

Editorial

Crossing Borders - Innovation in the U.S. Health Care System

Simone Singh and Andreas Schmid

This publication of student essays resulted from a study tour of the U.S. health care system by University of Bayreuth students and faculty. The basis of this tour is an exchange program between the Health Economics and Management Program of the University of Bayreuth and the University of Michigan Department of Health Management and Policy. Since 2004, this collaboration has encouraged the exchange of thoughts and ideas between students and faculty from both sides of the Atlantic. During their most recent visit in the U.S. the group from Bayreuth encountered a health care system at a crucial crossroad.

The Affordable Care Act (ACA), the sweeping health care law passed in 2010, has had a tremendous impact on the delivery and financing of health care in the U.S. First and foremost, the ACA has expanded health insurance coverage to millions of previously uninsured Americans. A second important goal of the ACA has been to test and implement innovative ideas for improving care coordination and reducing the high cost of health care in the United States. These efforts have fostered the development of new and innovative payment systems, including bundled payments for episodes of care and value-based payment components, by both public and private health insurers. Health care providers are responding to this changing environment by designing innovative models for delivering care to their patients that simultaneously address the need to improve the quality of care while containing costs, such as Accountable Care Organizations (ACOs) and Patient-Center Medical Homes (PCMHs). The med-tech industry are adapting by developing new business models. At the same time, the future of the ACA is more uncertain than ever. The Trump administration has begun to take steps to repeal and replace the law but the details of a replacement bill have yet to be negotiated. Given the tremendous changes that U.S. health care system has been undergoing there is much to learn – for Americans and international visitors alike. In March 2017, 21 health economics and management students and faculty from the University of Bayreuth embarked on a 10-day academic research excursion to the United States to do just that. Organized jointly by faculty and staff at the University of Bayreuth and the University of Michigan (UM), this excursion aimed to provide participants with a wide variety of opportunities to learn about health, health care, and health policymaking in the U.S. The tour started in Ann Arbor, where Bayreuth students and faculty had a chance to meet and interact with students and faculty in the Department of Health Management and Policy (HMP) at UM. During the first several days, HMP faculty took the time to provide the Bayreuth visitors with introductory overviews of the U.S. health care system to set the stage for

the many site visits, expert presentations, and group discussions that the group participated in during their time in the U.S. The tour then extended from Ann Arbor to Pittsburgh and Washington, DC.

During their time in the U.S. the Bayreuth group had a chance to meet and engage in discussions with many inspiring people including:

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| <i>Bethany Lee-Lehner</i> | Director of Patient Education and the Mardigian Wellness Center of the Frankel Cardiovascular Center, University of Michigan Health System |
| <i>John Popovich</i> | President and Chief Executive Officer, Henry Ford Hospital Detroit |
| <i>Dave Fisher</i> | Government Affairs and Policy, Siemens Healthineers |
| <i>Denise Pike</i> | Development Director, Community Health and Social Services (CHASS) Health Center |
| <i>Elanor Kerr</i> | Government Affairs and Policy, Siemens Healthineers |
| <i>Elliott Attisha</i> | Associate Medical Director, School-Based and Community Health Program, Henry Ford Health System |
| <i>James Pitcavage</i> | Strategic Program Director, Geisinger Health System |
| <i>Jersey Liang</i> | Professor of Health Management and Policy, Department of Health Management and Policy, University of Michigan |
| <i>Jim Jordan</i> | President & CEO of Pittsburgh Life Sciences Greenhouse, Distinguished Service Professor of Healthcare & Biotechnology Management and Sr. Director of Healthcare & Biotechnology Programs at Carnegie Mellon University |
| <i>Joe Marks</i> | Executive Director of the Center for Machine Learning and Health at CMU, Pittsburgh Health Data Alliance |
| <i>Joneigh Khaldun</i> | Executive Director and Health Officer, City of Detroit Health Department |
| <i>Kimberlydawn Wisdom</i> | Senior Vice President, Chief Wellness and Diversity Officer, Henry Ford Health System |
| <i>Louisa Laidlaw</i> | Administrative Fellow, Henry Ford Hospital and Health Network |
| <i>Mark Esherick</i> | Government Affairs and Policy, Siemens Healthineers |
| <i>Mohsin Hashmi</i> | Kaiser Permanente Center for Total Health |
| <i>Noam Kimelman</i> | Co-Owner, Fresh Corner Cafe |
| <i>Pauline Do</i> | Administrative Fellow, Henry Ford Hospital and Health Network |
| <i>Peter Jacobson</i> | Professor of Health Management and Policy, Department of Health Management and Policy, University of Michigan |
| <i>Robert E. Moffit</i> | Senior Fellow in The Heritage Foundation's Center for Health Policy Studies |
| <i>Steve Phillips</i> | Government Affairs, Johnson & Johnson |
| <i>Terrisca Des Jardin</i> | Administrative Director Physician Organization of Michigan ACO |

The 16 student essays in this edited volume provide insights into the topics covered and trends discussed during the group's visit to the U.S. While they cannot provide a comprehensive overview of the U.S. health care system of the early 21st century, they describe innovative ideas and trends in the delivery and financing of health care in the U.S.

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The study tour was organized by Prof. Dr. Andreas Schmid, Assistant Professor Health Management, University of Bayreuth (www.mig.uni-bayreuth.de) in close collaboration with Prof. Dr. Simone Singh, Assistant Professor, Department of Health Management and Policy, University of Michigan School of Public Health.

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