**NURSING AND HEALTH SERVICES MANAGEMENT, MINOR**

The delivery of health care increasingly involves decisions that entail considerations beyond clinical or medical issues. With the rise of managed care in the United States, it is critical for health professionals to understand not only the clinical factors that affect patients but also the business environment in which healthcare institutions function. This program, a partnership between the School of Nursing and The Wharton School, helps students understand both the nature of the economic and managerial constraints that healthcare organizations face, and how to effectively manage these constraints to provide the best possible health care for patients.

For more information: [http://www.nursing.upenn.edu/nursing-and-health-services-management-minor/](http://www.nursing.upenn.edu/nursing-and-health-services-management-minor/)

The Nursing and Health Services Management Minor requires a total of 8 course units.

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Course Units</th>
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<tbody>
<tr>
<td>ECON 0100</td>
<td>Introduction to Micro Economics</td>
<td>1</td>
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<tr>
<td>or BEPP 1000</td>
<td>Introductory Economics for Business Students</td>
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<td></td>
<td><strong>Elective Classes from Wharton</strong></td>
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<td>Select 2 course units of Elective Classes from Wharton (Attribute = NUHE) <a href="http://catalog.upenn.edu/attributes/nuhe/">http://catalog.upenn.edu/attributes/nuhe/</a></td>
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<tr>
<td></td>
<td><strong>Elective Classes from Nursing</strong></td>
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<td></td>
<td><strong>Additional Nursing &amp; Health Services Management Electives</strong></td>
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<tr>
<td>Select 3 course units of Additional Nursing &amp; Health Services Management Electives (^1)</td>
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<td><strong>Total Course Units</strong></td>
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\(^1\) See the list below for elective options.

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**NURS 1340 Course** **NURS 1340 Not Found**

**NURS 3340 Public Policy and the Nation's Health**

This course examines health care and social policy from domestic and international perspectives. It is designed to engage undergraduate students in critical thinking about health policy issues as they affect our health care, employment, taxes, and social investments. The current national debate on health care reform is used as a frame of reference for examining the strengths and weaknesses of health care services in the U.S. from the perspectives of patients/families, health professionals, health services providers, insurers, employers, and public policy makers, and the pros and cons of a range of prescriptions for system improvement from across the political spectrum. About a third of the course focuses more specifically on global public health challenges and the policy strategies for reducing health disparities worldwide. Please note, the online version of this course has a synchronous component (live online class sessions). The day/time will be listed in the course register.

Spring
Mutually Exclusive: NURS 5400
1 Course Unit

**NURS 3570 Course Study: Innovation in Health: Foundations of Design Thinking & Equity-centered Design**

Innovation, defined as a hypothesis-driven, testable, and disciplined strategy, is important to improve health & healthcare. Employing new ways of thinking, such as with design thinking, will help open up possibilities of ways to improve health & the process of healthcare. Additionally, equity-centered design integrates features of design thinking with a focus on how the design process impacts the end-users and requires the inclusion of under-resourced communities throughout the design process to ensure that the power differences that lead to oppression, marginalization, and health inequity are removed (Equity Design Thinking, 2022). Incorporating current & emerging social & digital technologies such as mobile apps, wearables, remote sensing, and 3D printing, affords new opportunities for innovation. This course provides foundational content & a disciplined approach to innovation as it applies to health, healthcare, public health and health equity. A flipped classroom approach has the in-class component focusing on group learning through design thinking activities. The course is open to undergraduate nursing students as a case study & upper-level undergraduates and graduate students from across the Penn campus. The course provides a theoretical foundation in design thinking and equity-centered design along with a focus on using a Design Justice Lens and the importance of storytelling. To enhance the didactic component, students will actively participate in a design case study. Students will be matched by interest and skill level with teams & will work with community-based organizations, healthcare providers and/or innovation partners. Student teams will meet their partners to identify & refine a health, healthcare, public health or health equity problem to tackle. Students will work throughout the semester to create an innovative solution that will be pitched to their community-based organization, healthcare provider, and/or innovation partner at the end of the semester. Prerequisite: Completion of freshman & sophomore level courses

Fall or Spring
Mutually Exclusive: NURS 5730
1 Course Unit
NURS 3590 Case Study: Healthcare Quality and Patient Safety
The 1999 Institute of Medicine Report "To Err is Human: Building a Safer Health System" called national attention to the shocking crisis of patient injury and death in the United States health care systems. This case study examines errors in health care and how nurses, working inter and intra-professionally, contribute to and/or lead quality improvement efforts in health care settings to make care safer. Through classroom discussion, clinical observations and special quality improvement project experience, the student will become familiar with the Science of Improvement grounded in W. Edwards Deming's body of knowledge called a "System of Profound Knowledge." The student will also learn patient safety strategies, behaviors and practices that reduce or eliminate the risk of patient harm and develop an appreciation for attributes of an organization that contribute to a strong patient safety culture. Prerequisite: Completion of sophomore year nursing requirements
Spring
Prerequisite: NURS 1630 AND NURS 1640
1 Course Unit

NURS 4000 Advances In Health Systems Research And Analysis
Capstone Course for NURS/WH Joint Degree Students. Prerequisite: By Permission Only
Spring, odd numbered years only
1 Course Unit

NURS 5180 Nursing and the Gendering of Health Care in the United States and Internationally, 1860-2000
This course examines changing ideas about the nature of health and illness; changing forms of health care delivery; changing experiences of women as providers and patients; changing role expectations and realities for nurses; changing midwifery practice; and changing segmentation of the health care labor market by gender, class and race. It takes a gender perspective on all topics considered in the course. A comparative approach is used as national and international literature is considered. This focus is presented as one way of understanding the complex interrelationships among gender, class, and race in health care systems of the United States and countries abroad.
Spring
Also Offered As: GSWS 5180
1 Course Unit

NURS 5350 Comparing Health Care Systems in an Intercultural Context: Study Abroad
This course offers students an opportunity to: 1) expand their knowledge base in health care systems; 2) develop intercultural competency skills and 3) shape a conceptual framework for improving the quality of health care for the individual, the family, the community and society at large. Emphasizes the relational, contextual nature of health care and the inseparability of the notions of the health of individuals and the health of family, society, and culture. Includes field experience. Prerequisite: Permission of instructor Seminar held in Spring, study abroad field experience held intra-session
Spring
1 Course Unit

NURS 5400 Current Issues In Health and Social Policy
This course will help students develop skills in health policy and health systems analysis through critical review and discussion of leading health and social policy issues. Students will (a) analyze the social and policy issues that influence accessibility, cost and quality of health care; (b) explore the roles that the government, private sector, consumers and advocacy groups play in setting the health care policy agenda and examine the intended and unintended effects of resulting policies; and (c) assess the relationship between policy and population health.
Spring
Mutually Exclusive: NURS 3340
1 Course Unit

NURS 5480 Negotiations in Healthcare
This course examines the process that leads to change in health care settings and situations. Students will develop skills that lead to effective negotiations in interpersonal and organizational settings. Included in the discussion are: concepts of organizational structure and power, negotiating in difficult situations, and the role of the health care professional in negotiation and change. The course also examines techniques leading to successful implementation of negotiated change in the practice setting. Prerequisite: Undergraduates must have permission of instructor
Fall
1 Course Unit

NURS 5730 Innovation in Health: Foundations of Design Thinking
Innovation, defined as a hypothesis-driven, testable, and disciplined strategy, is important to improve health & healthcare. Employing new ways of thinking, such as with design thinking, will help open up possibilities of ways to improve health & the process of healthcare. Incorporating current & emerging social & digital technologies such as mobile apps, wearables, remote sensing, and 3D printing, affords new opportunities for innovation. This course provides foundational content & a disciplined approach to innovation as it applies to health & healthcare. A flipped classroom approach with the in-class component focusing on group learning through design thinking activities. The course is open to undergraduate nursing students as a case study & upper-level undergraduates and graduate students from across the Penn campus. The course provides a theoretical foundation in design thinking & may provide an overview of innovation technology & digital strategies as well as social & process change strategies. To enhance the didactic component, students will actively participate in a design case study. Students will be matched by interest and skill level with teams & will work with community-based organizations, healthcare providers and/or innovation partners. Student teams will meet their partners to identify & refine a health or healthcare problem to tackle. Students will work throughout the semester to create an innovative solution that will be pitched to their community-based organization, healthcare provider, and/or innovation partner at the end of the semester.
Fall or Spring
Mutually Exclusive: NURS 3570
1 Course Unit
NURS 6130 Behavioral Economics & Health

Among the many determinants of health outcomes around the world, human behavior plays a central role. Examples abound in many different areas of health: smoking and exercise can have an impact on the burden of chronic diseases globally; utilization of vaccination services can affect the spread of infectious diseases; decisions made by providers can affect the health outcomes of patients. Understanding human behavior — specifically how people make health-related decisions — is therefore essential for learning how we might develop interventions and policies that have the potential to improve health outcomes. This understanding can be advanced and enriched using behavioral economics. Behavioral economics, a field at the intersection of psychology and economics, suggests that humans rarely behave rationally when making health-related decisions. Instead, a collection of fundamental psychological forces — including cognitive biases, mental shortcuts, and inconsistent time preferences — lead us to act against our best interest (and sometimes the interests of our patients, family members, or communities that we care for.) The course will take a very pragmatic, hands-on orientation to behavioral economics and health research and practice. Examples of public health related questions that this course will address include: How can we convince smokers to quit smoking permanently? What’s the best way to get employees to show up to a flu vaccine clinic? How can we encourage patients to take their medications regularly? How can we increase the utilization of health products like bednets in low-income countries? How can we reduce health care costs through increased prescription of generic medications?

Fall
Also Offered As: PUBH 6080
Prerequisite: PUBH 5060 OR PUBH 5040
1 Course Unit

HCMG 2020 The Economics and Financing of Health Care Delivery

The course provides an application of economic models to demand, supply, and their interaction in the medical economy. Influences on demand, especially health status, insurance coverage, and income will be analyzed. Physician decisions on the pricing and form of their own services, and on the advice they offer about other services, will be considered. Competition in medical care markets, especially for hospital services, will be studied. Special emphasis will be placed on government as demander of medical care services. Changes in Medicare and regulation of managed care are among the public policy issues to be addressed. Prerequisite: If course requirement not met, permission of instructor required.

Fall or Spring
Also Offered As: ECON 0390, ECON 0630
Prerequisite: ECON 0100 OR ECON 0110
1 Course Unit

HCMG 2040 Comparative Health Care Systems

This course examines the structure of health care systems in different countries, focusing on financing, reimbursement, delivery systems and adoption of new technologies. We study the relative roles of private sector and public sector insurance and providers, and the effect of system design on cost, quality, efficiency and equity of medical services. Some issues we address are normative: Which systems and which public/private sector mixes are better at achieving efficiency and equity? Other issues are positive: How do these different systems deal with tough choices, such as decisions about new technologies? Our main focus is on the systems in four large, prototypical OECD countries—Germany, Canada, Japan, and the United Kingdom—and then look at other countries with interesting systems— including Italy, Chile, Singapore, Brazil, China and India. We draw lessons for the U.S. from foreign experience and vice versa.

Spring
Mutually Exclusive: HCMG 8590
1 Course Unit

HCMG 2130 Health Care Strategy and Management: the Business of Health Care

This course presents an overview of the business of health and how a variety of health care organizations have gained, sustained, and lost competitive advantage amidst intense competition, widespread regulation, high interdependence, and massive technological, economic, social and political changes. Specifically, we evaluate the challenges facing health care organizations using competitive analysis, identify their past responses, and explore the current strategies they are using to manage these challenges (and emerging ones) more effectively. Students will develop generalized skills in competitive analysis and the ability to apply those skills in the specialized analysis of opportunities in producer (e.g. biopharmaceutical, medical product, information technology), purchaser (e.g. insurance), and provider (e.g. hospitals, nursing homes, physician) organizations and industry sectors. The course is organized around a number of readings, cases, presentations, and a required project.

Fall
Prerequisite: HCMG 1010
1 Course Unit
HCMG 2150 Management and Economics of Pharmaceutical and Biotech Industries
This course explores the key phases of the pharmaceutical and biotechnology product lifecycle. The product journey begins in the lab where scientists explore a vast array of compounds against diseases (therapeutic targets). Compounds that perform best enter the capital-intensive clinical trial phase aimed at assessing the product’s safety and efficacy. In parallel, regulatory agencies guide and govern these trials and ultimately decide which products are approved for use in patients. Once approved, launched, and priced, products face many dynamic market forces including competitors trying to steal share, government and private payers placing downward pressure on price, regulatory agencies controlling what manufacturers can and cannot say about their products, generic manufacturers challenging existing patents, and finally patients and physicians who behave both rationally and irrationally when deciding which product to use. While the course perspective is global in nature, the emphasis is on the U.S., the largest and most profitable market. In addition, we will delve into the world of biotech start-ups from company creation and financing, to how they make decisions which compunds to advance. We will also explore how large pharma views the biotech industry to bolster their existing pipelines and drive shareholder value. Through case studies, readings, guest speakers, and in-class exercises, students will learn concepts and analytical frameworks and acquire the tools and skills necessary to become the future leaders of the pharmaceutical and biotech industry.
Spring
Prerequisite: HCMG 1010 OR ECON 0100 OR ECON 0110
1 Course Unit

HCMG 2160 Health Insurance and Health Care Strategy
This course combines the insights of health economics with a strategic perspective on the business of health. The first section will consider the costs and benefits of medical interventions, while the second considers insurance theory and places special emphasis on the challenges facing firms in the face of the rising costs of health benefits as well as opportunities for private insurers operating in publically financed markets. The third section will analyze strategies of vertical and horizontal integration and their effect on the balance of power in local healthcare markets. Finally, the course will cover the effects of reform on firm incentives. The course will be taught using a mix of lectures and cases.
Spring
1 Course Unit

HCMG 3520 Health Services Delivery: A Managerial Economic Approach
The purpose of this course is to apply economics to an analysis of the health care industry, with special emphasis on the unique characteristics of the US healthcare markets, from pre-hospital to post-acute care. This course focuses on salient economic features of health care delivery, including: the role of nonprofit providers, the effects of regulation and antitrust activity on hospitals, the degree of input substitutability within hospitals, the nature of competition in home health care, public versus private provision of emergency medical services, the effect of specialty hospitals and ambulatory surgery centers, the economics of direct-to-consumer advertising and its effect on drug safety, defining and improving medical performance in hospitals, specialization and investment in physical and human capital, and shifting of services between inpatient and outpatient settings and its effect on health care costs and quality.
Spring
Mutually Exclusive: HCMG 8520
1 Course Unit

HCMG 3910 Health Care Entrepreneurship
Delivering basic health care advances worldwide and continuing to increase lifespan and quality (in an affordable manner) represent some of the major societal challenges of our time. Addressing these challenges will require innovation in both medical technology and the ways in which health services are delivered. Through readings, cases, guest lectures, and your own entrepreneurial work outside of class, we will examine the environment facing prospective health care entrepreneurs: (1) sources of health care innovation; (2) the many "customers" in health care: patients, doctors, hospitals, insurers, and regulators; (3) the powerful established firms with developed clinical and sales expertise; (4) the investing community. Along the way we will develop a framework for thinking about what is different (and what is not) about the challenges of health care entrepreneurship.
Fall
1 Course Unit

MGMT 2910 Negotiations
This course examines the art and science of negotiation, with additional emphasis on conflict resolution. Students will engage in a number of simulated negotiations ranging from simple one-issue transactions to multi-party joint ventures. Through these exercises and associated readings, students explore the basic theoretical models of bargaining and have an opportunity to test and improve their negotiation skills.
Fall or Spring
Also Offered As: LGST 2910, OIDD 2910
1 Course Unit

BIOE 5650 Rationing & Resource Allocation
You have one liver but three patients awaiting a liver transplant. Who should get the liver? What criteria should be used to select the recipient? Is it fair to give it to an alcoholic? These are some of the questions that arise in the context of rationing and allocating scarce health care resources among particular individuals, and concern what are called micro-allocation decisions. But trade-offs also need to be made at the meso- and macro-level. Budgets of public payers of healthcare, such as governments, and of private ones, such as health plans, are limited: they cannot cover all drugs and services that appear beneficial to patients or physicians. So what services should they provide? Is there a core set of benefits that everyone should be entitled to? If so, by what process should we determine these? How can we make fair decisions, if we know from the outset than not all needs can be met? Using the cases of organs for transplantation, the rationing for vaccines in a flu pandemic, and drug shortages, the course will critically examine alternative theories for allocating scarce resources among individuals. Using both the need to establish priorities for global health aid and to define an essential benefit package for health insurance, the course will critically examine diverse theories for allocation decisions, including cost-effectiveness analysis, age-based rationing and accountability for reasonableness.
Not Offered Every Year
1 Course Unit
BIOE 5750 Health Care Reform and the Future of the American Health Care System
This course provides students with a rigorous understanding of the current American health care system and how it is likely to evolve over the next decade. The course will focus on six topics: 1) the development of the current health care system; 2) challenges of health care costs, quality, and access; 3) lessons of previous attempts to reform the system including the Affordable Care Act (ACA); 4) analysis of current policies regarding provider payment, technology, and electronic health records and how various sectors (e.g. public health and hospitals) are evolving in the current system; 5) drug pricing and potential strategies for reform, and 6) future megatrends in American health care system. Throughout the course, lessons will integrate basic health economics, history, health policy, and politics to elucidate key principles for understanding the health care system. The course will also examine at least one other country’s health system for comparison. The course will end with a consideration of the long-term outlook for the structure of the US health system and potential reform. Numerous expert guest speakers will give their perspectives throughout the semester.

Fall
Also Offered As: HCMG 8500
0.5,1 Course Unit

HSOC 1222 Medical Sociology
This course will give the student an introduction to the sociological study of medicine. Medical sociology is a broad field, covering topics as diverse as the institution and profession of medicine, the practice of medical care, and the social factors that contribute to sickness and well-being. Although we will not explore everything, we will attempt to cover as much of the field as possible through four thematic units: (1) the organization and development of the profession of medicine, (2) the delivery of healthcare, especially doctor-patient interaction, (3) the social and cultural factors that affect how illness is defined, and (4) the social causes of illness. The class will emphasize empirical research especially but not only quantitative research.

Also Offered As: SOCI 1110
1 Course Unit

HSOC 1411 American Health Policy
"American Health Policy" places the success or failure of specific pieces of U.S. health care legislation into social and political context. The course covers the time period from the U.S. Civil War to the 2010 Affordable Care Act (ACA), addressing two central questions: 1) Why was the United States one of the only industrialized nations to, until recently, have a private, non-nationalized, non-federalized health care system? 2) Why has U.S. health insurance historically been a benefit given through places of employment? Some topics addressed include: private health insurance, industrial health and workmen's compensation, the welfare state (in Europe, Canada, and the U.S.), maternal and infant care programs, Medicare and Medicaid. One of the main take-home messages of the course is that 20th-century U.S. health care policies both reflected and shaped American social relations based on race, class, gender, and age. This course is a combination lecture and "SAIL" class. SAIL stands for "Structured, Active, In-Class Learning." During many class periods, students will work in small groups on a specific exercise, followed by a large group discussion and/or brief lecture. Students who choose to take this course, therefore, must be fully committed to adequately preparing for class and to working collaboratively in class.

Fall or Spring
1 Course Unit

LGST 2910 Negotiations
This course examines the art and science of negotiation, with additional emphasis on conflict resolution. Students will engage in a number of simulated negotiations ranging from simple one-issue transactions to multi-party joint ventures. Through these exercises and associated readings, students explore the basic theoretical models of bargaining and have an opportunity to test and improve their negotiation skills.
Fall or Spring
Also Offered As: MGMT 2910, OIDD 2910
1 Course Unit

NURS 9000 Directed Study
Must be arranged with the written permission of the sponsoring faculty member prior to registration.
Fall or Spring
0.5-2 Course Units

The degree and major requirements displayed are intended as a guide for students entering in the Fall of 2023 and later. Students should consult with their academic program regarding final certifications and requirements for graduation.