

Chaminade University
MBA Program
HCM 705
Healthcare Finance and Payment Models

Course Schedule

Quarter: Spring 2020
Meeting days and times: Monday April 6 - Sunday June 14, 2020
Course location: On-Line Learning Platform on Canvas™

Instructor Contact Information

Course Instructor: Dr. Bradley Sakaguchi MD, Healthcare MBA
Office: None
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Alternate Phone: 808-852-8535 (clinic business hours)
Office Hours: By appointment. Email or text to schedule.

Course Description

HCM 705 Healthcare Finance and Payment Models

Presents the financial management of healthcare organizations, planning and decision-making in healthcare. Payer-payee models are presented with emphasis on financing and healthcare reimbursement.

Course Orientation

The cost of delivering healthcare in the United States exceeds nineteen percent of our overall GDP, and yet for that staggering cost, we rank 27th in the world for healthcare quality. Even more concerning the World Health Organization (WHO) ranks us 35th in spending efficiency, between Costa Rica and Slovenia. Faced with these statistics, the challenge of reforming our healthcare financial system would seem to take a high priority in our national discourse. And yet, the complexity of the overall system and our politics has created an environment that is slow to respond.

The U.S. healthcare system is complex, ever-changing system that is supported by an equally complex financial system. There are as many financial models as there are types of organizations and each model represents a unique financial and payment system. Our healthcare system in the 21st century is marked by an acute need for reform as we seek to deliver better quality care at a lower price. In this course, we will explore the fundamentals of healthcare finance and payment models. We will also study how

payment systems effect both the delivery and quality of care. We will consider the ethical, social and cultural impacts that these financial models have on our health as a country.

About Your Instructor

Dr. Sakaguchi is very excited to be teaching at Chaminade University. Dr. Sakaguchi obtained his bachelor's degree in Biology at Indiana University and then worked as a molecular biologist for two biotech companies before attending the Uniformed Services University of the Health Sciences for his Medical Degree. He joined the Army while attending medical school and served as an officer and physician for 10 years with two overseas deployments and is a veteran of the first Gulf War.

Dr Sakaguchi completed a surgical residency and practiced as a general surgeon and emergency physician in the Army Medical Corps. After leaving the Army, he completed a residency in Obstetrics and Gynecology at the University of Hawaii. Over the past 15 years, Dr. Sakaguchi has opened two private practice clinics, held multiple teaching positions at area hospitals, served as the Ob/Gyn department chairman at a large area hospital, served as the finance director for the state's largest ACO and served on the boards of several healthcare organizations.

Dr. Sakaguchi completed his Healthcare MBA from Oregon Health & Sciences University with a concentration in healthcare strategy and innovation. He currently serves as a consultant for national insurance and pharmaceutical companies. In addition, he co-founded Congruence Consulting Group providing healthcare consulting in leadership, change management, population health and payment transformation.

Dr. Sakaguchi continues to practice medicine in Honolulu and conducts active research in women's health and surgery.

Course Learning Outcomes

At the conclusion of this course, successful students will have demonstrated the following:

1. Understand the unique evolution of the U.S. healthcare financial system and how social, economic, cultural and political forces contributed to the cost and payment for healthcare.
2. Identify the current healthcare financial organizations and stakeholders.
3. Demonstrate a broad understanding of the structure of our current healthcare payment systems.
4. Understand the relationships between the major stakeholders and how their interactions affect healthcare financials.
5. Identify and understand the current challenges facing our current payment models.
6. Identify and understand the current strategies used by healthcare stakeholders to reduce costs and reform payment models.
7. Identify different leadership strategies used in healthcare and how these affect the delivery of healthcare at various levels. 8. Understand and be able to apply leadership values to address healthcare challenges.

Associated Program Learning Outcomes

In addition to the existing learning outcomes for the MBA core, a graduating student with an MBA in Healthcare Administration will demonstrate the following competencies:

1. Understand the social, political, physical and mental determinants of health and the processes that lead to health inequity.
2. Understand local, regional, and national healthcare economic environments and demonstrate the ability to use economic and health informatics data to inform business and healthcare decision-making.
3. Understand the legal, ethical, policy and regulatory issues for contemporary healthcare organizations, and demonstrate strategies for healthcare advocacy and policy-making that respond to the rapidly changing healthcare environment.
4. Demonstrate specialized knowledge and an integrated understanding of the healthcare ecosystem, and applying this knowledge in a client-directed project related to a contemporary issue in healthcare.

Course Schedule and Topics

General topics covered in HCM 705

1. Moral hazard and the ethics of insurance and payment models
2. Cost control measures
3. Reimbursement models to payers and patients
4. History of payment models in the late 20th century
5. Types of health payment plans
6. Payment models
7. Medicare and Medicaid
8. The Affordable Care Act and payment reform

Course Format and Assignments

The format of the class is based on weekly modules. The week's material will be posted Sunday. Material will include a weekly introduction by video, slide show or written text. Reading material to include book chapters and/or articles will be posted for that week. A discussion question or topic will also be posted. Discussion section under grading below. A graded quiz will be posted to self-test your learning on the reading for the week. There are two, short papers scheduled at the middle and end of the course. The topic for each paper will be posted in your assignments area 2-3 weeks in advance. A grading rubric for the papers will be given at the time of the assignment. No discussion posts or quizzes will be posted the week each paper is due.

Readings and Materials

Required Textbooks

1. Health Insurance and Managed Care. 5th ed. Peter R. Kongstvedt. Jones and Bartlett Learning, 2020. ISBN 9781284152098

In addition to assigned chapters, articles from academia, industry and professional organizations may be posted with each weekly module. Links or PDF versions will be made available in that week's module. Some articles will be marked as optional reading and is presented to augment your education but will not be part of the material covered in grading.

Assignments

A full reading and assignment schedule will be posted in Canvas.

Attendance Policy

Recognizing the professional obligations of our students, one absence is allowed in a graduate course. Students who miss two class sessions or fail to make arrangements for a make-up assignment, if allowed by the instructor, will not pass the course. Students who miss three class sessions will not pass the course. Please notify the instructor in advance of an absence if possible.

Assessment and Grading

All work is graded on outcomes and is not graded on effort.

Based on a 100 point system, 10 week course.

Weekly participation (1 point / week)	10 pts
weekly discussion* (3 points / week)	30 pts
Weekly quizzes** (3 points / week)	30 pts
Mid-course paper	15 pts
End-of-course paper	<u>15 pts</u>
Total	100 pts

*** Weekly Discussions.** The instructor will post a question to be considered for that week. For full credit, students will post at least twice that week. The first response will directly address the subject posted by the instructor. This first post deadline is Wednesday by 11:55 pm. The second post must be posted by Sunday at 11:55 pm and thoughtfully respond to another student's post, idea or concept. This second post should advance the discussion and add new information. Besides the two post minimum, full credit requires that the student bring new information to the discussion. This may take the form of personal experience, additional reading, research, or just a new angle to the discussion. Students are encouraged to provide links or citations for new articles or reading that they feel would add to the discussion. Additional information is NOT required for full credit for that week. The discussion thread will be moderated lightly by the instructor.

****Weekly quizzes** are based on the readings and are not graded but full credit is based on completing the quiz. The quizzes are meant to guide your understanding and stimulate your thought process for that week.

Grades are based on the following point system:

A (95-100) A- (90-94)

B+ (87-89) B (83-87) B- (80-82)

C+ (77-79) C (73-77) C- (70-72)

D+ (67-69) D (63-67) D- (60-62)

F (59 and below)

A = Clearly stands out as an excellent performer. Has unusually sharp insight into material and initiates thoughtful questions. Sees many sides of an issue. Articulates well and writes logically and clearly. Integrates ideas previously learned from this and other disciplines; anticipates next steps in progression of ideas. Example: "A" work should be of such a nature that it could be put on reserve for all students to review and emulate.

B = Grasps subject matter at a level considered to be good to very good. Participates actively in class discussion. Writes well. In On-Campus environments, speaks well. Accomplishes more than the minimum requirements. Produces high quality work. Example: "B" work indicates high quality of performance and is given in recognition for solid work: a "B" should be considered a high grade.

C = Demonstrates a satisfactory comprehension of the subject matter. Accomplishes only the minimum requirements, and displays little or no initiative. Communicates orally (On-campus environments) and in writing at an acceptable level for a college student. Has an acceptable understanding of all basic concepts. Example: "C" work represents average work. A student receiving a "C" has met the requirements, including deadlines, of the course.

D = Quality and quantity of work is below average and barely acceptable. Example: "D" work is passing by a slim margin.

F = Quality and quantity of work is unacceptable, and academic credit is not earned. Example: "F" work does not qualify student to progress to more advanced level of course work.

Note: The instructor reserves the right to amend the syllabus or course schedule during the course of the semester as may be required or appropriate. If changes are made to the syllabus, students will be notified via Canvas Announcements.

Course Ground Rules

Instructor Availability If you need to contact me, please do not hesitate to do so. I am available via Chaminade email. For urgent matters only, I am available by text and at my work phone during business hours. I will answer any urgent emails or texts as time permits and I will respond to non-urgent emails within 48 hours of receipt. I recommend you contact me by email instead of telephone; however, if urgent, please call me and leave a voicemail with your name and call back number. I will call you back at my earliest convenience. These guidelines are intended to make it easier to communicate with me, and not to limit our contact. As I am still a practicing clinician, my time during clinic hours is very limited, but I will do my best to respond to requests in a timely fashion. I do not communicate via any social media platform.

Special Considerations If you are having trouble with the coursework, anticipate late submissions, absences or any problems meeting a deadline, please notify me as soon as possible. I cannot help you, if I don't know about the problem. Arrangements can be made to make up work or submit work late with appropriate penalties on a case-by-case basis, but only if pre-arranged with me and cleared by the administration. Work cannot be submitted under any circumstances after the last day of the class. Please be aware that regardless of the submission deadline, all course work is evaluated on its academic merits. Under special circumstances, if an absence is anticipated and a "work ahead" timeline is agreed upon with the instructor, then work can be completed and submitted for full credit in advance of the submission due date.

Proper and Timely Submissions All students must complete and submit written assignments via Canvas Assignments according to the schedule in Canvas and the syllabus. All reading assignments must be completed in a timely manner, prior to the scheduled class. All written assignments must be submitted in PDF format. For all assignments, timely submissions can earn up to full credit, while late submissions can earn partial credit only.

Expected Quality of Work

This is a graduate level course and all submitted work, interactions and academic exercises are expected to be performed at a high academic level. You are expected to add new, thoughtful, creative or valuable information with each interaction. Discussions and responses are graded based on quality, not quantity. Responses such as "I agree" or "Good point" are not acceptable and do not demonstrate an acceptable level of academic effort. Did you follow the directions completely? Did you answer ALL the questions? Is the assignment complete? Does it address all requirements and show higher-level thinking? Is it written in correct formal academic writing and grammar styles? Is it written in your own words, not copying or plagiarizing others? Has it been proofread and edited prior to posting?

All submissions and discussion entries should reflect an academic understanding of the assigned reading. Unless specifically requested, personal opinions do not adequately convey to the evaluator that you have read the assigned material. Information from outside readings that are relevant to the assignment is encouraged as long as the information is properly cited. Ideally, when addressing an issue from one of the assigned reading, that article or chapter should be identified so that others can identify what source you are referring to. All of this is not meant to be overbearing, but instead to instill professional rigor within your work. As leaders in your field, you will be expected to advance your profession, add to the fund of knowledge and effectively communicate your knowledge to others. If you have any questions regarding the quality or integrity of your work, do not hesitate to read the General Guidelines for Student Behavior provided in the Graduate Student Handbook, reach out to me, or consult with your academic advisor.

Final Thoughts

Healthcare is a fascinating, constantly changing environment. We are currently living in an interesting and potentially revolutionary period in American healthcare. There is much more material that I can present over this short course, but my advice is "embrace the chaos" and learn all you can. For those of you who would like more information or further reading, I am always available during or after this course to suggest additional educational opportunities.

Academic Honesty

Students are responsible for promoting academic honesty at Chaminade by not participating in any act of dishonesty and by reporting any incidence of dishonesty to an instructor or to a university official. Academic dishonesty may include theft of records or examinations, alteration of grades, and plagiarism. Questions of academic dishonesty in a particular class are first reviewed by the instructor, who must make a report with recommendations to the Business School Dean. Consequences for academic dishonesty may range from an “F” grade for the work in

question to an “F” grade for the course to suspension or dismissal from the University.

Students with Disabilities

Chaminade University provides reasonable accommodations for individuals with a disability in compliance with the Americans with Disabilities Act (ADA) of 1990. If you would like to know if you qualify for ADA accommodations, please contact our Counseling Center at 808-735-4845. Current appropriate documentation will be required for determination of accommodation eligibility.

Characteristics of a Marianist Education

The following are characteristics of the approach to education engaged at Marianist schools, including Chaminade University:

- Educate for formation in faith
- Provide an integral quality education
- Educate in family spirit
- Educate for service, justice and peace
- Educate for adaptation and change

Guidelines for Communication

Email: Always be concise and professional. If in doubt, don’t use email. Use your Chaminade email account. Always include a subject line. Remember that without others being able to see your facial expressions or hear your tone, some comments may be taken in a way you didn’t intend. So be careful in wording your emails. Use of emoticons may be helpful in some cases.

Use standard fonts. New Times Roman or Calibri are the only acceptable fonts for papers.

Special formatting such as centering, audio messages, tables, html, etc. should be avoided unless necessary to complete an assignment or other communication.

Discussion Groups Review discussion threads thoroughly before entering the discussion. Maintain threads by using the “reply” button rather than starting a new topic. Be respectful of others’ ideas. Read the comments of others thoroughly before entering your remarks. Cooperate with group leaders in completing assigned tasks. Be positive and constructive in group discussions.

Respond in a thoughtful and timely manner.

Chat Sessions (when applicable) Introduce yourself to others in the chat session. Be polite. Choose words carefully. Do not use derogatory statements. Be concise in responding to others in the chat session. Be constructive in your comments.

Library Chaminade library (www.chaminade.edu/library)

Technical Support

For technical questions contact the Chaminade eCollege help desk at helpdesk@chaminade.college.com, or call toll free at 866-647-0654.

Course Website Address

<http://chaminade.college.com>