

Managed Care: ISPS Professors Study Future of Health Care

Noting that managed care represents the future of health care, two ISPS professors have begun directing empirical studies on several kinds of managed care organizations, with the goal of shedding light on the significance of ownership form and implications for the medical profession and patients.

The project is under the direction of Mark Schlesinger and Bradford H. Gray from the Department of Epidemiology and Public Health (EPH), with involvement of graduate students from EPH and economics. The topic is of interest, not only because of the evolutions in health care, but also because an ownership transformation (from nonprofit to for-profit) has occurred over the past decade and because the field represents an arena of particularly intense competition between for-profit and nonprofit organizations.

The initial two projects focus on utilization review organizations and HMOs. The utilization review study includes a 1992 survey of organizations engaged in the prior authorization of non-emergency hospitalization. Papers have been completed on the relationship of ownership form to various measures of community benefit and on implications of utilization review for medical professionalism. Lending interest to the study of possible ownership form differences is the absence of a charitable tradition among the organizations.

The HMO work is based substantially on data reported by HMOs to state insurance commissioners in the years 1987-1993. Once the data are cleaned and missing data is filled in, a paper is planned on changelings—nonprofits that became for-profits during the 1980s and 1990s—and on ownership-related differences in expenditure patterns. ❖

B R I E F

The Program in Ethics, Politics and Economics

The Program in Ethics, Politics and Economics at ISPS sponsors interdisciplinary teaching and research in the social sciences and humanities. Its objective is to foster informed debate about public policy in the light of disciplined reflection on the fundamentals of human association. The program was created in the belief that trends toward even more specialized fields and sub-disciplines should not displace attempts to integrate empirical, analytical and normative concerns that range over the different disciplines of the modern university.

The EP&E program is home to the undergraduate major in Ethics, Politics and Economics, which involves faculty from anthropology, economics, law, organization and management, philosophy, political science and sociology. The EP&E program also sponsors a variety of conferences, workshops, publications and lectures—most notably the four Castle Lectures, which were delivered in 1994-95 by former Senator Paul Tsongas. The program, which is supported by the George H. Hume Fund and the Ford Foundation, also sponsors a visiting professor of ethics, which is supported by the Robert and Louise Olmsted Fund. Ian Shapiro,

professor of Political Science, directs the EP&E program. Norma Thompson, assistant professor of political science, is the director of the undergraduate studies program in EP&E.

More information on the program is available by calling (203) 432-3285. ❖

B R I E F

Yale Professor Receives Top Prize from Academy of Management



© 1993 by Robert A. Lisak

CHARLES B. PERROW, an expert on social change and organizational theory at Yale University, recently received the Academy of Management's top prize—the Richard D. Irwin Award—for his lifetime contributions to management. Perrow holds a joint appointment in Yale's Department of Sociology and the Yale School of Management (SOM). He is also affiliated with ISPS, where he has organized and led a bi-weekly seminar on complex organizations for many years.

The Richard D. Irwin Award, which was presented in Dallas at a reception for 1,000 international scholars, is the second prize that Professor Perrow has received from the Academy of Management recognizing

his scholarly contributions. In 1985, he was similarly honored for his book *Normal Accidents: Living with High Risk Technologies* (Basic Books Inc.).

Perrow has since published *The AIDS Disaster: The Failure of Organizations in New York and the Nation* (with M. Guillen through Yale University Press) and the third edition of *Complex Organizations: A Critical Essay* (McGraw-Hill). His most recent research explores flexible production systems in Europe and Asia, and the absorption of society by large organizations.

The Academy of Management is a professional organization comprised of 5,000 teachers and international scholars who study various aspects of management. ❖

B R I E F

New Bioethics Seminar Unveiled

ISPS inaugurated a seminar on Bioethics and Public Policy on Nov. 10, 1994. Organized by Arthur Galston, Eaton Professor of Biology, Emeritus, the seminar meets once a month through the academic year to explore problems in the evolving field of bioethics.

Not limited to conventional topics in medical ethics, the areas of focus include selected topics in genetic ethics (both medical and agriculture) and environmental ethics, particularly as these topics impinge on human health and welfare.

The 1994-95 schedule of speakers follows. The seminar meets from noon to 1:30 p.m. in the lower-level conference room at ISPS. Further information is available by calling (203) 432-3285.

1994/95 Schedule

Nov. 10 — Professor David Pimentel, Cornell University: "Ethical and Public Health Implications of the Widespread Use of Pesticides" ❖

Dec. 15 — Thomas Lovejoy, Ph.D., Smithsonian Institution: "Ethical Issues in the Maintenance of Biodiversity"

Jan. 26 — Professor William Galston, School of Public Affairs, University of Maryland: "A White House View of Some Bioethical Problems" (Galston is a member of President Clinton's domestic policy team)

Feb. 9 — Daniel Callahan, Ph.D., president, The Hastings Center: "Ethical Problems in the Allocation of Health Resources to the Elderly"

March 23 — Professor John Robertson, University of Texas Law School: "Cloning Humans"

April 6 — Professor Joshua Lederberg, (Nobel laureate) Rockefeller University: "The Social Function of the Scientist"

May 4 — Professor Richard Lewontin, Harvard University: "Ethical Issues Raised by DNA Technology" ❖

B R I E F

Lilly Endowment Grant Established for PONPO

Over the past four years, PONPO has supported a team of three dozen researchers from 20 universities to create an empirical foundation for understanding the characteristics of trusteeship and community leadership in the nonprofit sector. The research group includes anthropologists, historians, legal scholars, political scientists and sociologists.

In contrast to conventional wisdom about nonprofits, which tend to treat them generically, the project's findings stress the extent to which boards are shaped by such factors as the differences between industries, variations in legal and regulatory settings, the configuration of regional and local institutional cultures, the religious convictions of board members and organizational maturity.

Taking such contextual factors into account can provide trustees, executives and consultants with a better framework than generic ones for set-



Lani Guinier, professor from the University of Pennsylvania Law School, spoke before a capacity audience at Yale's Battel Chapel Oct. 14 as part of the ISPS Lecture Series on Race, Poverty and African-American Development. Guinier, who drew national attention in 1993 when President Bill Clinton revoked her nomination to head the Civil Rights division of the U.S. Justice Department, spoke at Yale on "The Tyranny of the Majority" and called for putting a conversation about race on the national agenda.

ting expectations, gauging effectiveness and tying organizations to the broader concerns of community leadership.

New support from the Lilly Endowment will sustain dissemination of the project's findings, with a particular emphasis on their use by practitioners and teachers of nonprofit management.

Projected activities include a PONPO case series in nonprofit governance, governance workshops to be presented at meetings of nonprofit management professionals throughout the United States and a variety of

(continued on page 22)