

## Short Programmes Health

Immersive learning experiences for unparalleled insight and inspiration

“ This was an incredible day that really challenged my perceptions about the work I do, the team I work in and my relationship with my organisation and the NHS as a whole. ”

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# Introduction

If you work in healthcare management and policy, you're facing one of our century's greatest challenges. Demand is escalating as the population ages and our expectations rise. The pace of technological change remains as relentless as ever. Governments are juggling with constrained budgets and the growing cost of healthcare. How do we continue providing universal access to high-quality healthcare?

For companies supplying new medical technologies, for health providers delivering services, and for governments and insurers paying for them the changing healthcare landscape represents both an opportunity and a challenge – we need innovative ways of delivering care but without driving up cost.

Our healthcare innovation and policy programmes are designed to help you. Inspired by Imperial's history of science, technology and innovative thinking, our programmes are delivered by experts with a deep understanding of your sector and its evolving landscape.

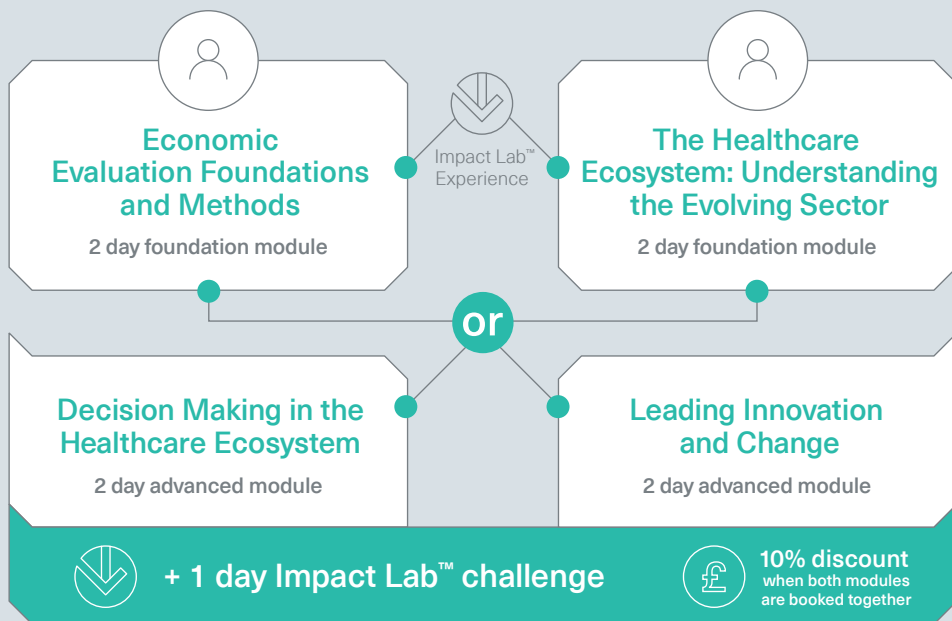
Our world-renowned experts will work alongside you to examine your existing ways of thinking and working, and your existing business models. They'll help you develop your knowledge and skills and explore the next wave of health trends we should all be planning for. The Health Innovation and Management Programme reaches far beyond the classroom. You will network with other participants and our faculty, world experts, coaches and practitioners. You will engage in a way that enhances collective and individual creativity and ensures real life organisational and corporate challenges are discussed and practical problems solved.

Our programmes draw heavily on Imperial's resources, intellectual assets and networks to develop strategic leadership and organisational capabilities. As part of Imperial's overall mission, we are also committed to supporting scientific, research and development communities within governments and business. We develop programmes for world-leading companies and organisations, building long-term relationships with our clients. We are partners in EIT Health, the European Institute of Innovation and Technology's health programme, a consortium of over 140 partners from leading businesses, research centres and universities from 14 EU countries. Our healthcare innovation and policy programmes have been designed with partners from the University of Lisbon.

Imperial is a partner of EIT Health







A certificate of attendance is awarded on the successful completion of a 5 day programme

## The Impact Lab™



To think differently, you need to learn differently. Through our immersive Impact Lab™ approach to Executive Education, you'll be challenged to unpick your current thinking and exposed to bold, new ideas.

You'll go way beyond the classroom. You will step outside your work environment. Understanding your clients and collaborators and their operating environment can be achieved in very different ways. We will take you out of your comfort zone allowing you to learn by analogy and through experience. Impact Lab™ is more than an approach. It's a series of expert guest speakers, cultural visits and provocative, interactive experiences designed to test you in unfamiliar environments and scenarios. This is high-impact learning designed to inspire and get you thinking differently.



## How the programme is organised

The programme is organised around five modules. You are free to choose which best suit your objectives and your level of experience.

Foundation modules and the one day challenge event bring participants together to apply the programme learning and tackle a real-world health innovation problem. Groups will engage in consensus-building and collaborative design techniques to define a real solution to a real problem being faced by either the NHS or by a technology supplier. They will report back to the problem-owner on the day and benefit from their feedback.

An executive certificate of attendance will be awarded to participants who have completed a minimum of five days across the programme and benefit from a special price offer.

## Benefits for you and your organisation

### **Gain a deeper understanding of:**

The latest insights into what is the most complex sector of national economies – a strategic sense of the inter-relationships between the different players and why this matters

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The medium- to-longer-term challenges health systems face

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Where the opportunities to innovate to create new models of care are

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The challenges in managing healthcare innovation from the perspective of healthcare funders, providers and the healthcare supply chain

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The challenges in designing policy, interventions and regulations within the diversity of health systems and how these create opportunities for innovation

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Key lessons from around the world

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You will be able to apply the latest thinking – both theory and practical solutions – to the future healthcare challenges that your organisation will face.

You will develop an ability to think laterally – to see what can be and begin to drive your organisation's future.

# Economic Evaluation Foundations and Methods



This module is led by ISEG - Lisbon School of Economics & Management and run at the Imperial College Business School campus

## Faculty

### Carlos Gouveia Pinto

Associate Professor, ISEG – Lisbon School of Economics & Management, Universidade de Lisboa

## Programme

This module introduces participants to principle concepts, analytical tools and current practices in health technology assessment at international level.

**Duration: 2 days**

## Who should attend?

Mid-career and senior executives that frequently use economic evaluation in decision making

Executives in payer organisations and government agencies in low, medium and high income countries

Technical and managerial staff from biopharma and healthcare technology companies

Health technology entrepreneurs

## Key topics

Purpose and principles of decision analysis

Theoretical foundations of economic evaluation

Guidelines for the conduct of economic evaluations

Measuring and valuing costs and consequences in economic evaluations

Structuring decision problems: the utility of models

Critical appraisal

## Delivery

Method: mix between lectures, case studies and computer based exercises

Impact Lab™ challenge - see page 11



# The Healthcare Ecosystem: Understanding the Evolving Sector

The complexity of the healthcare sector makes it essential for every stakeholder to develop fundamental knowledge of the institutional mechanisms and policies, systems, methods and paradigms for change.

A deeper understanding of this complex environment will provide insight to help you develop models to incentivise and drive improvements across the entire innovation process and ensure the sustainability potential of innovations.

## Faculty

**Marisa Miraldo**

Associate Professor in Health Economics

## Programme

Introduce participants to global health systems, key health system functions and international health policy trends and how these influence innovation.

## Duration: 2 days

## Who should attend?

Senior clinical leaders about to be or recently appointed to clinical management roles

Mid-career and senior health sector managers including those in R&D and clinical trials, product development, production, operations, logistics, marketing, business development, finances and commercial areas

Senior executives in payer organisations, government agencies, supplier and service delivery companies

Technical and managerial staff from biopharma and healthcare technology companies

Health technology entrepreneurs

## Key topics

Why the healthcare sector differs from other economy sectors

Types of health systems and international reform trends

Health systems organising and financing, how priorities are identified, resources allocated and providers remunerated to achieve system goals

Advantages and disadvantages of different organisational arrangements, financing and remuneration approaches, and delivery systems

The challenges of global health systems, the key health policy trends addressing them and how these influence innovation

The drivers of change including how contextual changes impact on and shape health systems

## Delivery

Method: mix between lectures, case studies and computer based exercises

Impact Lab™ challenge - see page 11





# Decision Making in the Healthcare Ecosystem

## Faculty

**Marisa Miraldo**

Associate Professor in Health Economics

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## Programme

In this advanced module you will be exposed to decision making processes within health ecosystems that impact the adoption and diffusion of innovation. You will explore the different mechanisms for a sustainable and competitive healthcare sector that offers good value propositions to health systems.

## Duration: 2 days

## Who should attend?

Senior clinical leaders about to be or recently appointed to clinical management roles

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Mid-career and senior health sector professionals including those working in R&D and clinical trials, implementation of innovations, marketing, business development, finances and regulatory affairs in low and middle income countries

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Senior executives in payer organisations, government agencies, and supplier companies in high, low and middle income countries

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Technical and managerial staff from biopharma and healthcare technology companies

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Health technology entrepreneurs in low and middle income countries

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## Key topics

Pharmaceutical policy and regulation

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The role of economic evaluation of innovation and priority setting in health care decision making

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Value of innovation and willingness to pay

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Programme budgeting and marginal analysis

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Economic evaluation in the context of evolving global health

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Evaluating programmes and complex health system interventions

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Challenges of economic evaluation in resource limited settings

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## Delivery

Method: mix between lectures, case studies and simulation exercises

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Impact Lab™ challenge - see page 11

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# Leading Innovation and Change

## Faculty

### James Barlow

Professor of Technology and Innovation Management (Healthcare)

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### Tim Heymann

Reader in Health Management

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## Programme

The pace of technological change in healthcare is as fast as ever. The innovation needs of health systems are greater than ever. But innovation in healthcare is hard for companies, health providers and policy makers. In this advanced module you will focus on the ways in which healthcare organisations and their supply chains from biopharma and medical technology industries are responding to the innovation challenge.

## Duration: 2 days

## Who should attend?

Senior clinicians about to be or recently appointed to clinical management roles

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Mid-career and senior health sector managers

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Technical and managerial staff from biopharma and healthcare technology companies

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Health technology entrepreneurs

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Fund managers responsible for the health sector

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## Key topics

Better understand the role innovation plays in realising the emerging healthcare futures

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Make better, more informed evidence based decisions for your organisation

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Anticipate and plan for the impact of radical change – how to entertain the 'disruptive'

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Move from 'managership' to 'leadership'

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The components of successful innovation – why some succeed and others fail

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When, how and why it is important to take a risk and how to tolerate failure

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## Delivery

Method: mix between lectures, group work on case studies and simulation exercises

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Impact Lab™ challenge - see page 11

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## 1 day Impact Lab™ challenge



### Faculty

**Namrata Malhotra**

Associate Professor in Strategy

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**Tim Heymann**

Reader in Health Management

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Creating innovative solutions in response to changing market conditions, government regulations, more discerning clients and external volatility is a significant challenge for the healthcare sector. However, the novelty and cutting edge nature of the content of a solution or service is only part the story – so many innovative solutions stumble at the point of execution.

Moving from ones comfort zone to an unfamiliar context is overwhelming. The Impact lab activities such as the simulation will provide a safe and exciting opportunity to experience the process of moving out of that comfort zone, adapting and aligning the current repertoire of strengths and transitioning to the new situation.

The real test lies in the acceptance of the innovation and the willingness of those delivering the solution to do things differently. Implementing innovative solutions within an organisation is about winning the hearts and minds of people – it's about appealing to their ways of understanding the problem in the language they use. Innovative solutions only deliver on their promise when this process is managed and navigated wisely. The simulation will give you a hands-on experience of navigating a radical change in an organisation that needs to respond to unavoidable shifts in their external market and institutional context. You will work together, in teams, to overcome the challenge. And this engaging simulation will provide a safe space for you to observe and reflect upon your own and each other's leadership and decision making patterns and approaches.

# MBA Programme

This programme is shared with students from the EMBA and Full Time MBA

## Management Challenges in Healthcare

### Faculty

**James Barlow**

Professor of Technology and  
Innovation Management (Healthcare)

**Namrata Malhotra**

Associate Professor in Strategy

**Tim Heymann**

Reader in Health Management

### Programme

This programme is designed for those aiming to develop skills in managing healthcare organisations. We focus on the emerging challenges faced by public and private healthcare providers that result from the multiple challenges of rising demand, growing costs and rapid technological change. What are the opportunities and challenges? How do we respond as managers?

The programme focuses on healthcare issues in the advanced economies, but we also draw on examples of innovation from developing countries that offer new models for delivering health services in Europe, North America and other developed systems.

### Duration: 4 days

### Who should attend?

Healthcare professionals

Young to mid-level professionals  
from environing industries

People who intend to work in the sector

### Benefits for you

Develop the insight and ability to  
translate and apply theory and  
practical solutions to healthcare  
specific challenges

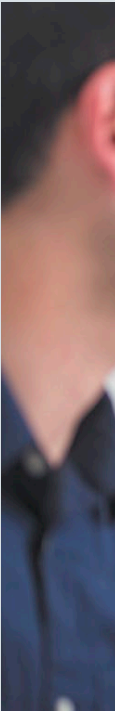
Insight into the most complex sector of  
the developed countries' economies

Understand the perspectives of  
healthcare funders, providers and the  
supply chain

### Benefits for your organisation

Adapt and apply generic  
business models and frameworks  
to the health sector

Awareness of potential barriers to  
implementation into the company





### Key topics

Quality, operations and innovation  
in the health sector

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Lean management in the pharmacy  
distribution system

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Unscheduled care: coordinated action  
across different silos in healthcare

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When it all goes wrong – management  
lessons from a health organisation  
under pressure

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### Assessment

Report (3,000 words) that scopes  
a healthcare challenge and offers  
well-argued, potential solutions  
from the perspective of the key  
stakeholders (100%).

### The Impact Lab™ experience

All participants will follow a simulation  
which is a fully immersive game tailored  
to the health sector. We focus on the  
internal dynamics of a healthcare  
organisation and what it takes to  
implement a new strategy or policy to  
make it part of everyday practice. While  
implementing further change, you will  
be able to test drivers and struggle with  
impediments to change. At the end  
of the day, we collectively exchange  
lessons learnt from this experience.



## Our faculty



### James Barlow

Professor of Technology and Innovation Management (Healthcare), Imperial College Business School

For the last 15 years James' research, teaching and consultancy has focused on the adoption, implementation and sustainability of innovation in healthcare systems. He has led or been involved in many research and consulting projects around the world. Prior to 2000 James was largely working on innovation in housing provision and other housing policy issues, including construction and supply chain innovation.



### Tim Heymann

Reader in Health Management, Imperial College Business School

Tim is a senior Consultant Physician and Gastroenterologist at Kingston Hospital. He is a non executive director of Monitor, the system regulator for the National Health Service in England.

He has a particular interest in the allocation of resources, demand management and the use and misuse of targets as a way of directing health policy.



### Namrata Malhotra

Associate Professor in Strategy, Imperial College Business School

Namrata's research interests lie in the areas of organisational change and institutional change drawing on both organisational theory and strategy.

She examines the microprocesses of navigating strategic change in highly institutionalized settings such as professional services organizations. She teaches courses in strategic management and executing strategic change in organisations to graduate programs and on Executive Education programmes at Imperial and other institutions.



### Marisa Miraldo

Associate Professor in Health Economics, Imperial College Business School

Marisa has developed expertise in public policy and pharmaceutical economics by having participated in research projects commissioned by the Department of Health focusing on topics such as competition and regulation in secondary and primary care, competition between public and private providers and the impact of public policy on pharmaceutical firms' strategies.

She is particularly interested in regulation and competition in the healthcare sector and, more generally, in the public sector.



### **Carlos Gouveia Pinto**

Associate Professor, ISEG – Lisbon School of Economics & Management, Universidade de Lisboa

Carlos's expertise is on economic evaluation of health technologies which is also his main topic of research. He coordinates the Post-Graduation Programme on Economic Evaluation of Pharmaceuticals sponsored jointly by ISEG and the Faculty of Pharmacy, University of Lisbon. Besides his academic and research activities, Carlos is technical specialist of INFARMED – National Authority of Medicines and Health Products for the economic evaluation of hospital drugs and consultant to pharmaceutical companies for the development of economic evaluation studies. He is co-author of the Portuguese guidelines of economic evaluation studies.

### **Find out more:**

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Disclaimer: While all reasonable efforts have been made to ensure that the information in this publication is correct, matters covered by this publication are subject to change.

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Published December 2015.

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