

MGV 490A-1: The Business of Healthcare Residential

Spring 2025

UC Davis Residential

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In person April 18-20, 2025

Room GH1213, Gallagher Hall, Davis

Prerequisites: None

Class Format: Pre-residential readings and instruction, and in-person lectures at the Residential.

Course Overview

Healthcare affects us all. Whether as patients or carers of sick loved ones, providers of care, employers, employees or taxpayers, we are directly and indirectly impacted by the delivery, cost, complexity and quality of healthcare. Why does healthcare consume 17% (and rising) of US GDP? Why do healthcare bills constitute the number one cause of personal bankruptcies? How do insurers, hospitals, physicians and other providers interrelate?

This Residential course will explore those and other aspects of the business of healthcare. The unique tripartite economic structure of healthcare will be reviewed, wherein customers (patients) demand services from suppliers (hospitals and doctors) who are largely paid by commercial and government insurers, with prices variable and unclear.

The course will cover the following topic areas:

1. Healthcare Finance
2. Health insurance and benefits
3. Hospitals
4. Physicians
5. Healthcare technology

Course Structure

The structure will comprise three phases of instruction.

Pre-Class Instruction includes all the work that is required prior to each in person session. This includes assigned readings, Zoom lectures and a 1-2 page paper.

In-Class Instruction includes the four 3-hour in person class sessions during the Residential Weekend and will include guest speakers with leadership experience the healthcare.

The *Post-Class Instruction* will take the form of a 1-2 page paper discussing ideas on how to address one or more topics in the course.

The total time of instruction – including pre-class, in-class, and post-class – will amount to approximate 20 hours. The assigned readings and assignments are anticipated to require 40 hours.

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Course Materials

Because we have very limited, and very compressed time together in the residential format, **you will be expected to read and digest all the assigned material before we meet in person for the Residential.**

1. The Business of Healthcare syllabus. You are responsible for the information contained herein.
2. An American Sickness: How Healthcare Became Big Business and How You Can Take It Back by Elisabeth Rosenthal (Penguin Press 2017, ISBN: 978-1594206757), **chapters 1, 2, 3 and 9**
3. The Price We Pay: What Broke American Health Care--and How to Fix It by Marty Makary M.D. (Bloomsbury Publishing 2021, ISBN: 978-1635575910), **chapters 4, 12 and 13**

Requirements and Grading

This course is graded on a satisfactory/unsatisfactory basis. To pass the course, you must attend and be engaged in all 4 in-person meetings. In addition, you must have completed the required work, including the:

- *Pre-Residential Assignment/Lectures:* Attendance at Zoom lectures and satisfactory production of the required 1–2 page paper: **30%**
 - Pre-Residential paper: reflect on one or more healthcare and/or health insurance challenge(s) you or someone you know faced that is similar to one or more in the readings. Discuss how you or they addressed it and what you believe were the systems root cause(s) underlying the issue. Cite the relevant reading.
- *In-Class Instruction:* Attendance, Participation, In-Class Activities: **40%**
- *Post Class Instruction:* 1–2 page paper: **30%**
 - Post-Residential paper: project 10 years into your future career and discuss what role you anticipate having regarding the business of healthcare – at a healthcare or health insurance organization, or at a non-healthcare company where the impacts may be predominantly with finance and HR. Discuss your role, your goals regarding the business of healthcare, how you see yourself trying to achieve those goals, and the obstacles and challenges you anticipate.

Guest Speakers

- Christopher Kelsch, Executive Director of Winters Healthcare
- Vinny Catalano, CEO, CLEAR Healthcare Solutions
- Peter Miles, MD, Physician-in-Chief of Kaiser Permanente South Sacramento
- Ashish Atreja, MD, CIO and Digital Health Officer, UC Davis Health System

Expectations and Responsibilities

All participants in the course, instructor and students, are expected to follow the UC Davis Principles of Community, which includes affirmation of the right of freedom of expression, and rejection of discrimination. The right to express points-of-view without fear of retaliation or censorship is a cornerstone of academic freedom. A diversity of opinions with respectful disagreement and informed debate enriches learning.

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Expectations are to act as you would in any other professional setting. This includes:

- Treat all class members with respect and dignity. Do not talk while the professor or other class members are speaking. Constructive debate is an important part of learning; but do not confuse this with insulting, harassing, or demeaning behavior. Such behavior will not be tolerated. Professional behavior includes appropriate language, jokes, and stories.
- Use electronic devices only for note taking during lecture and discussion. Electronic devices are distracting and has been shown in research to inhibit your, and your classmates' learning. You can check your laptops, phones, etc. during periodic class breaks.
- Strict adherence to the [UC Davis Principles of Community](#) & [UC Davis code of academic conduct](#).

You are responsible for understanding what constitutes a violation (e.g., plagiarism, cheating, unauthorized collaboration, etc.). Academic conduct violations will not be tolerated; violators will fail the course (receive no credit) and be turned over to Student Judicial Affairs, where penalties may include expulsion from the program. If you are uncertain about what constitutes an academic conduct violation, please refer to the code linked above, contact your instructor, or refer to the Office of Student Support and Judicial Affairs.

All material in the course that is not otherwise subject to copyright is the copyright of the course instructor and should be considered the instructor's intellectual property.

AI policy

Any written work in which students do not explicitly identify writing, text, or media generated by AI will be assumed as original to the student. Any AI use must be tracked and acknowledged through means such as highlighting the text and explaining what parts have been AI-generated. If violations to this policy are detected, students will receive a "0" for their submission and the violation will be reported to the Office of Student Support and Judicial Affairs for further action up to and including expulsion from the program. If you are unsure about how to adhere to this policy, you should ask me for guidance.

Statement on Accommodation

UC Davis is committed to educational equity in the academic setting, and in serving a diverse student body. All students who are interested in learning about how disabilities are accommodated can visit the Student Disability Center (SDC). If you are a student who requires academic accommodations, please contact the SDC directly at sdcc@ucdavis.edu or 530-752-3184. If you receive an SDC Letter of Accommodation, submit it to your instructor for each course as soon as possible, at least within the first two weeks of a course.