

The Digital Transformation of Health Care

HCMG 866

THE WHARTON SCHOOL
University of Pennsylvania

Faculty

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Teaching Assistant

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Lectures

Thursdays, 3:30 p.m.-5:00 p.m. (First class January 18; Last class on April 18)

Location: Lauder Auditorium (Lauder Institute, 256 South 37th Street)

Description

Healthcare is in the midst of extraordinary change in models 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 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 digital technology but will also depend on changes in healthcare system processes and culture. This course will provide an overview of the digital transformation of health care and prepare students to lead this wave of change into the future. The course will comprise lectures from course directors as well as industry leaders who will share their ideas and experiences. Specifically, the course will cover the following five areas:

1. Foundations of digital transformation
2. Disruptive technology platforms
3. Transforming roles from older players
4. Care model innovation
5. Novel sites of care

Assignments and Grading

Students will be graded on class participation (25%), two critiques of lectures (25% for each critique totaling 50%) and the group project (25%).

Class Participation: Based on class attendance and active engagement in class discussions. Excused absence requests should be submitted to the course directors and teaching assistant within one week of the lecture.

Lecture Critiques: Each student will individually prepare two lecture critiques. For each lecture critique, select any one lecture of your choice from the course (but not the same for both) Critiques should briefly summarize the key challenges and takeaways 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. Stronger critiques will demonstrate well-supported arguments and provide examples from experience or literature to illustrate key points. Critiques should be a maximum of 4 pages in length, with 11 pt font and 1.5 line spacing. Critiques will be submitted through Canvas and evaluated based on the quality of writing, focus on critique rather than summary, and the support provided for key points of the critique. The first write-up is due by February 22, 2024. The second is due by March 28, 2024.

Group Project: Student will form groups of 3 to 5 members to work on the group project that is due April 18, 2024, the night before the final class lecture. Students can form their own groups and submit a list of the names of the members of the group to the Teaching Assistant by no later than February 15, 2024. Any student that would like to be matched with other students looking for a group should submit their request by email to the Teaching Assistant by February 1, 2024.

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 one 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 written analysis should be 10 pages maximum, 11 pt. font, double spaced.

The last class session will be spent discussing the conclusions of the group projects. Several groups will be randomly selected to provide a 5-minute summary of their analyses and conclusions.

Foundations of Digital Transformation	
Jan 18	Introduction to The Digital Transformation of Health Care Overview: Srinath Adusumalli & Mitesh Patel
Jan 25	Government's Role in Advancing Digital Health Overview: Srinath Adusumalli & Mitesh Patel Speaker: Sanjeev Bhavnani, Healthcare Innovation & Practice Transformation, Scripps Health
Feb 1	Driving Transformation through the Electronic Health Record Overview: Srinath Adusumalli Speaker: Craig Joseph, MD, CMO, Nordic Consulting
Disruptive Technology Platforms	
Feb 8	Virtual Care and Remote Patient Monitoring Overview: Srinath Adusumalli & Mitesh Patel
Transforming Roles from Older Players	
Feb 15	Diagnostics as a Service Overview: Mitesh Patel Speaker: Mintu Turakhia, CMO & CSO, iRhythm Speaker: Mamta Patel, Sr. Dir, ixLayer
Feb 22	Payvider: An Emerging Role in Driving Health Transformation Overview: Srinath Adusumalli & Mitesh Patel Speaker: Creagh Milford, SVP, CVS Health
Break	Spring Break & MBA Opportunity Week
Care Model Innovation	
Mar 14	Artificial Intelligence: Reimagining Patient and Physician Interactions Overview: Srinath Adusumalli & Mitesh Patel Speaker: Katherine Choi, Clinical Implementation Lead, Abridge
Mar 21	Primary Care: Innovation and Health Equity Overview: Mitesh Patel Speaker: Ali Khan, CMO, Oak Street Health
Mar 28	Specialty Care: New Models for Collaborative Care Overview: Srinath Adusumalli Speaker: Asima Ahmed, CMO & Co-Founder, Carrot Fertility Speaker: Jana Goldberg, CMO, Heartbeat Health
Novel Sites of Care	
Apr 4	Patient Engagement: Co-Creating Health with Patients Overview: Srinath Adusumalli & Mitesh Patel Speaker: Mike McSherry, CEO and Co-Founder, Xealth
Apr 11	Care in the Home: Moving Care Closer to the Patient Overview: Srinath Adusumalli & Mitesh Patel Speaker: Heidi Schwarzwald, CMO, Signify Health Speaker: Kevin Riddleberger, CSO & Co-Founder Dispatch Health
Final Project	
Apr 18	Final Project Presentations and Discussion