Contents

Fundamentals

Chapter 1—An Epidemiological Framework for the Delivery of Health	
Care Services	3
Denise M. Oleske	
An Epidemiological Model for the Delivery of Health Care Services	3
The Population	4
Population Trends	6
Need for Health Care	6
Utilization of Health Care Services	10
Factors Affecting Health Care Utilization	12
Accessibility of Health Care	13
Availability of Health Care Resources	13
Health of Populations Served	14
Applying Epidemiology in Health Care Management Practice	15
Monitoring Service Population Size	15
Distribution of Health Needs in a Population	16
Understanding the Genesis and Consequences of Health Problems	18
Understanding the Relationship between Health System Characteristics and	
the Health Status of Populations Served	18
Monitoring Health Care Systems, Organizations, and Program Performance	19
Modifying the Structure and Processes to Respond to Environmental Change Formulation and Evaluation of Public Policy Affecting the Delivery of Health	20
Care Services	20
Summary	21
Case Studies	22
References	27
Chapter 2—Measurement Issues in the Use of Epidemiological Data	29
Denise M. Oleske	
Introduction	29
Methods of Measurement	29

xii Contents

Validity and Reliability of a Measure	31
Validity	33
Reliability	36
Logistics of Measurement	37
Classification of Health	38
Disease	38
Injuries	40
Functioning and Disability	40
Mental and Behavioral Disorders	41 41
Quality of Life	41
Classification of Health Services	42
Classifying Organizational Units	42
Classifying Procedures	43
Control of Measurement Error	43
Sources of Data	44
Summary	47
Case Studies	47
References	49
Chapter 3—Descriptive Epidemiological Measures	51
Denise M. Oleske	
Measuring the Frequency of Health Events in Populations	51
Incidence Rate	51
Prevalence Rate	53
Sources of Information for Incidence Rate Measures	54
Sources of Information on Prevalence	55
Format of Descriptive Epidemiological Measures	57
Specific Rates	58
Summary Rates	58
Ratio Measures	64
Summary	68
Case Studies	68
References	73
Chapter 4—Assessing Causality: Foundations for Population-Based Health Care	
Managerial Decision Making	75
Thomas T. H. Wan	
Introduction	75
Scientific Inquiry	75
Characteristics of Scientific Inquiry	76
Logic of Scientific Inquiry	77

Contents xiii

Stages in Scientific Inquiry	79
Stages in Scientific Inquiry	79 79
Selection of an Informed Theoretical Framework	80
Quantification of Study Variables	80
Selection of a Study Design	82
Specification of the Analytic Framework: Proposing the Hypothesis and	82
	92
Selection of Statistical Test	82
Selecting a Statistical Test	84
Multilevel Analysis	87
Evaluating Causality	90
Meta-analysis	92
Conclusions	92
Case Studies	93
References	97
Chapter 5—Strategic Planning: An Essential Management Tool for Health Care	
Organizations and Its Epidemiological Basis	99
Frances J. Jaeger	
Epidemiological Basis of Strategic Planning	99
Theoretical Basis of Strategic Planning	104
The Strategic Planning Process	106
Step 1. Plan the Planning and Ensure Favorable Conditions for Effective	
Strategic Planning	107
Step 2. Review the Organization's Mission Statement and Revise It as	
Necessary to Ensure That It Remains Relevant to the Organization's Future.	
If No Written Statement of Mission Exists, Develop and Adopt One	107
Step 3. Do a Situational Analysis that Encompasses Assessments of Elements	
of the Organization's External and Internal Environments as Well as an	
Evaluation of the Impact of the Organization's Efforts	108
Step 4. Apply an Approach for Defining the Key Issues, Focusing the	
Attention of the Organization, and Establishing the Framework for the Next	
Step of Strategy Development	115
Step 5. Generate, Evaluate, and Select Alternative Strategies for Achieving	
Organizational Goals and Objectives or the Best Alignment of the	
Organization with the Opportunities in Its Environment	116
Step 6. Carry Out the Implementation Phase of Strategic Planning, Detailing	
Operational Action Plans and Budgets, Monitoring Impact, and Making	
Midcourse Adjustments as Necessary	116
Data Resources and Issues Related to Use in Strategic Planning	117
Tools to Facilitate Strategic Planning	117
Applicability of the Strategic Planning Process	119
The Format and Content of the Strategic Plan	122
Conclusions	123
Case Studies	124
References	130

xiv Contents

Chapter 6—Evaluating Health Services, Programs, and Systems: An Epidemiological Perspective	133
Dolores G. Clement and Thomas T. H. Wan	
Dimensions of Health System Evaluation Determine the Population Targeted for Intervention Identify Aspects of Health Care To Be Evaluated The Evaluation Process Planning Implementation Intervention Monitoring and Feedback Conceptual Framework for Specifying Evaluation Criteria Analytical Approaches to Evaluation: An Epidemiological Perspective Study Designs Analyzing Intervention Effects Other Analytic Methods Prospects of Health Services Evaluation Conclusion Case Studies References	134 134 137 137 138 138 138 140 145 150 150 151 153
	133
Specialty Areas	
Chapter 7—Epidemiology and Health Care Quality Management	157
Diane R. Weber, Helen Jo Neikirk, and Marcia B. Hargreaves	
Introduction Interrelationship between Health Care Quality Management and Epidemiology Quality Management Defined	157 157 158 159 159 160
Performance According to Standards, Guidelines, and Other Management	
Strategies Performance According to Standards	161
Clinical Practice Guidelines Utilization Management Case Management Risk Management Best Practices Models for Systematic Improvement Plan-Do-Check-Act Model	161 162 163 163 163 164 164
Utilization Management Case Management Risk Management Best Practices Models for Systematic Improvement	162 163 163 163 164

Contents

Clinical Outcomes	167
Satisfaction	167
Health Status	168
Data Sources	
Sampling	
Levels of Quality Measurement	
Quality Improvement Tools and Techniques	
Brainstorming	
Affinity Diagram	
Cause-and-Effect Diagram	
Flowchart	
Statistical Quality Control Tools	
Check Sheet	
Histogram	
Pareto Chart	
Scatter Diagram	
Run Chart and Control Chart	
Comparison Charts	179
Application of Quality Control Tools	180
Risk Adjustment	181
Conclusion	182
	183
Case Studies	100
Case Studies References Chapter 8—Control of Transmissible Diseases in Health Care Settings	186
References	186
References	186 191
References Chapter 8—Control of Transmissible Diseases in Health Care Settings Denise M. Oleske and Ronald C. Hershow Introduction	186 191 191
References Chapter 8—Control of Transmissible Diseases in Health Care Settings Denise M. Oleske and Ronald C. Hershow Introduction Infectious Disease Concepts	186 191 191 192
References Chapter 8—Control of Transmissible Diseases in Health Care Settings Denise M. Oleske and Ronald C. Hershow Introduction Infectious Disease Concepts Managing Disease Outbreaks	191 191 192 195
References Chapter 8—Control of Transmissible Diseases in Health Care Settings Denise M. Oleske and Ronald C. Hershow Introduction Infectious Disease Concepts Managing Disease Outbreaks Managerial Responsibilities in Infection Control	186 191 191 192 195 196
References Chapter 8—Control of Transmissible Diseases in Health Care Settings Denise M. Oleske and Ronald C. Hershow Introduction Infectious Disease Concepts Managing Disease Outbreaks Managerial Responsibilities in Infection Control Bloodborne Disease Transmission	186 191 191 192 195 196 197
References Chapter 8—Control of Transmissible Diseases in Health Care Settings Denise M. Oleske and Ronald C. Hershow Introduction Infectious Disease Concepts Managing Disease Outbreaks Managerial Responsibilities in Infection Control Bloodborne Disease Transmission Epidemiology of Hepatitis B	186 191 191 192 195 196 197 198
References Chapter 8—Control of Transmissible Diseases in Health Care Settings Denise M. Oleske and Ronald C. Hershow Introduction Infectious Disease Concepts Managing Disease Outbreaks Managerial Responsibilities in Infection Control Bloodborne Disease Transmission Epidemiology of Hepatitis B Epidemiology of Human Immunodeficiency Virus Infection	186 191 191 192 195 196 197 198
References Chapter 8—Control of Transmissible Diseases in Health Care Settings Denise M. Oleske and Ronald C. Hershow Introduction Infectious Disease Concepts Managing Disease Outbreaks Managerial Responsibilities in Infection Control Bloodborne Disease Transmission Epidemiology of Hepatitis B Epidemiology of Human Immunodeficiency Virus Infection Bloodborne Disease Control Measures	191 191 192 195 196 197 198 198
References Chapter 8—Control of Transmissible Diseases in Health Care Settings Denise M. Oleske and Ronald C. Hershow Introduction Infectious Disease Concepts Managing Disease Outbreaks Managerial Responsibilities in Infection Control Bloodborne Disease Transmission Epidemiology of Hepatitis B Epidemiology of Human Immunodeficiency Virus Infection Bloodborne Disease Control Measures Hazard Communication	186 191 191 192 195 196 197 198 198 199 201
References Chapter 8—Control of Transmissible Diseases in Health Care Settings Denise M. Oleske and Ronald C. Hershow Introduction Infectious Disease Concepts Managing Disease Outbreaks Managerial Responsibilities in Infection Control Bloodborne Disease Transmission Epidemiology of Hepatitis B Epidemiology of Human Immunodeficiency Virus Infection Bloodborne Disease Control Measures Hazard Communication Airborne Disease	191 191 192 195 196 197 198 198 201 203
Chapter 8—Control of Transmissible Diseases in Health Care Settings Denise M. Oleske and Ronald C. Hershow Introduction Infectious Disease Concepts Managing Disease Outbreaks Managerial Responsibilities in Infection Control Bloodborne Disease Transmission Epidemiology of Hepatitis B Epidemiology of Human Immunodeficiency Virus Infection Bloodborne Disease Control Measures Hazard Communication Airborne Disease Airborne Disease Control Measures	191 191 192 195 196 197 198 198 201 203
Chapter 8—Control of Transmissible Diseases in Health Care Settings Denise M. Oleske and Ronald C. Hershow Introduction Infectious Disease Concepts Managing Disease Outbreaks Managerial Responsibilities in Infection Control Bloodborne Disease Transmission Epidemiology of Hepatitis B Epidemiology of Human Immunodeficiency Virus Infection Bloodborne Disease Control Measures Hazard Communication Airborne Disease Airborne Disease Control Measures Special Considerations in Infectious Disease Control for Specific Health Care	191 191 192 195 196 197 198 199 201 203 204
Chapter 8—Control of Transmissible Diseases in Health Care Settings Denise M. Oleske and Ronald C. Hershow Introduction Infectious Disease Concepts Managing Disease Outbreaks Managerial Responsibilities in Infection Control Bloodborne Disease Transmission Epidemiology of Hepatitis B Epidemiology of Human Immunodeficiency Virus Infection Bloodborne Disease Control Measures Hazard Communication Airborne Disease Airborne Disease Control Measures Special Considerations in Infectious Disease Control for Specific Health Care Service Settings	191 191 192 195 196 197 198 199 201 203 204
Chapter 8—Control of Transmissible Diseases in Health Care Settings Denise M. Oleske and Ronald C. Hershow Introduction Infectious Disease Concepts Managing Disease Outbreaks Managerial Responsibilities in Infection Control Bloodborne Disease Transmission Epidemiology of Hepatitis B Epidemiology of Human Immunodeficiency Virus Infection Bloodborne Disease Control Measures Hazard Communication Airborne Disease Airborne Disease Control Measures Special Considerations in Infectious Disease Control for Specific Health Care Service Settings Inpatient Acute Care Facility	191 191 192 195 196 197 198 199 201 203 204 207 207
Chapter 8—Control of Transmissible Diseases in Health Care Settings Denise M. Oleske and Ronald C. Hershow Introduction Infectious Disease Concepts Managing Disease Outbreaks Managerial Responsibilities in Infection Control Bloodborne Disease Transmission Epidemiology of Hepatitis B Epidemiology of Human Immunodeficiency Virus Infection Bloodborne Disease Control Measures Hazard Communication Airborne Disease Airborne Disease Control Measures Special Considerations in Infectious Disease Control for Specific Health Care Service Settings Inpatient Acute Care Facility Ambulatory Care	191 191 192 195 196 197 198 199 201 203 204 207 207 208
Chapter 8—Control of Transmissible Diseases in Health Care Settings Denise M. Oleske and Ronald C. Hershow Introduction Infectious Disease Concepts Managing Disease Outbreaks Managerial Responsibilities in Infection Control Bloodborne Disease Transmission Epidemiology of Hepatitis B Epidemiology of Human Immunodeficiency Virus Infection Bloodborne Disease Control Measures Hazard Communication Airborne Disease Airborne Disease Control Measures Special Considerations in Infectious Disease Control for Specific Health Care Service Settings Inpatient Acute Care Facility Ambulatory Care Home Care	191 191 192 195 196 197 198 199 201 203 204 207 207 208 209
Chapter 8—Control of Transmissible Diseases in Health Care Settings Denise M. Oleske and Ronald C. Hershow Introduction Infectious Disease Concepts Managing Disease Outbreaks Managerial Responsibilities in Infection Control Bloodborne Disease Transmission Epidemiology of Hepatitis B Epidemiology of Human Immunodeficiency Virus Infection Bloodborne Disease Control Measures Hazard Communication Airborne Disease Airborne Disease Control Measures Special Considerations in Infectious Disease Control for Specific Health Care Service Settings Inpatient Acute Care Facility Ambulatory Care Home Care Long-Term Care/Skilled Nursing Facility	191 191 192 195 196 197 198 199 201 203 204 207 208 209 209
Chapter 8—Control of Transmissible Diseases in Health Care Settings Denise M. Oleske and Ronald C. Hershow Introduction Infectious Disease Concepts Managing Disease Outbreaks Managerial Responsibilities in Infection Control Bloodborne Disease Transmission Epidemiology of Hepatitis B Epidemiology of Human Immunodeficiency Virus Infection Bloodborne Disease Control Measures Hazard Communication Airborne Disease Airborne Disease Control Measures Special Considerations in Infectious Disease Control for Specific Health Care Service Settings Inpatient Acute Care Facility Ambulatory Care Home Care Long-Term Care/Skilled Nursing Facility Hospice	191 191 192 195 196 197 198 199 201 203 204 207 208 209 209 210
Chapter 8—Control of Transmissible Diseases in Health Care Settings Denise M. Oleske and Ronald C. Hershow Introduction Infectious Disease Concepts Managing Disease Outbreaks Managerial Responsibilities in Infection Control Bloodborne Disease Transmission Epidemiology of Hepatitis B Epidemiology of Human Immunodeficiency Virus Infection Bloodborne Disease Control Measures Hazard Communication Airborne Disease Airborne Disease Control Measures Special Considerations in Infectious Disease Control for Specific Health Care Service Settings Inpatient Acute Care Facility Ambulatory Care Home Care Long-Term Care/Skilled Nursing Facility	186 191 191 192 195 196 197 198 199 201 203 204 207 208 209 210 211

xvi Contents

Case Studies	212 214
References	21.
Chapter 9—Genetic Epidemiology: The Basis for a New Health Service	
Delivery Model	217
Marcia Phillips and Jack Goldberg	
Introduction	217
Basic Genetic Concepts	218
Mendelian Genetics	218
Exceptions to Mendel's Laws	218
The Human Genome Project	219
Scope and Progress	219
Genetic Mapping	220
Epidemiology and the Human Genome Project	221 221
International Implications	221
Genetics and Epidemiology	222
Genetic Techniques and Epidemiology	223
Genetic Epidemiology Studies	225
Health Services Management and Genetic Epidemiology	227
Screening	227
Population-Based Genetic Health Screening Service: Screening for	
Phenylketonuria, a Model	228
Future of Genetic Screening Programs	229
Economic and Health Impact of Genetic Testing	230
Information Systems Support for Genetic Health Services	230
The Ethical Challenges of Genetics	230
Conclusion	231
Case Studies	232 234
References	234
Chapter 10—Technology Assessment	235
Karl A. Matuszewski	
Defining Technology Assessment and Its Function	235
Categories of Technology	237
Devices	237
Procedures	238
Pharmaceuticals	238
Technology Life Cycle	238
Targeting Technologies for Assessment	240
High Utilization	240
High Cost	241
High Cost	241 241
now is recliniously assessment renormed!	41

Contents xvii

Literature Review and Synthesis	242
Consensus Panels	243
Decision Criteria	243
Meta-analyses	244
Outcomes Assessment	246
Randomized Clinical Trials	247
Other Methods	247
Who Does Technology Assessment?	248
US Food and Drug Administration	248
Agency for Healthcare Research and Quality	248
American College of Physicians	249
Blue Cross and Blue Shield Association	249
ECRI	249
Center for Practice and Technology Assessment (CPTA)	249
University Health System Consortium	250
Other Assessment Centers	251
International Efforts	251
Problems in Performing Technology Assessment	252
Lack of Evidence	252
Lack of Agreement on How to Perform the Assessment	252
Inconsistent Evidence	252
Legal Interference	252
Breadth of Topics	253
New Information	253
Imperfect Use of Technology	253
Future of Technology Assessment	253
Summary	255
Case Studies	255
References	257
Chapter 11 Health Dieles from the Environment, Challenges to Health	
Chapter 11—Health Risks from the Environment: Challenges to Health Service Delivery	261
Service Delivery	201
Bailus Walker, Jr.	
Introduction	261
Problems in Environmental Health	262
Gene–Environment Interaction	262
Impact of the Environment on the Reproductive System	263
Impact of the Environment on the Immune System	264
Impact of the Environment on the Nervous System	265
Impact of the Environment on the Respiratory System	266
Environmental Terrorism	266
Climate Changes, Cataclysmic Events, and Other Disasters	267
Environmental Equity	269
Global Environmental Health	271
Recognition and Assessment of Environmentally Related Disease	271
Risk Assessment	273

xviii	XVIII	Conte	ents
XVIII	XVIII	Conte	eı

Health Services for Environmentally Provoked Diseases Primary Prevention Secondary Prevention Tertiary Prevention	. 274 . 274 . 276
Summary and Conclusion	
Case Studies	
Spanning Topics	
Chapter 12—Epidemiology and the Public Policy Process	. 285
Iris R. Shannon	
A Contextual Framework for the Relationship between Public Policy and	
Epidemiology: Public Health	
Public Health	
Public Policy: An Interactive Process	
The Interrelationship between Epidemiology and Public Policy	
Application of Epidemiology in the Policy Process	. 290
Disparities in Health	
Infant Mortality	
Vaccine-Preventable Diseases	
Summary	
Case Studies	
References	
Chapter 13—The Contribution of Epidemiological Information in Economic	
Decision Making	. 309
Gerald L. Glandon	
Introduction	. 309
Background: Public Goods	. 310
Health Care and Public Goods	
Cost-Effectiveness Analysis, Epidemiological Data, and Application to Managerial Decision Making	
Conclusion	
Case Studies	
References	

(Contents	xix

Chapter 14—Ethics, Epidemiology, and Health Service Delivery	329
Sana Loue	
Introduction	329
Approaches to Resolving Ethical Dilemmas	330
Principlism	330
Casuistry	331
Communitarianism	333
Feminist Ethics	334
Utilitarianism	335
Principles, Rules, and Guidelines	338
The Nuremberg Code and Declaration of Helsinki	338
The International Covenant on Civil and Political Rights	339
CIOMS and WHO International Guidelines	340
United States Guidelines and Regulations	340
Operationalizing Codes, Guidelines, and Regulations in the Context of Research	
and Patient Care	341
Informed Consent	341
Confidentiality and Privacy Concerns	344
Conclusions	346
Case Studies	346
References	349
	250
Suggested Answers to Selected Case Study Questions	353
Appendix—Websites for Health Care Managers Thinking Epidemiologically	373
Classer	204
Glossary	385
Index	395