**Transforming the Delivery of Healthcare Services**

**B8118**

**FALL 2019**

**REQUIRED COURSE MATERIAL**

See assigned readings in Canvas

**REQUIRED PREREQUISITES AND CONNECTION TO THE CORE**

The learning in this course will utilize, build on and extend concepts covered in the following core courses:

|  |  |
| --- | --- |
| **Core Course**  Strategy Formulation | **Connection with Core**  1. Competitive analysis  2. Strategic differentiation |
| Leadership | 1. Influence & persuasion 2. Teams |
| Managerial Economics | 1. Pricing with market power 2. Barriers to entry |
| Statistics | 1. Variability 2. Linear regression |
| Operations Management | 1. Alignment of business strategy and processes 2. Managing quality |

**Important note:** Students **must** have a good working knowledge of the U.S. healthcare delivery system including:

* the structure, organization and financing of hospitals and health systems
* physician practice patterns and compensation systems
* public and private payment systems including FFS, DRGs, RBVs, and capitation
* the Medicare and Medicaid systems including Medicare managed care
* insurance companies and types of health plans including PPOs, POS, HMOs, high deductible health plans, etc.
* the role of employers in healthcare including the difference between fully insured and self-funded organizations

**COURSE DESCRIPTION**

This course provides an advanced, critical analysis of the delivery and payment of healthcare services in the U.S. with a specific focus on actions innovative healthcare providers and health insurers are taking to improve the quality of patient care, manage the escalating costs of providing such care, and enhance business performance. It will analyze the attractiveness and feasibility of new approaches to address the challenges facing providers, payers and patients operating in an inefficient, misaligned, and fragmented healthcare system. Particular focus will be given to the impact of the 2009 HITECH Act and the Affordable Care Act (ACA) of 2010 as well as the effect of changes to the ACA. There will be guest lectures by a variety of major leaders in healthcare business and policy. The course will be useful for students interested in careers in health system management, health insurance, HCIT, healthcare consulting & banking, private equity, investment management, health policy, entrepreneurship in the healthcare services sector and pharmaceuticals, medical devices & diagnostics.

**COURSE LEARNING OBJECTIVES**

Students who successfully complete this course will be able to:

* Understand how recent healthcare legislation and the current political environment have affected and are affecting payers and providers.
* Assess new strategies to improve quality and control costs, through emerging payment and delivery methods.
* Understand the motivation for and challenges associated with new consolidation, acquisition, and partnership strategies.
* Examine how the changing roles of physicians, other medical professionals, and non-medical health workers, as well as the adoption of new technologies, are contributing to greater efficiency and effectiveness.
* Understand the capabilities for succeeding in the rapidly evolving healthcare environment.

**ASSIGNMENTS**

You will be expected to submit four written assignments. Each is due before class and will form the basis of much of the class discussion. Even if you do not submit a written assignment, you will be expected to have read the assigned material and be able to discuss it. **Late assignments will not be accepted** unless there is an exceptional circumstance. Under the business school designation, these assignments are Type B. You may discuss the assignments in groups, but you must hand in your own individually written report. Grades will be assigned on an individual basis and the grade will be out of a maximum of 10 points. The reports will address specific questions that will be available on Canvas and should be no more than 1 page. You can expect cold calling will be used for these assignments and responses will count towards your class participation grade.

**METHODS AND MATERIALS**

All readings and cases are available via links in Canvas. Some readings are meant as reference material and others are listed as “assignments” see above. Additional readings and assignments will be posted on Canvas as needed.

The course involves a mixture of lectures, class discussions, case analyses and presentations by prominent guest speakers. The workload consists of class participation, written assignments, and a take-home final exam.

**CLASS PARTICIPATION**

Class participation will be based on attendance using a sign-in sheet, as well as the extent and quality of contributions to class discussions. For those not as comfortable with speaking out in class, you can also contribute by sending relevant newspaper or other articles and/or communicating ideas and thoughts with the class using Canvas.

**GRADING**

Course grading will be based on the following evaluation weights:

|  |  |
| --- | --- |
| Participation | 20% |
| Assignments | 40% |
| Take-home Final Exam | 40% |

**CLASSROOM NORMS AND EXPECTATIONS**

Lectures, guest speakers, and class discussions are the major vehicles for learning the material. Therefore, it is imperative that **you attend all classes, arrive on time, and give speakers and your fellow classmates your full attention.** The course will touch upon controversial topics and it’s important for us all to listen to each other without being overly defensive or argumentative. If you cannot attend a specific class or have to arrive late or leave early, let the instructors know in **advance** by email. Please refrain from using laptops, IPads, cellphones, etc. in class. You will be given session guides for all classes and you can use these to take notes. Session guides will also be posted on Canvas after each class.