The Business of Healthcare Management—Goizueta Executive MBA (EMBA)
Healthcare Seminar Cycle

Overview: Goizueta EMBA Healthcare Seminar Cycle

The US Healthcare system is undergoing a fundamental transformation brought about by legislative, regulatory, technological and demographic changes. Increasingly, healthcare professionals and administrators are being asked to do more with less while delivering higher quality care to more patients—all in an environment of constant change and significant regulatory uncertainty. Healthcare education does not address many of the business and organizational challenges that practitioners and administrators face in today’s environment. Fortunately, there are many tools, techniques and lessons from other businesses that can be instructive in addressing the unique challenges of the healthcare system.

The Goizueta EMBA Healthcare Seminar Cycle is designed to bring the ‘best in breed’ frameworks & tools used to manage other businesses to healthcare. It is designed for seasoned Healthcare Professionals, Administrators, consultants and others who are involved in the design of healthcare systems, healthcare management and/or the delivery of care. Through the Cycle, participants will focus on some of the most important issues facing the US healthcare system: strategic agility, leading and managing change, cost & quality management and the move to value-based delivery.

Participants in the Seminar Cycle will take away practical approaches to the challenges in their organizations that they can ‘learn on Saturday and apply on Monday.’ For those with a MBA, the Seminar Cycle will present an opportunity to apply the tools they already have to the unique challenges of the healthcare environment. Those without a MBA will gain the opportunity to learn new tools and approaches and get a flavor of the value of business education to healthcare.

Cost of the Goizueta EMBA Healthcare Seminar Cycle

The cost for the complete cycle of three to four modules is $9,995. For the initial conduct of the Cycle, however, alumni of the Goizueta Executive MBA may attend for a nominal registration fee of $500 / module*. This fee is refundable upon successful completion of the requirements for each module. Likewise, those who complete all four modules in the Cycle and then subsequently enroll in the Goizueta EMBA program will receive a $9,995 credit against their EMBA tuition.

*Participants are also responsible for nominal Emory University activity fees.
Description of the Goizueta EMBA Healthcare Seminar Cycle

Module 1: Continuous Operations Improvement in Healthcare Organizations (Professor: Dr. Diwas KC. 2 Credit Hours, February 27th – March 1st 2014)

The health care sector accounts for 17.3% of the US gross domestic product, and it is already the largest sector of the economy. Health care organizations face numerous challenges, including rising costs, increasing complexity and quality issues, all while confronting an increase in demand for limited resources. At the same time, the health care marketplace has led to an array of innovative new products and services. Given the unprecedented pressure to improve performance, there is thus a tremendous opportunity for health care organizations around the world, large and small, to better manage their organizations.

In this course, we will focus on the health care value chain. Specifically, we will learn to analyze health care organizations using qualitative as well as quantitative principles of operations management, and develop solutions to problems that are commonly encountered. We will also evaluate innovative new models of healthcare delivery. The course is organized around four key modules: (1) designing health care delivery systems, (2) capacity planning and decision making under uncertainty, (3) process failure, learning and quality improvement, and (4) new business models and innovations in health care.

Module 2: Strategically Leading Health Care Organizations (Professor: Dr. Brad Killaly. 2 Credit Hours, July 10th – 12th 2014)

It used to be said there are only two certainties in life, “taxes” and “death”. One could argue a third certainty – “tomorrow’s competitive landscape in health care will bear no resemblance to today’s” Regulatory uncertainty, confounded consumers, and the ever shifting balance of power amongst payers, providers and pharma/devices all demand that our health care leaders be clear in their organization’s strategy and simultaneously excel at leading organizational change.

The foci of our second course are strategic thinking, managing change and leadership. The course builds on the knowledge base gained in the first course and takes as its unit of analysis the organization as a whole, and how you as leader can guide its strategy and effectively lead the strategy. The course achieves these objectives by employing a competitive simulation, a detailed forensic analysis of a health care leader’s challenge, and exercises tailored to improve each participant’s leadership skills.
Module 3: Moving From Volume to Value Based Healthcare Delivery  (*Professor: Dr. Steven Culler.  2 Credit Hours, September 27th-29th 2014*)

The United States spends more per capita on health care than any other country in the world, however it not rank among the top developed countries for most population based healthcare outcome measures, such as average life expectancy or proportion of the population with selected chronic diseases. One reason cited for the high cost of care in the U. S. is that the current delivery, reimbursement, and quality of care measurement systems are misaligned, fragmented and create financial incentives to perform more services instead of providing the highest value of care.

The primary purpose of this course is to introduce the framework of a value-based health care delivery system with the goal of maximizing value for patients; i.e., achieving the best healthcare outcomes per unit cost of care provided. This course is intended to stimulate thinking about how the various players in the U.S. healthcare system must change their strategies, operations, and measurement of care outcomes if they are to prosper in a value-based healthcare delivery system. In addition, the course will discuss reimbursement strategies that support a value-based healthcare delivery system. The course is organized around four key components: (1) the need for integrated care delivery at the practice unit, (2) creating a value base framework for a delivery system, (3) creating system for outcome measurement and monitoring, (4) the role of payers in encouraging value-based healthcare delivery.

Module 4 (Module To Be Confirmed): Healthcare Law, Regulation & Institutions—Washington Campus (*Professor: Dr. Steven Culler.  2 Credit Hours, TBD January 2015*)

The Washington Campus, a non-profit, non-partisan educational organization founded in 1978, has served as the principal foundation in the nation’s capital for educating business students and business leaders on the practices and realities of public policy. By bringing together exceptionally dedicated students and executives with ‘Washington Insiders’, The Washington Campus has been able to enhance some of the business world’s brightest minds.

As the capstone of the Goizueta Healthcare Seminar Cycle, participants will spend 3-5 days in Washington talking with legislators, healthcare regulators and other authorities on how the business, government and interest groups together shape the future of healthcare in the United States. Participants will leave this experience with a better understanding of the context of the changes that will continue to shape the healthcare system today and into the future. *NOTE: Washington Campus Module is not currently confirmed for the Goizueta EMBA Healthcare Seminar Cycle. Further details will be forthcoming in 1H 2014.*
Faculty for the Goizueta EMBA Healthcare Seminar Cycle

Diwas KC, Assistant Professor of Information Systems & Operations Management

Diwas KC is interested in understanding and improving the performance of service systems, with a particular focus on healthcare delivery organizations. Professor KC draws on concepts and tools from operations management, economics, behavioral psychology, and statistics to examine productivity, quality and capacity management. His research has identified a number of factors related to the design and organization of work, including workload, specialization, task variety, multitasking, and learning that impact worker as well as firm-level productivity and quality. A distinct but complementary stream of his research has also explored techniques for improving capacity management and patient flow in various healthcare settings, including ICUs, emergency departments and outpatient clinics.

Professor KC teaches MBA electives in Management Science in Spreadsheets, and Healthcare Operations and Technology Management, a course that he developed. Professor KC received his Ph.D. from the Wharton School of Business, University of Pennsylvania, his MS in Management Science and Engineering from Stanford University and ScB in Electrical Engineering from Brown University.

Brad Killaly, Associate Professor in the Practice of Organization & Management

Brad Killaly joined the Goizueta Business School faculty in 2008. He taught at the University of California, Irvine for eight years and has held the position of Associate Fellow at the Said Business School, University of Oxford, Oxford, UK since 2006. Killaly holds a PhD in business administration (corporate strategy and international business) from the Ross School of Business, University of Michigan; a Master of Public Affairs (international affairs) from the Woodrow Wilson School of Public and International Affairs, Princeton University; an MSc in economics and international political economy from the London School of Economics and Political Science; and a BA(Hons) in economics from Queen’s University at Kingston, Ontario, Canada. After completing his MPA and prior to his doctoral studies, Killaly worked for four years in corporate banking for the Royal Bank of Canada. His research interests include the US health care industry and access to care, with particular emphasis on end-of-life and palliative care, as well as the effects of competition on access and quality of care. He also researches the influence of competitor market entries on the strategy making and market position of companies in the international telecommunication service industry.

Steven Culler, Associate Professor Health Policy & Management, Rollins School of Public Health Emory University

Dr. Culler has been an author on over 75 empirically-based research articles. A major emphasis on Dr. Culler’s research has focused on explaining the observed variation in the utilization of health care service by individuals. In particular, he is focused on three populations: the elderly, individuals with limited access to the health care system and individuals with chronic health care diseases. Another focus of Dr. Culler’s research includes evaluating the cost effectiveness of selected interventions in multi-year clinical trials. Dr. Culler has also performed a variety of advanced statistical analyses on several large clinical and administrative databases to develop hospital benchmarking and clinical outcomes monitoring reports for specific clinical conditions.