reserve the right to begin to log your late arrivals as absences and penalize you accordingly.

**Policy on participation:**

Students are encouraged to come to class prepared and participate actively, thus enriching the learning experience. Participation constitutes a graded component of this course.

**[Statements on “culturally responsive teaching” and “instructor’s teaching philosophy” will be provided with syllabus. These materials are still under development.]**

**Policy on professional communication:**

Standards for professional communication with me are outlined below. Holding to these standards is a good exercise in preparing for participation in professional work environments.

Classroom comportment: This course engages discussion on a variety of topics around which there are a range of diverse perspectives and opinions. I encourage all students to share their viewpoints; respectful dialogue is essential. No personal attacks will be tolerated civility is an expected component of participation.

Phone/email communication with me: I am generally on campus Mondays, Wednesdays, and Fridays. On these days, I will return your phone and email messages promptly. Generally, messages left for me over the weekend will be returned Monday morning. I do not respond to messages after 6:00 PM.

Note taking: I generally provide class material in discussion format, often preceded by short, formal presentation of introductory material. I make some use of power point as a material presentation format. This will require you to listen closely to all class discussions and presentations of material. You will need to take notes and make informed choices about what material is useful for recording. Feel free to ask me to slow down or repeat any information.
COURSE OUTLINE

HA 4302 – Managed Care Organization and Administration

Assignments generally refer to chapters in the textbook. There will also be some additional readings provided to you.

<table>
<thead>
<tr>
<th>CLASS</th>
<th>TOPIC</th>
<th>READING ASSIGNMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Introduction to class: overview of course themes [a hand out on core course themes will be included with the syllabus. This material is still being developed.], culturally responsive teaching, assignments, service learning etc.</td>
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</table>

PART 1: History and Overview of Managed Care and the Healthcare System

<table>
<thead>
<tr>
<th>CLASS</th>
<th>TOPIC</th>
<th>READING ASSIGNMENT</th>
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</thead>
<tbody>
<tr>
<td>2</td>
<td>An Overview of Managed Care - the meaning of managed care</td>
<td>1</td>
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<tr>
<td>3</td>
<td>Types of Managed Care Organizations - The corporatization of health care</td>
<td>2</td>
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<tr>
<td>4</td>
<td>Integrated Health Care Delivery Systems - The “public interest” in managed care</td>
<td>3</td>
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<tr>
<td>5</td>
<td>Elements of the Management Control and Governance Structure</td>
<td>4</td>
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<td>6</td>
<td>Compensation of Primary Care Physicians In Managed Health Care</td>
<td>7</td>
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<tr>
<td>7</td>
<td>Contracting and Reimbursement of Specialty Physicians</td>
<td>8</td>
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<td>8</td>
<td>Negotiating and Contracting with Hospitals, Institutions, and Ancillary Services</td>
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PART 2: Social, Cultural and Behavioral Issues in Managed Health Care

CONSUMERISM

<table>
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<tr>
<th>CLASS</th>
<th>TOPIC</th>
<th>READING ASSIGNMENT</th>
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<tbody>
<tr>
<td>9</td>
<td>Examining Common Assertions about Managed Care</td>
<td>5</td>
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<tr>
<td></td>
<td>Contemporary perspectives on managed health care –</td>
<td>1 cont’d</td>
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</table>
THE DOCTOR-PATIENT RELATIONSHIP
10 Primary Care in Managed Health Care Plans
   Cultural competence in the outpatient setting  6

11 Managed care and End of Life Care  Siegler Ch. 21

12 Managed care and cultural competence –
   The inpatient setting  Siegler Ch. 24

PART 3: Introduction to Managed Care Politics and Regulation
13 The Health Insurance Portability and Accountability Act of 1996  34

14 State Regulation of Managed Care
   Guest Lecture: Bee Morehead “Public Managed Care”  35

15 Medicare and Managed Care  30

16 Medicaid and Managed Care  31

17 MIDTERM EXAM

PART 4: Managed Care and the Quality Movement in Healthcare
14 Prescription Drug Benefits in Managed Care  15

15 Managed Behavioral Health Care and Chemical Dependency Services  16

16 Managed Care and Patient Safety
   Reducing Medical Errors:
   Preventing errors and risk management  Siegler Ch. 25-26
   Wachter Ch. 1-2

17 Quality Management in Managed Care  17

18 Physician Behavior Change in Managed Health Care
   EBM  19

19 Care Management and Clinical Integration  10
PART 5: Contemporary Managed Care

20  Sales and Marketing in Managed Health Care Plans:
    The Process of Distribution
    Price Transparency

21  The Employer’s View of Managed Health Care:
    Show Me the Value
    P4P

22  The Hospitalist System
    Siegler Ch. 16

FINAL EXAM
Assignment due dates and presentation sign up sheets will be included with the syllabus. These materials are still being developed.