Across the globe, health policy changes have placed hospitals and health care delivery networks under increased scrutiny. These added pressures have created the demand for a new kind of leader who can improve patient care while boosting medical and financial outcomes. This program examines three critical concepts: designing your organization from the ground up, managing performance, and improving and innovating over time. You will acquire the leadership strategies, management frameworks, and global perspectives needed to drive innovation and performance across your health care organization.

The Curriculum
Taking place in Boston, the U.S. hub for health care, Managing Health Care Delivery (MHCD) at Harvard Business School (HBS) is an intensive three-week program delivered over a period of nine months. While acquiring global perspectives and innovative business models, you will examine the challenges of managing a health care delivery organization in the face of greater expectations and fewer resources.

Geared for both clinical and nonclinical executives in health care delivery organizations, MHCD incorporates an array of international case studies, relevant classroom exercises, and hands-on action learning. The comprehensive curriculum consists of three one-week modules as well as project work in between sessions. Each module builds on and applies the key themes from previous modules, enabling you to develop new skills in strategy, finance, operations, and leadership.

MHCD is divided into three modules:

1. Design for Excellence: Gain the skills to design and lead a competitive health care delivery organization
2. Manage for Performance: Acquire the management tools and techniques to achieve high performance
3. Innovate for Impact: Cultivate a climate that fosters innovation
“This program transformed my way of thinking. By learning from some of the top business and health care leaders in the world and debating today’s health care challenges with my colleagues, I was able to contemplate innovative solutions to care delivery.”

Susan Grant
CHIEF NURSING OFFICER/ASSOCIATE DEAN FOR CLINICAL PARTNERSHIPS
EMORY HEALTHCARE/NELL HODGSON WOODRUFF SCHOOL OF NURSING, U.S.

The HBS campus puts you in the heart of Boston-Cambridge, one of the world’s most historic and culturally enriching regions.
Gain the skills to design and lead a competitive health care delivery organization.

In this module, you will examine the fundamentals of operational design, strategy, and leadership.

Topics will include:

- **Operational design**: Analyze and design effective operational models, teams, and delivery strategies; understand the impact of operations, culture, and leadership on safety and errors.
- **Strategy**: Improve performance through learning and leadership; examine the frameworks for developing and evaluating health care delivery strategies.
- **Leadership**: Analyze the complexities associated with leading clinical organizations; assess the roles of effective leaders—mentoring, monitoring, directing, inspiring, and emphasizing clinicians as managers and leaders.

**INTERSESSION WORK / BETWEEN MODULES 1 AND 2**

Working at your own pace, you will complete online tutorials and participate in exercises designed to help you think about your organization’s strategy and how it drives process, people, and technology decisions.

During the intersession, you are given access to interactive online tutorials and MHCD proprietary materials.

Intersession work includes:

- **Operating system worksheet**: You will complete the “Define the Environment in Which Your Organization Operates” worksheet. This will help you evaluate your strategy and operations from two perspectives: the larger organizational level and the smaller unit or practice level.
- **Strategy and value proposition exercise**: You will perform an organizational assessment to determine if your strategy and value proposition align with the external competitive and regulatory environment as well as the internal operating system.
- **Accounting tutorial**: Designed to provide a fundamental understanding of accounting, this online tutorial takes at least 25 hours to complete. Topics include: financial accounting terms and concepts, the approach used to construct financial statements, and simple ratios that capture the key elements of firm performance.
- **Financial management analysis**: In preparation for Module 2, you will read several chapters of Analysis for Financial Management, with particular emphasis on the balance sheet, income statement, and statement of cash flows.
- **Finance tutorial (optional)**: This online tutorial provides an introduction to the basics of corporate finance. To build a foundation for further study in business and finance, you will master the fundamental techniques of financial analysis, forecasting, capital structure choice, risk and return, discounting, and business valuation.
Acquire the management tools and techniques to achieve high performance.

This module focuses on the key management tools and techniques needed to drive high performance. You will explore the fundamentals of finance and accounting, as well as the latest approaches to service excellence, negotiation, and human capital management.

Topics will include:

- **Finance and accounting**: Apply accounting controls and capital budgeting processes; assess the financial health of a department or organization; manage financial and decision-making processes; explore meaningful incentive programs; write a business plan
- **Service excellence**: Gain a deeper understanding of the key tenets of service excellence; improve the coordination and efficiency of services; meet the increasing demands for service excellence
- **Negotiation**: Delve into the strategic elements of dealmaking and decision making; learn how to craft better deals, master complex negotiations, and manage the tension between creating value collectively and claiming value individually
- **Human capital management**: Manage difficult personalities and challenging situations; facilitate team decision-making processes; explore how to develop and implement incentives that drive measurable results

“"I would highly recommend this program to all senior-level executives of care delivery organizations for the opportunities it provides in connecting with other leaders of care delivery—and for the breadth and depth of knowledge it imparts through effective classroom and group-based learning methods.”

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**Dr. Mohanraj Dhanagopal**

**Health Data Analyst**

**Hamad Medical Corporation, Qatar**

INTERSESSION WORK / BETWEEN MODULES 2 AND 3

Incorporating the program’s essential concepts for driving tangible results, you will develop a business plan for a new or existing service within your organization. While the focus of the business plan is of your own choosing, it should represent an issue that is important to your organization. You will have the opportunity to receive feedback on your plan from your peers and can work in a group if you choose.
Cultivate a climate that fosters innovation.

This module focuses on how to develop an innovative and flexible learning organization. You will explore the latest care delivery models, approaches to facilitating teamwork, as well as fresh perspectives on building a culture of innovation.

Topics will include:

- **Learning organizations**: Capture innovation, apply lessons, and explore effective ways of sharing knowledge across an organization; learn from past successes and failures; improve performance through learning and leadership; establish a structured approach to performance improvement

- **New care delivery models**: Explore current and emerging models that have the potential to improve health care value

- **Teamwork**: Facilitate and manage clinician-hospital relationships; explore the criteria for high-performing teams—a shared understanding of interpersonal dynamics and cognitive biases in a climate that promotes collective learning and collaborative problem solving

- **Innovation**: Develop a learning culture that rewards innovation and inspires appropriate risk taking; analyze new approaches to care delivery and service improvement

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**Connect With Us**

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