Global Healthcare Strategy SP20
EMBA Friday/Saturday A Term, January 10-Feb 22

Instructor
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Description
The Global Healthcare Strategy course focuses on novel approaches the public and private sectors are taking to address the three pillars of the healthcare ecosystem: 1) Increasing the ability of patients to access care 2) improving the quality of care delivered and patient outcomes and 3) making healthcare more efficient and affordable. The course will examine how the private sector is deploying innovative healthcare financing models, applying technology and evolving the role of patient centricity to address healthcare deficiencies in developed and underserved nations. Increasingly, private/public partnerships with an entrepreneurial mindset are emerging as a best practices model to improving healthcare in developing countries and the course will explore how these models operate. The role of key stakeholders in designing and implementing healthcare strategies will be studied including the role of providers/hospitals/healthcare systems; payors both private and public; manufacturers including biopharma, device and digital; and patient organizations. Woven throughout the course will be an examination of novel strategies for addressing chronic diseases, rare and orphan diseases and infectious diseases. The structure of health care systems in different countries will be reviewed, with a focus on healthcare in the total economy; the structure of healthcare delivery and the role of key stakeholders; models for innovation in healthcare financing, services and technology; and funding models for innovation.

Course Learning Objectives
• Analyze need for innovation in healthcare services, including role of finance, reimbursement, delivery models, technology innovation
• Study strategic approaches and innovation models in developed, developing and underserved healthcare markets
• Identify future opportunities for investment and career growth

Format and Approach
This course promises to be intellectually stimulating and challenging. Class participation will be critical for the students, and we will constantly seek to relate the information and ideas discussed in the classroom to issues currently confronting companies, investors and entrepreneurs in this sector. Understanding/experience in the healthcare, venture capital, and/or technology sectors will be highly valuable. Students will benefit from attending the first class session to understand material to be covered in later stages of the course.
Student focus
Students who plan to work in any of the following segments of the health care field should find this course to be valuable:

- Health insurers and managed care organizations
- Hospitals and physician practices
- Financial services focused on health care
- Public and not-for-profit organizations focused on health care
- Pharmaceutical and medical device companies
- Digital healthcare innovation technology

Core Culture
This course adheres to Columbia Core Culture. Students are expected to be:

- Present: (1) On time and present for every session; (2) Attendance tracked
- Prepared: (1) Complete pre-work needed, expect cold calling; (2) Bring nameplates
- Participating: (1) Constructive participation expected and part of grade; (2) No electronic devices unless explicitly called for by the instructor

Course Topics
The course will focus on ensuring students understand critical components of innovative healthcare business models, internationally, including the:

- Key drivers of change in health services and life sciences and new strategies to improve quality, access and cost
- Strategic challenges and opportunities to improve healthcare
- Best practice models of healthcare services and financing in select countries, including a focus on healthcare in mature markets vs. frugal innovation in emerging countries
- Role of technology in innovation
- Investment models and key actors
- Role of various stakeholders, including consumers / patients
- Cost, pricing and reimbursement
- Role of government regulation
- Legal and intellectual property
- Infrastructure to enable health care and wellness

Strategy Framework and Innovation Model
The class will apply an innovation model and strategic planning framework to profile, evaluate and recommend changes to the healthcare innovation strategies at a country and industry level. This framework will allow students to deepen their understanding of what drives and sustains strategy and innovation as countries and companies explore creative ways to solve their healthcare problems around cost, access, quality, patient outcomes and how these imperatives are balanced with investment returns and risks. We will contrast mature countries such as the US with its system of innovation with the frugal innovation models being utilized by emerging countries including Brazil, India and Africa.
Class format will be lectures, readings, assignments, and case studies, and presentations from senior executive guest speakers. Students will be asked to monitor current events in global healthcare and each student will have an opportunity to share their insight and lead discussion on a healthcare/life sciences current event.

Assignments and method of evaluation

**Participation:** Attendance and classroom discussions based on readings and current events; case analysis. (30%)  
**Individual assignments:** Three case studies due 5 days after relevant lecture (45%)  
**Final presentation:** One final group presentation on any topic of choice from those covered in this course using the innovation model and strategic planning framework (25%)

Inclusion, Accommodations, and Support for Students
At Columbia Business School, we believe that diversity strengthens any community and brings it greater success. Columbia Business School is committed to providing all students with the equal opportunity to thrive in the classroom by providing a learning, living and working environment free from discrimination, harassment, and bias of the basis of gender, sexual orientation, race, ethnicity, socioeconomic status, or ability. Students seeking accommodation in the classroom may obtain information on the services offered by Columbia University’s Office of Disability Services online at www.health.columbia.edu/docs/services/ods/index/html or by contacting (212) 854-2388.

**Classes 1 and 2: Overview of global healthcare metrics and basis for strategies to improve access, quality and cost (Review of 8 countries and 1 continent)**

In classes 1 we will review basics of healthcare delivery including design and financing of public and private insurance and services delivery. Examine organization of healthcare delivery and the reimbursement of physicians, hospitals, and pharmaceutical and device manufacturers. Review models for technology adoption and payment- the need to balance access and quality with the cost of innovation. How to evaluate healthcare systems among different countries.

**Assignment**

Case Study TBD  
Guest Speaker TBD

Sample readings and case studies classes 1 and 2

<table>
<thead>
<tr>
<th>Country</th>
<th>Readings</th>
<th>Case Study/Guest Speaker</th>
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</table>
| US      | Squires, David [2015]. “U.S. Health Care from a Global Perspective: Spending, Use of Services, Prices, and Health in 13 Countries.” The Commonwealth Fund, 1819 Vol15 | Examine the US healthcare landscape and trends  
Strategies for addressing the cost crisis in healthcare |
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<tr>
<th>Country</th>
<th>Reference</th>
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<tbody>
<tr>
<td>Germany</td>
<td>Gopffarth and Henke [2013]. “The German Central Health Fund-Recent developments in healthcare financing in Germany.” <em>Health Policy</em> 109: 246-252.</td>
<td>Case study on strategies to improve quality and control cost in Germany and The Netherlands</td>
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<td></td>
<td>Barlow et al [2013]. “Europe sees mixed results from public-private partnership for building and managing healthcare facilities and services,” <em>Health Affairs</em> 32[1]: 146-154.</td>
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<td>China</td>
<td>“Beijing’s goal to increase number of doctors faces low pay test.” <em>Financial Times</em>. January 20, 2017.</td>
<td>Chindex case study</td>
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<td></td>
<td>Roberta Lipson, ’86, CEO Chindex Children’s and Family Hospital, China (first private hospital in China)</td>
<td></td>
</tr>
<tr>
<td>India</td>
<td>Hausman, Sandy. “India’s Narayana Health Offers a Model of Efficient, High-Tech Care. Frugal Innovations with Global Implications. Commonwealth Fund podcast and transcript.</td>
<td>Amit Gulwadi, Celgene (case study on setting up clinical research in India)</td>
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### South America


**Case study on frugal innovation in Mexico and Brazil**

### Africa


**https://www.ifc.org/wps/wcm/connect/news_ext_content/ifc_external_corporate_site/news+and+events/healthafricafeature**

**Case study on private public models to advance vaccines in Africa. Guest speaker Dr. Paula Annunziato, Merck**

### Class 3: Digital Strategies in Healthcare and the Life Science

This session will focus on the top trends in digital healthcare across the globe and evaluate which countries and sectors have been the front runners in adopting digital innovation. We’ll also discuss the biggest hurdles, laws and regulations in digital health. We’ll focus specifically on the impact of artificial intelligence, Electronic Medical Records (EMRs), Digital HIT such as wearables.

### Readings

- [https://healthcare.mckinsey.com/digital](https://healthcare.mckinsey.com/digital)
Assignments
- Case study on digital therapeutics
- Topic for the final presentation to be submitted

Guest speaker
1. Flatiron Health or COTA
2. Benevolent AI

Classes 4 and 5: Drug, discovery & development and innovation in biopharmaceuticals and medical technology
These two sessions will provide an overview of the dynamics of the pharmaceutical and medical device industry across the globe. Some key differences include how drug pricing and regulations differ in each country and how those differences feed into the payment system. We’ll also cover the recent development in personalization of medicines using real world data, and the new business models, especially medical technology models, in the pharma and medical device industry.

Readings

Assignments
- Case Study TBD

Guest speaker
- Allazo Health
- Novartis/Intercept—commercial approaches to gene therapy and chronic disease
- Abbott—approaches in diabetes care via technology

Class 6: Final Project Presentations and Course Wrap-up
Final course wrap up highlighting key takeaways from each session. Final presentations are also due in this class. Students will form a group of 4-5 and submit a 4-5 slides presentation (excluding title slide) on a topic of choice.