



MGT569 - Healthcare Marketing

Fall 2013

Instructors

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Description

Knowing how to effectively apply marketing principles in realistic management situations is essential for healthcare executives. As the US healthcare industry continues to evolve, government(s), employers, insurers and patients are all exerting more and more influence on the how, when and where in the delivery of care. To be successful in this market requires understanding and knowing how to apply the various needs of the healthcare 'customers,' to efficiently define, market, influence and deliver services that customers want. Healthcare marketing is an essential tool for executives to successfully lead organizations to compete, to grow and to thrive in this industry.

This course is specifically designed to provide students an understanding of marketing principles through practical, hands-on application in the healthcare industry. Students will have the opportunity to directly apply the tools learned in this course in the creation of a real-world marketing plan with fellow classmates. This learning experience is supported and complemented by carefully selected case studies, discussions, videos, presentations from leading executives and textbook readings.

The overall objective of this course is to help you understand through experiential learning both the value of marketing and how to effectively apply marketing principles in the healthcare industry.

This course is intended to provide understanding around the following specific questions:

- What is marketing and why do marketing in healthcare?
- What are the core marketing concepts every healthcare leader should know?
- How can you apply marketing principles successfully in your organization?

Credits

This is a 4-credit, 10-week, graduate-level course using blended learning methods. The course begins Monday September 30 and ends on Friday, December 13. Two face-to-face (F2F) sessions will be held, one the end of the first week (October 4th), the second the end of the final week (December 6th). Both F2F sessions will be conducted at the OHSU South Waterfront Center for Health and Healing (CHH) 12th floor room 12181 from 4-9pm; attendance at the face-to-face sessions is a course requirement. There will be another (optional) face-to-face session Monday November 4th from 6:30-9pm in CHH 12181; attendance is optional, though highly encouraged.

Office Hours:

The timeliest way to reach me and ask questions is via email. I will attempt to respond to any email inquire as soon as possible after I receive them. I will also be glad to meet in person or discuss questions over the phone as needed or appropriate. If a majority of the class would find it useful I'll be glad to arrange a weekly office hour. I will check online discussion forum at least twice a week: Thursday and Sunday.

Organization

The course is structured around analyzing and discussing practical, real-life, management situations through case studies, online discussions, guest presentations, team projects, students and teacher interactions. Students are expected to review content and read materials on their own. The philosophy is that the instructor is a facilitator of learning; the student's job is to learn—from the content, each other, experiences and instructor.

We will be using the OHSU Sakai platform (<http://sakai.ohsu.edu>) for the online part of the course. Each week will involve the completion of tasks, questions and discussions designed to facilitate the learning experience. During the final face-to-face session student teams will present a marketing plan they developed.

Learning Goals and Objectives

This course includes the following learning goals and objectives:

Learning goal: Understand marketing principles and how marketing is applied in healthcare.

- LO1: Students can describe the core marketing concepts every healthcare leader should know.
- LO2: Students can apply marketing principles successfully within their current/future organization.

This course addresses the following learning goals and objectives adopted by the Division of Management:

Learning Goal 1: Understand the multiplex systems across critical domains (social, economic, political, ect.) and scales (micro and macro) that influence healthcare policy and operations.

- LO1: Graduates will identify relevant and specific stakeholders in the healthcare system and articulate their stakes.

Learning Goal 2: Analyze complex and ambiguous issues in healthcare and reason toward solutions that are innovative in healthcare contexts.

- LO1: Graduates will craft meaningful and actionable problem statements with strong consideration towards diverse stakeholders.
- LO2: Graduates will systematically gather and methodically analyze primary and secondary data most relevant to the situation.
- LO3: Graduates will thoughtfully design and rigorously evaluate potential solutions.
- LO4: Graduates will propose solutions that address the needs of diverse stakeholders and are sensitive to contextual factors.

Learning Goal 4: Communicate in a manner that appropriately and thoughtfully informs, influences and inspires diverse stakeholders.

- LO1: Graduates will demonstrate a thorough consideration of context, purpose and audience in the communication.
- LO2: Graduates will demonstrate evidence of empathetic listening throughout the communication.
- LO3: Graduates will present a central message in a clear, concise and convincing manner.
- LO4: Graduates will skillfully articulate complex information in a manner that allows the message to be understood by non healthcare stakeholders

Grading

30%: Individual assignments.

1) Complete review of weekly material and individual tasks before the end of each week. This enables the class to participate in an 'informed' online discussion the latter part of each week.

2) Prepare a careful review and analysis of PacifiCare's African American Health Solutions (HBR M312-PDF-ENG) no more than 5 pages, double-spaced, in Word, submitted by 8am Pacific Time Monday, October 21. IMPORTANT NOTE: the purpose of this assignment is to demonstrate your critical thinking skills and application of marketing concepts NOT to summarize the case or the data presented.

Questions you NEED to address in your analysis of this case are: Is the AAHS program successful? Why or why not? What did the team do well and what did they not do so well? What should they do moving forward? Why? How? NOTE: to obtain a high score in this assignment you need to support your answers to each question with the relevant data from the case, apply marketing principles in your analysis and arguments, as well as make very specific recommendations as to what they should do, where and how from a marketing perspective.

As you approach this assignment consider the following:

- **Question you addressing:** Provide a clear statement your opinion, based on marketing principles that you have identified through your analysis for each of the questions above.
- **Supporting argument:** Explain why you have concluded what you have concluded based on the relevant data presented and marketing concepts. To do this, explain how the data presented, information you have found and concepts covered in the course leads to your findings and interpretations.
- **Marketing issues and strategies:** Describe the marketing challenges and strategies available to the organization and explain the benefits and costs you expect from each and how the implementation of each strategy will affect the situation.

Avoid cop-outs such as:

- "Hire a new president who can solve the problem."
 - "Define objectives."
 - "Conduct market research."
 - "Delegate more authority to lower management."
 - "Hire a management consultant to solve the problem."
- **Recommendation:** Identify which strategy you recommend and explain your recommendation. This explanation should flow naturally from your earlier discussion of the options, be specific and demonstrate an understanding and application of marketing principles
 - **Implementation plan:** Present an implementation plan for your recommended strategy.

Be sure to back up your points above with a well thought out rationale based on applying specific marketing. *Do not waste space summarizing information already found in the case.* Assume the reader is already completely familiar with the situation as described. You should, however, refer to specific data or facts when necessary to support your analysis or conclusions. Your report should be clear, concise, and objective. Don't embellish your analysis with flowery language, hyperbole, or unsupported personal opinions.

Differentiate between facts, opinions, and assumptions. Assess all evidence in the case to determine its accuracy, reliability, and relevance. If different facts seem to conflict then try to resolve the disagreements. Deal explicitly with any differences of opinion between characters in the case.

Use any information that is relevant. You can take advantage of information that has become available subsequent to the date of the case / what has actually happened.

Your grade on this paper will be based on the following criteria:

1. Answered the core questions (25 points)
2. Clear, concise and compelling arguments – (25 points)
3. Careful analysis and effective use of supporting data – (25 points)
4. Defined clear recommendations based on marketing principles – (25 points)

Because subsequent weeks in the term do require everyone on your team to be well engaged, resubmissions will not be possible; all grades are final.

30%: Active preparation in discussion forums.

During weeks when the course does not meet face-to-face, students will be asked to participate in an online class discussion forum and a spate online team forum. The goal of these discussions is to help internalize concepts, consider how they apply within your own organization and identify areas from reviewing the course content that may need further clarification. Students will be asked to post a response to at least one question and respond to the posting of at least one other student each week. The details and due dates for doing this are spelled out in the individual weekly assignments. All Sakai postings must be in clear, concise, professional business language.

40%: Team project

Students will be divided into teams; each team will create a marketing plan for an existing or potential health care offering. Over the course of the term this marketing plan will be developed, interim drafts will be submitted and reviewed, and a final version will be presented during the last face-to-face course session. Presentations are to last no more than 1 hour 30 minutes plus 30 minutes for Q&A. Grading will be based on the marketing plan content, effectiveness of the presentation, response to Q&A and team member evaluation of each other's individual contribution to the team effort.

Graduate credit will be granted for a class grade of C or better, however a class grade below B is cause for serious concern.

Overall course grades are based on the following criteria:

A 95-100%	B- 80-82%	D+ 67-69%
A- 90-94%	C+ 77-79%	D 63-66%
B+ 87-89%	C 73-76%	D- 60-62%
B 83-86%	C- 70-72%	F Below 60%

Grades are due to the Registrar's Office one week after the end of the term. Students will find official grades posted in ISIS within two weeks of the completion of the term. If at this time you do not see your grades in ISIS, please contact the Division at 503-346-0375.

Required Materials

Reading Packet: Harvard Business Review articles are available at the following website:

<https://cb.hbsp.harvard.edu/cbmp/access/19910652>

All other articles will be available through the links provided below and posted in the individual weeks assignments online.

Textbook:



Marketing Management, 14th Edition

Philip Kotler, Kevin Lane Keller

Prentice Hall ISBN 978-0-13-210292-6.

Note this book can be purchased in digital format or used (both of which are less expensive). Another very economical option is to 'rent' the book through Amazon

Team Project

Students will be divided into two or more teams (pending on class size) and given a real-life marketing challenge: creation of a marketing plan. The goal is to gain practical insights through experience that will help synthesize and internalize concepts covered in the course. Your marketing plan project is a progressive effort; I will give you feedback along the way. In creating this plan you need to communicate your ideas clearly and convincingly. Use the textbook, course materials, company information and your own research.

I encourage you to create a roadmap for how you will work together as a team early in the term and build into this roadmap the check points when you will need to submit iterations of your marketing plan (see below). Your final marketing plan will be evaluated by the instructor, the other student team, a panel of judges as well as feedback from your teammates on each other's contribution towards this effort. The textbook has an example of a marketing plan; I suggest you review others. If possible as a practical resource, I suggest finding examples of marketing plans within your own organization. The HBR reading material also includes an overview on creating a marketing plan. This reading is not assigned in the course, although it is included as reference material.

Copyright Information

Every reasonable effort has been made to protect the copyright requirements of materials used in this course. Class participants are warned not to copy, audio, or videotape in violation of copyright laws. Journal articles will be kept on reserve at the library or online for student access. Copyright law does allow for making one personal copy of each article from the original article. This limit also applies to electronic sources.

To comply with the fair use fair use doctrine of the US copyright law, Sakai course sites close three weeks after grades are posted with the Registrar. Please be sure to download all course material you wish to keep before this time.

Syllabus Changes & Retention

This syllabus is not to be considered a contract between the student and the School of Medicine. It is recognized that changes may be made as the need arises. Students are responsible for keeping a copy of the course syllabus for their records. *HOWEVER PLEASE NOTE: the course outline posted on Sakai will have the most up to date information.*

Student Access

Our program is committed to all students achieving their potential. If you have a disability or think you may have a disability (physical, learning, hearing, vision, psychological) which may need a reasonable accommodation please contact Student Access at (503) 494-0082 or e-mail at student.access@ohsu.edu to discuss your needs.

You can also find more information [here](#). Because accommodations can take time to implement, it is important to have this discussion as soon as possible. All information regarding a student's disability is kept in accordance with relevant state and federal laws.

Inclement Weather Policy

When the weather forecaster is calling for ice or snow, call the OHSU Alert Line, 503 494-9021, for information regarding weather conditions that may affect operations at OHSU. If classes are canceled or delayed, residents and students who have patient care responsibilities must meet those obligations. See this [website](#) for details. For more information specific to the Division, please visit [our website](#).

Academic Honesty

Course participants are expected to maintain academic honesty in their course work. Participants should refrain from seeking past published solutions to any assignments. Literature and resources (including Internet resources) employed in fulfilling assignments must be cited. More information can be found online [here](#).

In an effort to uphold the principles and practice of academic honesty, faculty members at OHSU may use originality checking systems such as *Turnitin* to compare a student's submitted work against multiple sources.

Use of Sakai

This course will have an online component, which can be accessed through Sakai, OHSU's online course management system. For any technical questions or if you need help logging in, please contact the Sakai Help Desk.

Hours: Sakai Help Desk Mon – Fri, 8 am – 10 pm weekends 12 pm – 8 pm

Contact Information: (Local) 503-494-7074, (Toll-free) 877-972-5249 email sakai@ohsu.edu

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