Work and employment relations in health care

Professor Rebecca Givan
LSER 38: 578: 610
Mondays, 7:20-10:00pm, Labor Education Center room 130

Preliminary syllabus: further readings, guest speakers and assignments will be added.

From the day we are born, we come into contact with health care work and health care workers; throughout our lives we experience the world of health care as patients, as tax payers, and as health care providers. Health care is the fastest growing sector in the US economy and one in three new jobs are in the health and social care sectors.

This course will provide insight into the real challenges of employment and employment relations in health care. We will examine why and how our health care system works the way it does (or does not); the increasing demands placed on health care professionals, the role of unions in protecting patients and health care providers, and the ever-changing health care landscape, and much more.

Week 1 Monday January 28th
Introductions
Film: *The Waiting Room* (2012, Director Peter Nicks)

Week 2 Monday February 7th
The health care system- Payers, patients and providers
Readings:

- Catherine K. Dangremond. A Visual Overview of Health Care Delivery in the United States." Chapter 2 in Jonas and Kovner's Health Care Delivery in the United States, 11th Edition by Anthony R., Kovner and James R., Knickman. https://ebookcentral-proquest-com.proxy.libraries.rutgers.edu/lib/rutgers-ebooks/reader.action?ppg=43&docID=2166656&tm=1543942251628
- Chapter 4 Paying Health Care Providers. In: Bodenheimer T, Grumbach K. eds. *Understanding Health Policy: A Clinical Approach, 7e* New York, NY: McGraw-Hill. http://accesspharmacy.mhmedical.com.proxy.libraries.rutgers.edu/content.aspx?bookid=1790&sectionid=121191377
- Toland, B. (2014, April 27). How did America end up with this healthcare system? *Pittsburgh Post-Gazette*.
- Donald M. Berwick, Thomas W. Nolan, John Whittington. 2008. "The Triple Aim: Care, Health, And Cost."   27 (3):759-769. doi: 10.1377/hlthaff.27.3.759. https://www.healthaffairs.org/doi/10.1377/hlthaff.27.3.759

Recommended:

Ken Burns: The Mayo Clinic: Faith, Hope and Science (2018). Available through Rutgers Libraries on Kanopy. https://rutgers.kanopy.com/video/ken-burns-mayo-clinic

Week 3 Monday February 18th
The healthcare workforce: An overview

Readings:
- The Health Care Workforce and the Education of Health Professionals (Chapter 7). In: Bodenheimer T, Grumbach K. eds. *Understanding Health Policy: A Clinical Approach, 7e* New York, NY: McGraw-Hill; http://accesspharmacy.mhmedical.com.proxy.libraries.rutgers.edu/content.aspx?booki d=1790&sectionid=121191622. Accessed December 04, 2018.
- Joanne Spetz and Susan A. Chapman, "The Health Workforce" Chapter 10 in Jonas and Kovner's Health Care Delivery in the United States, 11th Edition by Anthony R., Kovner and James R., Knickman . http://ebookcentral.proquest.com/lib/rutgers-ebooks/detail.action?docID=2166656

Week 4: Monday February 25th
Working in a changing health care system

Readings:
- Kaiser Family Foundation *Summary of the Affordable Care Act*, March 2017. http://files.kff.org/attachment/Summary-of-the-Affordable-Care-Act
- Barack Obama. United States Health Care Reform: Progress to Date and Next Steps. *JAMA.* 2016;316(5):525–532. doi:10.1001/jama.2016.9797 https://jamanetwork.com/journals/jama/fullarticle/2533698
- Eileen Applebaum and Rosemary Batt, "Organizational Restructuring in U.S. Healthcare Systems: Implications for Jobs, Wages, and Inequality," *Center for Economic and Policy Research*, September 2017, 1-70. http://cepr.net/publications/reports/organizational-restructuring-in-us-healthcare-systems
- Chapter 7 "From the Health Care Workplace to the Health Care System: Learning from the United States and the United Kingdom" pp 167-174 in Givan, Rebecca Kolins. 2016. *The Challenge to change : reforming health care on the front line in the United States and the United Kingdom.* Ithaca, NY: Cornell University Press.

Week 5 Monday March 4th
Physicians

Readings:
- Rebecca Kolins Givan "Who Regulates? Physicians and the Regulation of Health Care" in *The Evolving Healthcare Landscape: How Employees, Organizations, and Institutions Are Adapting and Innovating*. Ariel C. Avgar and Timothy J. Vogus, Eds. Cornell University Press, Ithaca, NY. 2016.

- Thomas H. Lee and Toby Cosgrove. "Engaging Doctors in the Health Care Revolution" *Harvard Business Review*, June 2014. https://hbr.org/2014/06/engaging-doctors-in-the-health-care-revolution

- Mike Baker and Justin Mayo "Quantity of Care: High Volume, Big Dollars, Rising Tension" *Seattle* Times February 10, 2017. https://projects.seattletimes.com/2017/quantity-of-care/hospital/
- Atul Gawande "Why Doctors Hate Their Computers" *The New Yorker* November 12, 2018. https://www.newyorker.com/magazine/2018/11/12/why-doctors-hate-their-computers

Week 6 Monday March 11th
Nurses

- Paul F. Clark "Nurse Union Strategies for Improving the Quality of Patient Care" in *The Evolving Healthcare Landscape: How Employees, Organizations, and Institutions Are Adapting and Innovating*. Ariel C. Avgar and Timothy J. Vogus, Eds. Cornell University Press, Ithaca, NY. 2016.

Film: The American Nurse http://americannurseproject.com/film-trailer/

Monday March 18th: Spring break, no class

Week 7 Monday March 25th
Human Resource Management in Health Care

Readings:
- Robert S. Kaplan and Derek A. Haas "How Not to Cut Health Care Costs" *Harvard Business Review*, November 2014. https://hbr.org/2014/11/how-not-to-cut-health-care-costs
- HR Case study- Harvard Case Study
-
Week 8 Monday April 1st
Health care unions and labor relations

Readings:
- Adrienne E. Eaton, Rebecca Kolins Givan, and Peter Lazes "Labor–Management Partnerships in Health Care:Responding to the Evolving Landscape" in *The Evolving Healthcare Landscape: How Employees, Organizations, and Institutions Are Adapting and Innovating*. Ariel C. Avgar and Timothy J. Vogus, Eds. Cornell University Press, Ithaca, NY. 2016.

<u>Week 9 Monday April 8th</u>
Health and safety

Readings:
- Proposed Rule (OSHA) "Prevention of Workplace Violence in Healthcare and Social Assistance". 2017. https://www.regulations.gov/document?D=OSHA-2016-0014-0001 Read from the beginning through section V5 (i.e you do not need to continue reading after "1. QUESTIONS ON THE OVERALL PROGRAM, MANAGEMENT COMMITMENT AND EMPLOYEE PARTICIPATION").

- Stephen Campbell *Issue Brief: Workplace Injuries and the Direct Care Workforce* PHI, April 2018. https://phinational.org/wp-content/uploads/2018/04/Workplace-Injuries-and-DCW-PHI-2018.pdf

Additional resources:
OSHA. *Caring for Caregivers: Preventing Workplace Violence: A Road Map for Healthcare Facilities* December 2015. https://www.osha.gov/Publications/OSHA3827.pdf

<u>Week 10 Monday April 15th</u>
Long term and Home care
Readings:
- Michael Ogg "Running Out Of Time, Money, And Independence?" *Health Affairs* 30:1. 2011. https://www.healthaffairs.org/doi/10.1377/hlthaff.2010.0857
- Chapter 12: Long-Term Care. In: Bodenheimer T, Grumbach K. eds. *Understanding Health Policy: A Clinical Approach, 7e* New York, NY: McGraw-Hill; http://accesspharmacy.mhmedical.com.proxy.libraries.rutgers.edu/content.aspx?bookid=1790&sectionid=121192033.

<u>Week 11 Monday April 22</u>
Socialized health care systems- the Veterans Health Administration and the British National Health Service

Readings
- Carroll, AE & Frakt, A. (Sept. 18, 2017). The best health care system in the world: Which one would you pick? The Upshot, *New York Times*.
- Suzanne Gordon. "By Protecting Veterans' Health, You May Protect Your Own" *New York Times*, November 10, 2018. https://www.nytimes.com/2018/11/10/opinion/sunday/veterans-department-health-hospitals.html

Film: Sick Around the World (2008)
https://www.pbs.org/wgbh/frontline/film/sickaroundtheworld/

<u>Week 12 Monday April 29th</u>
Negotiation case study

<u>Week 14 Monday May 6</u>
Presentations