Columbia Business School

THE U.S. HEALTHCARE SYSTEM: Structure and Strategies

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When: Tuesday/Thursdays (A-term)

Teaching Assistant: TBD

COURSE DESCRIPTION AND COURSE OBJECTIVES

The U.S. healthcare system is an enormously complex, trillion-dollar industry, accounting for approximately 18% of GDP. It includes thousands of hospitals, nursing homes, specialized care facilities, independent 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 will provide an overview of the structure, dynamics, and current challenges of the U.S. healthcare system. Our emphasis will be on the payers and providers, which account for the vast bulk of healthcare spending. We will explore history and current trends, interrelationships, and evolving strategies in response to recent legislation and regulations, new technologies, and increasing consumerism. In this course, we will gain an understanding of opportunities and challenges in the healthcare space and how the structure of the U.S. healthcare system has impacted them.

All of your assignment submissions are subject to the CBS Honor Code. Violations of the CBS Honor Code may lead to failing the assignment, failing the course, suspension, and/or dismissal. Use of case or lecture notes from previous sections of the course is not allowed. Any allegation of academic dishonesty will be forwarded to the Dean's office for investigation. Any case of proven academic dishonesty will result in failure in the course.

You will be expected to submit four (of five) 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[1]. 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 I will supply and should be no more

than 1 page, single spaced, 12-pt font. You can expect cold calling to be used for these assignments and responses will count towards your class participation grade.

METHODS AND MATERIALS

All readings and cases are provided by links in Canvas. Some readings are meant as reference material and others are listed as "assignments" see above. Additional readings 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, readings, written assignments, and a take-home final exam.

Past guest speakers include the CEO of Lehigh Valley Health Network, VP of Product Management at Flatiron Health, and the VP of Analytic Tools and Platforms at Pfizer Inc.

CLASS PARTICIPATION

Class participation will be based on **attendance**, as well as the extent and quality of **contributions to class discussions**. I will judge class participation on the extent to which you appear prepared, the relevance and depth of your comments, the degree to which you listen carefully and respond to your peers, and your willingness to take chances in order to further the educational experiences of others. You can also contribute by sending relevant newspaper or other articles and/or communicating ideas and thoughts with the class using Canvas. Please make sure to bring your name cards to class.

GRADING

Course grading will be based on the following evaluation weights:

Participation	30%
Written Assignments	30%
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. It is expected that you will adhere to the Core Culture in this elective course.