The Digital Transformation of Health Care
HCMG 866

THE WHARTON SCHOOL
University of Pennsylvania

Faculty
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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.
<table>
<thead>
<tr>
<th>Date</th>
<th>Title</th>
<th>Overview/Speakers</th>
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<tbody>
<tr>
<td>Jan 18</td>
<td>Introduction to The Digital Transformation of Health Care</td>
<td>Overview: Srinath Adusumalli &amp; Mitesh Patel</td>
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| 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                                                                                                  |
| Feb 8  | Virtual Care and Remote Patient Monitoring                           | Overview: Srinath Adusumalli & Mitesh Patel                                                                                                       |
| 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                                 |                                                                                                                                                    |
| 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                                                                                                     |
| 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                                                                                   |
| Apr 18 | Final Project Presentations and Discussion                           |                                                                                                                                                    |