

HEALTH POLICY AND MANAGEMENT

Degrees offered:

M.P.H., Health Care Management 67	M.P.H., Global Health Care Policy and Management 67
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Department of Health Policy and Management

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Faculty

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Overview

Since its beginning over seventy-five years ago, the Mailman School of Public Health has been on the cutting edge of public health education. It is one of the oldest accredited schools of public health and the first to offer a master's degree in hospital administration. This program has evolved into the Department of Health Policy and Management and continues to earn a reputation of excellence for graduating individuals who have become leaders in the different spheres of the health care arena, both in the United States and abroad.

Because the department is based in a school of public health, students are taught the fundamentals of public health philosophy and practice as well as the analytical skills and methodological tools necessary for both health policy makers and managers. All students grow, both intellectually and personally, by learning and thinking broadly.

Choosing a graduate program is about discovering what makes the program outstanding and determining whether there is a good fit with your needs. The Department of Health Policy and Management prepares students for positions of leadership in health care policy and management by giving them the knowledge and skills necessary to address fundamental issues in today's complex and rapidly changing health care environment. Graduates can choose jobs in the public, nonprofit, and for-profit sectors of the health care system.

The Department of Health Policy and Management's faculty include full-time University-based researchers and part-time adjunct practitioners who are recognized experts in their fields. These practitioners are especially adept at relating the realities of the workplace to classroom theory. In addition to being excellent and accessible teachers, they provide a valuable resource to students by offering opportunities for research projects, tutorials, part-time internships, or practica.

Learning Objectives

The mission of the Department of Health Policy and Management is to advance theory and practice that improve the public's health, prevent disease, and strengthen the health care system and its component organizations. Our mission is fulfilled through research, education, and service that address the development and implementation of health policy and the effective management of health care organizations, systems, and services. We believe that health policy and health care management are interdependent, and our research and education programs are informed by this view. We approach health policy and management issues, including organization, access, delivery, quality, and financing, from a range of disciplinary and professional perspectives, in historical and social context, and with full regard for empirical evidence. The primary research goal of the department is to assist in the effort to reform and more effectively manage the health care system.

Academic Programs

The Department of Health Policy and Management (HPM) offers three M.P.H. programs: (1) a full-time program in which students choose from one of four concentrations or tracks: Health Care Management, Health Care Policy, Effectiveness and Outcomes Research (EOR), and Global Health Care Policy and Management; (2) a part-time evening program, referred to as Columbia On The Job (COTJ); and (3) an executive program. In all cases, the M.P.H. is a 45-point program that includes core courses, departmental requirements, and elective courses.

FULL-TIME MASTER OF PUBLIC HEALTH (M.P.H.)

The full-time program for the Policy, Management, and EOR tracks requires attendance for three terms and a summer practicum. The format is generally for students with little or no relevant work experience. There are different course requirements for each of these tracks. Enrollment in the EOR track is limited to ten students annually. The Global track also has limited enrollment. Applicants to this track should have two years of experience, including one year of global health work. The Global track course of study covers two academic years that include a six-month internship abroad.

Health Policy and Management students enter in the fall semester and generally complete the program in one and one-half years. There are special one-year programs designed for dual degree students in business, dentistry, law, medicine, nursing, occupational therapy, and public administration, as well as for students in selected residency, fellowships, and other programs. All full-time HPM students take biostatistics, epidemiology, environmental health sciences, issues and approaches in health policy and management, health economics, research methods, health policy and the political system, and the practicum seminar. Each track has its own departmental requirements and elective choices from the Mailman School of Public Health or other schools at Columbia University. Many students take courses at the Columbia University Schools of Business, Law, and International and Public Affairs.

The track in Effectiveness and Outcomes Research (EOR) combines the resources of the HPM department with methodological training in biostatistics and epidemiology. Students learn to assess the effectiveness of health care interventions, especially for their effects on health outcomes. The EOR focus on cost implications of alternative strategies has assumed increasing importance for health care policy-makers and managers.

The Global Health Care Policy and Management track includes: Mailman School of Public Health core requirements in biostatistics, epidemiology, environmental sciences, and health policy and management; HPM core requirements in organizational behavior, health economics, research methods, accounting and budgeting, and strategic management; Global track requirements; and 9 points of HPM global health electives.

The Practicum

The practicum program is a highlight of the academic program in health policy and management. Full-time students in health policy, management, and EOR complete a summer practicum before their final fall semester. The global practicum spanning six months includes the summer and second fall terms. The practicum experience provides students with the opportunity to integrate and apply knowledge gained in the classroom and to obtain the practical skills necessary for policy, management, and research positions.

During the practicum, students work under the supervision of a preceptor in administrative, research, or program activities. The summer practicum is usually paid, individually selected, and tailored to meet the needs and interests of each student. Examples of recent summer practicum placements include the New York City Department of Health, General Accounting Office, Agency for Health Care Research and Quality, Pfizer, NewYork-Presbyterian Hospital, Memorial Sloan-Kettering, Cabrini Hospital, March of Dimes, New York City Health and Hospitals Corporation, American Cancer Society, World Health Organization, UNICEF, and Analytica International. Many of the students continued to work part time at the New York placements during their final fall semester.

The practicum enables students to clarify their career goals and often leads to permanent health policy and management positions upon graduation. The experience culminates in a fall seminar that involves the students, entire faculty, and HPM alumni. The seminar provides writing and presentation skills training and integrates the academic and experiential components of the master's program.

Advising

Realizing that graduate professional education is a major transition for many students, the department has established an advisory system that provides a supportive environment and encourages the success of all students. In addition to the students' faculty advisors, two academic advisors work closely with all students and are available full time for advising on issues related to academic program planning and practicum placement.

M.P.H., Health Policy and Management

These sample curricula are intended as guides for program planning. Students develop their curriculum with guidance from their advisor using the department's student handbook at the time they begin their program of study.

All Tracks, 45 Points

Core Course Requirements	Points
<i>Rule: Complete all (see page 20)</i>	
<i>Complete one as a substitute for P6700 to meet Core Requirements</i>	
P6503 Introduction to Health Economics	3
P6508 Health Policy and the Political System	3
P8511 Health Care Policy: Lessons from the States	3
P8537 The Political Economy of Health Care	3

Department Requirements*Rule: Complete all*

P6503 Introduction to Health Economics	3
P6508 Health Policy and the Political System	3
P8502 Research Methods for Health Policy and Management	3
P8581 Practicum Seminar in Health Policy and Management	0–1.5

M.P.H., Health Care Management Track**Track Requirements****Points***Rule: Complete all*

P6529 Accounting and Budgeting for Health Administration	3
P8533 Health Care Financial Management	3
P8557 Managerial and Organizational Behavior	3
P8558 Strategic Management	3
HPM management elective	3
HPM management seminars (complete two 1.5-point courses)	3

Elective Courses*Rule: Complete 9 points of graduate-level electives; at least 6 points must be in HPM***M.P.H., Health Care Policy Track****Track Requirements****Points***Rule: Complete all*

P8531 Seminar in Health Policy and Analysis	3
P8541 Cost-Benefit Analysis in Health	3
HPM policy electives	6
HPM policy seminars (complete two 1.5-point courses)	3
HPM management course(s)	3
Methodological elective	3

Elective Courses*Rule: Complete 5–7 points with any graduate-level electives***M.P.H., Effectiveness and Outcomes Research Track****Track Requirements****Points***Rule: Complete all*

P8531 Seminar in Health Policy and Analysis	3
P6781 Use of Large-Scale National Health Care Data Sets	3
P8100 Applied Regression Analysis	3
P8541 Cost-Benefit Analysis in Health	3
P8564 Health-Related Issues in Quality of Life across the Adult Life Course	3
HPM policy elective	3
Methodological electives (from approved list)	6

*Rule: Complete 6 points of graduate-level electives***M.P.H., Global Health Care Policy and Management Track***(See pages 61–62 for complete track requirements.)***Core Course Requirements***Rule: Complete all (see page 20)***Track Requirements***Rule: Complete all*

P8557 Managerial and Organizational Behavior	3
P6503 Introduction to Health Economics	3
P8502 Research Methods for Health Policy and Management	3
P6529 Accounting and Budgeting for Health Administration	3
P8558 Strategic Management	3

*Rule: Complete 9 points with HPM Global Health electives***PART-TIME M.P.H.—COLUMBIA ON THE JOB (COTJ)**

The part-time evening program requires attendance for 28 months, including five semesters and summer courses. This structured format, referred to as Columbia On The Job (COTJ), is generally for employed students with at least one year of relevant work experience in health care. Students are able to use their work experience as the basis for their culminating paper. Much of the educational program is problem based, using case studies and problem-solving exercises to enhance student participation and encourage the exchange of ideas and insights. Students are exposed to concepts and practices of group processes to enhance peer interactions and to encourage the development of colleague support networks. COTJ students do not have a concentration; their course of study includes the basics of management, policy, and effectiveness and outcomes research.

During the fall and spring semesters, students attend class two evenings a week. During one of the two summer sessions, there is a two-week Summer Institute that meets from 9 to 5, Monday to Friday. The Institute offers two 3-point courses. The schedule for each 3-point course provides a minimum of 36 faculty-student contact hours, plus 3 hours for scheduled group activities (project time) and 3 hours for exams and project presentations. Students are also encouraged to take an elective each summer.

Part-time M.P.H., Columbia On The Job, 4.5 Points**Year 1****Points***Fall*

P6103 Introduction to Biostatistics	3
P6530 Issues and Approaches in Health Policy and Management	3

Spring

P6503 Introduction to Health Economics	3
P6529 Accounting and Budgeting for Health Administration	3

Summer

P8557 Managerial and Organizational Behavior	3
P8558 Strategic Management	3
Elective	3

Year 2

Fall

P6300 **Environment Health Sciences** 3

P6400 **Principles of Epidemiology I** 3

Spring

P8533 **Health Care Financial Management** 3

Elective 3

Summer

P8502 **Research Methods for Health Policy and Management** 3

P8541 **Cost-Benefit Analysis in Health** 3

Year 3

Fall

P6508 **Health Policy and the Political System** 3

or

P8546 **Government's Roles in the U.S. Health Insurance System** 3

or

HPM Policy course(s) 3

P8517 **Managing Complex Organizations or HPM elective** 3

If a COTJ participant occasionally takes daytime courses, the individual can customize the program to management, policy, or effectiveness and outcomes research.

EXECUTIVE M.P.H.

The Executive M.P.H. program was established in 1990 to provide working health professionals with the skills, networks, and credentials needed to obtain a high-level management or policy position. It has attracted over 400 participants from hospitals, health departments, managed care organizations, consulting firms, law firms, pharmaceutical companies, and other health settings. Over half of the program's graduates have been physicians. The course of study requires 24 consecutive monthly extended weekends (Thursday to Sunday). Students must have a minimum of five years of relevant work experience. The program fosters the development of the managerial skills necessary for professional leadership in the public, nonprofit, and for-profit sectors of the health care system. The structured curriculum bridges the gap between the academic setting and the world of health care practice with many of the courses utilizing a case study approach. This program is designed for experienced professionals who wish to remain employed while studying for the Master of Public Health degree in health services management. When classes are not in session, students communicate with each other, the program staff, and faculty via e-mail. Students should refer to the brochure entitled "The Executive Master of Public Health in Health Services Management" and the Web (www.mailman.hs.columbia.edu/hpm/emph/index.html) for additional information about the program.

Unless otherwise noted, all Executive M.P.H. students will complete the generic curriculum below.

Executive M.P.H.

Year 1

P6103 **Introduction to Biostatistics**

P6503 **Introduction to Health Economics**

P6517 **Legal Aspects of Health Services Administration**

P6529 **Accounting and Budgeting for Health Administration**

P6530 **Issues and Approaches in Health Policy and Management**

P6532 **Human Resources Management in Health Care Institutions**

P6560 **Organization Theory**

P8534 **Information Management**

Year 2

P6300 **Environmental Health Sciences**

P6400 **Principles of Epidemiology**

P6508 **Health Policy and the Political System**

P8563 **Managed Care and Quality: The Promise and the Reality**

P8533 **Health Care Financial Management**

P8558 **Strategic Management**

P8565 **Health Care Quality Management**

P8018 **Capstone Seminar**

Student Life

Each entering class has between forty-five and fifty-five students, and all full-time HPM students get to know each other well because they take their core departmental courses (*Economics, Health policy and the political system, and Research methods*) together. Classes are significantly smaller for required track courses, including *Accounting and budgeting* and *Health care finance* in the Management track and *Cost-benefit analysis* and *Seminar in health policy and analysis* in the Policy track. Elective courses, such as *Health law, Collective bargaining, and Cross-national health policy*, are also smaller and these, as well as the 1.5-point electives, are taught in a seminar format.

Volunteering: Our department encourages faculty and student participation in service initiatives with health care providers and with private or public health institutions and agencies. Although students are busy with academic work, many find the time to participate in voluntary school and community activities.

ACHE: The Department of Health Policy and Management founded the student chapter of American College of Healthcare Executives (ACHE). ACHE student members are active in organizing and facilitating educational seminars, career workshops, and alumni panels for students interested in networking with and learning from health care management professionals.

Brown Bag Seminars: The Department of Health Policy and Management hosts a series of lunchtime talks by experts in the field of health care. Guest lecturers are invited from within and outside of the University, and participants include students, faculty, and staff from all departments in the School.

Course Descriptions

Note: Many courses require permission of the instructor/department as a prerequisite for enrollment. The semester course schedule issued each term (fall, spring, summer) by the Office of Student Affairs identifies courses that require permission prior to registration.

P6503 Introduction to health economics, 3 points.

Economic analysis offers an analytic approach to problem solving that is particularly useful in thinking about the financing and delivery of health services. The course covers relevant aspects of microeconomic theory and their application to health care issues. Students are evaluated on the basis of homework assignments, a midterm, and a final exam.

P6508 Health policy and the political system, 3 points.

Analysis of the role of major institutions—the central government, the federal system, the private sector, interest groups—in formulating and implementing health policy in the United States. Discussion of underlying normative issues, cross-national perspectives, and the ups and downs of health care reform. Lectures and discussion. Midterm and final exams required.

P6513 Hospital organization and management, 3 points.

Provides students with a solid understanding of the complexities of hospital and health system organization and management. Encompasses the role of hospitals within the U.S. health care system, how they are structured, the business processes associated with delivering hospital care, the regulation of hospitals, and how hospitals relate within broader, integrated health systems. Classes combine theory with historical and contemporary applications. Key component of the class is a structured group discussion of contemporary literature on a variety of topics related to hospitals.

P6514 Legal aspects of health care policy and administration, 3 points.

Provides students with the legal framework governing health care policy and administration. Students analyze federal and state statutes and regulations as well as case law relevant to health care administrators, providers, and consumers. Students are exposed to the evolution of laws shaping health care policy and have the opportunity to examine the legal issues that will affect health care providers and consumers in the 21st century. At the end of the course, the students should understand the legal principles governing health care administrators; be able to recognize legal problems and their management and (1) refer to and interpret the governing laws, policies, and ethical considerations under which they will be expected to operate or (2) recognize issues that warrant seeking legal and other appropriate counsel; be able to assist those with whom they work to develop policies and procedures that are consistent with legal and ethical obligations and principles; and have a better understanding of the interrelationship between law, health care delivery, policy, and ethics.

P6517 Legal aspects of health services administration, 2 points.

Legal responsibilities and liabilities in relation to consumers and providers of health services. Topics include licensure, malpractice, negligence, and death.

P6518 Health care facilities planning, 3 points.

Policy, politics, demographics, economics, organization, management, and operations merge in the programming, planning, design, financing, and construction or renovation of health facilities. Management tools, strategy, concepts, terminology, standards, and techniques are outlined in theory and case study.

P6529 Accounting and budgeting for health administration, 3 points.

Financial statements enable us to evaluate the performance of an enterprise, analyze its cash flow, and assess its financial position. Budgets, based on forecasts, take the form of projected financial statements and serve as an important managerial tool for planning and control purposes. The course examines the generally accepted accounting principles (GAAP) underlying the statements and their implementation in practice. It also notes the limitations of financial reports and their evolution in response to changing business conditions. Attention is paid to the special and occasionally different use and implementation of GAAP by not-for-profit organizations in general and providers of health care services in particular. Midterm and final exams.

P6530 Issues and approaches in health policy and management, 3 points.

Satisfies the Health Policy and Management core requirement for the M.P.H. degree. Lectures, team projects, and readings on administrative problems and interventions that affect, and are affected by, all public health practitioners, as they seek to improve health care delivery, health care, and the health status of populations. Taught in both Executive and traditional formats. Individual papers required.

P6532 Human resources management in health care institutions, 3 points.

Familiarizes the student with the field of human resource management through an examination of the major components of labor law, collective bargaining, and labor relations. The course demonstrates the need to plan and direct the relationship of labor and management in order to develop and utilize an effective work setting; provides the student with an understanding of the dynamics of labor relations and the environment in which the legal structure operates; identifies the problems resulting from the efforts of government to define the rights, duties, and obligations of labor relations and collective bargaining; and explores the evolution and current problems of collective bargaining, emphasizing the major trends of the law, the reason for these trends, and their consequences on the overall function of labor relations in the health care field.

P6560 Organization theory, 3 points.

Classical, contemporary, and new concepts of organization and management theory. Theoretical and empirical aspects of organizational structure, culture, work process and function, and behavior of persons who work in organizations are examined. A congruence model of organization is used as the basis for understanding and analyzing organizational change. Analytical skills are developed using the case method, to enable students to apply theoretical concepts to real-life management in health care.

P8500 Health care delivery systems: safety and efficacy of medical technologies, 2 points.

Prerequisite: completion of M.P.H. core courses. A conceptual framework for medical technology assessment is presented; technologies needing assessment are identified; and types of information needed and mechanisms for testing are reviewed, including health, economic, and social effects. Case studies of safety and efficacy are presented and evaluated, as well as current activities in this field by both the public and private sectors. Shortcomings of the present system, as well as policy alternatives, are reviewed. Several sessions are devoted to the safety and efficacy of prescription and nonprescription drugs in the context of the United States and world pharmaceutical scenes; the costs and financing of drug-related services are reviewed in detail. Seminar format.

P8502 Research methods for health policy and management, 3 points.
Prerequisites: *P6103* or *P6104* and a working knowledge of a spreadsheet computer program (e.g., Excel or Lotus 1-2-3) or a statistical software package. Fundamental principles of research methods are applied to problems in health policy and management. Through analysis of research reports and manipulation of data sets, students learn elements of research design and how to apply statistical analyses using statistical software. Successful completion of the course should enable the student to apply critical analysis to the relevant literature. Students work individually or in groups on assigned projects. Each individual/group writes a research report on at least one data set. Midterm and final exams on basic methodological approaches.

P8505 Managed care, 3 points.
Prerequisite: *P6530*. Managed care under current pluralistic systems of health care and insurance, the organizational forms managed care may take, and its potential as a health care delivery system. Existing prototype managed care programs examined. Lectures, seminars, and readings. Paper required.

P8509 Applied pharmacoepidemiology and outcomes research, 1.5 points.
Provides students with an understanding of the business application of pharmacoepidemiology (PE) and outcomes research (OR) in commercial and governmental settings. The drug development and approval process is covered in the United States and European Union. Students examine the biopharmaceutical industry's use of PE/OR in establishing product value for pricing and reimbursement decision making. Similarly, students are exposed to the role of PE/OR in the review of product applications to U.S. managed care organizations, domestic governmental bodies (such as the FDA and CMS), and European Ministries of Health.

P8510 Seminar: Quality of health care, 1.5 points.
Prerequisite: *P6530* or the equivalent. Examines the movement to health care quality in the United States, providing students with definitions of quality and a historical perspective on quality initiatives. Primary focus is on quality initiatives in the past ten years, including efforts by the Institute of Medicine, Agency for Healthcare Quality and Research, various accrediting organizations (e.g., NCQA), and employer-based initiatives such as HEDIS and Leapfrog. In-depth analysis of establishing and measuring the quality of health care in various organizational settings, on risk management and legal issues, and on recent efforts to link quality with pay for performance.

P8511 Health care policy: lessons from the states, 3 points.
Designed (1) to analyze the relationship between American Federalism and health care policy, from the 18th century to the present; (2) to examine the efforts of several states to adopt innovative health reform programs; and (3) to consider the role states should play in a reformed health care system. As part of this inquiry, the class examines Medicaid managed care initiatives, long-term care policy, medical workforce policy, welfare, and insurance reform initiatives. Midterm and final exams; students may write a research paper as a substitute for the midterm.

P8513 Health care marketing, 3 points.
Marketing is now a key growth driver for all health care sectors. Course covers marketing strategy for all players, from hospitals to physician practices and pharmaceutical firms. Students learn to analyze and segment the consumer and professional markets, to develop and position a product/service portfolio, and to create a marketing plan including use of new media such as the Internet. An interactive, multimedia approach, including current managerial readings, cases, and videos sourced globally, with senior health care executives as guest speakers. Students customize the course to their needs through a consulting project for an actual health care organization (in lieu of a final exam). Assignments include a short midterm exam and an oral case presentation.

P8516 Issues in health care policy and health care reform, 2 points.
Introduces students to the analysis of issues in health policy through an in-depth examination of several of the major issues related to health care reform and the functioning of the health care system. The first part examines competing views of how a health care system should work. The second part traces issues in the reform of the U.S. health care system. While the principal focus is on the U.S. health care system, we also study the relevance of these ideas to other types of health care systems.

P8517 Managing complex organizations, 3 points.
Prerequisites: *P6513* and core courses. Coordination, at a more advanced level, of the learned concepts of complex health care delivery organizations and their management. Regulation, multi-institutional arrangements, administrative ethics, control, corporate organization, materials management, marketing, reimbursement, contract management, unions, legal issues, planning.

P8520 Health care ethics: development and management of public policy, 2 points.
Examination of key ethics issues as developed in public policy and implemented in health care organizations. Integrates the reading of original public policy documents, legal decisions, and theoretical commentary to facilitate understanding the dynamic and emergent ethical issues in health care and how they are managed.

P8527 Contemporary dilemmas in health planning, policy, and management, 1 point.
Course material derived from current health services. Primary emphasis on New York City.

P8528 Principles and policies of long-term care, 3 points.
Analyzes the system of long-term care in the United States and contemporary long-term care policy debates. Examines the major national programs that have been established, underlying normative issues, cross-national perspectives, and the prospects for reform in the United States.

P8531 Seminar in health policy and analysis, 3 points.
Prerequisite: *P6503*. Develops skills in the analysis of public policy toward health care, through readings and seminar discussion, critiquing examples from the literature, and through independent research. A major paper, presented to the class, is required.

P8533 Health care financial management, 3 points.
Prerequisite: Courses in general accounting or finance. Economics and bio-statistics courses are helpful but not required. Provides students with an understanding and appreciation of health care strategic financial planning and management. Topics to be covered include the financial planning perspective of executive decision making, physician/hospital integration analysis, reimbursement methodologies, cost allocation strategies, capitation, and risk sharing. Current and proposed federal and state regulations and their impact on the health care industry are discussed.

P8534 Information management, 3 points.
Focus is on training the health care executive how to manage the selection and staffing of health information systems (HIS) in a variety of organizations, including HMOs, Internet companies, government, pharmaceutical concerns, MSOs, IDNs, hospitals, long-term care facilities, bio/med-tech firms, physician practices, IPAs, pharmacies, PPOs, and consumer health groups. Readings and lectures focus on the nature and the uses of health care information systems in these settings. Develops skills to (1) coordinate the information systems plan with the organizational plan, (2) perform HIS needs analysis, (3) develop and implement HIS RFP, (4) understand fundamentals of HIS terminology and project management.

P8535 Organization and delivery of public health in the United States, 3 points.

Covers the organization and delivery of population-based health services and emphasizes skill development in planning, implementation, financing, and evaluation of population-targeted public health services in the United States. Includes the unique legislative basis for local, state, and federal components and the interplay of infrastructure, politics, education, and funding priorities as well as the dynamics of collaboration and competition in the organizations that comprise the “Public Health System.” Students learn to use the core public health functions—Assessment, Policy Development and Assurance, the Ten Essential Services, and Core Competencies—to effectively deliver services to improve the health of any population.

P8536 Seminar: Medical informatics today, 1.5 points.

The management of health information is increasingly critical in health care. Health care represents a new frontier for information management. This class explores the promises and challenges of health information technology in today's environment. Readings and lectures focus on the nature and uses of health care information systems in a variety of health care settings. Students learn fundamental IT terminology, understanding how IT fits into the organizational structure in terms of quality of care, financing, and strategic organizational issues, as well as project management and the challenges for IT in health care in the future.

P8537 The political economy of health care, 3 points.

An overview of health policy issues in the financing and reform of the U.S. health care system, with major foci on workforce issues, technology, academic health centers, and chronic disease, in which the tensions between managed care and the competitive market are assessed in terms of the trend of government to finance about half of all national health expenditures.

P8540 Seminar: Health and health care of Native Americans, 1.5 points.

Examines health conditions among Native Americans and policy options for ameliorating those conditions. Begins within overview of Native American history and the special status of Native Americans in U.S. governmental and health care systems. Then examines various indicators of Indian health across a range of conditions, with special attention to frequently glaring disparities between Native Americans and other groups. Next, analyzes policies and institutions that supply and fund health care in Indian Country. Finally, considers options and prospects for “healing”—both a better integration of Native American cultural practices with mainstream health policy and a more informed design of programs whose mission is to advance Indian health. Examines historic events in which individuals were able to use advocacy to improve public health. Analyzes how different actors within the public health system can play a vital role in advocacy; also examines ways to mobilize consumers of public health around a given agenda or goal. Classes feature lectures, discussion, guests, and visual and other artistic media. Grades based on performance (by student's preference) on a research paper or take-home exam.

P8541 Cost-benefit analysis in health, 3 points.

Prerequisite: *P6503* or permission of the instructor. Review of issues and methods of assessing health care technologies and related programs. Emphasizes methods to perform economic evaluations, including cost-effectiveness and cost-benefit analysis; methods to assess efficacy, effectiveness, and safety of health care technologies; effectiveness research; and applications to clinical and public policy. Term paper, critical appraisals of articles, and in-class participation.

P8546 Government's roles in the U.S. health insurance system: Medicare, Medicaid, and the uninsured, 3 points.

Seminar offering an in-depth analysis of government's multiple roles in the United States' patchwork system of health insurance coverage. Explores Medicare and Medicaid's roles in providing coverage to their target populations, how the programs have responded to recent funding pressures, and the current debates surrounding each program's future. Examines the makeup of the uninsured and the importance of health insurance, as well as the problem of the uninsured, from a state policy perspective, before turning to an assessment of current federal proposals to expand coverage. An introductory segment provides a national overview of health insurance coverage and health care spending, as well as an initial examination of the employer-based model. A segment on health care quality aims to move the discussion of public financing of health insurance coverage and health care services toward the concept of value. Classroom time is divided between a lecture to set up the weekly topic and its key themes and issues, and an active and informed class discussion that relies on assigned readings. Written assignments include three policy memoranda and a final exam.

P8550 Seminar: Private health insurance and public policy, 1.5 points.

Introduction to the functioning of private voluntary health and health-related insurance markets in the United States and globally. At the end of the course students should be able to describe how private insurance markets work—and when and why they don't work; understand the pricing and marketing of insurance; recognize the differences between the functioning of group and nongroup insurance markets; assess the fundamental differences between long-term care, disability, and health insurance; and evaluate the public role in private insurance markets, including the role of substantive and procedural regulations, subsidies, risk pools, public reinsurance, and public risk adjustment.

P8552 Seminar: Risk management, 1.5 points.

Provides students with the legal (including statutory and administrative) requirements and applications of risk management principles and concepts in a health care setting. Students examine federal, state, and administrative reporting requirements as well as the interrelationship of risk and claims management and quality assurance. Students are exposed to various hospital settings in which risk management issues are identified and study the impact on patient safety, quality assurance, litigation, and insurance exposures. Students are challenged to identify risk management exposures in their own lives and that of a health care setting requiring the powers of keen and ongoing observation and the ability to provide solutions to the problems identified.

P8557 Managerial and organizational behavior, 3 points.

Introduces the principles and practices of management and organization in health care settings, focusing on two levels of analysis: (1) the behavior of individuals within the organization and (2) the behavior of the organization as a unit. Social science perspective draws on organizational psychology, sociology, and related disciplines. Provides students with knowledge and skills to understand, predict, and manage individual and group behaviors. In addition, assists students in developing expertise at analyzing, implementing, and changing the design and culture of health care organizations.

P8558 Strategic management, 3 points.

Prerequisite: *P6530* or the instructor's permission. The course has two primary objectives: (1) to introduce and apply analytical frameworks used in formulating and implementing strategies at the general manager/senior executive level, and (2) to integrate managerial skills acquired in other courses and through personal experience. Considers questions of mission and values and questions of strategy and operations. Covers both strategy

formulation and strategy implementation. Emphasizes the multiple, complex requirements of the leader/manager's job: analysis, creativity, and action. Uses a combination of cases, readings, lectures, discussions, and reports. Students are expected to take an active role in each session. Written case analyses, in-class participation, and individual written assignments.

P8560 Collective bargaining in health institutions, 3 points.

The process of collective bargaining, its characteristics and place in our society, and the dynamics of labor relations and the environment in which the legal structure operates; the evolution and current problems of collective bargaining, the reason for these trends, and their consequences for the overall function of labor relations.

P8563 Managed care and quality: the promise and the reality, 2 points.

Managed care is one of a number of factors that are influencing changes in the health care industry, and many of these influences are far more powerful. Therefore, managed care cannot adequately be studied in the absence of a comprehensive and detailed understanding of the structural changes through which the industry is going. The objective of this course is to identify and analyze the changes that are occurring in the industry, the underlying reasons, including managed care, and what the probable outcomes may be. Organizational responses to these external and internal pressures are analyzed. Managed care is also explored on a detailed basis, including benefits, acceptance of risk, actuarial issues, capitation, marketing, and management. Student evaluation is based on class participation, a research paper, and a final exam.

P8564 Health-related issues in quality of life across the adult life course, 3 points.

Competition over scarce resources for health services, cost-effectiveness goals, and consumer demands have led to an increased interest in quality-of-life evaluation. The appraisal of quality of life calls for the use of rigorous scientific methods. To that end, recent advances in the field have focused on conceptual understanding and ways to construct measures of quality of life that are valid, reliable, and sensitive. This course explores quality-of-life issues germane to fundamental research, public health, and policy applications, and for clinical purposes. Employs case-centered methods to critically examine the language, tools, and uses of quality-of-life assessment throughout adulthood and later life. Also explores ways to evaluate quality of life across diverse groups and in special populations such as gender, culture, psychiatric and physical impairment, the terminally ill, and in various care settings.

P8565 Health care quality management, 3 points.

Prerequisite: *P6530*. A practical introduction to the concepts, methods, and techniques of quality improvement in health care. Emphasis on theories and techniques for effective teamwork, and on approaches and tools for process-based performance improvement. Students are expected to relate topics covered in class to current or recent work experience. Seminar discussions, group exercises, readings, guest speakers. Self and peer evaluations, class participation, written assignments, and a final team project.

P8569 Seminar: Studies in hospital management, 3 points.

An advanced course in seminar format for students of hospital management. Uses case studies with primary source materials. Cases focus on a variety of issues confronting hospitals. Students examine the development of the hospital, its sponsors, and their relationships; organizational relationships; capital finance; management of operations; financial management, human resource management, collective bargaining, community relations, and physician relations. At the end of the course,

participants should understand the major issues confronting management and governance in a modern American inpatient health facility.

P8575 Cross-national health policy, 3 points.

Surveys the policy responses of a range of nations to the strains imposed by the evolution of modern health care systems. Students isolate the most salient pressures for policy change, trace the debates over and emergence of major strategic options, seek to explain why nations differ in their policy choices, explore the pros and cons of some of these approaches, and draw implications for U.S. policy debates. Students should leave the course with an enhanced understanding of the range of strategic responses to the major policy problems facing modern societies, and this understanding should help them to comprehend more fully both the dynamic environment in which they work and the complexities of health care reform.

P8576 Seminar: Globalization and health policy: the World Cities Project, 1.5 points.

The world's population is increasingly concentrated in urban areas; there are now at least twenty so-called "megacities." As urbanization, emerging health risks, and population aging increase, policy makers in megacities will need models for how to organize public health infrastructure and accommodate this population shift. This seminar examines the World Cities Project (WCP) and compares health policy and health system performance in the four largest cities in the developed world: New York, London, Paris, and Tokyo. Three 3- to 5-page policy briefs on assigned topics, final exam, and participation in weekly discussions.

P8577 Health policy in the global context, 3 points.

Critical examination of approaches to public health policy in the developing context. Students explore the major determinants of morbidity and mortality across nations including: basic public health infrastructure, education policy, health system quality, appropriate technology use, gender issues, and freedoms. Overview of the major policy problems encountered in international health and a critical look at proposed solutions. Since many policy decisions have more to do with political economy than evidence-based governance, emphasis is placed on current debate in this arena.

P8579 Crises and controversies in public health, 0–1 point.

Public health is continually challenged by both crises and controversies. Some recent examples are the anthrax contamination of the U.S. postal system, the recommendation for smallpox immunization of the public, the censorship of sound public health recommendations as a result of extremist political forces, and the emergence of new and deadly diseases. Each semester a set of current issues is selected for in-depth analysis. Students have the opportunity to dialogue with key public health leaders to analyze the forces that promote and hinder effective public health action. Can be taken more than once because topics change each semester.

P8581 Practicum seminar in health policy and management, 0–1.5 points.

Required seminar for M.P.H. students in Health Policy and Management to take in the fall following their summer practicum experience. The practicum seminar is a requirement for all full-time HPM students. The seminar includes an orientation session, writing and presentation skills workshops, and the fall Practicum Day. Students are required to submit a culminating paper that integrates their practicum with their academic work. During the HPM Practicum Day, students have the opportunity to give presentations about their internship experiences within small groups of peers, faculty, and alumni. The day concludes with a wrap-up session for all participants, facilitated by the faculty seminar leader.

P8588 Seminar: Health disparities and public policy, 1.5 points.

Examination of policies aimed at alleviating disparities in health outcomes by social class and race. Health disparities can arise as a result of limitations in access to medical care or other social resources, but might also arise from human perceptions or daily stressors. Though socioeconomic disparities were recognized in the ancient medical writings of both Eastern and Western civilizations, remarkably little is known about why disparities lead to morbidity and mortality. More importantly, little is known about which policies work best to reverse the impact of disparities on health and civil society. The course is deliberative, with student panel debates and, when possible, lecturers with differing views. Lines are drawn between racial disparities in “access” to social goods, like access to health care, and disparities in health “outcomes.” Indeed, social class, race, and ethnicity have a profound effect on health but not always in the way that one expects. While the focus is predominantly on industrialized nations, relevance for developing nations is discussed as well. Evaluations include three memos and students’ participation in class debates.

P9500 Doctoral reading seminar, 0.5 point.

This seminar is prerequisite to *P9502*. Both *P9500* and *P9502* are required of first-year doctoral students. Readings in health administration research are selected by the faculty at large and coordinated by one or two faculty members in order to expose the students to a broad range of subjects. Students are expected to discuss and critically analyze theory and method in health policy and management with guidance from relevant faculty members. Intended to serve as an area for discussion and inquiry regarding both current and historical issues in health administration policy and research.

P9502 Doctoral research seminar, 0.5 point.

Monthly seminar, limited to Dr.P.H. students in Health Policy and Management who are required to enroll for credit for four semesters (first two years of study) and then continue to attend as auditors during every semester until they have satisfactorily completed the qualifying examinations. Presentations on current research and the research process by advanced doctoral students, faculty, and guest lecturers, and discussion of research issues, are intended to aid students in formulating and carrying out dissertation research. Presentation required.

P9550 Alternative delivery systems, 3 points.

An examination of the development and effectiveness of several non-traditional forms of health care delivery, including health maintenance organizations, preferred provider organizations, surgicenters, investor-owned hospital chains, free-standing birthing centers, and urgent care centers. Consideration is also given to substance abuse treatment programs and a national global-budgeted program with salaried physicians, such as the Veterans Administration. The implications of alternative delivery systems for quality of care, equity in access, service to the disadvantaged, and health care expenditures are discussed.

P6590, P8590, P9590 Tutorials in health policy and management, 1–6 points.

Tailored to the particular interests and needs of individual students. They may take many forms—literature reviews, research projects, field trips, other special studies, or learning experiences. The objective is to enrich the student’s program.

P9594 Tutorial: Advanced research techniques in health policy and management, 3 points.

Prerequisite: *P8502*. Presentations of advanced research techniques in health policy and management. Students work in groups or individually on the planning and design of a research study, and on the execution of every step except actual data collection. Each group or person prepares a report on the objectives, detailed plans, and significance of the research.

Also:

Offered through the Department of Biostatistics:

P8100 Applied regression analysis

Offered through the Department of Sociomedical Sciences:

P6781 Use of large-scale national data sets

Offered through the Global Health track:

P6810 Introduction to global health