Global Healthcare Strategy SP19  
EMBA Friday/Saturday B Term

Instructor  
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Guest lecturer Classes 2 and 3: Prof Mike Lovdal

Description  
This course will examine operational constructs and innovative strategies in the global healthcare industry. As context, the structure of health care systems in different countries will be reviewed, with a focus on healthcare in the total economy; financial models and trends for single vs. public/private payment systems; the structure of healthcare delivery and the role of key stakeholders; models for innovation in healthcare financing, services and technology; and funding models for innovation.

Course Learning Objectives  
- Analyze need for innovation in healthcare services, including role of finance, reimbursement and technology innovation  
- Study innovation models in global healthcare markets  
- Identify future opportunities for investment and career growth

Format and Approach  
This course promises to be intellectually stimulating and challenging. Class participation will be critical for the students, and we will constantly seek to relate the information and ideas discussed in the classroom to issues currently confronting companies, investors and entrepreneurs in this sector. Understanding/experience in the healthcare, venture capital, and/or technology sectors will be highly valuable. Students will benefit from attending the first class session to understand material to be covered in later stages of the course.

Student focus  
Students who plan to work in any of the following segments of the health care field should find this course to be valuable:  
- Health insurers and managed care organizations  
- Hospitals and physician practices  
- Financial services focused on health care  
- Public and not-for-profit organizations focused on health care  
- Pharmaceutical and medical device companies  
- Digital healthcare innovation technology

Core Culture
This course adheres to Columbia Core Culture. Students are expected to be:
- Present: (1) On time and present for every session; (2) Attendance tracked
- Prepared: (1) Complete pre-work needed, expect cold calling; (2) Bring nameplates
- Participating: (1) Constructive participation expected and part of grade; (2) No electronic devices unless explicitly called for by the instructor

Course Topics
The course will focus on ensuring students understand critical components of innovative healthcare business models, internationally, including the:
- Key drivers of change in health services and life sciences
- Strategic challenges and opportunities to improve healthcare
- Best practice models of healthcare services and financing in select countries, including a focus on healthcare in mature markets vs. frugal innovation in emerging countries
- Role of technology in innovation
- Investment models and key actors
- Role of various stakeholders, including consumers/patients
- Cost, pricing and reimbursement
- Role of government regulation
- Legal and intellectual property
- Infrastructure to enable health care and wellness

Strategy Framework
The class will apply a business strategy and innovation framework to profile, evaluate and recommend changes to the business models in countries. The framework can also be applied to the analysis of healthcare companies and not for profit organizations. The Strategy Framework will allow students to deepen their understanding of what drives and sustains innovation as countries explore creative ways to solve their healthcare problems around cost, access, quality, patient outcomes and how these imperatives are balanced with investment returns and risks. We will contrast mature countries such as the US with its system of innovation with the frugal innovation models being utilized by emerging countries including Brazil, India and Africa.

Class format will be lectures, readings, assignments, and case studies, and presentations from senior executive guest speakers. Students will be asked to monitor current events in global healthcare and each student will have an opportunity to share their insights and lead discussion on a healthcare/life sciences current event and articles assigned in the readings.

Assignments and method of evaluation
Participation:
Attendance and classroom discussions based on readings and current events; case analysis; students responsible individually or in small groups (depending on class size) for
leading discussion on one of the readings. (30%)

**Individual assignments:** Three short essay questions and/or case analyses related to course topics and due approximately 5 business days after relevant lecture (45%)

**Final presentation:** One final group presentation on any topic of choice from those covered in this course. Students may examine a country’s healthcare ecosystem; compare countries; analyze a healthcare company or not for profit organization’s business plan and market strategy. (25%)

**Inclusion, Accommodations, and Support for Students**

At Columbia Business School, we believe that diversity strengthens any community and brings it greater success. Columbia Business School is committed to providing all students with the equal opportunity to thrive in the classroom by providing a learning, living and working environment free from discrimination, harassment, and bias of the basis of gender, sexual orientation, race, ethnicity, socioeconomic status, or ability. Students seeking accommodation in the classroom may obtain information on the services offered by Columbia University’s Office of Disability Services online at [www.health.columbia.edu/docs/services/ods/index/html](http://www.health.columbia.edu/docs/services/ods/index/html) or by contacting (212) 854-2388.

**Friday, March 8, 12:30 p.m., Friday March 22, 3:45 p.m. Saturday, March 23 3:45 p.m.**

**Classes 1, 2 and 3 Healthcare delivery and payer models (Review of 8 countries and 1 continent).** Classes 2 and 3 will be led by Prof Mike Lovdal

In classes 1, 2 and 3, we will review basics of healthcare delivery including design and financing of public and private insurance—differences between single payers vs. public/private model. Examine organization of healthcare delivery and the reimbursement of physicians, hospitals, and pharmaceutical and device manufacturers. Review models for technology adoption and payment- the need to balance access and quality with the cost of innovation. How to evaluate healthcare systems among different countries applying a framework based on Access, Quality and Cost. Present and review Business Strategy Framework.

**Assignment**

- Write a 2-page double spaced paper comparing the healthcare models of any two countries using the healthcare framework analyzed in class (Commonwealth Fund) and published references, OR
- Write a 2-page double spaced paper on a Case Study: “Reorganising Health Care Delivery through a Value-Based Approach”

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<tr>
<th>Country</th>
<th>Readings</th>
<th>Case Study/Guest Speaker</th>
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<tbody>
<tr>
<td>Global Health Care</td>
<td>“2015 International Profiles of Health Care Systems,” edited by:</td>
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<td>Reference Report</td>
<td>US and W.EU</td>
<td>UK</td>
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Examine the healthcare landscape and trends in US compared with Western Europe

Case Study: Reorganising Health Care Delivery through a Value Based Approach, Ridhima Aggarwal; Stephen E Chick Nov 23, 2015

Examine Germany’s efforts to introduce competition into the healthcare system to improve cost efficiency

Examine the Netherlands’s efforts to introduce managed competition to improve quality and control costs. The Netherlands model was the basis for US Patient Protection and Affordable Care Act
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<tr>
<th>Country</th>
<th>Author(s)</th>
<th>Source</th>
<th>Notes</th>
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<tbody>
<tr>
<td>India</td>
<td>Mohanan, Manoj, Hay, Katherine, Mor, Nachiket, “Quality of Health Care in India: Challenges, Priorities, And The Road Ahead.” <em>Health Affairs</em>, No. 10 (2016) 17531758.</td>
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<td>South America</td>
<td>Macinko, James. [2016]. “Gaps in Primary Care and Health System Performance in Six Latin American and Caribbean Countries.” <em>Health Affairs</em>. 35:8.</td>
<td>Guest Lecturer, Prof Mike Lovdal Case study on Planned Parenthood Global Case study on acute and community healthcare innovation in Haiti by Conor Shapiro, CEO, St Boniface Hospital, Haiti</td>
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**Saturday, April 6, 12:30 p.m.**  
**Class 4: Digital Strategies in Healthcare and the Life Science**

This session will focus on the top trends in digital healthcare across the globe and evaluate which countries have been the front runners in adopting digital innovation.
We’ll also discuss the biggest hurdles, laws and regulations in digital health. We’ll focus specifically on the impact of artificial intelligence, Electronic Medical Records (EMRs), Digital HIT such as wearables on the US healthcare system.

Readings
- https://healthcare.mckinsey.com/digital
- The Growing Value of Digital Health, IQVIA Institute, November 2017

Case Study: American Well: The DTC Decision
Elie Ofek; Natlie Kindred, March 16, 2015,

Assignments
- Submit case analysis
- Topic for the final presentation to be submitted

Guest speaker
TBD

Friday, April 12, 3:45 p.m.

Class 5: Drug discovery & development and innovation in biopharmaceuticals and medical technology
These two sessions will provide an overview of the dynamics of the pharmaceutical and medical device industry across the globe. Some key differences include how drug pricing and regulations differ in each country and how those differences feed into the payment system. We’ll also cover the recent development in personalization of medicines using real world data, and the new business models, especially medical technology models, in the pharma and medical device industry.

Readings
- Upholding the Clinical Promise of Precision Medicine, IQVIA Institute, May 2017

Case Study
Cytyc: Transforming Cervical Cancer Testing

Assignments
- Case Analysis
Guest speaker

- Amit Rakhit, Chief Medical Officer, Ovid Therapeutics
- Eric Schultz, PhD (Founder and President, COTA)

Friday, April 26, 2019 3:45 p.m. Class 6: Final Project Presentations and Course Wrap-up

Final course wrap up highlighting key takeaways from each session. Final presentations are also due in this class. Students will form a group of 3-5 and submit 10 slide presentation (including title slide and references) using the strategy framework to assess a country’s approach to healthcare or a company or not for profit.