THE WHARTON SCHOOL
University of Pennsylvania

E-Health: Business Models and Impact
HCMG 866
Spring 2021

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Lectures:
Location: Virtual online
Thursdays, 3:00 p.m.-4:20 p.m. (First class January 21; no class on March 13 for
Spring Break; last class on April 22)

Description:
Healthcare is in the early stages of extraordinary change in the business model of
care delivery and financing. This transformation will lead to a system based on the
proactive management of health, integration of care across the continuum, blurred
boundaries between care providers and purchasers and the placement of the
consumer at the center.

As has been the case in other industries, this new business model will be based on a
foundation of diverse, potent, and well implemented information technology.

This course will help prepare students to lead a digital health future. Specifically, the
course will cover three major areas.

The context of health care information technology.
- The size, composition and evolution of the digital health market
- Federal government agencies, and related regulations, that shape the market
- Leadership roles and factors that enable healthcare organizations to
  effectively implement and leverage information technology

Emerging technologies that will fuel the transformation of healthcare

- Artificial intelligence and advanced analytics
- Interoperability
- Telehealth
- Consumer-directed digital health
- Use of behavioral economics to influence patient and provider decisions

Digital health use by specific sectors of the healthcare industry:
- Healthcare providers
- Health plans
- Retail-based primary care
- Life sciences
- Wellness and chronic disease management

The course will include lectures from industry leaders who will share their ideas and experiences.

Assignments:
Prepare two critical analyses of topics presented in two lectures of your choice.

Analyses should very briefly summarize the key challenges and takeways from the lecture and then more thoroughly focus on your assessment of the presentation or topic including whether you agree or disagree, how insights from your past experiences compare and contrast with the views of the presenter, and your conclusions on the broader context of important challenges or next steps moving forward. Write-ups should be a maximum of 4 pages in length, with 11 pt font and 1.5 line spacing.

The first write-up is due by midnight on February 19. The second is due by midnight on March 26.

Group Project:
The primary deliverable for the course will be a group project developed with a group of 3-5 members that is due by April 21.

Recently, several "tech giants" (Google, Microsoft, Amazon and Apple) have made significant moves and investments in healthcare. The group project involves:
- Defining the digital health strategies of these four companies based on recent company market moves (acquisitions, new products and services, partnerships, people hired)
- Outlining company strategic strengths and strategy risk factors
- Identifying potential and actual competitors

Based on your analyses, the group should identify the company that it believes will be the most successful (you are to define your criteria for success), why you believe

that it will be successful and the steps that you would take to ensure the company's success.

This analysis must be written; 10 pages maximum, 11 pt. font, double spaced.

The last class will be spent discussing the conclusions of the group projects.

Grading:
Students will be graded on class participation (25%), two critiques of lectures (50%) and the group project (25%).