<table>
<thead>
<tr>
<th><strong>BUSINESS INNOVATIONS IN GLOBAL HEALTH CARE</strong>&lt;br&gt;WWW.EXED.HBS.EDU/PROGRAMS/BIG/</th>
<th><strong>MANAGING HEALTH CARE DELIVERY</strong>&lt;br&gt;WWW.EXED.HBS.EDU/PROGRAMS/MHCD/</th>
<th><strong>VALUE MEASUREMENT FOR HEALTH CARE</strong>&lt;br&gt;WWW.EXED.HBS.EDU/PROGRAMS/VMHC/</th>
<th><strong>STRATEGY FOR HEALTH CARE DELIVERY</strong>&lt;br&gt;WWW.EXED.HBS.EDU/PROGRAMS/HCS/</th>
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<tr>
<td><strong>Length</strong></td>
<td>3 Days</td>
<td>15 Days (over the course of three modules)</td>
<td>2 Days</td>
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<tr>
<td><strong>Location</strong></td>
<td>HBS Campus</td>
<td>HBS Campus for three modules • Off campus for intersession modules</td>
<td>HBS Campus</td>
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<tr>
<td><strong>Overview</strong></td>
<td>Explore innovations in telemedicine, drug testing, integrated clinic pharmacies, and patient communities in developing economies.</td>
<td>Gain the leadership skills and frameworks for designing, managing, and improving health care delivery organizations.</td>
<td>Improve outcomes and lower costs by accurately measuring the costs of health care delivery.</td>
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<td><strong>Objectives</strong></td>
<td>• Analyze successful health care ventures and emerge better positioned to implement innovative approaches • Discover how innovators worldwide overcome barriers and provide more efficient care and better medical technology to underserved populations • Improve your ability to navigate complex international regulatory and political challenges</td>
<td>• Explore delivery strategies for improving the coordination of services • Enhance the value of patient care and boost medical and economic outcomes • Foster innovation and drive change within a health care setting • Improve your ability to manage people, provide optimal care, and deliver organizational results</td>
<td>• Examine how value measurement is transforming health care quality and cost and evaluate new approaches: - Organizing integrated practice units around patient medical conditions - Moving to bundled prices for care cycles - Integrating care delivery across facilities • Explore the challenges of moving to high value, integrated care and restructuring care delivery organizations • Investigate strategic and organizational changes that can improve the way health care is delivered, measured, and reimbursed • Share with and learn from elite industry colleagues in a collaborative working environment</td>
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<td><strong>Curriculum Overview</strong></td>
<td>• Focus on the effective models utilized by forward-thinking health care organizations in both emerging and established economies around the globe • Explore global case studies on organizations that have successfully implemented innovative health care products and services in highly regulated or complex environments</td>
<td>• Module 1: Build the skills to design and lead a competitive health care delivery organization • Module 2: Acquire the strategies and frameworks to achieve high performance • Module 3: Cultivate a climate that fosters innovation • Between each module, apply key concepts through relevant, technology-enhanced activities</td>
<td>• Implement a value measurement system: - Define the medical condition and care cycle - Identify outcomes important to patients - Map care processes and associated costs - Report outcomes to referring providers, payors, and patients - Utilize outcomes and cost data to improve care delivery • Examine six strategic agendas for building a value-based delivery organization: - Organizing integrated practice units - Measuring health outcomes and costs - Moving to bundled prices covering the full care cycle - Integrating care delivery across facilities - Expanding service areas - Creating an enabling information technology platform</td>
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<tr>
<td><strong>Participant Profile</strong></td>
<td>• Health care executives in clinical or nonclinical roles • Senior managers from organizations and government agencies • Global leaders in health care management, consulting, and investing</td>
<td>• Physician chiefs, subspecialty chiefs, and nursing officers • Leaders from physician network organizations • Senior vice presidents, vice presidents, and executives in health care delivery organizations</td>
<td>• Senior clinical leaders from around the world who oversee care delivery • Top financial executives who are involved with cost management • Senior executives in payor organizations, government agencies, and supplier companies</td>
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(6.17)
Navigating an uncertain business world requires leadership confidence, global vision, and innovative strategies that drive and sustain growth. To meet the universal demand for extraordinary leaders, Harvard Business School (HBS) offers a global curriculum based on the real-world challenges facing executives today. Here, you will do more than prepare for the next step in your career. The HBS faculty will disrupt your old ways of doing business and introduce unexpected new ways of thinking. The results? You will return to your organization reenergized—ready to lead meaningful change, address strategy gaps, and outdistance the competition for the long run.

An Enlightening Learning and Living Experience
At HBS, learning takes place on many levels. From our state-of-the-art classrooms and carefully selected living groups to our rich array of academic resources and recreational facilities, you will have countless opportunities to expand your learning and your network. Nowhere else can you collaborate with such a diverse and elite group of global peers.

Over the course of the program, you will share new ideas with others and broaden your own perspectives on leadership challenges, global best practices, and emerging business trends. The personal and professional bonds that participants develop with their cohort peers, with their living group members, and with the HBS faculty often last a lifetime.

Featuring the School’s signature amphitheater design, each classroom is equipped to enhance the HBS case method of teaching. Moveable blackboards, projection screens, and innovative lighting help to generate a dynamic exchange among the program participants and HBS faculty that continues beyond the classroom.

Pioneering Faculty, Case Method, and Global Curriculum
Full-time HBS faculty members teach every Executive Education program—no exceptions. These world-renowned thought leaders draw upon their practical business expertise, proprietary research, and relationships with leading global companies to help you tackle relevant industry issues and capitalize on emerging trends.

Pioneered by HBS faculty, the hallmark case method immerses you in hands-on, real-world business simulations that hone your decision-making and leadership skills. This highly stimulating and collaborative process puts you face to face with the faculty who wrote the cases and observed the outcomes, and the real case protagonists often stop by to share their thoughts on the issues.

At our nine global research centers, the top minds in business, government, and higher education join forces to collaborate on groundbreaking research. The HBS faculty transforms these latest insights into rich learning experiences that are designed to redefine the world of business and the next generation of visionary leaders.

Personal Living Group, Private Wellness and Fitness Center, and More
Your personal living group will consist of eight bedrooms—each with a private bath and personal computer/IPTV—organized suite-style with a common living area to provide a small group learning experience inside a larger program. HBS selects living group members who represent diverse functions, industries, and countries. During your time on campus, we encourage you to take advantage of our private wellness and fitness center. Shad Hall features an indoor walking/jogging track; basketball, racquetball, and squash courts; outdoor tennis courts; table tennis; aerobics studios; fitness equipment; whirlpool, steam, and sauna; yoga, Pilates, spin, cycling, and strength training classes; and personal trainers and nutritionists.

At HBS, you are situated in one of the world’s most historic and cultural hubs—the Boston-Cambridge area. Harvard Square is within walking distance, and a wealth of arts, music, sports, dining, shopping, and entertainment venues are easily accessible from campus.

Take the Next Step: Application, Admission, and Company Sponsorship
The Admissions Committee meets monthly, and admits qualified candidates on a rolling, space-available basis. Early application is strongly encouraged. The Admissions Committee takes into account a candidate’s organizational level, management experience, and future responsibilities. Each participant must be nominated and supported by a company sponsor.

For more information, please contact our Client Services team at:
executive_education@hbs.edu  I  1-800-427-5577

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