Transforming the Delivery of Healthcare Services

B8118 --- Summer 2020

PROFESSOR ASHLEY SWANSON

SUBJECT TO CHANGE

A. ADMINISTRATIVE INFORMATION

Contact Information

Office: Uris 621
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Office hours: Please send me an email to arrange for a meeting.

REQUIRED COURSE MATERIAL

There is no textbook for this course. See assigned readings linked on Canvas. All cases are available for purchase at the link specified on Canvas. At the start of each session, students will be provided with a handout which accompanies slide presentations. Students may find it useful to bring a notebook or other materials on which to take notes. Relevant materials from each class will be posted on Canvas on the day after class.

Lecture Notes I will post the lecture slides on Canvas after each class, but note that the slides are not a complete record of all that is discussed in class. It is recommended that you take notes during the class as a supplement to the slides.

B. COURSE DESCRIPTION

The U.S. healthcare system is an enormously complex, trillion-dollar industry, accounting for over 18% of GDP. It includes thousands of hospitals, nursing homes, specialized care facilities, independent physician practices and partnerships, web-based and IT-supported service companies, managed care organizations, and major manufacturing corporations. It continues to grow in size and complexity, complicating the long-standing challenges of controlling costs, expanding consumer access, and improving quality. The historic Affordable Care Act resulted in significant changes for the entire industry and subsequent federal and state legislation will continue to impact delivery and payment systems in the coming years. This tremendous dynamism is unmatched by any other industry and offers incredible opportunities for new business endeavors.

This course provides an advanced, critical analysis of the delivery and payment of healthcare services in the U.S., with a focus on the actions that innovative firms 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 emphasis will be given to the impacts of health care policy and regulation.

The course will be useful for students interested in careers in health system management; health insurance; healthcare IT; healthcare consulting and banking; private equity; investment management; health policy; entrepreneurship in the healthcare services sector; and pharmaceuticals, medical devices, and diagnostics. There will be guest lectures by a variety of major leaders in healthcare business and policy.

C. 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:

<table>
<thead>
<tr>
<th>Core Course</th>
<th>Connection with Core</th>
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| Strategy Formulation                 | 1. Competitive analysis  
  2. Strategic differentiation        |
| Leadership and Organizational Change | 1. Influence & persuasion  
  2. Teams                              |
| Managerial Economics                 | 1. Pricing with market power  
  2. Barriers to entry                |
| Managerial Statistics                | 1. Variability  
  2. Linear regression               |
| Operations Management and Strategy   | 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
- the Medicare and Medicaid systems
- insurance companies and types of health plans
- the role of employers in healthcare
D. COURSE REQUIREMENTS AND GRADING

Grading will be based on participation (20%), case write-ups (40%), and an in-class final (40%).

1) Class Participation (20% – Individual/Type B)

Class participation will be based on attendance using a sign-in sheet, as well as the extent and quality of contributions to class discussions. In-class discussions are an integral part of the course, and students are expected to contribute to the learning experience of the class by asking relevant questions and offering insights into the topic at hand. Quality of contribution matters (much) more than quantity. However, students should feel free – indeed obliged – to ask clarifying questions when they are not following what is happening in lecture. Particularly important to the participation grade will be students’ participation during days when we analyze case studies.

2) Written Assignments (40% – Individual/Type B)

You will be expected to submit four written assignments. The reports will address specific questions that will be available on Canvas and should be no more than one page. Each is due electronically before class and will form the basis of some 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. You can expect cold calling will be used for these assignments and responses will count towards your class participation grade.

3) Final Exam (40% – Individual/Type B)