Health Care Markets (HLTHMGMT 711)
Daytime MBA Program

Teaching Team

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- Mike Weinstein
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Location

Classroom: RJR Auditorium on Mondays and Thursdays at 9 am or 12:30 pm
Web: http://fuqua.instructure.com/

Course Overview

We will begin each class with lively discussions of the health sector. We will apply the tools from business and the social sciences (especially economics and strategy) to challenges faced by managers, patients, and policy makers in the health sector. We will aim for broad coverage of health care, including manufacturers and providers, but we will pay special attention to payers. Payers are of interest throughout the health sector, because manufacturers and providers typically want to be paid.

We will examine strategies for payers, manufacturers, and providers. First, we will analyze the demand for and supply of health insurance, including strategies to mitigate moral hazard and adverse selection and to increase rates of quality-based effective care. Second, we will demonstrate cost effectiveness of a new medical intervention and suggest profit-maximizing and ethical prices. Third, we will discuss coverage, coding, and connectivity, including in health information technology. Fourth, we will examine innovation and competition in medical products, including biologics, devices, and pharmaceuticals. Fifth, we will look at how hospitals compete and the impact of new sources of competition. Sixth, we will anticipate how entrepreneurs will innovate in process and products and what these disruptive forces mean for health care.
Some people in the class will have little background in health care. Even those with health-care experience often have a specific focus and are less familiar with other areas. For example, a person with expertise from the pharmaceutical sector might have much to learn about the hospital sector. Please feel free to ask us in class to clarify unfamiliar terms. Also, for those with less background in health, we posted supplementary materials on the class web page. Finally, the textbook is a rich source of information on the health sector.

My research has been supported by businesses and foundations that are active in health care. This can provide helpful insights, but also may be a source of bias. I genuinely hope to encourage vigorous discussion and welcome diverse views.

**Course Objectives**

- Consider that to control health care costs someone must say “no”: payer, provider, or patient.
- Understand insurance economics including adverse selection, moral hazard, and risk pooling.
- Be familiar with alternative payment mechanisms.
- Understand reimbursement for manufactured products, including the recognition that regulatory approval is often necessary but not sufficient for government reimbursement.
- Know how to demonstrate the value of a medical product using cost effectiveness analysis.
- Understand the differences between non-profit and for-profit firms, particularly in the hospital and insurance industries.
- Examine demand for medical products and the dependence of demand on copayments and advertising.
- Understand the importance of ethical behavior in the health sector. Ethical behavior is particularly important, because (i) the industry impacts health and wellbeing, (ii) firms have market power, and (iii) governments are major purchasers and often bring civil and even criminal penalties against firms and people.
- Realize that generic products are not inherently low cost. Generics are low cost in markets with high profit potential and low entry costs, because many entrants are attracted, and competition drives down prices. On the other hand, when markets are small or entry costs are high, generics often have high prices.
- Calculate the cost of product development, accounting for failures and cost of capital.
- Know incentives for encouraging development of products for orphan and neglected diseases.
- Be aware of rising competition from generic manufacturers, retail clinics, medical tourism, and specialty hospitals, and how best to respond.
• Understand options for providing more health insurance to more people.
• Be better health care managers who understand current health care institutions and economics, and the implications of health care strategy for profits and social wellbeing.

Materials

We will read cases from the course pack and articles from the course web site. To supplement the readings, students can read chapters from the textbook, “Health Economics” by Frank Sloan and Chee-Ruey Hsieh.

Question and Answer Sessions

People who have little background in U.S. health care might find it helpful to attend the optional question and answer sessions each week. We will meet during the lunch break (11:30 am - 12:15 pm) in our usual classroom once per week. For the first two weeks of the term, we will meet on Fridays. For the last four weeks of the term, we will meet on Tuesdays.

Grading

• 30% Participation (attendance and discussion)
• 30% Assignments (written case analysis)
• 40% Term paper (may include evaluation by team members if applicable)

The Fuqua School of Business Honor Code applies to all aspects of the course.

Participation

Please attend class and participate. Please feel free to change seats each day. Also, please note that we grade on the quality, not the quantity, of class participation.

We will use the on-line discussion board to clarify and extend discussions from class. You can access the discussion board through the course site.

Other obligations arise, including health, family, and career. These are very important. If you must miss class, please submit your assignment on line. If you are particularly interested in the material, please post your thoughts to the class discussion board. It is not necessary to E-mail us about absences, unless you will have an unusually high number of absences (five or more).
Assignments

For each class answer the questions on the web page (not the questions in the case) in a short document. Submit the document in portable document format (pdf) using the web page. Please include your name and section number in both the file name and the document. Also bring a hard copy to class as a reference. Past students reported working an average of 3.5 hours per assignment.

Please submit the assignment by 9 a.m. If, however, your section meets after 9 a.m. you may submit later in the day, but please submit before attending class. Assignments are not accepted after class, because i) the primary objective of the homework is to encourage preparation for class, ii) answers are included in the slides posted on the web page after class, iii) it is generally better to work on future homework rather than past homework, and iv) each assignment represents only about 2% of your grade.

You may discuss the assignment with other current students in the class, but each student should submit a unique copy in her own words. Working with other current students should be a complement rather than a substitute for your own work.

Full credit is 1 point and we assign partial credit for good effort. We will have homework graded in about a week. We intend to post grades on the web page. If you receive “0” for an assignment, please check with the TAs to confirm that they received it.

Term Paper

We will assign each person to a team for the term paper. We will announce team assignments by class 5. We will survey students at the end of the class regarding co-authors’ contributions both in terms of input and output.

The paper topic should be about health care strategy. The focus should be on a single firm (for example, GlaxoSmithKline), agency (Centers for Medicare and Medicaid Services), or organization (World Health Organization). The paper should include thoughtful analysis, rather than simple descriptions and lists of facts. It should provide a clear understanding of a problem, the major options available, and a way of accomplishing the solution.

Good papers commonly range from 1,000 to 10,000 words. It is possible to write a poor paper with more words and a good paper with fewer.

Use quantitative analysis when appropriate. Here are some data options:
https://faculty.fuqua.duke.edu/~dbr1/health/data.html
However, in many cases, data will not be available. You can forecast using logical, explicit assumptions. For example, in our research we estimated the market for biosimilars before any reached the market, based on the generic pharmaceutical market and expected differences in entry costs. Likewise, many consulting interviews feature questions such as the U.S. market for men’s razor blades, so start with the population of the United States, then take the fraction that are men of age to shave, ...

The paper should include the following sections:

- Cover page. On page 1 include paper title, authors, acknowledgments, whether the material was submitted in other contexts (work or class), who helped you with the paper, and whether the paper may be shared with others.
- Executive summary (i.e., abstract). On page 2 summarize the paper (including strategic recommendations) in 300 words or fewer.
- Issue statement. Identify the firm’s problem or opportunity.
- Background. Provide information that is relevant for the specific firm or agency.
- Capabilities. Identify the key qualitative and quantitative capabilities that the firm or agency must use or develop. Be specific about capabilities that are relevant for the issue, rather than a general assessment.
- Recommendations. Outline specific actions for leadership. The set of actions should address the quantitative and qualitative issues identified in the capabilities section.
- Implementation. Review how long and in what order the firm or agency should implement the recommendations, what resources are needed to implement the recommendations, which people will be responsible for implementation, and what incentives and information will be needed to ensure that people implement the plan.
- Conclusion. Include summary, caveats, and broader implications (beyond the firm or agency in question).
- References. Include a list of papers cited in order to credit other authors and to help the reader identify further reading.
# Schedule

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<thead>
<tr>
<th>Class</th>
<th>Date</th>
<th>Payer</th>
<th>Provider</th>
<th>Product</th>
<th>Topic</th>
<th>Term Paper</th>
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<td>18-Jan</td>
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<td>Diagnostics</td>
<td>Teams assigned.</td>
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<td>Biotech &amp; Vaccines</td>
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<td>Hospital Strategy</td>
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<td>Hospital Competition</td>
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<td>Emerging Markets</td>
<td>One member of team submit term-paper slide with 24-point font. List title, authors, conclusions.</td>
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<tr>
<td>12</td>
<td>26-Feb</td>
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<td>Health System Change</td>
<td>One member of each team present slide.</td>
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<td>13</td>
<td>1-Mar</td>
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<td>Term paper</td>
<td>Term paper due. One member of each team submit. Label file with team number.</td>
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Readings

1. Consumer-Driven Care


2. Managed Care


3. Evidence-Based Medicine


4. Connectivity and Coding


CMS, Innovators' Guide to Navigating Medicare. 2015.


5. Diagnostics

Stefanos Zenios, Robert Chess, and Lyn Denend. “Genomic Health: Launching a Paradigm Shift...and an Innovative New Test.” *Stanford Case*.


6. Pharmaceutical Prices


7. Medical Decision Making


8. Biotechnology and Vaccines


9. Hospital Strategy

Laura Morgan Roberts and Ayesha Kanji. “Jeanette Clough at Mount Auburn Hospital.” *Harvard Business School Case*.


10. Hospital Competition


11. Emerging Markets


12. Health System Change
