



HARVARD | BUSINESS | SCHOOL

LUIS M. VICEIRA |
GEORGE E. BATES PROFESSOR
SENIOR ASSOCIATE DEAN FOR EXECUTIVE EDUCATION

May 10, 2018

Dr. Jon Warner
Chief, Mgh Shoulder Service
Massachusetts General Hospital
Yawkey Center, Suite 3G
55 Fruit St
Boston, MA 02114-2696

Dear Jon:

Amid a climate of rapid innovation, health care organizations are challenged with delivering an ever higher quality of care. You've seen firsthand how Harvard Business School (HBS) faculty are collaborating with industry leaders to improve the delivery, quality, and value of health care. One of HBS Executive Education's newest programs being offered this fall, **Accelerating Innovation in Precision Medicine**, is the result of that partnership of expertise and innovation.

We invite you to stay on the leading edge by attending one of our upcoming programs, or share the enclosed brochure with interested colleagues.

- **Value Measurement for Health Care** | 06-08 AUG 2018
- **Accelerating Innovation in Precision Medicine** | 05-07 SEP 2018
- **Managing Health Care Delivery** | OCT 2018-MAY 2019 (three modules)
- **Strategy for Health Care Delivery** | 09-11 JAN 2019

To learn more and to apply, visit www.exed.hbs.edu; contact a Program Advisor, weekdays between 9 a.m. and 5 p.m. ET, at 1-800-427-5577 (outside the U.S., call +1-617-495-6555); or email executive_education@hbs.edu.

I appreciate your ongoing support and hope that you and your colleagues will join us on campus for an upcoming program.

Best regards,

Luis M. Viceira
Senior Associate Dean
Executive Education

Enclosures



**HARVARD
BUSINESS SCHOOL**

Executive Education

EXECUTIVE EDUCATION PROGRAM INFORMATION

Health Care Programs



WHY HARVARD BUSINESS SCHOOL

Navigating today's complex business world requires confidence, vision, and strategies that drive tangible business results. To meet the universal demand for extraordinary leaders, we offer a global curriculum based on the real-world challenges facing executives.

At HBS, we'll challenge your assumptions, disrupt your usual ways of doing business, and introduce you to unexpected ways of thinking. Here, you will do more than prepare for the next step in your career. You will return to your organization ready to lead change, overcome competitive challenges, address strategy gaps, and make the most of every opportunity for growth.

Business Case Method Pioneered by Harvard Business School, the case method is one of the most effective tools for honing leadership skills. No other school puts you face to face with the faculty who wrote the cases and observed the outcomes.

Active Learning, Practical Insights

Global Curriculum Today's economy transcends global boundaries and cultural realities. Our programs bring current global business practices from around the world to bear on your goals, your career, and your organization. Your learning is enhanced by the work of our nine global research centers, which serve as incubators for field-based research and hubs for collaboration among business, government, and higher education.

International Perspectives for an Interconnected World

HBS Faculty Every course is taught by renowned, full-time Harvard Business School faculty members. No exceptions. They draw upon practical business expertise and proprietary research to engage you in provocative challenges that will expand your leadership skills.

World-Class, Full-Time

Participant Mix This is a dynamic learning environment where you and a diverse group of business peers from a range of functions, industries, and countries share ideas and develop an enlightened perspective on the economy, business trends, and best practices.

Learning and Leading among Equally Driven Peers



06–08 AUG 2018

\$ 6,500

HBS Campus, Boston, MA

VALUE MEASUREMENT FOR HEALTH CARE

WWW.EXED.HBS.EDU/PROGRAMS/VMHC/

Program Objectives

This program focuses on the role of value measurement as part of a strategic agenda to transform quality and cost in health care. Through in-depth case studies of provider organizations that are implementing value-based approaches across a variety of medical conditions, you will evaluate how rigorous measurement of outcomes and costs can enable systematic improvement in the care delivery process. The comprehensive curriculum also examines opportunities to create value-based bundled prices for care cycles, organize integrated practice units around medical conditions, establish partnerships with key providers, and implement a value measurement system.

Curriculum

You will explore the strategic and organizational challenges in implementing a value measurement system, including:

- Organizing and staffing a project for measurement of costs and outcomes
- Defining the medical condition and the care cycle
- Identifying the set of outcomes that matter to patients using the outcome measures hierarchy
- Mapping the processes of care and associated costs using the Time-Driven Activity-Based Costing (TDABC) approach
- Developing a data collection infrastructure to record outcomes and resource use
- Utilizing outcomes and cost data to innovate and improve care delivery and to enable bundled reimbursement models
- Reporting outcomes to referring providers, payors, and patients
- Creating and accepting new bundled payment contracts with public and private payers
- Recognizing barriers to change and how to overcome them
- Improving care for complicated patient populations
- Structuring partnerships within a network of health care organizations
- Managing coverage issues or policy changes from public health plans or private insurers
- Lowering wait times while improving patient outcomes and choice of care

This program highlights specific opportunities to improve value by eliminating unnecessary processes or process variations that do not add value; improving utilization of staff and facilities; delivering the right processes at the right locations; matching clinical resources to the clinical process; speeding up cycle times; and optimizing costs over the full cycle of care. Other aspects of this agenda include organizing into integrated practice units around patient medical conditions, moving to value-based bundled prices for care cycles, and integrating care delivery across facilities.

Participant Mix

This program is designed for leaders in the health care industry as well as managers and executives who are involved in value measurement or health care delivery. Participants include, but are not limited to, senior clinical leaders who oversee health care delivery; financial executives responsible for cost management at large established health care delivery organizations; senior executives in payor organizations, government agencies, and supplier companies or startups; executives from pharmaceutical and medical device companies; and leaders from large organizations that provide health care to employees or customers. Professionals of all levels are encouraged to apply.

Anticipated Faculty

Thomas W. Feeley, Robert S. Kaplan (faculty cochair), and Michael E. Porter (faculty cochair)



05–07 SEP 2018
\$ 6,500
HBS Campus, Boston, MA

ACCELERATING INNOVATION IN PRECISION MEDICINE **New!**

➔ WWW.EXED.HBS.EDU/PROGRAMS/AIPM/

Program Objectives

This program convenes leaders from the scientific, medical, technological, and business communities to explore business models in precision medicine—also known as personalized medicine—and work together to accelerate progress in this burgeoning area. As a participant in the program, you will study new methods for engaging patients in their care, expanding access to critical data, improving clinical trials, and targeting investments that can fuel scientific treatment breakthroughs.

Curriculum

Created by the Harvard Business School (HBS) Kraft Precision Medicine Accelerator, this program explores the latest models and methods in precision medicine. Through participating in a series of rigorous case studies and attending lectures presented by scientific, foundation, and business leaders, you will:

- Understand the four priority areas that leaders should focus on to accelerate progress in precision medicine
- Create Direct-to-Patient (DTP) work streams so patients understand the value of their data in the research community
- Find better ways to standardize, aggregate, and analyze data in order to inform clinical pathways and design clinical trials
- Address common problems in clinical trials that impede progress, such as poor design, lack of enrollment, and missed deadlines
- Create high-impact philanthropic and investment solutions that are more effective in the fight against cancer
- Identify innovative trial designs, such as umbrella and basket studies or adaptive study designs, to increase efficiency and success
- Explore opportunities for connecting with data suppliers and aggregators as well as leaders in machine learning and artificial intelligence
- Gain new insights for developing a business plan for your organization

You will emerge from this learning experience with an integrated action plan for your organization, along with new ideas for working with leaders who come from diverse backgrounds and are dedicated to fighting cancer.

Participant Mix

Open to individuals but ideally suited for teams of two to four people, this program is relevant to senior executives from a broad range of organizations, including biotech companies, pharma companies, cancer foundations, investment firms, philanthropic organizations, payor organizations, research institutions, and other organizations interested or engaged in precision medicine. An ideal team would consist of a chief medical officer (CMO), principal investigator (PI), payor/legal partner, and/or pharma representative. While some participants come from the cancer treatment space, the program is open to all professionals that find precision medicine relevant to their work.

Anticipated Faculty

Kathy E. Giusti (faculty cochair), Richard G. Hamermesh (faculty cochair), and Robert S. Huckman



OCT 2018–MAY 2019 SESSION

Module 1: 14–19 OCT 2018

Module 2: 03–08 MAR 2019

Module 3: 05–10 MAY 2019

\$ 26,000

📍 HBS Campus, Boston, MA

MANAGING HEALTH CARE DELIVERY

➔ WWW.EXED.HBS.EDU/PROGRAMS/MHCD/

Offered by the HBS Health Care Initiative

Program Objectives

This program provides the management frameworks and leadership strategies you need to improve patient care, organizational performance, and financial outcomes in your health care delivery system. You will explore operational design, strategy, finance, leadership, and innovation, as well as service excellence, negotiation, and team building. By evaluating these complex issues from multiple perspectives, you will learn how the world's leading health care organizations improve performance.

Curriculum

Module 1: Design for Excellence

Gain the skills to design and lead a competitive health care delivery organization.

- **Strategy** – Improve performance through learning and leadership
- **Operational Design** – Analyze and design effective operational models, teams, and delivery strategies
- **Teamwork** – Facilitate and manage physician-hospital relationships
- **Leadership** – Assess the roles of effective leaders—managing, mentoring, monitoring, directing, and inspiring

Module 2: Manage for Performance

Acquire the management tools and techniques to achieve high performance.

- **Finance and Accounting** – Assess the financial health of a department or organization
- **Service Excellence** – Improve the coordination and efficiency of services
- **Negotiation** – Craft deals that create collective value and claim individual value
- **Human Capital Management** – Develop and implement incentives that drive results

Module 3: Innovate for Impact

Cultivate a climate that fosters innovation.

- **Learning Organizations** – Stimulate and capture future innovation
- **Innovation** – Develop a learning culture that rewards innovation

Between Modules: Apply and Test Key Concepts

Between modules, you will apply and test concepts directly relevant to you and your organization.

Participant Mix

This program is designed for leaders with more than 10 years of experience in clinical or nonclinical roles, including physician and subspecialty chiefs, nurse executives, leaders from physician network organizations and senior executives in diverse administrative functions.

Anticipated Faculty

Richard M.J. Bohmer; Ryan W. Buell; Dennis Campbell; Amitabh Chandra; Clayton M. Christensen; Leemore S. Dafny; James J. Dowd; Amy C. Edmondson; Francesca Gino; Richard G. Hamermesh; Robert S. Huckman (faculty chair); V.G. Narayanan; Raffaella Sadun; and Robert Simons



📅 09–11 JAN 2019

💰 \$ 6,700

📍 HBS Campus, Boston, MA

STRATEGY FOR HEALTH CARE DELIVERY

➔ WWW.EXED.HBS.EDU/PROGRAMS/HCS/

Program Objectives

Improving value is the only solution to the global health care challenge. Bringing together top management and senior physician leaders from global health care organizations, this program examines new strategies, organizational models, and measurement approaches to drive value improvement in health care delivery. As a participant in the program, you will gain the insights and capabilities to direct the strategic implementation of value-based health care in your organization.

Curriculum

In this program, you won't just explore value-based health care concepts—you'll learn exactly how to implement them in your organization. The program is structured around a sequence of case studies that describe how leading organizations are using value-based approaches in a variety of medical contexts, and also includes a lineup of esteemed guest lecturers and practical concept presentations. Featured institutions include the University of Texas MD Anderson Cancer Center; Cleveland Clinic; Schön Klinik; Children's Hospital of Philadelphia; and other leading organizations. Case discussions will focus on the practical and organizational challenges involved in implementing the value-based approach.

The program also presents six specific strategic agendas for moving toward a value-based delivery organization:

- Organizing into **integrated practice units** around patient medical conditions, such as cancer care or diabetes, or around distinct patient populations for primary and preventive care
- Measuring **health outcomes** and **costs** for every patient
- Moving to **bundled payments** that cover the full care cycle
- Integrating care delivery **across facilities in health systems**, including service-line rationalization, performing services in the right location, and integrating patient care across locations
- Expanding service areas **across geography** through new facilities, affiliations, and partnerships
- Creating an enabling **information technology** platform

Participant Mix

This program is designed for top influencers, decision-makers, and strategic leaders in the health care industry who want to lead the implementation of the value framework in their organizations. Participants include top management and senior physician leaders from health care delivery organizations, health supply companies, health insurers, payor organizations, and governmental entities. The program is also relevant for executives from large organizations that provide health care services to employees or customers; collaborate with health care institutions; or offer on-site health services or retail health care as part of their business model.

Anticipated Faculty

Thomas W. Feeley, Robert S. Kaplan, and Michael E. Porter (faculty chair)



“HBS NOT ONLY CHALLENGED ME PROFESSIONALLY AND PERSONALLY, BUT ALSO INSPIRED ME TO SET HIGHER EXPECTATIONS FOR MYSELF. IT MADE ME WANT TO ENSURE THAT I’M FULFILLING—OR AT LEAST PURSUING—MY LIFE’S PURPOSE WITH A DAY-TO-DAY PASSION THAT WILL HELP ME TAKE MY CAREER TO A NEW LEVEL.”

Torian Richardson

AREA VICE PRESIDENT
MV TRANSPORTATION, INC., U.S.



LIVING AND LEARNING AT HBS

At HBS, campus life is as integral to your learning experience as classroom interaction. Amid the academic buildings in the heart of the HBS campus, you will have opportunities to engage with your peers and HBS faculty at every turn. From living arrangements to recreational facilities, we design the campus experience to encourage vibrant interaction.

HISTORIC AND CULTURAL HUB

At HBS, you're in the heart of the historic Boston-Cambridge area. Harvard Square is within walking distance, and a rich array of arts, music, sports, dining, shopping, and entertainment venues are easily accessible from campus.

ELITE GROUP OF SENIOR EXECUTIVES

Nowhere else can you engage and collaborate with such a diverse and accomplished group of global executives. Over the course of the program, you will develop personal and professional bonds that, in many cases, last a lifetime.

DIVERSE PERSONAL LIVING GROUPS

Every living group is an integral part of the learning experience. Designed as a suite, the eight bedrooms each feature a private bath and open on to a common living area. HBS carefully selects living group members who represent a broad range of countries, industries, and functions.

PRIVATE FITNESS AND WELLNESS 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.



UPCOMING PROGRAMS

➔ WWW.EXED.HBS.EDU/PROGRAMS/

DISRUPTIVE INNOVATION: STRATEGIES FOR A SUCCESSFUL ENTERPRISE

09-14 JUL 2018

FINANCE FOR SENIOR EXECUTIVES

15-20 JUL 2018
03-08 FEB 2019

MANAGING SALES TEAMS AND DISTRIBUTION CHANNELS **New!**

05-08 AUG 2018

GOVERNING FOR NONPROFIT EXCELLENCE

04-07 SEP 2018

DRIVING PROFITABLE GROWTH **New!**

11-14 NOV 2018

LEADING AND BUILDING A CULTURE OF INNOVATION **New!**

02-07 DEC 2018

AUTHENTIC LEADER DEVELOPMENT

09-14 DEC 2018

RISK MANAGEMENT FOR CORPORATE LEADERS

09-14 DEC 2018

MERGERS AND ACQUISITIONS: STRATEGY, EXECUTION, AND POST-MERGER MANAGEMENT

13-18 JAN 2019

LEADING PRODUCT INNOVATION

21-25 JAN 2019

ADMISSIONS

APPLICATION PROCESS

Please visit www.exed.hbs.edu for complete admission requirements and to apply online. The Admissions Committee meets monthly, and admits qualified candidates on a rolling, space-available basis. Early application is strongly encouraged.

ADMISSION REQUIREMENTS

Admission is selective and based on professional achievement and organizational responsibility. No formal educational requirements apply, but proficiency in written and spoken English is essential. Executive Education programs enhance the leadership capacity of the managers enrolled as well as their organizations, and HBS expects full commitment from both.

PROGRAM FEE

The program fee covers tuition, books, case materials, accommodations, and most meals. Payment is due within 30 days of the invoice date. If admission is within 30 days prior to the start of the program, payment is due upon receipt of the invoice. Cancellation policies are outlined in the information provided to applicants upon admission.

CONNECT WITH US

For more information, please contact a Program Advisor at:

Executive Education Programs
Harvard Business School
Soldiers Field
Boston, Massachusetts 02163-9986 U.S.

Email: executive_education@hbs.edu

Telephone: 1-800-427-5577
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Fax: +1-617-495-6999

Connect with us via LinkedIn, Facebook, Instagram, YouTube, and Twitter: www.exed.hbs.edu/connect/

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PROGRAM PORTFOLIO

➤ WWW.EXED.HBS.EDU



**HARVARD
BUSINESS SCHOOL**

Executive Education

COMPREHENSIVE LEADERSHIP

- Owner/President Management (OPM)
- Advanced Management Program (AMP)
- General Management Program (GMP)
- Program for Leadership Development (PLD)

BUSINESS OPERATIONS

- Achieving Breakthrough Service
- Leading Professional Service Firms

ENTREPRENEURSHIP

- Families in Business
- Launching New Ventures

FINANCE

- Finance for Senior Executives
- Foundations of Private Equity and Venture Capital **New!**
- Private Equity and Venture Capital
- Strategic Financial Analysis for Business Evaluation

GOVERNANCE

- Audit Committees in a New Era of Governance
- Compensation Committees
- Making Corporate Boards More Effective
- Women on Boards: Succeeding as a Corporate Director

HEALTH CARE

- Accelerating Innovation in Precision Medicine **New!**
- Managing Health Care Delivery
- Strategy for Health Care Delivery
- Value Measurement for Health Care

INNOVATION

- Leading Product Innovation

LEADERSHIP

- Agribusiness Seminar
- Authentic Leader Development
- High Potentials Leadership Program
- The HR-Executive Suite Connection **New!**
- Leadership for Senior Executives
- Leading Global Businesses
- Leading and Building a Culture of Innovation **New!**
- Senior Executive Leadership Program—India
- Senior Executive Leadership Program—Middle East **New!**
- Senior Executive Program—Africa
- The Women's Leadership Forum

MANAGEMENT

- The Business of Entertainment, Media, and Sports
- Competing on Business Analytics and Big Data
- Driving Corporate Performance: Aligning Scorecards and Structure for Strategy Execution
- Real Estate Management Program: Finance, Design, and Leadership

MARKETING & SALES

- Aligning Strategy and Sales
- Driving Digital Strategy
- Managing Sales Teams and Distribution Channels **New!**
- Strategic Marketing Management

NEGOTIATION

- Behavioral Economics: Understanding and Shaping Customer and Employee Behavior
- Changing the Game: Negotiation and Competitive Decision-Making
- Mergers and Acquisitions: Strategy, Execution, and Post-Merger Management
- Strategic Negotiations

ORGANIZATIONS

- Leading Change and Organizational Renewal

PROGRAMS FOR ALUMNI

- PLD Module 5: Earning HBS Alumni Status

SOCIAL ENTERPRISE

- Governing for Nonprofit Excellence (GNE)
- Performance Measurement for Effective Management of Nonprofit Organizations (PMNO)
- Strategic Nonprofit Management—India **New!**
- Strategic Perspectives in Nonprofit Management (SPNM)

STRATEGY

- Corporate Level Strategy
- Creating Shared Value: Competitive Advantage through Social Impact
- Disruptive Innovation: Strategies for a Successful Enterprise
- Driving Profitable Growth **New!**
- Global Strategic Management
- Reimagining Strategy: Applying Design Thinking to Your Organization **New!**
- Retail Forum for Senior Leaders
- Risk Management for Corporate Leaders
- Strategic IQ: Creating Smarter Corporations
- Strategy: Building and Sustaining Competitive Advantage