

## E487 AUT24 Managing Healthcare

### Course Summary

With increased demand and pressure to reduce costs, healthcare delivery systems across the globe are under pressure to find ways to increase quality and widen access, while simultaneously reducing costs. The aim of the course is to explore the challenges these competing goals create and to throw light on how they can be best managed. In doing so the course seeks to identify opportunities in health care for managers, entrepreneurs, and policymakers. This course draws substantially from the research and consulting expertise of the team of instructors teaching it.

### **Kamalini Ramdas: Value-based healthcare and healthcare innovation**

The course will start with an introduction to the multiple stakeholders in healthcare and the major current challenges. We will introduce the value framework in healthcare and students will gain experience in using this lens to examine decisions that impact different key stakeholders. In particular, we will examine four important stakeholders: health insurance providers, primary care providers, employers, and device manufacturers.

We will also examine innovation in healthcare and link it to value creation. It is very difficult for large care providers to innovate radically. We will examine organizations that have succeeded in doing this, with a view to understanding how to drive radical innovation in healthcare delivery. This will involve developing an understanding of how to nurture an innovative culture in provider organizations, how to systematically generate new value-creating ideas, and how to develop ideas and assess ideas in order to bring forward successful innovations in healthcare delivery. We will also examine other forms of innovation in the healthcare landscape including entities that incubate health-specific business concepts.

### **Nicos Savva: The pharmaceutical industry and the hospital sector**

The second part of the course will present an introduction to two of the largest healthcare sectors: The pharmaceutical industry and the hospital sector.

Over the past century, the pharmaceutical industry has been at the forefront of bringing novel technologies to patients in the form of new drugs. However, the pharmaceutical pipeline is now drying out, drugs are coming off patent faster than they can be replaced by new medicines, competition with generics manufacturers is intensifying; the industry is in difficulty. We will analyze potential causes for this changing environment, how pharma companies respond to these changes, both strategically and operationally, and how smart entrepreneurs reap the opportunities that the changing landscape provides.

The most resource-intensive healthcare interventions take place in hospitals. We will illustrate the challenges of modern hospitals in providing access, consistent clinical quality, and cost management. We will examine the consequences of failing to respond to the challenge of increasing workloads and discuss how to manage these challenges through evidence-based

interventions at the hospital level (e.g., Total Quality Management) and at the regional/national level (e.g., hospital reimbursement, target-based management, geographical organization of hospitals to achieve economies of scale and scope).

### **Jérémie Gallien: Delivering healthcare in low-income countries**

The last part of the course provides an introduction to the challenges and opportunities associated with global health, with a particular emphasis on low-income countries. Topics covered include an introduction to modern global epidemiology and disease burdens, an introduction to modern global health organizations, delivery structures, behavioral aspects, technology, and supply chains. We will discuss selected managerial or technical innovations that include supply chain digitization in Zambia, infrastructure for HIV early infant diagnosis in Mozambique, and community health workers.

This course is aimed at students interested in the healthcare industry or in other industries for which healthcare is relevant.

**Credit: 11**

### **Learning Outcomes**

We aim to equip managers, entrepreneurs, and policymakers with a mindset that enables them to identify and benefit from opportunities in healthcare management.