

SOC 2060:
COMPLEX ORGANIZATIONS AND HEALTH POLICY:
**HEALTH CARE REFORM AND THE CHALLENGES OF PERSONALIZED
MEDICINE**
FALL 2009
Wednesdays 9 – 12 noon

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DESCRIPTION:

We are currently confronted with two seemingly incompatible goals: 1) reforming US health care policy (and the US healthcare delivery system), and 2) moving the delivery system toward the adoption of goals/structures/processes that enhance its capacity to deliver upon the promise of personalized medicine. In this graduate level seminar we will examine a number of questions concerning both of these goals and the roles of various healthcare and policy organizations in formulating and implementing these two goals, including: What are these two goals all about? What is the likelihood of the federal government achieving health policy reform this year, and how will it look? What effect will reform have upon current healthcare organizational profiles? What is personalized medicine? What do our healthcare organizations need to look like in order to deliver upon the promise of personalized medicine? What role does “translational research” play in delivering personalized medicine?

This seminar will blend readings from a number of different literatures (organizational decision-making, history of health policy, contemporary news analyses, innovations in biotechnology and pharmacology, healthcare organizational research, and health services research), with a small-group seminar structure. Course grades will emphasize participation in discussion, performance as a discussion leader, contributions to an evolving reading list, and a critical analysis paper.

These issues are unfolding NOW, and there are no clear answers to any of these questions. There are probably more questions than there are answers. But our goal will be to lay out the questions and various attempts to frame them theoretically, as well as respond to them empirically and practically. Please join us for a challenging and (hopefully) rewarding semester as history unfolds once again on the questions of healthcare reform.

GOALS OF THE COURSE:

This course is organized around three basic goals:

- 1) Organizations are critical actors in both healthcare reform and change in healthcare delivery needed to deliver personalized medicine. Goal 1 is to work with an established literature (both theoretical and empirical) on these related topics, particularly examining pertinent theories from the study of healthcare organizations, and push those theories to develop the key questions. This will demand that we carefully analyze underlying concepts and theoretical assumptions within each approach, and understand what each theory is designed to explain and what is beyond its explanatory power.
- 2) To develop plausible hypotheses about a) the roles of healthcare organizations, political actors, and system level influences on attempting real change in healthcare policy and/or delivery, and b) the relationships between technological change and organizational change in medicine/healthcare as they intersect in the quest for personalized medicine. Your specific goal is to then embed those hypotheses within a critical analysis paper. This goal is directly linked to the primary requirement of the course: see (4) below. Your paper will specify the linkages between either political/policy change, organizational change, and/or medical technological change and a specific existing organizational structure that plays a key role in either healthcare reform or personalized medicine.
- 3) To become fully involved participants in the process of a higher level seminar experience. This means that you will learn from each other, and I will learn from you, as much or more as you will learn from me. This also means that you will spend considerable time searching beyond the course reading list to find more sources, better approaches, and more recent ideas.

COURSE REQUIREMENTS:

Your grade in this seminar will be based on four criteria:

- 1) your participation in discussion and faithful attendance each week (10%),
- 2) your performance as discussion leader at least once during the semester, and a follow-up written five page critical review of that week's readings (20%),
- 3) your contribution to our reading list of one additional research article, for a specific week during the semester (to be assigned early in the semester), and your oral explanation and justification to the seminar group of what your article adds and why it is important (20%), and...
- 4) a critical analysis paper (50%; structure of that paper will be described early in the semester).

Reading and Participation (10%):

Students are expected to attend every class. A key feature of this class will be learning through interaction. Discussion and debate will help to refine our understandings of health care policy and health services research literatures on these complicated and

intertwined issues. Please complete all readings prior to the start of class. We will rely heavily on a discussion-format. All seminar participants will be expected to participate in discussion.

Discussion leader and 5-page paper (20%):

Your five page review of one week's readings will be due the week following your performance as discussion leader (depending upon enrollment, students might be organized in teams to lead discussions; sign-ups will happen on day one of the semester). As discussion leader, your job will be to focus on finding the major common themes in that week's readings, crystallizing the significant contrasts in theory, approach or method across the readings, and provoking your fellow students into lively exchange on those issues. Do not give a lecture; do try to lay out key issues and unanswered questions; ask your peers questions designed to engage them in an analysis of the readings. Your five page paper (double spaced, typed, maximum length) should summarize those issues and comparisons --- BRIEFLY.

Contribute a Reading (20%):

As described above, this puzzle is not fully defined yet, and the readings organized below probably do not tell the whole story. At our second class meeting, we will have sign-ups for the week in which you will be responsible for finding an additional journal article on the topic for that week. You may choose to do this the same week as you lead discussion for the seminar, or a different week (it may be less confusing to choose a different week). You will need to present to the seminar a brief introduction of the reading and a justification for why you have chosen this article to add to the readings for that week. A good justification goes beyond the superficial "Well, it's a recent piece that wasn't assigned." The added work should contribute a perspective that is not well covered in the reading list, that represents a different argument on the topic, that uniquely extends an existing argument in an innovative fashion, or that empirically examines (with data) a theoretical idea suggested in the extant readings but not empirically tested. The journal article can be either a theoretical discussion of issues relevant that week, an analysis of data on a relevant issue, or a policy discussion. You may choose to use PowerPoint for your discussion; if so, please limit your presentation to five slides.

Independent Critical Analysis Project (50%):

This research project is your major assignment this semester. You will select a topic, conduct a literature review, develop hypotheses, and search for relevant data on your topic. This paper will select a particular new policy proposal or technological change in medical science, link this to a particular organizational structure in either the policy-change process or in patient care/treatment, and analyze whether that existing structure is optimum for assuring speedy transformation of healthcare policy/delivery systems, or delivery of personalized medicine. You must also propose an alternative organizational structure to overcome current sub-optimum structures. In addition, you will do a formal presentation of this analysis.

Draft Proposal (10%): The first step will be to identify a topic, narrow it down to a specific research question of appropriate scope, and write a literature review.

Your statement of research and your draft literature review will be due in class on **September 30, at the beginning of class**. It should be no more than seven double-spaced pages.

Presentation (10%): The presentation of your critical analysis will be done in class on **December 2 and 9**. Please plan for a 15 minute presentation. Student presentations will be followed by 15 minutes of discussion.

Final Paper (30%): **Final critical analysis papers are due December 16 at noon**. The final papers should be no more than 25 pages, double-spaced. Please turn in a PAPER VERSION of your paper to the front office in the Sociology Department, and have Lynda Tavares, our receptionist, note time and date of your submission.

READINGS:

The following two books are required for purchase at the Brown Bookstore:

- 1) Harold S. Luft. Total Cure: The Antidote to the Health Care Crisis. 2008. Cambridge, Mass: Harvard University Press.
- 2) John W. Kingdon. Agendas, Alternatives, and Public Policies (2nd Edition). 2003. New York: Addison-Wesley.

Two other books are recommended (as they are terrific background on theories of healthcare organizations and on medical technology), but they are not required for purchase:

- 3) Stephen S. Mick and Mindy E. Wyttenbach (eds): Advances in Health Care Organization Theory. 2003. San Francisco, CA: Jossey-Bass.
- 4) Lawton R. Burns (ed): The Business of Healthcare Innovation. 2005. Cambridge, UK: Cambridge University Press.

Other readings are listed below on the day scheduled. These are available on. All readings listed under a given class meeting should be read before you come to class. Additional readings should be expected.

Complete Reading Assignments for Weeks 9 and 10 will be added soon.

SOCIOLOGY 2060
FALL SEMESTER 2009

TOPICS, READINGS, DUE DATES

WEEK 1 (September 9):

Introduction to the Course:
Review Goals and Syllabus;
Review Calendar for the Semester
Introductions and Interests

ACTIVITIES: Sign-ups for Discussion Leading.

WEEK 2 (September 16):

**THE POLICY-MAKING PROCESS: ORGANIZATIONAL DECISION-
MAKING, ORGANIZED ANARCHIES, AND POLICY WINDOWS**

READINGS:

- 1) Kingdon: Agendas, Alternatives and Public Policies: entire book.
- 2) Robert Blendon: "Understanding the Underlying Politics of Health Care Policy Decision Making." August 3009. Health Services Research Vol.44 (4): 1137-1143.
- 3) Henry Aaron: "The Pitfalls of Overreaching in Health Reform." 2009. Health Affairs: 28 (2) p.184-87.

ACTIVITIES: Sign-ups for Paper Contribution week.

**WEEK 3 (September 23): HEALTH CARE REFORM: WHAT HAS
HAPPENED SO FAR? What are the issues?**

READINGS:

- 1) NYT: May 30, 2009: "Two Democrats Spearheading Health Bill Are Split" By Robert Pear
- 2) NYT: June 6, 2009: "Sweeping Health Plan is Drafted by Kennedy" by Robert Pear

- 3) NYT: June 14, 2009: “Policy and Profit: Follow the Money” by Reed Abelson
- 4) NYT: August 5, 2009: “ For Health Insurers’ Lobbyist, Good Will is Being Put to Test,” by Reed Abelson
- 5) NYT: August 5, 2009: “Obama Pushes Democrats for Unit on Health Plan,” by Reed Abelson
- 6) The New Yorker, June 1 2009: “The Cost Conundrum” by Atul Gawande.
- 7) Congressional Research Service: July 29, 2009: “Health Care Reform: An Introduction,” by Bob Lyke.
- 8) The Atlantic: September 2009: “How American Health Care Killed my Father,” by David Goldhill.

WEEK 4 (September 30): HEALTH CARE REFORM: WHAT MIGHT WORK (emphasis on “might”) and WHAT’S IMPORTANT:

READINGS:

- 1) J. Antos et al: “Bending the Curve: Effective Steps to Address Long-Term Health Care Spending Growth.” August 2009: The Engelberg Center for Health Care Reform at the Brookings Institute.
- 2) Harold Luft: Total Cure: The Antidote to the Health Care Crisis. 2008. Entire Book.
- 3) Victor Fuchs: “Health Reform: Getting the Essential Right.” 2009. Health Affairs. 28 (2): p.180-183,
- 4) Denis Cortese: “Health Care Reform: Why we cannot afford to fail.” 2009. Health Affairs. 28 (2): p.173-176.
- 5) Jim Cooper: “Health Reform: A Bipartisan View.” 2009. Health Affairs. 28 (2): p.169-72.
- 6) Craug BarrettL “Health Care Transformation and CEO Accountability.” 2009. Health Affairs. 28 (2): p169-172.

ACTIVITIES: FIRST DRAFT OF TOPIC/RESEARCH QUESTION/LIT REVIEW DUE TODAY AT BEGINNING OF CLASS!

WEEK 5 (October 7):

SWITCHING TOPICS (to Personalized Medicine):

Background I: Theories of Organizational Change in Health and Medical Care.

READINGS:

- 1) G. Bazzoli, L. Dynan, L. Burns, C. Yap: “Two Decades of Organizational Change in Health Care: What Have We Learned?” 2004. Medical Care Research and Review. Vol.61: 247-331
- 2) Mick & Myttenbach: Advances in Health Care Org’l Theory:
Institutional Forces in Health Care: Chapters 1-5:
Mick & Wyttenbach
Scott
Alexander & D’Aunno
White
Wholey & Burns

WEEK 6 (October 14):

Background II: Understanding Innovation in Healthcare Technology: Organizations that create, monitor, market, use and diffuse new technologies:

READINGS:

- 1) Trisha Greenhalgh: “Diffusion of Innovations in Service Organizations.” 2004. The Milbank Quarterly. Vol. 82 (4): 581-629.
- 2) Mary Fennell: “The New Medical Technologies and the Organizations of Medical Science.” 2008. Health Services Research. Vol. 43 (1) p. 1-9.
- 3) Sung, N., et. al., “Central Challenges Facing the National Clinical Research Enterprise,” JAMA, March 12, 2003, 289, 10.
- 4) Tunis, Sean R., Pearson, Steven D., “*Coverage Options for Promising Technologies: Medicare’s Coverage with Evidence Development,*” Health Affairs, Vol. 25, No. 5, September/October 2006, pp. 1218-1230.

- 5) John Iglehart: "Transformative Technology: A Conversation with E. James Potchen and Bill Clarke. 2007. Health Affairs. Vol. 26 (2): p.227-235.
- 6) Peter Neumann: "Medicare's National Coverage Decisions For Technologies, 1999-2007." 2008. Health Affairs, 27(6), p.1620-1631.
- 7) Clyde, Alexandra T. "Experience With Medicare's New Technology Add-On Payment Program." 2008. Health Affairs, 27(6), p.1632-1641.
- 8) Chalkidou, Kalipso. "Evidence-Based Decision Making: When Should We Wait For More Information." 2008. Health Affairs, 27(6), p.1642-1653.
- 9) Schur, Claudia L. "Views On Health Care Technology: Americans Consider The Risks And Sources Of Information." 2008. Health Affairs, 27(6), p.1654-1664.

WEEK 7: (October 21): Genetics and Proteomics

READINGS:

- 1) "PROLOGUE: GENOMICS." 2008. Health Affairs, 27(6), p.1599.
- 2) Khoury, Muin J.
THE EVIDENCE DILEMMA IN GENOMIC MEDICINE. Health Affairs, 27(6), 2008-11-00 .
- 3) Hudson, Kathy
PERSPECTIVE: THE HEALTH BENEFITS OF GENOMICS: OUT WITH THE OLD, IN WITH THE NEW. 2008. Health Affairs, 27(6),
- 4) Woodcock, Janet
PERSPECTIVE: THE HUMAN GENOME AND TRANSLATIONAL RESEARCH: HOW MUCH EVIDENCE IS ENOUGH? 2008. Health Affairs, 27(6).
- 5) Caruso, Denise
A CHALLENGE TO GENE THEORY, A TOUGHER LOOK AT BIOTECH. 2007. The New York Times.
- 6) Martin, Paul A
GENES AS DRUGS: THE SOCIAL SHAPING OF GENE THERAPY AND THE RECONSTRUCTION OF GENETIC DISEASE. 1999. Sociology Of Health And Illness, 21, p.517-538

- 7) Bamford, K. B.
STANDARDS FOR GENE THERAPY CLINICAL TRIALS BASED
ON PRO-ACTIVE ASSESSMENT IN A LONDON NHS
TEACHING HOSPITAL TRUST. QJM, 98(2), 2005, p.75-86.

WEEK 8: (October 28): Biopharmaceuticals: Coverage Policies at Odds with Innovation; Markets and Regulation.

READINGS:

- 1) Pollack, Andrew, “*Pricing Pills by the Results,*” The New York Times, Saturday, July 14, 2007, p C 1.
- 2) Pollack, Andrew, “*Old Drugs In, New Ones Out,*” The New York Times, Business Day, Saturday, June 30, 2007, C 1.
- 3) Sood, Neeraj
THE EFFECT OF REGULATION ON PHARMACEUTICAL REVENUES:
EXPERIENCE IN NINETEEN COUNTRIES. 2008. Health Affairs, 28(1),
p.125-137 .
- 4) Lakdawalla, Darius N.
U.S. PHARMACEUTICAL POLICY IN A GLOBAL MARKETPLACE.
2008. Health Affairs, 28(1), p.138-150.
- 5) Aitken, Murray
PRESCRIPTION DRUG SPENDING TRENDS IN THE UNITED STATES:
LOOKING BEYOND THE TURNING POINT. 2008. Health Affairs, 28(1),
p.115-160.
- 6) Jayadev, Arjun
PERSPECTIVE: TWO IDEAS TO INCREASE INNOVATION AND
REDUCE PHARMACEUTICAL COSTS AND PRICES. 2008. Health
Affairs, 28(1), p.165-168.

WEEK 9: (November 4): Personalized Medicine

READINGS:

- 1) Calfee, John E.
THE EMERGING MARKET DYNAMICS OF TARGETED THERAPEUTICS. 2006. *Health Affairs*, 25(5), p.1302-1308.
- 2) Phillips, Kathryn A., “*The Intersection of Biotechnology and Pharmacogenomics: Health Policy Implications*,” *Health Affairs*, Vol. 25, No. 5 September/October 2006, pp. 1271-1280.

ADDITIONAL READINGS TO BE ASSIGNED...

WEEK 10 (November 11): The New Treatment Paradigm in Cancer

READINGS:

- 1) Warnecke, Richard B. PART I/THE CHALLENGE OF IMPROVING CANCER CARE *IN: Managing A Health Care Alliance*, 1996, p.3-55.
- 2) Kolata, Gina
PLAYING IT SAFE IN CANCER RESEARCH: GRANT MONEY GOES TO PROJECTS UNLIKELY TO BREAK MUCH GROUND. *The New York Times*, 2009-06-00.
- 3) Watson, James D.
TO FIGHT CANCER, KNOW THE ENEMY. *The New York Times*, A23, 2009-08-00.
- 4) Pollack, Andrew
TAKING BIG RISK FOR BIG PAYOFF, INDUSTRY SEEKS CANCER DRUGS. *The New York Times*, 2009-09-00

ADDITIONAL READINGS TO BE ASSIGNED....

WEEK 11 (November 18): Information Technology and the Electronic Health Record.

READINGS:

- 1) Luck, Jeff, Fu, Paul Jr., “*Health Care Information Systems*” in *Changing the U.S. Health Care System, Key Issues in Health Services Policy and*

Management, eds. Ronald M. Andersen, Thomas H. Rice, and Gerald F. Kominski, 2007, John Wiley and Sons, Ch. 11, pp. 273-308.

- 2) Jha, Ashish K., Ferris, Timothy G., Donelan, Karen, DesRoches, Catherine, Shields, Alexandra, Rosenbaum, Sara and Blumenthal, David, “*How Common are Electronic Health Records in the United States? A Summary of the Evidence*” Health Affairs Web Exclusives, Vol. 25, July-November 2006, w496-w507.
- 3) Clancy, Carolyn M., “*Getting to ‘Smart’ Health Care*” Health Affairs Web Exclusives, Vol. 25, July-November 2006, published on line November 7, 2006, w589-w592.
- 4) Frisse, Mark E.
PERSPECTIVE: HEALTH INFORMATION TECHNOLOGY: ONE STEP AT AT TIME. Health Affairs, 28(2), 2009-03-00, p.379-384.
- 5) Halamka, John D.
PERSPECTIVE: MAKING SMART INVESTMENTS IN HEALTH INFORMATION TECHNOLOGY: CORE PRINCIPLES. Health Affairs, 28(2), 2009-03-00, p.385-389
- 6) Gerber, Ticia
PERSPECTIVES: HEALTH INFORMATION TECHNOLOGY: DISPATCHES FROM THE REVOLUTION. Health Affairs, 28(2), 2009-03-00, p.390-391

WEEK 12: (November 25) No class: Thanksgiving:

Catch up on Readings;
Individual appointments on paper drafts

WEEK 13: (December 2): Medical Devices.

READINGS:

- 1) Burns, Lawton R., “*Dealing with Innovation and Costs in Orthopedics: A Conversation with Dane Miller*”, Health Affairs—web exclusive, Vol. 25, published online May 18, 2006; w241-w251.
- 2) Burns, Lawton, R., “*Growth and Innovation in Medical Devices: A Conversation with Stryker Chairman John Brown*,” Health Affairs – web exclusive, Vol. 26, No. 3, May 1, 2007, w436-w444.

- 3) Ackerly, D. Clay
FUELING INNOVATION IN MEDICAL DEVICES (AND BEYOND):
VENTURE CAPITAL IN HEALTH CARE. Health Affairs, 28(1), 2008-12-
00, p.68-75.
- 4) Burns, Lawton R.
IMPLANT VENDORS AND HOSPITALS: COMPETING INFLUENCES
OVER PRODUCT CHOICE BY ORTHOPEDIC SURGEONS. Health Care
Management Review, 34(1), 2009, p.2-18.
- 5) Burns, Lawton R.
ASSESSMENT OF MEDICAL DEVICES: HOW TO CONDUCT
COMPARATIVE TECHNOLOGY EVALUATIONS OF PRODUCT
PERFORMANCE. International Journal Of Technology Assessment In
Health Care, 2007, p.455-463.
- 6) Burns, Lawton R.
MARKET ENTRY AND EXIT BY BIOTECH AND DEVICE COMPANIES
FUNDED BY VENTURE CAPITAL Health Affairs, 28(1), 2009, p.76-86.
- 7) Pauly, Mark V.
PRICE TRANSPARENCY FOR MEDICAL DEVICES Health Affairs, 27(6),
2008, p.1544-1553

WEEK 14: (December 9): In-class Presentations of Papers; Review of Course

WEEK 15: (December 16): FINAL PAPERS DUE