

Assignment questions

“Martini Klinik: Prostate Cancer Care”

- 1) What is the Martini Klinik? Describe the organization and facilities involved in prostate cancer care.
- 2) Is Martini Klinik an IPU?
- 3) Is Martini Klinik successful? How do we evaluate success?
- 4) How does Martini Klinik measure outcomes? How has the outcome measurement system contributed to (or detracted from) success?
- 5) What has allowed Martini Klinik to improve its outcomes so significantly over time?
- 6) How can the Martini Klinik model be improved? What recommendations would you make to Hartwig Huland?

“Texas Children’s Hospital: Congenital Heart Disease Care”

- 1) What is the care cycle of congenital heart disease (CHD)? Is CHD a single medical condition for organizing value-based care delivery or multiple conditions?
- 2) How successful is the Heart Center? How should we assess success?
- 3) Describe the Heart Center's organization and structure. What people, services, and facilities are included? Excluded? Is it an Integrated Practice Unit (IPU)?
- 4) How does the Heart Center measure outcomes? How would you evaluate progress in outcome measurement?
- 5) How could the Heart Center create higher value? How could the structure of care delivery be improved? How could outcome measurement be improved?
- 6) How should the Heart Center collaborate with other institutions in the Houston region? With San Antonio Children’s? With INP in Mexico City?

“Oak Street Health: A New Model of Primary Care”

- 1) Why is Oak Street targeting a population that most insurers tried to avoid?
- 2) Describe Oak Street’s approach to providing care. How is it different from conventional primary care? What is the rationale?
- 3) Is Oak Street an IPU?
- 4) Evaluate Oak Street’s overall model. How can it be improved?
- 5) How should the Oak Street approach grow? What are the options, and how should Oak Street choose among them?

“OrthoChoice: Bundled Payments in the County of Stockholm (A)”

- 1) Why did Dr. Stalberg advocate the adoption of bundled payments for joint replacement surgeries to the Stockholm County Council?
- 2) What are the general concerns or barriers to introducing bundled payments into the healthcare payment system?
- 3) How does the OrthoChoice bundled payment contract address these concerns?

- 4) What compromises did the County of Stockholm make in its initial rollout of a bundled payment for total joint replacements?
- 5) What do you think will happen when OrthoChoice goes live in 2009?

“Medtronic: Navigating a Shifting Healthcare Landscape”

- 1) What does Ishrak mean by “taking on shared accountability”? How does this differ from what they were previously accountable for?
- 2) What is Medtronic’s new value proposition in:
 - a) Therapy optimization
 - b) Episodic care bundles
 - c) Chronic care management and why are three different models required?
- 3) Will Medtronic be successful with its new value-based strategy? What internal capabilities does it need to develop further? How dependent is its success on developments external to the company?

“Navy Medicine Introduces Value-Based Health Care”

- 1) Why did Vice Admiral Faison decide to launch the Value-Based Care IPU pilots?
- 2) How was the leadership of the pilot organized? Who was involved and why?
- 3) Why was Naval Hospital Jacksonville selected as a site for the IPU pilots?
- 4) How did the Navy decide which medical conditions to focus on, and what other factors might they have considered?
- 5) What did the Navy do well in organizing and running the IPUs? What would you have done differently?
- 6) How did the team approach outcome and cost measurement?
- 7) What advice do you have for Vice Admiral Faison and his team on whether and how to expand the IPUs?