



Fall 2017 & IAP 2018

15.777

**Healthcare Lab: Introduction to  
Healthcare Delivery in the US**

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<b>Course website:</b>	<a href="https://stellar.mit.edu/S/course/15/fa16/15.777/">https://stellar.mit.edu/S/course/15/fa16/15.777/</a> (TBD)
<b>Class meetings:</b>	Classes Mon. and Wed. 10-11:30 in E62-250 Recitations, as required, (see schedule) Fri. 1-2:30, E62-221
<b>Unit information</b>	This is a 15-unit course (9 for fall term, 6 for IAP) and consists of both classroom <u>and</u> on-site work at a host organization.
<b>Prerequisites:</b>	15.060/15.730 (DMD) & 15.761/15.734 (Intro to Operations) or equivalent; or permission of instructor.
<b>Teaching team:</b>	
Professor:	Retsef Levi, E62-562, <a href="mailto:retsef@mit.edu">retsef@mit.edu</a>
Office hours:	by appointment with TBD
Sr. Lecturer/mentor:	Anne Quaadgras, E62-490, <a href="mailto:aquaad@mit.edu">aquaad@mit.edu</a>
Lecturers/mentors:	Cathy Iacobo, <a href="mailto:iacobo@mit.edu">iacobo@mit.edu</a> , 617-366-7592 (cell) Melissa Webster, <a href="mailto:melster@mit.edu">melster@mit.edu</a> , 207-653-8585 (cell)
Teaching assistant:	TBD
Office hours:	by appointment
Administrative assistants:	TBD
<b>Grading:</b>	Students will receive a letter grade.
<b>Listeners:</b>	Not allowed for this course.
<b>Final exam:</b>	No final exam.
<b>Textbook:</b>	This course uses a course pack rather than a textbook, available from CopyTech. Additional materials are on Stellar.
<b>H-Lab Action Learning website</b>	<a href="http://actionlearning.mit.edu/h-lab">http://actionlearning.mit.edu/h-lab</a> Potential host companies and projects will be posted here for you to review. You will submit project team applications through this website to be matched with hosts. See below for further details.
<b>Healthcare Certificate:</b>	This course fulfills a requirement for the Healthcare Certificate. See <a href="http://hsi.mit.edu/academic-programs/healthcare-certificate">http://hsi.mit.edu/academic-programs/healthcare-certificate</a> .

## Course objectives

The focus of this course is on the business challenges and opportunities that arise in the US health industry. Unfortunately this industry is highly heterogeneous, non-standardized, and very complex. The goal of the course is to provide a broad perspective of the various central system issues as well as business opportunities in the U.S. healthcare delivery and health industry. In particular, the course will focus on the following areas:

- **The financial and organizational structures and incentives in the healthcare industry:** How do various players (hospitals, doctors, medical professionals, insurance companies, and patients) interact? How do the resulting organizational structures and incentives drive healthcare delivery systems designs and operations?
- **Major system design and operational challenges:** What are the major challenges that healthcare delivery systems are facing? What alternative system designs are being considered?
- **Data and analytically driven healthcare delivery and health management:** How can we use data-driven, analytical, and scientific business approaches to obtain better (financially and clinically) system performance and decision support tools? How may new IT solutions enable these approaches?
- **Innovation in healthcare and health management:** What are challenges in developing new business and clinical models that leverage technologies and analytical decision support tools?

In addition to lectures, Healthcare Lab is an Action Learning Lab, a project-based learning course with learning opportunities within the classroom and on-site at a host organization. Specific goals of the action-learning component of the course are to provide students with:

- Insights about the real-world issues and challenges faced by health management and healthcare delivery organizations and companies.
- An intensive experiential learning experience of working collaboratively with senior leadership in a dynamic health organization.
- A means to develop skills to assist organizations with and within complex environments to move toward action.

## Course format

The in-class portion of the course will be based on lectures, outside speakers (including many at the C-level) from the health industry, research-based lectures (of research done by faculty and students at MIT Sloan) and case studies. **You will be able to directly interact with most speakers in organized lunches after class.** We will leverage material and examples from the ongoing collaborative projects of Sloan faculty and major hospitals in the U.S., especially in the Boston area, such as Mass General Hospital, Beth Israel Deaconess Medical Center, and Boston Medical Center.

The action learning portion of the course will include on-site work with a host organization. It is required that you and your project team members will spend at least 40 hours per person on-site at an organization.

**Important:** The goal of your onsite work is for your team to work professionally with senior management and staff. MIT's and Sloan's reputations are at stake with each of these project engagements. Sloan's ability to recruit and secure projects for future students is only possible if you and your team take your work seriously, as well as respect and provide value to all stakeholders.

**Students who will benefit from this course includes those who are interested in:**

- A healthcare and health management related career path, either directly within the healthcare delivery or with organizations that interact with health delivery (e.g., consulting, bio-medical, IT, etc.).
- Entrepreneurship in the health sector.
- Understanding the major issues in the design and operations of large-scale healthcare delivery and health management systems.
- Interested in doing research or process improvement work in healthcare and health organizations.
- Experience working in the health industry on a significant real-world problem or opportunity.

**Assignments, tasks, and grading**

Grading is based on the following criteria:

- A. Two case analyses (team) (30%)
- B. Class attendance and participation (individual) (15%)
- C. Project (team, except for evaluations, which are individual) (55%)
  - 1) Team formation and project bidding process
  - 2) Mentor meetings and communication
  - 3) Project work plan
  - 4) Remote research report
  - 5) In-class presentation - Summary of project work to-date
  - 6) On-site work & final presentation
  - 7) Final deliverables
  - 8) Project poster
  - 9) Mentor feedback, host feedback, and team members' review survey

**A. Case analyses (team) (30% of grade)**

You will turn in a case report, in which you analyze the assigned cases according to the respective assignment. The case analysis assignments will be done in the same teams as your assigned project teams (see section C, below).

*QuickMedx Inc* (retail clinics) – **Due: Wednesday, October 4, at the beginning of class** (the specific assignment questions will be posted in due time)

*Supply chain partners: Virginia Mason and Owens & Minors* – **Due: Monday, November 20, at the beginning of class** (the specific assignment questions will be posted in due time).

In preparing these assignments, please adhere to the following guidelines:

- Hand in to the Class TA one paper copy of the case write-up for each team (email attachments will *not* be accepted). Note that although there is one submitted copy per team, each member of the team should have a personal copy of his/her team write-up for class discussion.
- Case analysis assignments must be less than 4 pages in length and use text fonts no smaller than 12 point.
- Every graph or table/spreadsheet showing the results of computations (or data analysis) must be accompanied by both a clear description of what all numbers represent qualitatively and an exhaustive explanation of how they are computed, including a statement of all the relevant mathematical formulas or algorithms. Do not submit a table copied from a spreadsheet, assuming that the instructors will try to figure out by themselves how the numbers are calculated.

## **B. Class participation (individual) (15% of grade)**

This grade is based on both attendance and participation.

**Attendance:** students who miss or are late for more than two classes face a reduction in their grade.

**Participation** will be determined based on your comments in each class session (quality, not quantity). Students are expected to prepare the assigned readings for each session and be ready to answer related questions and discuss related issues during the class.

Criteria that we will use to judge effective class participation include:

- Is the student a good listener?
- Is the student concise and articulate?
- Are the points made relevant to the current discussion? Are they linked to others' comments?
- Do the comments show clear evidence of insightful analysis of the topic discussed?
- Is there a willingness to participate?

## **C. Projects (team) (55% of grade)**

### **1) Team formation and project bidding process**

- a) **Team formation will begin during the recitation on Friday September 8. Upload a PDF of your resume to Stellar by Wednesday Sept 6 at 11:00 pm.**

The teams will stay the same throughout the course, for all case study write-ups and project tasks.

Because H-Lab consists of students from many MIT programs, and we strive for diverse teams, we **strongly recommend** forming a team with:

- At least one Sloan MBA
- At most one undergraduate
- At most two Executive MBA's (EMBA's)

- Diverse skill sets (i.e., not all one area of expertise, such as finance)
- b) Provide your proposed team members' names, contact information, and resumes to the TA by **Wednesday, September 13 at 11 pm**. Please note that the teaching team reserves the right to intervene in the team formation process, if necessary. We will finalize your team assignments by **11:00 pm on Friday, September 15**.
- c) Once your team has been approved, you will begin the process of bidding for the available projects. You will bid on the Action Learning Office's H-Lab website <http://actionlearning.mit.edu/h-lab>. Bidding involves the following main tasks:
- Ranking your team's top 5 projects
  - Creating an overall team statement and a short statement for each project you are interested in explaining why this project would be a good fit.
  - Describing your planned team dynamics. Team dynamics are critical and will determine the success of executing your project. Specifically, you will be asked to describe your team's planned norms and mode of operations, including how and when you will hold team meetings (weekly for 90 minutes is a good guideline); how decisions are made and disputes resolved; team member roles and responsibilities (including a project manager); and how you will hold each other accountable for completing your work. You will also be asked about relevant team member personal characteristics. **Due: 11:00 pm on Wednesday, September 20**.
- d) After reviewing all of the host company questionnaires and the team applications, the H-Lab teaching team will make the final team/project matches. You will be told which project your team has been assigned by **Wednesday, September 27**.
- e) Initial contact with your host:
- **NDA:** Most host organizations will ask you to sign an NDA. DO NOT SIGN ANYTHING until you have spoken with your mentor. The Host organizations will be informed of MIT's process regarding NDAs. This typically involves the NDA to be a document between the institution & the host. Students will not sign the NDA itself, but rather will sign a separate document with MIT to indicate acknowledgement of the NDA and the student's associated responsibility.
  - **Vaccination requirements:** some host organizations will require you to provide evidence of vaccination (this is mentioned in the project descriptions). This evidence may include showing proof of a T-spot TB test (blood rather than skin puncture test) within the last year, as well as flu shots or other vaccinations. Please be prepared to show proof of compliance within the first two weeks of class. (TB tests and vaccinations are available through MIT Medical.)
  - Once your project has been assigned, the team is responsible to begin discussions with the host about how you intend to structure your work and resources to address the host's issue. The team should immediately contact the

host and begin the conversation (via email, Skype, phone, etc.) about the project. **Teams should plan to communicate weekly with their host.**

## 2) Mentor meetings and communications

Given the complexity of the relationship with host organizations, all Healthcare Lab teams are assigned a mentor with whom you will meet at regular intervals. The mentors have spent time developing relationships with host organizations and defining the projects.

The team-mentor relationship is designed so that the team takes primary responsibility for working with the organization and leading the project, and the mentor plays an advisory role. The team, not the mentor, will be responsible for negotiating and managing all aspects of the work plan and the project, during the fall and IAP.

The faculty mentor:

- Guides teams on project design and scope;
- Coaches team members on working together for successful completion of the project;
- Shares feedback with the team on project management and team dynamics;
- Provides an understanding of protocols for working with the host organization;
- Mediates the relationship with host (if necessary);
- Gives feedback on course deliverables (using an MIT Dropbox Folder set up for each team).

Meetings with your mentor will be scheduled outside of class time. If possible, mentors will attend final presentations given by each team to their host. Teams are required to meet with their mentors monthly, or at least four times, throughout the semester. Each meeting should last no more than one hour. Additional meetings may be arranged as needed. Once you know your assigned mentor, the team is responsible for making the meeting arrangements and creating an agenda; the mentor may modify the agenda if needed.

**Due: Four mentor meetings: one each in October, November, December, and January**

## 3) Project work plan

Once your project has been assigned, the team is responsible for creating a detailed **work plan** outlining the host's challenge or opportunity and how you intend to structure your work and resources to address the issue.

Typically, a **work plan** is a four to five page document and includes the following:

1. A brief host organization overview
2. Detailed description of the project challenge. Include a problem definition (what problem are we trying to solve or opportunity are we are trying to develop?), and your host and team's perspective on the project challenge.
3. Use the SMART Model (or something similar) to define what you hope to achieve in your project work (Specific goals, Measureable, Agreed upon with host, Realistic within the limited time frame, and Time-Based)
4. Timeline (work streams, tasks, review points, deliverables)

5. On-site schedule/dates; need to discuss with mentor and host
6. Team member contact information (names, emails, Skype, etc.)
7. Host contact information (names, emails, Skype, etc.)

**Due: Teams will upload to their assigned MIT Dropbox a *draft work plan* by Wednesday, October 11, 5:00 pm.** Your mentor will provide feedback on your draft workplan. Once you have your mentor's feedback, you will incorporate any changes and send it as your *final work plan* to your host organization and mentor by **Friday, October 20, 5:00 p.m.** Report back any significant changes to your work plan from the host to your mentor, and upload an updated version to Dropbox if needed.

#### 4) Remote Research Report

The **remote research report** communicates to your host the results of your research and analysis to date. It is typically a 10-20 page document and should include:

1. Your initial hypotheses regarding the issues/solutions and direction of the work effort.
2. Industry analyses, market research findings, technology studies, or similar reports that give hosts new insights and guidance for their project challenge.
3. Research and analytical methodology that you have begun or expect to use in your project.
4. An annotated bibliography of at least three relevant academic articles or papers directly related to your project.

**Due: Monday, November 13 via Dropbox.**

#### 5) In class team presentations

Your summary of the work that you have completed to-date will be a presentation of about 20 minutes in class, which includes questions from your fellow students. You will need a slide deck of 10 slides or fewer that summarizes your work. Presentations will be **Wednesday, November 29, and Monday, December 4. These classes will extend to 12:55 (lunch will be provided).**

#### 6) On-site work

The goal is for your team to work professionally on-site with senior management and staff. You will work on-site during the semester, as well as during IAP in January. Every student is required to work on-site for at least one week (40 hours) total. Your team's on-site schedule must be approved by your mentor.

Each team must make a final presentation to your findings, conclusions, and recommendations by **Friday, February 2.** Please invite your mentor to attend this presentation.

#### 7) Final deliverable

Your final deliverable will reflect all of your project work. It should "stand on its own"; that is, it should have enough detail so that anyone reviewing it will understand the problem, your research methods, your final recommendations, and your supporting logic based on research materials and any models that you created. You may base it on the final presentation to your host, annotated and augmented as necessary to incorporate:

- An executive summary (at most four pages)
- The remote research report

- Summary of your on-site work
- Conclusions resulting from your on-site work
- Final thoughts and possible next steps for the organization
- Appendix: all research materials used and any models you created

The final deliverables should be submitted to your host, and to your mentor via Dropbox. **Due: 5:00 pm Monday, February 5 via Dropbox.**

### **8) Mentor, host organization, and team feedback (team and individual)**

We will solicit feedback from your mentor, host organization, and your fellow team members. This information will be used to determine your final grade.

Each **individual** team member will be asked to complete an online survey to review the team experience and grade fellow team members on their performance on the project team, both midway through the semester and at the end of IAP. These surveys are confidential between you and your mentor and TA – **do not** copy any other person. These reports will allow your mentor to better understand your team members' performance.

**Due: 5:00 pm on Monday, October 30 and Monday, February 5**

### **9) Project poster**

Each team will create a poster that highlights the project work. Please follow these instructions to create your poster:

- Poster dimensions: 24" x 36" (flat); portrait (vertical) format only
- File format: 24"x36" PDF or PPT image; if PDF have all fonts embedded
- Poster content:
  - Images and text describing your project – make it exciting!
  - Name and year of your class, e.g., 15.767 H-Lab 2014
  - Host company name and their city/country location, e.g., Conexia, Buenos Aires, Argentina
  - A project description in 14-point font, maximum of 250 words, at the bottom
  - All team members' names
- Be aware of any NDA restrictions, and do not include confidential information that you have heard or been given. **Make sure your host organization approves of the public display of your poster.**
- Use photos that you have taken or been given, but not "borrowed" from the web.
- Put the file on a USB drive or CD and deliver it to CopyTech (W20-104). Tell them which class it is for and proof the image.

**Due: 5:00 pm Monday, February 5 via Dropbox.**

H-Lab will participate in the fall labs **Action Learning Poster Day on [TBD], 11:30 am - 1:00 pm.** This major Sloan event draws a large and enthusiastic audience from the entire MIT community. To highlight and publicize your project work, your team will prepare a poster and staff a presentation position during this event. **At least one team member is required** to attend and talk about their work with the community.

## Course expectations

Please use a name card for each class session.

Students in Healthcare Lab are expected to complete all requirements, including project-related assignments and activities. H-Lab is collaboration between MIT and health organizations. The faculty has devoted considerable time and resources to identifying and cultivating appropriate projects, and the organizations have competitively applied to host a project.

Please be aware that MIT and Sloan's reputations are at stake. If you agree to be part of a team and work on a project, we expect that you will continue to do so throughout the semester.

**Dropping the class after projects have been assigned damages MIT Sloan's reputation.**

Please regard everything we ask you to do as a work assignment (i.e., as if from an employer) and not simply a course requirement. Everything in this course is designed to help you work effectively on your projects and with your team.

### Remote EMBA students

Given the interest among EMBA students in healthcare courses and the Healthcare Certificate, the school has decided to allow the participation of EMBA students through remote access. Each EMBA student will fulfill the same requirements as in-class students with the exception that in-class attendance is substituted by remote attendance.

In particular, MIT Sloan has implemented the following policy:

- Remote access will be allowed **ONLY** to EMBA students (the TA will block anyone that is not an EMBA and attempts to access the class remotely). EMBA students must log in by 9:45 a.m. to make sure they are connected with the technical services staff.
- We will only have live streaming (synchronous) and will not provide any offline recording. Specifically, EMBA students are expected to attend remotely each live class.
- Remote EMBA students must connect to every live stream video conference with their **computer camera on such that they are visible**. Please note that your camera feed will be shown in the classroom so that you are visible just like any other student.
- Like in-class students, EMBA students are not allowed to arrive late to class or leave before the class ends. We will disallow access after we put the sign on the class door that the session is ongoing and in-class students are not allowed in anymore. We will also have logs of the remote participants that will allow us to have participation grades like any other students.
- Remote students will be expected to participate in class discussions like anyone else, including the possibility of cold calling.
- EMBA students will have to satisfy the project requirements, including onsite requirements and will not be allowed to substitute other projects instead. We will work with the EMBA students to find appropriate times in which they can satisfy their project requirements.

### Dual registrants of Healthcare and Global Entrepreneurship Lab (H-Lab & G-Lab)

- Students are allowed to enroll in both H-Lab and G-Lab simultaneously. Dual registrants of both action learning courses should note the following:

- These students are still required to participate in their team's on-site project work.
- Given that it is mandatory for G-Lab students to be overseas for 3 consecutive weeks during IAP for their G-Lab project, dual registrants must complete their H-Lab on-site project work during the semester or the 4<sup>th</sup> week of IAP.
- The timing of H-Lab on-site project work will be determined by a combination of factors:
  - The support/agreement of the other H-Lab project team members
  - The host company's flexibility/schedule
  - The specific project activities/deliverables/schedule

## **Academic integrity and professional standards**

Our general policy for this class is that when preparing cases and assignments you should not receive any related input from anyone who has already participated in a faculty-led discussion of the same material, be it at Sloan or another school. Discussions regarding the case analyses and the project should be limited to the members of your team. When preparing any graded assignment you may *not* consult or use material not already included in the course packet or posted on the course webpage, unless explicitly authorized by the instructor. Each member of a team will be held fully responsible and accountable for the reports the team submits. In particular, each student in the team must be ready to present and explain the work that the team has done.

We would like to emphasize the following issues. Do not:

- Copy all or part of another student's work (with or without permission) if the student is not on your team.
- Allow another student (not from your team) to copy your work.
- Ask another person outside your team to write all or part of an assignment for you.
- Consult or submit work (in whole or in part) that has been completed by other students in this or previous years for the same or substantially the same assignment.
- Use print or internet materials directly related to a case, unless explicitly authorized by the instructor.
- Use print or internet materials without explicit quotation and/or citation.
- Submit the same, or similar, piece of work for two or more subjects without the explicit approval of the two or more instructors involved.

We will enforce the academic integrity policy of this course and violations will have serious consequences. In addition, you will be held personally responsible for confronting and reporting any violations that come to your attention. Finally, if at any point during the course the implications of this academic integrity policy on your particular situation are not completely clear, you should immediately contact the instructor.

Consistent with Sloan academic and professional standards, we require:

- On-time arrival to classes and recitations, with uninterrupted attendance for the duration. We will not allow latecomers into the class after the first two minutes used to make announcements.
- Maintenance of a professional atmosphere by using respectful comments and humor.
- Turning off electronic devices in class: no use of laptops; wireless devices must be silenced.

- Refraining from distracting or disrespectful activities (e.g., side conversations and games).
- Courtesy and respect for all participants in the classroom.
- Observance of the most conservative standards when one is unsure about which norms apply.

Please refer to the Sloan professional standards document for more details. Violations will be marked. Three or more violations will result in an automatic penalty of a letter grade.

## MIT Title IX Policy Information

### Policy

MIT and the Sloan School of Management are dedicated to providing a safe, supportive and equitable learning environment for all students. Discrimination, harassment, intimate partner violence, stalking and sexual assault are not tolerated, whether committed on or off MIT's campus. Likewise, MIT students are expected to comply with MIT's policies prohibiting these behaviors at all times.

### Resources

MIT's support resources are available to students no matter where you are in the world.

To speak confidentially with an advocate in MIT's **Violence Prevention and Response Office**, call their **24-hour hotline**:

617-253-2300

[vpradvocate@mit.edu](mailto:vpradvocate@mit.edu)

To report an incident to MIT's **Title IX Office** or to learn your reporting options: Sarah Rankin, MIT Title IX Coordinator

617-324-7526

[titleix@mit.edu](mailto:titleix@mit.edu) or,

Senior Associate Dean Jake Cohen, Title IX coordinator for MIT Sloan 617-324-8107

[jcohen28@mit.edu](mailto:jcohen28@mit.edu)

## Action Learning Lab Data Destruction Policy

Host companies share confidential and proprietary information with students doing Action Learning projects. MIT Sloan has an obligation to destroy that data at the end of the project so that it will not be inadvertently disclosed to unauthorized people, nor will it be used for any purpose other than the project.

MIT Sloan depends on students to destroy the data in a timely and appropriate manner. Please note that the destruction of data is a requisite step for the completion of course requirements.

### What data is required to be destroyed?

Any information supplied by the host company in any format: emails, notes from a phone meeting, worksheets, records, company documents, any kind of company data. This includes both data that is marked confidential and unmarked data. If the company provided it, it must be destroyed at the end of the project.

### What data is NOT required to be destroyed?

Students can keep their final paper, posters and other derivative work that does not include company proprietary or confidential information. If there is any doubt, students should ask the

host company to help them discern what needs to be destroyed.

### What are acceptable destruction methods?

Printed Materials:

- Documents should be recycled in MIT-approved secure recycle bins. Each academic area and many program offices have these bins.

Digital Data Controlled by Students:

- If students have the data in Dropbox or on their computers, they must delete the data using appropriate tools.

Digital Data Controlled by Sloan Technology Services:

- STS will destroy the data according to MIT Sloan IT policies.

### Questions?

If there are any issues or questions on the destruction of data, please contact Ellen Baum, Sloan Contract Administration, at x3-5617 or [ebaum@mit.edu](mailto:ebaum@mit.edu), or Will Hedglon, STS Associate Director, at 5-4176 or [hedglon@mit.edu](mailto:hedglon@mit.edu).

### **Summary of deadlines (these are 2016; to be updated)**

Please inform your mentor in advance (at least one week) if your team encounters any special circumstances with your host that may prevent you from meeting these deadlines.

Upload PDF of resume to Stellar	Wednesday Sept 7, 11:00 pm
Team formation begins	Friday Sept 9 (in recitation)
Team assignments finalized; email team info TA	Friday Sept 16 (in recitation)
Project bid applications due	Wednesday Sept 21, 11 pm
Team/project matches available to students	Wednesday Sept 28 (after class)
Mentor meeting 1	Early October
Case 1 due	Oct 5 (print), start of class
Draft workplan due to mentor & in class	Wednesday Oct 12 (upload)
Mentor meeting 2	Early – mid November
Final workplan due (email to host & mentor)	Friday Oct 21
Mid-semester team evaluation due	Monday Oct 31, 5:00 pm
Mentor meeting 3	Early December
Remote research report due to mentor & in class	Monday Nov 14 (upload)
Case 2 due	Monday Nov 21 (print), start of class
Mentor meeting 4	December or January
Summary presentation of project to date	Wednesday November 30 & Mon. Dec 5
First day presentation to host	First day on-site (on or after Dec 8)
Final presentation to host	Last day on-site (by Feb 3)
Project poster due to CopyTech	Registration day, Monday Feb 6, 5:00 pm
Final report due (to host, mentor, and Stellar)	Registration day, Monday Feb 6, 5:00 pm
Team evaluations due	Registration day, Monday Feb 6, 5:00 pm
Provide evidence of data destruction	Registration day, Monday Feb 6, 5:00 pm
Poster day	Thursday, Feb 16, 2017, 11:30 - 1:00 pm

**Note: most class specifics are for 2016; to be updated. 15.777 Healthcare Lab: Introduction to Healthcare Delivery in the US; Readings will be**

Classes meet in E62-250 Monday and Wednesday 10:00 - 11:30; Recitation (as required) in E62-221 Friday 1:00 - 2:30

September Classes			Lecturer	Affiliation	Assignments Due
Wed	6-Sep	Course Introduction	Prof. Retsef Levi	Professor of Operations Management; Faculty Director, Initiative for Health Systems Innovation	Upload PDF of resume to Stellar by 11:00 pm
Fri	8-Sep	Recitation: Project information & team formation; NDA /data destruction	Anne Quaadgras Cathy Iacobo Ellen Baum	Senior Lecturer Lecturer MIT Sloan Director of contract administration	
Mon	11-Sep	Healthcare Reforms and Market Trends	Prof. Retsef Levi		
Wed	13-Sep	Cost and Resource Allocation in Healthcare Networks	Prof. Retsef Levi		
Fri	15-Sep	HSI 2017 Annual Conference (complimentary for H-LAB students) Media Lab			Email final team info to TA by 11:00 pm
Mon	18-Sep	Quality, Safety and Risk Management	Prof. Retsef Levi		
Wed	20-Sep	Strategic Scheduling at MGH	Peter Dunn, MD Prof. Retsef Levi	Executive Medical Director of the Operating Rooms and Executive Vice Chair of the Department of Anesthesia Critical Care and Pain Medicine at MGH	Project bid applications due 11:00 pm
Mon	25-Sep	Alternative Quality Contracts	Dana Safran, Sc.D.	SVP of Performance Measurement and Improvement at Blue Cross Blue Shield of Massachusetts	
Wed	27-Sep	Healthcare Analytics Informing Patient Flow Optimization	Prof. Retsef Levi		Team/project matches available after class
Fri	29 Sep	Recitation: "Launching High Performing Teams" presentation and team exercise	Anne Quaadgras Cathy Iacobo Tracy Purinton		
October Classes			Lecturer	Affiliation	Assignments Due
Mon	2-Oct	Home based healthcare – Opportunities and Challenges	Prof. Retsef Levi		
Wed	4-Oct	CVS MinuteClinic	Tobias Barker, MD	VP of Medical Operations, CVS MinuteClinic	Case report #1 (team) print due start of class
Mon	9-Oct	No class (Columbus Day)			
Wed	11-Oct	TBD			Draft workplan due to mentor 11:00 pm
Mon	16-Oct	Community Health Management	Myechia Minter-Jordan, MD	President & CEO of the Dimock Center	
Wed	18-Oct	Healthcare Consulting	Jay Levine	Former partner at ECG Management Consultants and Director of the Southampton Hospital Association	
Fri	20-Oct				Final work plan due to host & mentor 5:00 pm
Mon	23-Oct	No class (SIP Week)			
Wed	25-Oct	No class (SIP Week)			

Mon	30-Oct	Stakeholders and Incentives in Academic Medical Centers--current trends & challenges	Ann Prestipino	SVP of Surgical and Anesthesia Services and Clinical Business Development at MGH and the Massachusetts General Physicians Org.	Mid-semester team feedback (individual) due by 5:00 pm
<b>November Classes</b>			<b>Lecturer</b>	<b>Affiliation</b>	<b>Assignments Due</b>
Wed	1-Nov	Population Health Management	David Judge, MD	Chief Medical Officer of Iora Health	
Mon	6-Nov	Telemedicine – American Well	Roy Schoenberg, MD	CEO of American Well	
Wed	8-Nov	Health Innovation; extended session from 10:00-12:55 pm; lunch provided			
Mon	13-Nov	Healthcare Analytics	Prof. Joe Doyle	Erwin H. Schell Professor of Management and Professor of Applied Economics Sloan	Remote research report email & print due start of class
Wed	15-Nov	Health IT	John Halamka, MD	CIO of Beth Israel Deaconess Medical Center, Dean for Technology at Harvard Medical School	
Mon	20-Nov	Healthcare Networks	Kevin Tabb, MD	President and CEO of Beth Israel Deaconess Medical Center and Professor of Medicine at Harvard Medical School	Case report #2 (team) print due start of class
Wed	22-Nov	No class (Thanksgiving break)			
Mon	27-Nov	Health Systems	David Torchiana, MD	President and CEO of Partners Healthcare	
Wed	29-Nov	Healthcare Supply Chain (Case) + Project Presentations; extended session from 10:00-12:55 PM; lunch provided	Prof. Retsef Levi		
<b>December Classes</b>			<b>Lecturer</b>	<b>Affiliation</b>	<b>Assignments Due</b>
Mon	4-Dec	Project Presentations; extended session from 10:00-12:55 pm; lunch provided			
Wed	6-Dec	Class Wrap Up	Prof. Retsef Levi		
<b>February Activities</b>					<b>Assignments Due</b>
Fri	2-Feb	Last possible date to complete on-site work at host organization (IAP ends)			Presentation to host organization on last day of on-site work (team)
Mon	5-Feb				Poster file sent to CopyTech (team), Final project reports (team), team evaluation form (individual), and evidence of data destruction all due by 5:00 pm
Thurs	15-Feb	Poster day 11:30-1:00 pm			Attend poster session 11:30-1:00 pm