
MGT 290-1

Healthcare Industry Immersion

Winter 2021

Fridays, January 8th – February 5th
(tentative)

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Overview

The healthcare industry is one of today's most complicated marketplaces:

- Products and services are provided to a patient (end consumer)
- Selection of products and services are made by healthcare professions (decision/selection makers)
- Payment and utilization decisions are often made by third-party administrators (purchasers/payers) which will influence the selection process
- Availability of products and services are governed by government agencies (regulatory restrictions)

Success in healthcare, whether it is in research, clinical development, marketing, or finance, requires an understanding of the complexities and inter-related functions across multiple types of “consumers” and “influencers.”

Course Description

This course introduces students to the many facets of the healthcare industry and provides a framework for understanding the complexities that shape and drive the industry. Drawing upon the depth and breadth of healthcare expertise within UC Davis, as well as connections to industry experts, each session will take a deep dive into important issues facing healthcare.

Topics to be covered include:

- An overview of drug and device development — from the viewpoints of the researcher, company, consumer/patient, physician, payer/provider, and regulator
- Regulatory approval process (FDA, EMEA, Koroshio, etc.)
- Manufacturing, Distribution, and Supply Chain Dynamics
- Payer/Provider Interactions and Influences
- Pharma/Biotech Corporate Structures: start-up vs. FIPCO, raising capital, growth in the industry
- Product commercialization (drugs, devices, services)
- Innovation in Healthcare: precision medicine, immunotherapy, gene therapy
- Big Data: Healthcare Issues to Improve Patient Outcomes

Drawing on background readings, speakers' presentations, and other information, students will learn about a topic or case study, discuss it in class, address a specific issue in small groups of MBA and PhD students, develop recommendations, and present the group's findings. Students will be given opportunities to develop cross-functional solutions to problems facing today's healthcare industry.

Course Structure

The course will meet for 10 topic sessions (2 speakers per week) to be held on five (5) consecutive Fridays starting January 2021. There will be a morning and afternoon session, plus a lunchtime discussion.

Students will prepare for each session by reviewing readings and other material related to the topic(s).

During each session an industry expert will provide background and context to lead the discussion. At the end of the discussion, students will break out into smaller groups to tackle a specific industry challenge or opportunity presented by the industry expert. Each group will develop a solution or approach to address the challenge/opportunity, will present their recommendations, and receive feedback on their proposed solution(s) from the industry expert.

Code of Academic Conduct

All students will need to uphold the standard of conduct relating to academic integrity as defined in the UC Davis Code of Academic Conduct:

[Code of Academic Conduct 2019.pdf](#)

Learning Objective

Given the complexities of the healthcare industry, a broad understanding of the challenges and issues facing researchers, providers, business professionals, payers, and regulators is necessary for success. It is critical that UC Davis graduates understand the framework and the context of their work efforts, beyond just the day-to-day.

Success in healthcare will require application of a breadth of industry knowledge, combined with strong leadership and managerial skills, to develop innovative approaches to improve the healthcare system.

The objective of this course is to increase the student's practical knowledge of the operations and practices across the healthcare continuum and gain real-world experience in solving industry-specific problems. Introducing students to academic and industry experts allows them to develop their problem-solving skills in a collaborative environment.

Student Assignments

Participation in each session's discussion, small work group, and submission of papers (weekly and final synthesis).

Five two-page essays consisting of:

- a. A brief summary of each industry experts discussion
- b. The managerial problem that was discussed in each session
- c. The different solutions you heard from your classmates
- d. The solution that appealed to you and the reason why

An 8-10 page final synthesis paper that includes the following:

- a. What are the important lessons you learned from the various speakers? You can categorize the problems discussed by various speakers any way you want to and explain the types of solutions that were discussed in class for each category of problems. For example, if the problem dealt with supply chains, you should discuss solutions that were presented with respect to supply chains (e.g., usage of technology, supplier contracting processes, building redundancy into the supply system).
- b. Select one speaker who made the most impact on you. What part of the material covered by the speaker affected you? Explain why.
- c. How does this course affect what you do (or plan to do) in the future? Be specific in your response.

Grading

Class Participation:	40%
Five (5) Essays	30%
Final Paper	30%

Tentative Listing of Speaker Topics (Winter 2021)

Overview of the Healthcare Industry
Drug and Device Development Overview
Clinical Trials and Regulatory Approval Processes
Product Development and Lifecycle Management
Manufacturing and Distribution/Supply Chain
Pharma/Biotech Corporate Structures: Strategic Growth
Product Commercialization: Marketing and Sales
Payers and Providers: Influencers and Decision Makers
Innovation in Healthcare: Driving the Future
Big Health Data: Improving Outcomes and Efficiencies