Course Description

This course will explore the healthcare sector in its most comprehensive sense. It will analyze the healthcare “system” across the continuum of patient care – from prevention, to early detection, to diagnosis and treatment, to palliative care. Students will gain exposure to and knowledge of the many components of the industry, including issues in finance, accounting, supply chain, organizational behavior, strategy, healthcare IT, regulatory policy, and manpower planning and development. Emphasis will be placed on where contemporary management practice can engage for improvement, within the limits allowed by the exercise of clinical judgment.

Course Purpose

The healthcare sector is a large and growing percentage of the nation’s GDP, and yet it is one of the most disjointed and complex industries in America. The sector is in great need of systems-oriented management during this time of rapid change and significant stress.

This course is designed to provide insight and working knowledge of the healthcare sector for those students considering a career in the field. It will demonstrate its vast complexities regarding the regulatory environment, the decentralized and disaggregated nature of the sector, the dynamics of managing within a clinical setting, and the rapidly-changing landscape of financing the industry by multiple parties.

Focus

The course will be cross-cut with opportunities for participating and solution from the major themes of the College of Business. Issues arising from the exploration of the healthcare industry will be addressed from these core areas, with special emphasis on the use of technology in the management solution of the challenge. Contributions to problem solving from Engineering and Policy will be illustrated.

Students from Engineering, Business, Policy and the Sciences who are contemplating a career in Medicine, Dentistry, Nursing, or Physical Therapy will have a better appreciation for the environment in which they will work, with a special exposure to the dynamic state of change in which the medical arts have been traditionally practiced.
December 2, 2013

Approach

The course will use illustrative cases, special readings, and guest speakers to provide a foundation for class participation. Students successfully completing this course will have an advantage in pursuing a career in healthcare management by using an appreciation for the complexity of the industry and the common language in the industry to demonstrate how their knowledge of finance, accounting, engineering, marketing, etc. can be applied to the industry, with an appreciation for the unique challenges of current operations and future transformation.

Course Objectives

On successful completion, this course will enable students to:

- Articulate the major shifts underway in healthcare due to transformation
- Understand the primary relationships among hospitals, medical practices, public and private insurance, and public health
- Describe the commercialization processes in pharmaceuticals and medical devices
- Demonstrate understanding the differences between the U.S. healthcare sector and those of the rest of the industrialized nations, and describe the high-cost/low-results experienced by the U.S.
- Understand the role of ethics in healthcare management, particularly with end-of-life care, privacy with healthcare IT, and resource allocation

Required Readings

The healthcare industry in the U.S. is currently under significant transformation and is changing so rapidly that textbooks are all out-of-date. Therefore, required readings will consist of current events, both provided by the Professor and the news clipping service Zite [www.zite.com](http://www.zite.com), available on iPad, iPhone, and Android devices.
Cases

Wheeling Cardiology Associates, HBS| TCG139-PDF-ENG

ThedaCare: System Strategy 708424-PDF-ENG

When Supply is of Public Interest: Roche & Tamiflu, HBS 9-609-061

The cases above may be ordered directly from HBS Press:
https://cb.hbsp.harvard.edu/cbmp/access/23371120

Cases provided by the Professor:

Against All Odds: the Successful Hospital Merger that Formed Children’s Healthcare of Atlanta, William J. Todd and Kristin Watkins

The Harbin Clinic: Early Adoption of EMR Advantages and Challenges, William J. Todd and Margaret Singletary

The Rollins School of Public Health: Strategic Business Decisions in the Academic Realm, by William J. Todd and Francis LaRossa
Work Plan

• Course Construct and Value Proposition. An examination of the high cost of healthcare in the United States, with the corresponding low health status compared to the rest of the world, including emerging nations as well as the developed world. A comparison of healthcare vs. health.

  Session 1: Jan 7 – Introductions and Class Organization, Review of Syllabus.
  Session 2: Jan 9 -- The Health of Americans: the Cost/Value Dichotomy

• Public Health

  A look into the domestic and global public health infrastructure, with special emphasis on the Centers for Disease Control. A historical review of the elimination of certain diseases (smallpox, plague, diphtheria) and the prospects for others (polio, malaria) with a view of the role of management in these efforts.

  Session 3: Jan 14 -- Video: Presentation by Dr. William Foege, Bill and Melinda Gates Foundation, former Director of the Carter Center, former Director of the CDC, on the occasion of his awarding of the Ivan Allen, Jr. Prize for Social Courage

  Case: The Rollins School of Public Health: Strategic Business Decisions in the Academic Realm, by William J. Todd and Francis LaRossa, provided by the Professor

  Session 4: Jan 16 – Video: And the Band Played On
  Session 5: Jan 21 – Video: Continued
  Session 6: Jan 23 – Guest Lecture: Marcus Plescia, MD, MPH, Director, Division of Cancer Prevention and Control, CDC

• Public Health and Primary Care

  Insights into the role of primary care in moving from healthcare to health, including trends in prevention, medical home, and accountable care organizations. Emphasis on the role of electronic medical records in coordination of care between primary and specialty care.

  Session 7: Jan 28 -- Lecture

  Session 8: Jan 30 -- Guest Speaker: Mendal Bouknight, President, Piedmont Foundation, The Role of Philanthropy in Healthcare
Session 9: Feb 4 – Guest Lecture: Jim Curran, MD, MPH, Dean, Rollins School of Public Health, Emory University

Session 10: February 6 – Group Exercise: Selecting a Primary Care Physician

• Week 6 – Healthcare IT

An understanding of the poor utilization of IT in the industry compared to other industries (banking, transportation, retail, etc.), the unique problems of an industry with few standards, and the lack of significant market share of any players and the barriers that exist for widespread adoption and portability of medical information. Prospects for industry turmoil with the 2014 mandate in place for 100% adoption.

Session 11: February 11 – Guest Speaker: Pam Arlotto, IE ’80, CEO Maestro Strategies, Past President, Healthcare Information Management Systems Society, : The HITECH Act

Session 12: February 13 – Case: The Harbin Clinic: Early Adoption of EMR Advantages and Challenges, William J. Todd and Margaret Singletary (Graded – Individual Assignment)

• Pharmaceuticals and Medical Devices

Prospects for dramatic advances in diagnosis and detection based on major advances in sensor technology and advanced imaging through nanotechnology. Exposure to product development issues, FDA requirements, medical liability, and the role of management in forecasting markets and business cases. An appreciation for the process of discovery, development, testing, and marketing in the prescription drug industry, including issues in pipeline development of new products and market analysis on selecting therapeutic targets.

Session 13: February 18 -- Guest Speaker: Tiffany Wilson Karp, General Manager & COO, Global Center for Medical Innovation (GCMI), Medical Devices

Session 14: February 20 -- Case: When Supply is of Public Interest: Roche & Tamiflu (HBS Case 9-609-061). (Graded-Group Assignment)
Session 15: February 25 -- Guest Speakers: Leanne West, MS Physics ’94, MS EE ’97 Principal Research Scientist, Director, Landmarc Research Center, GTRI., Brittiany Hailey, BIO ’13, The Raschbaum Grasper

Session 16: February 27 – Guest Speaker: Nancy Paris, CEO, Georgia Center for Oncology Research and Education, Clinical Trials

Session 17: March 4 – Mid-Term Exam

• Hospitals and Integrated Health Systems -- A historical look at the role of the non-profit model, the nature of philanthropy, the growth in for-profit systems, and market consolidation. A look to the future with particular emphasis on the pressures of health reform and engineered innovation. An analysis of merger dynamics.

Session 18: March 6 – Case: ThedaCare: System Strategy Michael E. Porter; Sachin H Jain, Harvard Business Publishing, 708424-PDF-ENG

Session 19: March 11 -- Case: Against All Odds: the Successful Hospital Merger that Formed Children’s Healthcare of Atlanta, William J. Todd and Kristin Watkins (Graded-Group Assignment)

Session 20: March 13 – Guest Speaker: Dr. Dan Salinas, Children’s Healthcare of Atlanta, The Role of the Medical Director

Session 21: March 25 – Thomas E. Hassett III, IM ‘70, Retired Senior Hospital Executive, Hospital 101

Session 22: March 27 – Case: Wheeling Cardiology Associates, HBS| TCG139-PDF-ENG
• Future Trends in Healthcare

A forecast for the role of management in using tools in process re-design, bioinformatics, personalized medicine, and outcomes assessment for improving the cost/value equation.

An examination of the simultaneous highly-regulated and free-market environment in US healthcare compared to the rest of the world, and how it creates opportunities and inefficiencies with particular management challenges.

Session 23: April 1 – Guest Speaker – Kelley Hundt, EE ’88, Georgia Tech Enterprise Innovation Institute, *Opportunities for Lean Principles in the Healthcare Setting*

• Health Insurance and Healthcare Finance

A comparison of the traditional large pool, shared risk systems with new capitated models, health maintenance organizations, and the role of government programs (Medicare/Medicaid/S-CHIP/VA) on private insurance, plus the presence of uncompensated care on all private payors.

Session 24: April 3 – Lecture

Session 25: April 8 – Guest Speaker: Dr. Rob Schreiner, Executive Medical Director, Kaiser Permanente, *Healthcare: the Intersection of Insurance, Finance and Performance*

Session 26: April 10 –

• Medical Ethics

A look at the growing ethical challenges presented by advanced technology, rationed care, end-of-life care, and the responsibilities and duties of management in ensuring the highest standards.

Session 27: April 15 – Ethical Issues in Healthcare

Lecture: Case studies and exercise

Session 28: April 19 – Group Reports on Ethical Cases

Session 29: April 22 -- Guest Speaker: Dr. Karen Head, “*The Heart of Medicine*”

Session 30: April 24 – Semester Review

**Exam 2**, Final Exam Thursday, May 1, 8:00 – 10:50 a.m.
Course Administration

Exams

In order to assess how well class participants understand the concepts presented in the course and to provide feedback for improvement, students will complete a mid-term exam and a final exam. Material covered will come from readings, case studies, class discussion, and guest lectures.


Laptop Policy

Smartphones, laptops, and tablets are an integral part of modern life, and this is a senior-level elective course, so no laptop prohibition will be required. However, please be mindful that inappropriate social use of a laptop can be very distracting to a student behind you, and is very disrespectful to your fellow students. It is also quite disrespectful to the high-level guest speakers who will often present in class, will make a bad impression on you and Georgia Tech to someone who can be very helpful to you in your job search or medical school admission.

On occasion, laptops will be needed for a group project during class and an announcement will be made verbally or on T-Square.

T-Square/Changes to the Syllabus

Grades and attendance, class presentations, announcements, and student resource materials will be loaded to this site. It is the student’s responsibility to check the web site before each class session. Any changes to a specific class session syllabus and discussion questions will be posted no later than 24 hours before the effected class session.
December 2, 2013

Grades

Grades will be earned as follows:
  - Mid-Term Exam – 150 points
  - Class Participation – 50 points
  - Case Analysis Reports – 150 points
  - Final Exam – 150 points

450-500 points = A
400-449 points = B
350-399 points = C
300-349 points = D
< 300 = F

Contact

William J. Todd
Professor of the Practice
Executive Director for Health Care Initiatives
Scheller College of Business
Georgia Tech
800 W. Peachtree Street
Room 420
Atlanta, Georgia 30308
404-385-2312
http://scheller.gatech.edu/todd

Office Hours: Monday 3:00-4:00 pm/Wednesday 2:00-3:00 pm