

DROMB8100 Healthcare Management, Design, and Strategy CBS/CUIMC Elective

Instructors:

1. Carri W. Chan PhD, Professor of Business and Faculty Director of Healthcare and Pharmaceutical Management Program at Columbia Business School
2. Peter Tollman PhD MBA, Adjunct Professor at Columbia Business School, Senior Advisor and Senior Partner Emeritus at Boston Consulting Group
3. Taylor Sewell MD MBA, Assistant Professor of Pediatrics at Columbia University Irving Medical Center

Class Schedule: Tuesdays 6pm-9:15pm, Fall Full Term. Meets in-person on Columbia Business School's Manhattanville campus.

Course prerequisites (for MBA students): Operations Management, Strategy Formulation, Finance, Marketing, Business Analytics (Or reach out to instructors to see if you have the necessary background).

Highly recommended co/pre-requisite (for MBA students): The US Healthcare System: Structure and Strategies

FIRST CLASS REQUIREMENTS

Note that this course has a requirement that students who wish to take the class must attend the first session AND must submit an **initial assignment** before the first class begins. Any student who does not submit the first assignment and/or does not attend the first session will be automatically dropped from the course.

COURSE DESCRIPTION AND LEARNING OBJECTIVES

The U.S. healthcare system is an enormously complex, trillion-dollar industry, accounting for approximately 18% of GDP. The healthcare industry covers multiple players across sectors including providers, payers, biopharma, medical technology, diagnostics, and various healthcare data and analytics companies. Each sector faces business challenges across Strategy, Finance, Marketing, Operations, Organization, Accounting, and more. The healthcare industry is transforming rapidly with the development of new technologies, increased sophistication and adoption of healthcare data from electronic medical records systems and other sources, new data collection architectures, new analytical methods, and new models for the delivery of care and for payments. This tremendous dynamism offers incredible opportunities for new business endeavors.

This course provides students the opportunity to learn about i) strategic decision-making in healthcare; ii) approaches to consulting in healthcare; and iii) the chance to put these concepts to practice by working on a set of real-world, company-sponsored projects. Interdisciplinary teams of 4-6 students will work

closely with the instructors and company representatives to address strategic challenges currently under consideration. Through these projects, students will be exposed to some of the unique challenges and opportunities in the healthcare sector. Sponsoring organizations span most sectors, including biotech, pharmaceuticals, diagnostics, healthcare analytics, large provider systems, and smaller clinics. Sponsors provide the project scope and relevant data, faculty provides guidance on best practices, and your team will provide the answers. Examples of prior projects can be found on the course [webpage](#).

Throughout this course and in the course of their project work, students will:

- Use tools and ideas from strategy, business analytics, finance, marketing, and operations to solve interesting and exciting business problems
- Learn how to formulate relevant business questions and how to break them down into tangible components and milestones
- Learn how to iterate on a solution to continually improve it
- Learn how to collaborate meaningfully with multiple stakeholders
- Learn to communicate results to both clinical and non-clinical audiences

TARGET AUDIENCE

This course is targeted at students that have a demonstrated interest in healthcare and/or consulting and seek the opportunity to implement their interests in a real-world environment.

COURSE STRUCTURE

The course is designed as a guided workshop between student teams and healthcare organizations, supported by lectures from faculty and industry experts. These lectures range from consulting best practices to guest lectures from industry leaders. A significant portion of each class will be set aside to give you time to work with your teams and be coached by the instructors. You will, of course, also meet with your teams and sponsoring clients as necessary outside class times. To ensure continued progress towards successful project completion, students will be required to submit to the course instructors and sponsoring organizations a short progress report. In addition, students will be required to present their findings at least twice - once for a midterm presentation and once for a final presentation at the end of the course. In addition to the final presentation, students will be expected to prepare a short executive summary of their projects.

GRADING AND EVALUATION

Grading will be based on the following components:

First class assignment	5%	A link to the assignment will be sent out to all registered students 1 week prior to class beginning. The assignment is due before the first class begins.
Weekly progress reports	20%	Writeups are an essential part of the class and providing a good progress report is an essential skill. As such, 20% of your grade in the class will be awarded based on your writeups.

		Every week before Monday at noon, you should submit your document to Canvas.
Midterm presentation	15%	Your grade will be based on the group presentation as well as a peer score given by your team members.
Final presentation	25%	Your grade will be based on the group presentation as well as a peer score given by your team members.
Final Executive Summary	15%	You will be required to produce a final executive summary of your work.
Participation	20%	Class participation will be measured by attendance and contributions during class, and by pre-class preparation. Please come to class prepared and ready to participate actively. The success of this class depends on everyone's gracious sharing of their perspectives, opinions, and experiences.