

“This is not the ivy tower. These people are successful in the real world as well.”

SUSAN BENTSI-ENCHILL

Master's student, Department of Health Policy and Management



“My dream is to start a generic drug company in Ghana,” says Susan Bentsi-Enchill. “To do that, I need to understand not only health care financing but also public health structures, distribution networks, donor organizations, hospital management, payment systems—a host of factors.”

Susan was born in Ghana, spent seven years in Saudi Arabia, returned to Accra, and then came to Smith College in the United States. A chemistry major, Susan was active in Amnesty International at Smith and did two summer internships: one with the UN’s environmental program in Japan; another at WHO in Geneva, where she wrote documents on the right of women to protection against violence and the right of all people to clean water and sanitation.

While working as a consultant, Susan began to focus on health care, specifically pharmaceuticals. This interest led her to the master’s program in the Department of Health Policy and Management. At HSPH Susan says she especially enjoys being surrounded by faculty members who are leaders in health management. “This is not the ivy tower. These people are successful in the real world as well,” she says. Susan is also taking advantage of internships at Pfizer, Commons Capital, and Digene.

Not content with these responsibilities, Susan is helping to organize drives to send books to Africa and medical supplies to a hospital in Boston’s Ghanaian sister city, Sekondi-Takoradi.

DEPARTMENT OF HEALTH POLICY AND MANAGEMENT

THE DEPARTMENT OF HEALTH POLICY and Management is a mission-oriented department concerned with improving the health care delivery system and mitigating public health risks in the United States and abroad. The department is dedicated to resolving major management and health policy problems through original research, advanced training, and dispute resolution. Research priorities in the Department of Health Policy and Management are organized into nine broad areas:

- health financing and insurance, including the creation of new physician payment systems and the design of public policies dealing with rising insurance premiums
- management of health hazards, including use of risk assessment to set priorities for environmental health protection
- study of the causes and etiology of injury and the application of that work to the development and evaluation of prevention and intervention strategies and policy
- management of health care organizations, encompassing the application of corporate strategic-planning concepts to the challenges faced by health systems and pharmaceutical firms
- evaluation and management of medical technology, including the meta-analysis of data from clinical trials

- business and labor in health, including the negotiation of occupational safety and health care benefits in the collective-bargaining process
- international health, including evaluation of the cost-effectiveness of health programs in developing countries
- quality of health care, encompassing the design of better methods to measure quality
- health care reform, involving the development of partnerships between the department and the corporate community to explore critical aspects of health policy and management

The department’s problem-solving orientation is exemplified by its strong ties to leading health practitioners in hospitals, managed-care plans, community health centers, health advocacy groups, corporate medical departments, health and environmental consulting firms, state and local health departments, legislative committees, federal regulatory agencies, and international agencies. Practical skills are emphasized by an interdisciplinary faculty that includes management specialists, decision analysts, accountants, physicians, lawyers, policy analysts, economists, political scientists, and program evaluators.

Degree Programs in Health Policy and Management

As described below, the department offers both 80-credit and 40-credit master of science (SM) programs, a nonresidential, part-time

SM in health care management for physician and dental executives, and a doctor of science (SD) program. The department also participates in the universitywide doctor of philosophy (PhD) Program in Health Policy. For information about schoolwide requirements for master’s and doctoral degrees, see page 58.

Master of Science in Health Policy and Management (80-credit and 40-credit programs)

The 80-credit SM program emphasizes professional skills and concepts; a solid grounding in the substance of health problems; rigorous quantitative training; and a curriculum that combines professional, academic, and clinical activities. Acquired knowledge is applied to practical situations through a required summer internship program and a field research project. This professional program is designed for students who are building careers in health-related fields and who aspire to leadership roles in the public or private sector. Recent graduates have taken positions in local, state, and federal government agencies; consulting companies; public policy research organizations; community health centers; hospitals; health plans; and pharmaceutical companies. Others have gone on to doctoral and fellowship programs.

Applicants to the 80-credit program come from a wide variety of undergraduate fields. They are expected to have full-time work experience and an academic record, particularly in quantitative and analytical courses, that suggest outstanding potential in the areas of health policy and management. Applicants

should have at least two years of relevant post-baccalaureate work experience in the health field; exceptions are occasionally made for outstanding candidates. Deferred admission is available for applicants who demonstrate strong potential but who lack sufficient professional experience in the health sector. These applicants work within the health field in positions approved by the program for a minimum of one year before matriculating.

Of the 80 credits necessary to earn the SM, required courses account for 30 to 35. In addition to fulfilling schoolwide requirements, students must satisfy the requirements of at least one of three areas of interest:

Management This area of interest is for students pursuing management careers in public- or private-sector health institutions

Policy This area is intended for those who wish to become involved in the formulation of health policy, including medical care policy, health finance and insurance, access to health care, payment to institutions and practitioners, political analysis and strategy, and medicare and medicaid reform.

Research This area is geared toward students looking toward doctoral education and research careers in fields such as health economics, quality of care, technology assessment, health decision analysis, and advanced statistical analysis.

The requirements for the management, policy, and research areas of interest are described in a guide available from the department. After the required credits have been completed, stu-

dents are encouraged to enroll in relevant courses at Harvard Business School, Kennedy School of Government, and Harvard Graduate School of Education.

The 40-credit SM program is designed for students pursuing research careers in public- or private-sector health care institutions, particularly physicians and other candidates with relevant advanced degrees who desire intensive training in analytic and quantitative skills. The degree is appropriate for students interested in either domestic or international research questions. Recent graduates have taken research positions at academic medical centers and other health care organizations.

Applicants to the 40-credit program should hold graduate medical or other professional degrees and have significant experience in health services. They typically expect to devote a substantial portion of their careers to research in areas such as health services research, cost-effectiveness analysis, and clinical decision making.

Students fulfill schoolwide requirements and take up to 10 tutorial credits and an additional 10 credits in courses within the department. Recommended electives include upper-level courses in biostatistics, epidemiology, health economics, health services research, health decision sciences, quality improvement, technology assessment, and program evaluation.

Master of Science in Health Care Management

The SM in health care management is a 40-credit, two-year, part-time, nonresidential degree program, which trains clinicians in the

executive skills required for management. This professional program is targeted to midcareer MDs, DMDs, and DDSs with significant management responsibilities who wish to be more effective in their roles in the health care sector.

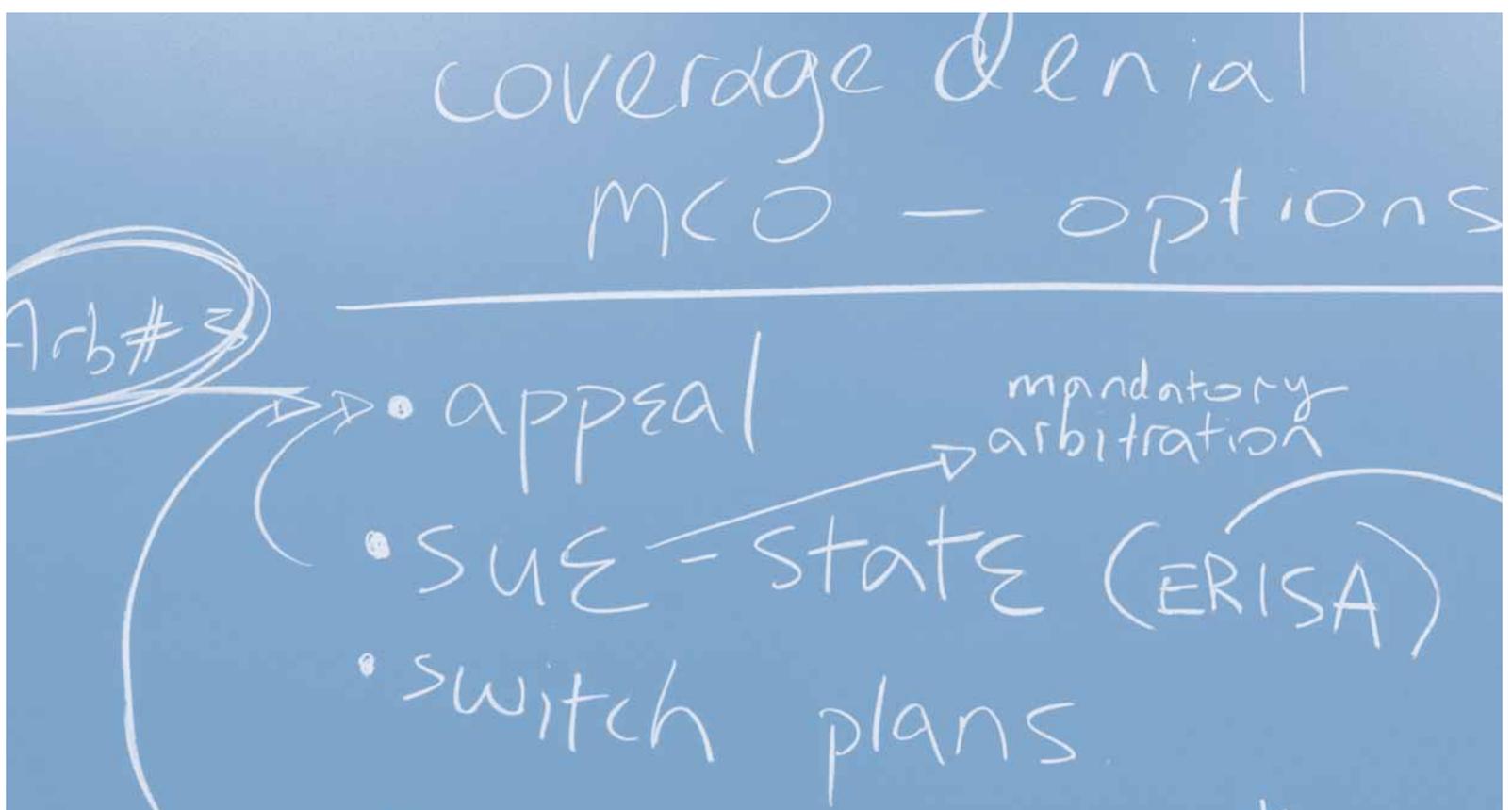
The program includes course work on strategy determination, financial analysis, negotiation, organizational behavior, operations management, information systems, and quality-of-care management. Degree candidates are required to spend three weeks each summer on campus, as well as five four-day weekends (Friday through Monday) each academic year. Scheduled teleconferences, an estimated ten to fifteen hours per week of assignments, and a final practicum are also required.

This is a closed-cohort learning situation. Attendance at all sessions is mandatory, and previous courses and/or degrees will not be applied to degree requirements. No auditing or cross-registration is allowed.

Doctor of Science in Health Policy and Management

The SD program in health policy and management is designed for physicians, lawyers, and other professionals who are interested in doctoral-level research training in health policy and who are committed to applied, interdisciplinary research. The program prepares graduates to perform research in the academic or professional realm.

Applicants must hold an MD, a DDS, a PhD, or a JD degree. Moreover, applicants should have a strong aptitude in a quantitative discipline (demonstrated by prior academic performance, work experience, and standardized



COURSES OF INSTRUCTION

Please note that the courses listed are subject to change and some are not offered every year. Complete course descriptions are available at <http://www.hsph.harvard.edu/registrar/courses>.

*Economic Analysis for Public Health—
Introductory and Intermediate*

Health Care Regulation and Planning

Economics of Health Policy

Capstone Course in Law and Public Health

Program Evaluation in Health Policy

Public Health Law

Health Care Law and Policy

Advanced Topics in Health Law and Policy

Financial Transactions and Analysis

Financial Management and Control

*Financial Management of Health Care
Organizations*

Public Speaking for Managers

Legal and Ethical Issues in the AIDS Epidemic

Economics of Health Policy

*Introduction to the New American Health Care
System: Law, Policy, and Management*

Managing People in Health Care Organizations

Competitive Strategy

*Operations Management in Service Delivery
Organizations*

*Strategic Marketing Management in Health
Systems*

Managed Care Policy Issues

*Strategic Use of Information Systems in Health
Care Delivery*

*Health Economics: Economic Analysis of the
Health Care System*

*Pharmaceutical and Biotechnology Industries:
Public Policy and Regulatory Issues*

Public Health Leadership Skills

Seminar in Health Policy

*Political Analysis and Strategy for U.S. Health
Policy*

Quality Improvement in Health Care

Payment Systems in Health Care

Health Policy Issues: Access to Dental Services

Survey of Methods in Health Services Research

Current Issues in Health Policy

*Skills and Methods of Health Care Negotiation
and Conflict Resolution*

*Applied Research and Practice in Health Policy
and Management*

*Applied Research in the Law of Health Policy and
Management*

Research Ethics

Doctoral Seminar in Health Economics

Public Opinion, Polling, and Public Policy

Research with Large Databases

*Introduction to Management of Health Care
Organizations*

Medical Informatics

*Developing Questionnaires to Measure Out-
comes of Health Care*

Quality Measurement in Health Care

Quality Improvement in Health Care

*American Violence: The Intersection Between
Home and Street*

*Organizing Consumer and Community Interests
in the Health System*

*Racial and Ethnic Disparities in Health: Histori-
cal and Contemporary Issues*

Principles of Injury Control

*Politics and Strategies for Change in Health
Policy*

Environmental Health Risk: Concepts and Cases

*Theory and Practice of Public Health in the
United States*

*Pharmacoeconomics and Economic Evaluation of
Medical Technology*

*Decision Analysis for Health and Medical
Practices*

*Methods for Decision Analysis in Public Health
and Medicine*

*Cost-Effectiveness and Cost-Benefit Analysis for
Health Programs Evaluations*

Decision Theory

Decision Analysis in Clinical Research

*Research Seminar on Risk and Decision Analysis
Independent Study, Tutorials*

test scores), experience in the health sector, and the ability to perform original and independent work. Applicants should indicate their anticipated area of interest within the department and anticipated faculty mentor (if known) in their application essay. An environmental science and risk management area of interest is offered jointly with the Department of Environmental Health.

In addition to schoolwide requirements, candidates complete a set of required courses in decision science, economics, program evalua-

tion, health politics, and public health law (lawyers only). Each student works closely with a faculty adviser to develop an individual plan of study. While students in this program have the opportunity to take courses throughout the university, all required courses are offered through HSPH.

Financial aid is generally available to applicants admitted to the program, especially from the Agency for Healthcare Research and Quality and the National Institute of Mental Health. Full tuition and stipend are available

to admitted minority students with demonstrated need.

Doctor of Philosophy in Health Policy

The doctor of philosophy in health policy is a collaborative program of five Harvard University faculties: the Graduate School of Arts and Sciences, School of Public Health, Medical School, Kennedy School of Government, and Business School. Because this is an interfaculty program, enrolled students take courses throughout the university. The PhD is awarded by the Faculty of Arts and Sciences. Please note that Graduate School of Arts and Sciences application forms must be used when applying to the PhD Program in Health Policy. The deadline for applying to the PhD program is mid-December.

Individuals with doctoral-level training in health policy are highly sought as teachers in institutions of higher learning and/or as researchers. Graduates of the program are employed in tenure-track positions at schools of public health; medical schools; schools of public policy; organizations such as the Kaiser Family Foundation, the RAND Corporation, and the Urban Institute; and government agencies such as the Congressional Budget Office.

Applicants must submit GRE or GMAT exam scores that are less than five years old, and individuals whose native language is not English must submit TOEFL scores. Preference is given to applicants with either relevant work experience or some prior graduate work, although a graduate degree is not required for admission.

Applicants wishing to combine the MD program at Harvard Medical School with the PhD Program in Health Policy must apply separately to each program and indicate in the PhD application that they are also applying to the MD program.

Degree requirements include approximately two years of course work; a concentration in one academic discipline (decision science, economics, ethics, evaluative science and statistics, management, medical sociology, or political analysis); at the thesis stage specialization in one of five policy areas (environmental health, health care services, international health, mental health, or public health); general and concentration exams (usually at the end of the second year); a thesis prospectus and oral examination; a thesis based on original research; and a thesis defense.



Financial aid is available to applicants admitted to the program, especially from the Agency for Healthcare Research and Quality and the National Institute of Mental Health. Full tuition and stipend are available to admitted minority students with demonstrated need.

Postdoctoral Fellowships

The department offers two-year postdoctoral fellowships to candidates who wish to do independent research in such areas as quality of medical care, technology assessment and cost-effectiveness, health care policy, management of health care organizations, and AIDS policy. The program emphasizes methodology in evaluation research, decision science, economics, and organizational analysis and permits fellows to design individualized programs of study. Fellows may also apply for admission to a formal degree program. Candidates must hold an MD, DDS, PhD, or equivalent degree and must be U.S. citizens or permanent residents. Applicants must submit a curriculum vitae; three letters of reference; and a statement describing career goals, research interests, and reasons for applying. The application deadline is November 15, 2004, for a fellowship beginning in July 2005.

Related Offerings

Environmental science and risk management area of interest, Department of Environmental Health, see page 10.

Health decision sciences concentration, Department of Biostatistics, see page 5.

Interdisciplinary concentration in the epidemiology of infectious disease, see page 56.

MPH concentrations in health care management and in law and public health, see page 52.

Contact Information

For more information about SM and SD programs in health policy and management, please contact Anne Occhipinti, director of academic programs, Department of Health Policy and Management, 677 Huntington Avenue, Boston, MA 02115.

Phone: 617-432-4511

Fax: 617-432-3699

Email: aocchipi@hsph.harvard.edu

Web: <http://www.hsph.harvard.edu/hpm>

For more information about the SM degree in health care management, please contact Sharon O'Brien, administrative director, 677 Huntington Avenue, Boston, MA 02115.

Phone: 617-432-4324

Email: smobrien@hsph.harvard.edu

Web: <http://www.hsph.harvard.edu/mhcm>

For the PhD program online submissions are encouraged, using the Graduate School of Arts and Sciences (GSAS) application form available at the web address below.

Web: <http://www.gsas.harvard.edu/admissions/apply.html>

For specific information about the PhD program, please contact Sunny Alvear, assistant director, PhD Program in Health Policy, 79 John F. Kennedy Street, Cambridge, MA 02138.

Phone: 617-496-5506

Fax: 617-496-2860

Email: Sunny_Alvear@harvard.edu

Web: <http://www.fas.harvard.edu/~healthpl>

DEPARTMENT FACULTY

Please note that some faculty members may be on leave during academic year 2004–05.

Department chair: Arnold M. Epstein, AM, MD; John H. Foster Professor of Health Policy and Management. Access and quality of care, especially in disadvantaged populations.

Deborah H. Bennett, MS, PhD; Assistant Professor of Environmental Health and Risk Assessment. Fate and transport of persistent organic chemicals in a multimedia environment as related to environmental risk analysis.

Robert J. Blendon, MBA, MPH, ScD; Professor of Health Policy and Management. Politics of health care; access to health care; approaches to health care reform; influence of public opinion in shaping health policy.

Paul H. Campbell, MPA, SD; Lecturer on Management. Financial management, strategic planning, and public health infrastructure; health system issues in developing countries.

Susanne J. Goldie, MD, MPH; Associate Professor of Health Decision Science. Development of disease-specific transition models; quality-of-life assessment; cost-effectiveness analysis of preventive interventions.

George M. Gray, MS, PhD; Lecturer on Risk Analysis. Risk characterization to inform policy decisions; risk assessment and right-to-know; food safety.

James K. Hammitt, SM, MPP, PhD; Professor of Economics and Decision Sciences. Mathematical modeling and analysis of economic behavior and decision making under uncertainty.

David Hemenway, AM, PhD; Professor of Health Policy. Intentional and unintentional injury; health care economics.

William C. Hsiao, MPA, PhD; K. T. Li Professor of Economics. Health care systems; control of health care costs; universal insurance coverage.

Nancy M. Kane, MBA, DBA; Professor of Health Policy and Management. Financial strategies of health care organizations; provider behavior under third-party payment systems.

Jack Kasten, MPH, JD; Lecturer on Health Services. Managed care; service utilization; manpower issues; hospital organization and management.

Howard K. Koh, MD, MPH; Professor of Health Policy and Management and Associate Dean of Public Health Practice. Cancer prevention and control; skin oncology; tobacco control; health disparities.

Karen M. Kuntz, SM, SD; Associate Professor of Health Decision Science. Cost-effectiveness analysis of cancer-screening strategies and development of disease-specific multiattribute utility scales.

Jonathan I. Levy, SD; Assistant Professor of Environmental Health and Risk Assessment. Estimation of health effects of air pollution, using both health metrics and monetary valuations; public health benefits of energy conservation.

Leonard J. Marcus, MSW, PhD; Lecturer on Public Health Practice. Negotiation, conflict resolution, and use of mediation in health care settings; effects of conflict on health care decision making and outcomes.

Michelle M. Mello, MPhil, PhD, JD; Assistant Professor of Health Policy and Law. Empirical analysis of health law issues; medical malpractice; patient safety; ethics; managed care; pharmaceuticals; public health law.

Matthew J. Miller, MD, MPH, SD; Assistant Professor of Health Policy and Management. Injury and violence prevention; medical ethics in clinical trials; health economics.

Peter J. Neumann, MA, SD; Associate Professor of Policy and Decision Science. Cost-effectiveness analysis in health and medicine; pharmacoeconomics; medical technology assessment; government policy on pharmaceuticals and medical technology.

Joseph P. Newhouse, PhD; John D. MacArthur Professor of Health Policy and Management. Financing and organization of medical care; medical malpractice; manpower policy; outcomes research.

R. Heather Palmer, MB, BCh, SM; Professor of Health Policy and Management. Quality of health care; incorporation of evaluation measures into health care reform plans.

Deborah B. Prothrow-Stith, MD; Professor of Public Health Practice. Community-based violence prevention; violence prevention protocols for primary care settings.

Marc J. Roberts, PhD; Professor of Political Economy. Health policy; environmental policy; ethical aspects of allocating scarce public health resources.

Meredith Rosenthal, PhD; Assistant Professor of Health Economics and Policy. Empirical studies of the impact of financial incentives and organization on physician behavior; econometric models of health care provider behavior.

David M. Studdert, LLB, MPH, SD; Associate Professor of Law and Public Health. Medical malpractice and quality of care; health law and regulation; dispute resolution; injury and disability policy; medical ethics.

Katherine Swartz, MS, PhD; Professor of Health Policy and Management. Populations without health insurance; financing of universal health insurance; structures of financial incentives for physicians.

Kimberly M. Thompson, MS, SD; Associate Professor of Risk Analysis and Decision Science. Analysis of the risks, costs, and benefits of using airbags as lifesaving devices; applications of value of information techniques to environmental health decisions.

Nancy Turnbull, MBA. Lecturer on Health Policy. Health insurance regulation; health care access; international applications of managed care.

Milton C. Weinstein, AM, MPP, PhD; Henry J. Kaiser Professor of Health Policy and Management. Cost-effectiveness of health practices and technologies.

Secondary Appointments

(primary appointments at Harvard Medical School)

John Z. Ayanian, MD, MPP; Associate Professor in the Department of Health Policy and Management. Impact of gender, race, insurance coverage, and socioeconomic status on access to care and clinical outcomes.

David W. Bates, MD, SM; Professor in the Department of Health Policy and Management. Clinical decision making and physician behavior; quality of care and cost-effectiveness; outcome assessment.

Donald M. Berwick, MPP, MD; Professor in the Department of Health Policy and Management. Health care quality assessment, management, and improvement; technology assessment and cost-effectiveness analysis; decision analysis and clinical epidemiology.

Troyen A. Brennan, MA, JD, MPH, MD; Professor in the Department of Health Policy and Management. Medical ethics; personal injury and environmental litigation; medical malpractice and health policy reform.

David J. Cohen, MD, SM; Associate Professor in the Department of Health Policy and Management. Application of health outcomes research and cost-effectiveness analysis to interventional cardiology.

Craig C. Earle, MD, MSc; Assistant Professor in the Department of Health Policy and Management. Clinical epidemiology; economic evaluation; quality assessment.

Kenneth A. Freedberg, MD, SM; Associate Professor in the Department of Health Policy and Management. Cost-effectiveness of preventing AIDS complications; outcomes research in HIV disease.

Atul A. Gawande, MD, MPH; Assistant Professor in the Department of Health Policy and Management. Reduction of errors and complications in surgery; global provision of surgical care; narratives from medicine.

G. Scott Gazelle, MD, MPH, PhD; Associate Professor in the Department of Health Policy and Management. Technology assessment; health services research.

Robert A. Greenes, MD, PhD; Professor in the Department of Health Policy and Management. Biomedical informatics; knowledge management and decision support strategies for enhancing quality and safety of health care.

Edward Guadagnoli, MA, PhD; Professor in the Department of Health Policy and Management. Evaluation of the outcomes of health care, access to care, and health care interventions.

Jeffrey N. Katz, SM, MD; Associate Professor in the Departments of Environmental Health and Health Policy and Management. Clinical policy relating to noninflammatory musculoskeletal conditions; health policy questions; back pain and upper-extremity disorders.

Thomas H. Lee, Jr., MD, SM; Associate Professor in the Department of Health Policy and Management. Prognostic stratification in and cost-effectiveness analysis of cardiovascular disease management.

Matthew H. Liang, MD, MPH; Professor in the Department of Health Policy and Management. Epidemiology of rheumatic disease and disability; clinical metrics; health services research; technology assessment.

Tracy A. Lieu, MD, MPH; Associate Professor in the Department of Health Policy and Management. Children's primary care delivery and outcomes; cost-effectiveness analysis.

Eric C. Schneider, MSc, MD; Assistant Professor in the Department of Health Policy and Management. Health care quality, including quality measurement, organizational and socioeconomic influences, and quality improvement strategies.

Jane C. Weeks, MD, SM; Associate Professor in the Department of Health Policy and Management. Outcomes of cancer treatment; effectiveness of resource utilization in medical oncology; medical decision making in oncology.

Adjunct Faculty

Donald S. Bialek, MD, SM, MPH. Consultant.

Angela Browne, PhD. Soros Institute of Peace.

David E. Burmaster, MPP, PhD. Alecon.

Gail Charnley, PhD. Energy Resources Company.

Karl Claxton, MSc, PhD. University of York, United Kingdom.

Mark G. Field, AM, PhD. Boston University.

Pamela S. Green, JD. Consultant.

Sheldon Greenfield, MD. Tufts University.

Richard C. Hermann, MD, SM. Tufts University.

Maria G. M. Hunink, MD, PhD. Erasmus University Medical School, the Netherlands.

Andrew L. Hyams, JD, MPH. Urban Health Institute, Boston Department of Health and Hospitals.

Sherrie H. Kaplan, MPH, MSPH, MS, PhD. Tufts University School of Medicine.

Zita Lazzarini, MPH, JD. University of Connecticut School of Medicine.

Lucian L. Leape, MD. Institute for Healthcare Improvement.

Bengt Liljas, PhD. Medical and Scientific Affairs, Astra Pharmaceuticals and AstraZeneca.

Eugene Litvak, MS, PhD. Boston University School of Public Health.

Ragnar E. Losfstedt, MA, PhD. Kings Centre for Risk Management, King's College, United Kingdom.

George D. Lundberg II, MD, MS, ScD. Medscape.

John E. McDonough, MPH, PhD. Health Care for All.

George B. Moseley III, MBA, JD. University Seminar Center.

Benjamin W. Moulton, MPH, JD. American Society of Law, Medicine, and Ethics.

Jack Needleman, MA, PhD. Department of Health Services, UCLA School of Public Health.

Jeremy J. Nobel, MD, MPH, SM. GTE Laboratories.

Alice A. Noble, JD, MPH. Attorney at law in private practice.

John A. Norris, JD, MBA. John A. Norris Esquire, PC.

Joseph S. Pliskin, SM, PhD. Ben-Gurion University, Israel.

Dorothy E. Puhly, MBA. Dana-Farber Cancer Institute.

Howard Rivenson, MBA. East Boston Neighborhood Health Center.

Richard B. Siegrist, Jr., MS, MBA. HealthShare Technology, Inc.

Glenn K. Wasek, SM. John Snow, Inc.