

E487 AUT23 Managing Healthcare



Edit

▶ Syllabu

Before the course begins

- Carefully read the [Assessment Information and Policies](https://learning.london.edu/courses/9715/pages/assessment-information-and-policies) (https://learning.london.edu/courses/9715/pages/assessment-information-and-policies).
- Carefully read the [Course Summary](#) and [Learning Outcomes](#).
- Complete the [Course Preparation](https://learning.london.edu/courses/9715/pages/course-preparation) (https://learning.london.edu/courses/9715/pages/course-preparation).
- Review the faculty profiles to learn more about: [Kamalini Ramdas](https://www.london.edu/faculty-and-research/faculty/profiles/r/ramdas-k#.WjIEcIVl-Uk) (https://www.london.edu/faculty-and-research/faculty/profiles/r/ramdas-k#.WjIEcIVl-Uk), [Nicos Savva](https://www.london.edu/faculty-and-research/faculty/profiles/savva-n?profilesurname=Savva#.WErF_H32Q7U) (https://www.london.edu/faculty-and-research/faculty/profiles/savva-n?profilesurname=Savva#.WErF_H32Q7U), and [J r mie Gallien](https://www.london.edu/faculty-and-research/faculty-profiles/g/gallien-j) (https://www.london.edu/faculty-and-research/faculty-profiles/g/gallien-j).
- If you have any questions about this course, contact your Course Administrators [Sania Zakir](mailto:szakir@london.edu) (szakir@london.edu (mailto:szakir@london.edu)) and [Bernadett Racz](mailto:bracz@london.edu) (bracz@london.edu (mailto:haoyuew@london.edu)).

During the course

- Each session's online module provides information about the format, concepts covered, readings and resources.
- Course assignments and due dates are available in the course syllabus at the bottom of the page.
- **Recordings will be provided in full.**

Access Library Resources

[Databases A-Z](https://library.london.edu/az.php) (https://library.london.edu/az.php)

Search Summon - for books, articles and reports  (<https://lbs.summon.serialssolutions.com/#!/advanced>)

Cite them Right  (<https://www.citethemrightonline.com/>)

Research Guides (https://library.london.edu/friendly.php?s=research_guides)

Navigate to each session's content using the links below:

[Session 1](https://learning.london.edu/courses/9715/pages/session-1-kamalini-ramdas) (<https://learning.london.edu/courses/9715/pages/session-1-kamalini-ramdas>)

[Session 2](https://learning.london.edu/courses/9715/pages/session-2-kamalini-ramdas) (<https://learning.london.edu/courses/9715/pages/session-2-kamalini-ramdas>)

<https://learning.london.edu/courses/7401/pages/3-session-3> **[Session 3](https://learning.london.edu/courses/9715/pages/session-3-kamalini-ramdas)** (<https://learning.london.edu/courses/9715/pages/session-3-kamalini-ramdas>)

[Session 4](https://learning.london.edu/courses/9715/pages/session-4-kamalini-ramdas) (<https://learning.london.edu/courses/9715/pages/session-4-kamalini-ramdas>)

[Session 5](https://learning.london.edu/courses/9715/pages/session-5-nicos-savva) (<https://learning.london.edu/courses/9715/pages/session-5-nicos-savva>)

[Session 6](https://learning.london.edu/courses/9715/pages/session-6-nicos-savva) (<https://learning.london.edu/courses/9715/pages/session-6-nicos-savva>)

[Session 7A](https://learning.london.edu/courses/9715/pages/session-7a-jeremie-gallien) (<https://learning.london.edu/courses/9715/pages/session-7a-jeremie-gallien>)

<https://learning.london.edu/courses/7401/pages/8-session-8> **[Session 7B](https://learning.london.edu/courses/9715/pages/session-7b-jeremie-gallien?module_item_id=110631)** ([https://learning.london.edu/courses/9715/pages/session-7b-jeremie-gallien?
module_item_id=110631](https://learning.london.edu/courses/9715/pages/session-7b-jeremie-gallien?module_item_id=110631))

[Session 8A](https://learning.london.edu/courses/9715/pages/session-8a-jeremie-gallien-2?module_item_id=110632) (https://learning.london.edu/courses/9715/pages/session-8a-jeremie-gallien-2?module_item_id=110632)

[Session 8B](https://learning.london.edu/courses/9715/pages/session-8b-jeremie-gallien?module_item_id=110630) (https://learning.london.edu/courses/9715/pages/session-8b-jeremie-gallien?module_item_id=110630)

[Session 9](https://learning.london.edu/courses/9715/pages/session-9-nicos-savva?module_item_id=110629) (https://learning.london.edu/courses/9715/pages/session-9-nicos-savva?module_item_id=110629)

[Session 10](https://learning.london.edu/courses/9715/pages/session-10-nicos-savva?module_item_id=110627) (https://learning.london.edu/courses/9715/pages/session-10-nicos-savva?module_item_id=110627)

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

On successful completion of this course, you will be able to:

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

After the course

- Following the course, the Healthcare Club has kindly organized a networking event with an industry speaker -- Aurelio Aras from IQVIA:
 - This is not an official part of the course and attendance is not required




- o Aurelio Arias, Engagement Manager for European Thought Leadership at IQVIA, will join us to discuss digital maturity within healthcare systems. Aurelio creates topical and forward-looking strategic content relevant to pharma executives and publishes articles, blogs, and white papers on a regular basis. He is involved in numerous projects related to increasing access to medicine as well as the interface between healthcare and digital technology. He is considered a subject matter expert in these areas and speaks at numerous conferences worldwide, presents at board-level meetings and engages with consulting projects.
- o You can register using this link https://clubs.london.edu/Healthcare/rsvp_boot?id=37071 (https://clubs.london.edu/Healthcare/rsvp_boot?id=37071)










You can view the course materials* and your assignments:









- Click on the **Courses** tab from the main Canvas left hand Navigation menu.
- Then, click on the **All Courses** link.
- On the next page, scroll down to view **Past Enrolments**, where you will be able to view your past courses.
- **Please note that due to copyright restrictions some of the course materials are purchased only for the duration of the course (up to the final submission deadline). You must therefore download the materials during this period for personal use; we will be unable to share these materials with you once the course has finished.*






Calendar

- For calendar view & room information click a session link below.

Date	Details	Due
Mon Dec 4, 2023	 Session 1 (https://learning.london.edu/calendar?event_id=258143&include_contexts=course_9715)	8:15am to 11am
	 Preparation questions Session 1 (CCA) (https://learning.london.edu/courses/9715/assignments/54944)	due by 8:15am
	 Session 2 (https://learning.london.edu/calendar?event_id=258144&include_contexts=course_9715)	12:45pm to 3:30pm

Date	Details	Due
	event id=258144&include_contexts=course_9715	
	 Preparation questions Session 2 (Innovation in Healthcare Delivery) (https://learning.london.edu/courses/9715/assignments/54945)	due by 12:45pm
	 Session 3 (https://learning.london.edu/calendar?event_id=258145&include_contexts=course_9715)	8:15am to 11am
	 Preparation questions Session 3 (Aravind) (https://learning.london.edu/courses/9715/assignments/54951)	due by 8:15am
Tue Dec 5, 2023	 Session 4 (https://learning.london.edu/calendar?event_id=258146&include_contexts=course_9715)	12:45pm to 3:30pm
	 Preparation questions Session 4 (Michelin) (https://learning.london.edu/courses/9715/assignments/54946)	due by 12:45pm
Wed Dec 6, 2023	 Session 5 (https://learning.london.edu/calendar?event_id=258147&include_contexts=course_9715)	8:15am to 11am
	 Preparation questions Session 5 (Pharma Industry) (https://learning.london.edu/courses/9715/assignments/54947)	due by 8:15am
	 Session 6 (https://learning.london.edu/calendar?event_id=258148&include_contexts=course_9715)	12:45pm to 3:30pm
	 Preparation questions Session 6 (Biotech / Regulation)	due by 12:45pm

Date	Details	Due
	(https://learning.london.edu/courses/9715/assignments/54949)	
	 Session 7 (https://learning.london.edu/calendar?event_id=258149&include_contexts=course_9715)	8:15am to 11am
	 Preparation questions Session 7B (Oral Rehydration Therapy) (https://learning.london.edu/courses/9715/assignments/54950)	due by 8:15am
Thu Dec 7, 2023	 Session 8 (https://learning.london.edu/calendar?event_id=258150&include_contexts=course_9715)	12:45pm to 3:30pm
	 Preparation questions Session 8A (HIV Infant Diagnostics) (https://learning.london.edu/courses/9715/assignments/54948)	due by 12:45pm
	 Preparation questions Session 8B (Community Health Workers in Zambia) (https://learning.london.edu/courses/9715/assignments/54952)	due by 12:45pm
	 Session 9 (https://learning.london.edu/calendar?event_id=258151&include_contexts=course_9715)	8:15am to 11am
Fri Dec 8, 2023	 Preparation questions Session 9 (Total Quality Management at IHC) (https://learning.london.edu/courses/9715/assignments/54953)	due by 8:15am
	 Session 10 (https://learning.london.edu/calendar?event_id=258152&include_contexts=course_9715)	12:45pm to 3:30pm

Date	Details	Due
Wed Dec 13, 2023	 Group Assignment (Proposal) (https://learning.london.edu/courses/9715/assignments/54957)	due by 5pm
Thu Dec 14, 2023	 Course Evaluation - E487 AUT23 - Managing Healthcare - Kamalini Ramdas, Nicos Savva, Jérémie Gallien (https://learning.london.edu/courses/9715/assignments/55670)	due by 3:15pm
Fri Dec 22, 2023	 Final Individual Assignment (https://learning.london.edu/courses/9715/assignments/54955)	due by 5pm
Fri Dec 29, 2023	 Group Assignment (Final Submission) (https://learning.london.edu/courses/9715/assignments/54956)	due by 5pm
	 [Final Aggregated Score for Class Preparation Questions] * For Assessment Admin Use Only * (https://learning.london.edu/courses/9715/assignments/54958)	