

**DISCIPLINA:** Population health

**PROFESSOR:** ANA MARIA MALIK & ALBERTO JOSE NIITUMA OGATA

**DEPARTAMENTO:** ADM

**LINHA:** Health management

**CREDIT:** 1

**1st/2026**



## **BIOS**

### **ANA MARIA MALIK**

She holds a Medical Degree from Universidade de São Paulo, a MSc from FGV and a PhD from Universidade de São Paulo, academic elect for Academy for Quality and Safety in Healthcare, academic elect for Brazilian Academy for Quality (ABQ). Full professor at FGV-EAESP

Board Member of several organizations related to health. Researcher in VBHC, quality and safety in healthcare. Deputy editor of Einstein, for health economics (a Journal of the Albert Einstein Hospital)

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### **ALBERTO J. N. OGATA**

He holds a Medical Degree from FMJ, a master's in medicine from UNIFESP, a Professional master's in health economics from UNIFESP, and a PhD in Preventive Medicine and Public Health from the University of São Paulo (USP). He served as President of the International Association of Worksite Health Promotion (IAWHP) in 2019 and has been a judge for the Global Healthy Workplace Awards from 2013 to 2024. He is also a reviewer for the IESS Award for Scientific Production in Health Management.

He is responsible for the Advanced Management of Health Promotion Programs course in the MBA in Workplace Health Promotion Program Management at the Higher Education Institute of the São Paulo Medical Association (IESAPM). He contributes to advisory boards and technical committees of organizations such as ANAMT, IESS, ABS, and ISS.

He is a member of the Editorial Board of the *American Journal of Health Promotion* and a research fellow at the Center for Health Administration Research at the São Paulo School of Business Administration, Fundação Getulio Vargas (FGVsaúde).

**Currículo Lattes:** <http://lattes.cnpq.br/8306953317726569>

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## COURSE PRESENTATION

The course explores the contemporary concept of population health and examines the social, economic, and political determinants of health. The course also discusses innovative strategies for behavior change, digital health, workplace approach and integrated health management, highlighting their implications for individuals, organizations, communities, and nations



## LEARNING OBJECTIVES

Objetivos Comuns do MPGC	Objetivos da disciplina:	Grau de contribuição
Evidence based management	Discuss best practices for Citizen based healthcare	● ● ●
Applied research	Analyze data from different data bases	● ● ○
Transformative leadership	Driving businesses to take better care of their workers	● ○ ○
Objetivos Específicos das Linhas	Objetivos da disciplina:	Grau de contribuição
LOWER PER CAPITA COST	Issues regarding cost effectiveness and impact of interventions in the Health systems	● ● ●
BETTER HEALTH	Social determinants of Health, wellbeing promotion in different settings and Health system management	● ● ●
BETTER CARE	Coordinate care, primary healthcare, secondary care and technology assessment	● ● ●
Outros objetivos da disciplina: ---		

A descrição completa dos objetivos de aprendizagem do MPGC e outras informações podem ser encontradas em <https://rebrand.ly/mpgc-eaesp>



## SUSTAINABLE DEVELOPMENT GOALS (SDG)

FGV EAESP is a member of UN's PRME (*Principles for Responsible Management Education*) since 2009. Therefore our courses are committed to addressing SDGs.

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ODS	Objetivos da disciplina
1. No poverty	Students will be able to relate to social determinants of health
2. Zero hunger	Students will be able to discuss healthy nutrition issues
3. good Health and well being	Students will be able to analyse factors linked population wellbeing and its determinants
4. quality education	O(a) aluno(a) será capaz de
5. Gender equality	O(a) aluno(a) será capaz de
6. clean water and sanitation	O(a) aluno(a) será capaz de
7. Affordable and clean energy	O(a) aluno(a) será capaz de
8. decent work and economic growth	Students will be able to study different approaches regarding Health in the work environment , including new models of work .
9. Industry, innovation and infrastructure	O(a) aluno(a) será capaz de
10. Reduced inequalities	O(a) aluno(a) será capaz de
11. sustainable cities and communities	O(a) aluno(a) será capaz de
12. responsible production and consumption	O(a) aluno(a) será capaz de
13. Climate action	O(a) aluno(a) será capaz de
14. Life below water	O(a) aluno(a) será capaz de
15. Life on land	O(a) aluno(a) será capaz de
16. Peace, justice e strong institutions	O(a) aluno(a) será capaz de
17. Partnerships for the goals	O(a) aluno(a) será capaz de



## METHODOLOGY

The course methodology is based on the reading of selected texts and articles provided to students before each session. Class meetings will combine interactive lectures conducted by the instructors with contributions from invited experts in different subject areas. These sessions will encourage dialogue and critical discussion, while also incorporating the presentation and analysis of practical and innovative applications relevant to population health



## COURSE OUTLINE

Population health and community ecosystem  
Population challenges and opportunities  
The numbers: the new demographics, population composition, chronic disease pandemics  
Population health and the workplace  
Structural and social determinants of health  
Health care policy and management  
Applications of health system science in patient care. Transitions of care  
Information technology



## WHAT STUDENTS ARE EXPECTED TO KNOW FOR ACTIVE PARTICIPATION.

To participate effectively in the course, students are expected to have prior knowledge and understanding of the health system that will enable them to engage actively with the readings, discussions, and applied activities..



## ASSIGNED READINGS

Ogata, AJN. Saúde Populacional, Gestão e Sustentabilidade Para o Cenário Brasileiro – Editora Atheneu  
ESTERHAY, R.J., NESBITT, L.S., TAYLOR, J.H., GHON, H.J – Population Health – 1.a ed., Convurgent, 2017.  
HODASH, R. H et al – Provider-Led Population Health Management – 2nd. ed. Indianapolis. John Wiley & Sons Inc., 2016.  
NASH, D.B.; FABIUS, R.J.; SKOUFALOS, A.; HOROWITZ, M.R. - Population Health: Creating a culture of wellness (2nd ed.). NY, Jones & Bartlett, 2016

CHRISTENSEN, C. M., GROSSMAN, J.H., HWANG, J. – The Innovator's Prescription: A Disruptive Solution for Health Care (BUSINESS BOOKS) Paperback

World Economic Forum - Human-Centric Health: Behavior Change and the Prevention of Non-Communicable Diseases - [http://www3.weforum.org/docs/IP/2016/HE/HCH\\_Report2017.pdf](http://www3.weforum.org/docs/IP/2016/HE/HCH_Report2017.pdf).

CRISP N. Health is made at home. Hospitals are for repairs. Salus Global Knowledge Exchange, 2020



## CLASS-BY-CLASS SCHEDULE

03.March	Topic
Topics covered	Population Health: definition, components, models) Social determinants of health Challenges and opportunities
Recommended readings	<ul style="list-style-type: none"> <li>Marmot M. The health gap: Doctors and the social determinants of health. Scand J Public Health. 2017 Nov;45(7):686-693. doi: 10.1177/1403494817717448. PMID: 29162019.</li> <li>Chan SL, Ho CZH, Khaing NEE, Ho E, Pong C, Guan JS, et al. (2024) Frameworks for measuring population health: A scoping review. PLoS ONE19(2): e0278434. <a href="https://doi.org/10.1371/journal.pone.0278434">https://doi.org/10.1371/journal.pone.0278434</a></li> </ul>

10.March	Topic
Topics covered	Epidemiology of chronic diseases and risk factors. Populational studies Guest expert
Recommended readings	<ul style="list-style-type: none"> <li>Global burden of disease - <a href="https://www.healthdata.org/">https://www.healthdata.org/</a></li> <li>Hacker K. The Burden of Chronic Disease. Mayo Clin Proc Innov Qual Outcomes. 2024 Jan 20;8(1):112-119. doi: 10.1016/j.mayocpiqo.2023.08.005.</li> <li>World mental health today: latest data. Geneva: World Health Organization; 2025.Licence: CC BY-NC-SA 3.0 IGO.</li> <li>Vollset, Stein Emil et al. Fertility, mortality, migration, and population scenarios for 195 countries and territories from 2017 to 2100: a forecasting analysis for the Global Burden of Disease Study. The Lancet, Volume 396, Issue 10258, 1285 - 1306</li> </ul>

17.March	Topic
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<b>Topics covered</b>	Population health and the workplace Culture of health – ESG – Productivity – Human capital Guest expert
<b>Recommended readings</b>	<ul style="list-style-type: none"> <li>Javanmardi, S., Rappelt, L., Zangenberg, S. <i>et al.</i> Effectiveness of workplace health promotion programs for industrial workers: a systematic review. <i>BMC Public Health</i> <b>25</b>, 168 (2025). <a href="https://doi.org/10.1186/s12889-025-21365-8">https://doi.org/10.1186/s12889-025-21365-8</a></li> <li>Safeer, Richard MD; Allen, Judd PhD. Defining a Culture of Health in the Workplace. <i>Journal of Occupational and Environmental Medicine</i> 61(11):p 863-867, November 2019.   DOI: 10.1097/JOM.0000000000001684</li> <li>Global Healthy Workplaces Awards - <a href="https://www.globalhealthyworkplace.org/awards/">https://www.globalhealthyworkplace.org/awards/</a></li> </ul>

<b>24.March</b>	<b>Topic</b>
<b>Topics covered</b>	Health care policy and management Applications of health system science in patient care. Transitions of care Triple aim – Chronic care model – Primary health care Value-based healthcare Guest expert
<b>Recommended readings</b>	<ul style="list-style-type: none"> <li>Berwick DM, Nolan TW, Whittington J. The triple aim: care, health, and cost. <i>Health Aff (Millwood)</i>. 2008 May-Jun;27(3):759-69. doi: 10.1377/hlthaff.27.3.759.</li> <li>Tran V, Diard E, Ravaud P. Priorities to improve the care for chronic conditions and multimorbidity: a survey of patients and stakeholders nested within the ComPaRe e-cohort. <i>BMJ Quality &amp; Safety</i> 2021; 30:577-587</li> </ul>

<b>31.March</b>	<b>Topic</b>
<b>Topics covered</b>	Technology of information and communication Digital health Trend in population health Guest expert
<b>Recommended readings</b>	<ul style="list-style-type: none"> <li>Global strategy on digital health 2020-2025. Geneva: World Health Organization; 2021. Licence: CC BY-NC-SA 3.0 IGO.</li> <li>Senbekov M, Saliev T, Bukeyeva Z, Almabayeva A, Zhanaliyeva M, Aitenova N, Toishibekov Y, Fakhradiyev I. The Recent Progress and Applications of Digital Technologies in Healthcare: A Review. <i>Int J Telemed Appl</i>. 2020 Dec 3;2020:8830200. doi: 10.1155/2020/8830200. PMID: 33343657; PMCID: PMC7732404.</li> <li>Livieri G, Mangina E, Protopapadakis ED and Panayiotou AG (2025) The gaps and challenges in digital health technology use as perceived by patients: a scoping review and narrative meta-synthesis. <i>Front. Digit. Health</i> 7:1474956.doi: 10.3389/fdgth.2025.1474956</li> </ul>