HLTHMGMT 710: Health Institutions, Systems & Policy

"HSM Bootcamp" is for Duke MBA students pursuing the HSM certificate

Course web: http://fuqua.instructure.com/
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The course meets Sunday through Friday for a week in July

Sunday is orientation, Monday through Thursday are full class days, and presentations take place Thursday afternoon or Friday morning.

David Ridley is the instructor for the course

David is the Faculty Director for the Center for Health Sector Management at the Fuqua School of Business. He also serves on the executive faculty committee of the Duke-Margolis Institute for Health Policy. David is a health economist whose research focuses on health care innovation, quality, and pricing. David was the lead author of two papers that were enacted into law. In 2006, he and his colleagues proposed the Food and Drug Administration's Priority Review Voucher program. The FDA has awarded more than 90 vouchers, each recently valued at about $200 million. In 2017, he and his colleagues proposed the Environmental Protection Agency's Vector Expedited Review Voucher program.

The course will engage students with varied health care experience

The course is designed for students with widely varying backgrounds, from those new to health care to those with prior experience in the sector. The course provides a practical understanding of a large and consequential part of the economy that directly affects lives. Health care differs from most other sectors because it relies heavily on third-party payment, is subject to extensive regulation, and plays a central role in people's well-being. The course examines major actors in the sector, including payers, providers, product manufacturers, and policymakers.

The course features guest speakers from Duke University, industry, and the policy community. It also brings together about 100 MBA students from the daytime and executive MBA programs, creating a valuable opportunity to network and learn from people who have worked across many parts of health care.

Expect unfinished business

The course will enrich your knowledge of health care. You will not understand the entire health sector by the end of the week. The course is one step in a career-long learning process.

Course materials are on Canvas

Materials include required pre-course videos, assignments, readings, and supplemental materials. All course materials are available on Canvas at https://fuqua.instructure.com/

Watch the videos before coming to campus

Students must view all required pre-course videos and complete the associated assignments by midnight on the Friday before the course begins. Videos and assignments are available on Canvas through the Pre-Course Videos section and the Assignments page.

Here are more optional resources

- Glossary. Source: CMS
- Medicare. Source: Kaiser Family Foundation
- Medicaid. Source: Kaiser Family Foundation
- World Health Statistics. Source: World Health Organization

We will discuss a variety of topics, likely including

- Accountable care organizations
- Alternative care models
- Artificial intelligence
- Biotechnology
- Data and analytics
- Devices
- Diagnostics
- Finance
- Hospitals
- Pharmaceuticals
- Public-private partnerships
- Spending

Do not use laptops in class

Ideally, put away devices and engage with the speakers and your classmates. You may, however, use a tablet if it lies flat on the desk.

To pass the class, complete the pre-work, attend class, and complete the team presentation

To receive course credit, students must successfully complete all three of the following requirements:

1. Complete required videos and assignments
2. Attend all required class sessions and programming
3. Receive at least 70% of available points on the team presentation

Students are expected to attend class in person. Attendance will be taken daily. A student who is ill or faces extenuating circumstances that prevent attendance should submit the reason for the absence through Canvas or the Fuqua Check-in App, preferably before class begins. The professor retains discretion to award course credit based on the attendance record.

Students who do not complete the course this year may take it next year, although many rising second-year daytime MBAs find it difficult to complete in the summer due to internships.

The Fuqua School of Business Honor Code applies to this course.

Executive MBA students have a somewhat different arrangement

Executive MBA students present on Thursday evening rather than Friday because some have other classes on Friday.

Executive MBA students should attend HSM Bootcamp in person to get the best experience with speakers and peers. Students consistently report a strong in-person experience, but not a strong remote experience.

A highlight of the course is the team presentation on the last day

Each student will be assigned to a team and a firm early in the week. Teams will present at the end of the week.

Each team will serve as a consulting group for an assigned firm. The client has requested a 15-minute briefing recommending a strategy to improve health care quality without increasing costs, reduce costs without harming quality, or both. Quality may include clinical outcomes, patient experience, or access. The team should propose a clear, actionable strategy that may include an acquisition, a partnership, or another strategic initiative.

The presentation will be followed by a 10-minute question-and-answer session in which students from other teams ask the team questions.

Presentations may address

- Steps the organization has already taken to improve quality or reduce cost
- The competitive landscape and sources of differentiation
- How the proposed strategy improves health or reduces costs, and how it benefits the firm
- The scope of the strategy, including geography and population
- Global opportunities, if relevant, and how strategies vary across markets

Focus on concrete strategic choices and organizational implications rather than general policy discussion. Assume the audience understands business, Medicare, and Medicaid.

All team members must contribute to the development and delivery of the presentation, although not all members are required to speak. Teams should manage time carefully to fit within the 15-minute limit and be prepared to answer questions.

Each team will be assigned one firm

- DaVita, kidney care services provider
- Elevance Health, private insurer
- Labcorp, diagnostics company
- Medtronic, medical device company
- Pfizer, pharmaceutical company

Timeline

- Sunday: teams and firms announced
- Thursday: Executive MBA students: a team representative should upload slides to the Canvas site, followed by presentations
- Friday: Daytime MBA students: a team representative should upload slides to the Canvas site, followed by presentations

Presentation Evaluation Criteria

- 25% Actionable and well-supported strategy
- 25% Depth of understanding of the organization
- 25% Balanced consideration of tradeoffs, implementation risks, and stakeholder impacts
- 25% Professional, clear, and engaging presentation

The best presentations will

- Use large fonts and uncluttered slides
- Include quantitative analysis
- Be clear early about the recommendation

Please memorize the following *before* the start of class

Guest speakers will use many of these terms throughout the course. Please arrive on the first day ready to define them from memory.

Question	Answer
What is an insurance premium?	A monthly payment for insurance coverage.
What is a deductible?	The amount you pay before insurance pays.
What is a copayment?	A fixed amount you pay when you get care.
What is out-of-pocket spending?	Patient payments not reimbursed by insurance.
What is a network?	Doctors, hospitals, or pharmacies covered by an insurance plan.
What is a formulary?	A list of drugs covered by insurance.
What is fee-for-service payment?	Providers are paid for each service delivered.
What are cost control options?	Budgets, cost sharing, price caps, or coverage limits.
What is capitation?	A fixed payment per patient.
What is prior authorization?	The provider must get advance permission from the insurer.
What is specialty care?	Care focused on a specific condition, organ system, or type of treatment.
What are the clinical trial phases?	Phase I tests safety; Phase II tests dose and efficacy; Phase III confirms; and Phase IV monitors after approval.
What is a small-molecule drug?	A chemical medicine, often taken by mouth.
What is a biologic?	A complex medicine made from living systems and often injected.
What is a biosimilar?	A close copy of a biologic.
What is the Baumol effect?	Labor-intensive work gets costlier as other sectors get more productive.
What is moral hazard?	When prices are lower, people use more.
What is an ICER?	An incremental cost-effectiveness ratio is the extra cost per extra unit of health.
What is a QALY?	A quality-adjusted life year measures the value of an intervention.
What is Medicaid?	Insurance for low-income people.

What is Medicare?	Insurance for people 65 and older and some people with disabilities or kidney failure.
What are the parts of Medicare?	Part A for inpatient, Part B for outpatient, Part C for private plans, and Part D for drugs.
What is Medicare Advantage?	Private plans that provide Medicare.
What is an ACO?	An accountable care organization is a group of providers given budgets and monitored on quality.
What is a PBM?	A pharmacy benefit manager manages formularies and negotiates drug prices for employers or insurers.

Please feel free to suggest edits, but each item should be pithy.