Global Healthcare Strategy SP20
EMBA Friday/Saturday A Term, January 10-Feb 21
Warren Hall Room 416; Room 415 class 1/25 only

Instructor
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With guest instructor Prof Mike Lovdal 1/10, 1/25 and 2/7

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 markets.

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 participation in classroom discussions based on readings, lectures, guest speakers and current events. (30%)

**Individual assignments:** Three short papers/PowerPoint presentations analyzing healthcare topics covered in class due 7 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 (and the first half of class 3): Overview of global healthcare metrics and basis for strategies to improve access, quality and cost (Review of 8 countries and 1 continent)**

**Meets Fri. Jan. 10, 1230 p.m.; Sat. Jan. 11, 345 p.m.; Sat. Jan. 25 120 p.m.**

In classes 1 and 2 and the first half of 3, 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. How to evaluate healthcare systems among different countries by analyzing Access, Quality and Cost. How to assess healthcare strategy by countries and corporations applying the Business Strategy Framework
Assignment Due/Posted on Canvas by Saturday, January 18
Write a 2-3-page double-spaced paper, including references e.g. the Commonwealth Fund, comparing and contrasting the healthcare systems of two countries using the healthcare system metrics of Access, Quality and Cost as reviewed in Class 1.
Or, write paper (see above), examining pharmaceutical cost control measures in Germany and France and analyze pros and cons for US. adoption.

Background readings for classes 1, 2 and part of 3, including assignment 1

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<th>Country</th>
<th>Readings</th>
<th>Notes</th>
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<tr>
<td>US &amp; EU</td>
<td>OECD Health Data 2017 published in Health at a Glance 2019, November 7, 2019</td>
<td>(Helpful reference for assignment 1, option 1 on contrasting healthcare systems metrics per country with specific examples)</td>
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<td><a href="https://doi.org/10.26099/tjmg-w192">https://doi.org/10.26099/tjmg-w192</a>.</td>
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<td></td>
<td>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 Vol 15</td>
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<td><a href="https://hbr.org/2017/07/is-the-u-s-ready-for-a-single-payer-health-care-system">https://hbr.org/2017/07/is-the-u-s-ready-for-a-single-payer-health-care-system</a></td>
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<td>Barlow et al [2013]. “Europe sees mixed results from public-private</td>
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[https://doi.org/10.26099/fpws-yy07](https://doi.org/10.26099/fpws-yy07). |

(Helpful reference for contrasting US and the Netherlands healthcare systems for assignment 1, option 1)

National Institute for Clinical Effectiveness (NICE) and its role in evaluating and approving new drugs and technologies—gene therapies

Case study on strategies to improve quality and control cost in Germany

Analysis of Germany’s attempts to control pharmaceutical prices (reference for Assignment 1, option 2)
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<th>Country</th>
<th>Resource/Article</th>
<th>Description</th>
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<tbody>
<tr>
<td>India</td>
<td>Mohanan, Manoj; Hay, Katherine, Mor, Nachiket, “Quality of Health Care in India: Challenges, Priorities, and The Road Ahead, “Health Affairs, No. 10 (2016) 1753-1758.</td>
<td>Overview article on the status of India’s efforts to improve and expand healthcare.</td>
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<td></td>
<td>Hong-Gam Le. [2016]. “A Sustainable Model for Delivery High-Quality, Efficient Cataract Surgery in Southern India. <em>Health Affairs</em>. 35:10.</td>
<td>Case study of the Aravind eye clinic for cataract surgery with a focus on frugal innovation models</td>
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<td>Mexico and Haiti</td>
<td>Macinko, James. [2016]. “Gaps in Primary Care and Health System Performance in Six Latin American and Caribbean Countries. <em>Health Affairs</em>. 35:8.</td>
<td>Guest speakers Mike Lovdal on Global Planned Parenthood (Mexico focus) and Conor Shapiro, President and CEO, Health Equity International</td>
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Class 3: Complete module on Health Care Services (Mexico and Haiti); Begin module on Digital Strategies in Healthcare Life Sciences

**Saturday January 25, 1230 p.m. (Room 415)**

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

**Assignments**
- Prepare a 5-page ppt on a digital innovation that can improve healthcare quality, access and cost in a country of your choice. Describe problem to be solved, innovation/solution and how it works, proof points/metrics to show impact on quality, access, cost, describe business model, provide point of view on financial sustainability of innovation. Post on Canvas Saturday Feb. 1.
- Topic for the final presentation due

Guest speakers for healthcare services:
1. Conor Shapiro, President and CEO, Health Equity International
2. Prof Mike Lovdal, Global Planned Parenthood

Classes 4 and 5: Complete module on digital; Begin module on Drug, discovery & development and innovation in biopharmaceuticals and medical technology

**Friday, February 7, 830 a.m.; Saturday February 8, 345 p.m.**

The first class will conclude the module on digital and healthcare. The second class 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 difference feed into the payment system. We will 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
1. Write a 2-3-page paper, including references, analyzing the promise and challenges of precision medicine (please define your interpretation and application) in a therapeutic area and country of your choice. Post on Canvas Saturday, Feb. 15.

Guest speaker from digital health module
Faris Ghawi ‘2015, Co-founder, Vytalize Health

Guest speaker from biopharma module on precision medicine
Cintia Puccina, MBA, Head of Commercial, Cell Therapies, Novartis

Class 6: Final Project Presentations and Course Wrap-up
Friday, Feb. 21 345 p.m.
Final course wrap up highlighting key takeaways from each session. Final presentations are also due in this class. Students will form a group of 3-4 and submit a 5-slide presentation (excluding title slide and references) on a healthcare innovation/strategy using the Business Strategy Framework from Class 1 (Prof Lovdal lecture).