
MIT Sloan School of Management
15.966 Global Health Delivery Lab
DRAFT initial syllabus outline

Spring 2011

February-April 2011
Mondays and Wednesdays, 1:00-2:30 pm, E62-XXX

Course team

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Course logistics

Open to graduate students only. Admission by application and interview in November 2010. Letter grade; 9 units academic credit plus 2 SIP credits. Enrolled students must be available to work on site in Africa or Asia for the entire weeks of March 14 and 21, 2011.

Course websites

Stellar: <http://stellar.mit.edu/S/course/15/sp11/15.966/>
Public blog: globalhealth.mit.edu/

Global Health Delivery Lab offers students the opportunity to learn, collaborate, and take action. Class sessions set the stage for teams to work side-by-side with enterprise leaders on real-world problems related to aspects of strategy, operations, and marketing in settings across sub-Saharan Africa and South Asia. The class is built around a set of pressing challenges that limit the delivery of health care to the people who most need it. Inspired by two years of experience with Global Entrepreneurship Lab: Global Health Delivery (a class offered from late 2008 to early 2010), and an ongoing collaboration with global health experts, GHD Lab pairs faculty-mentored student teams with host enterprises on the front lines of delivering health care, who set the focus for each project. This year's projects will be in Kenya, Uganda, and India, with one or more additional sub-Saharan Africa settings possible.

Students work on specific projects on site and on campus, drawing on their management skills and tools and our lively classroom sessions to generate useful, operational improvements for hosts. Each team works for 6 weeks at MIT in advance of

the two-week on-site project team internship in the second half of March, then spends April back on campus. For each of our 9 or so projects, we aim to deliver real contributions that could help alleviate constraints that most limit our partnering host organizations' ability to deliver health care. In exploring how efficiency, reach, and organizational sustainability may be advanced, we hope also to contribute to a wider dialog about the emerging field of global health delivery and to generate practical, useful material to share with others in the field.

The team project

In February, students get to work immediately, and soon turn in work plans and other preparation materials that we draw on in class. In March, they submit an interim research report before they leave and a complete set of the materials presented on site at the end of the two-week trip. In April, hosts get the final version of their project materials and students turn in a portfolio presenting the project and their experience.

Overview of class sessions

Session	Date	Topic	Prepare	Deliverables
1	Wed, Feb. 2	Introduction: Why global health delivery What it's like to work on a GHD project Country briefings design	Readings on global health delivery and business and healthcare in resource-limited settings	Upload your profile questionnaire and memo on course goals
2	Mon, Feb. 7	Workshop 1: Critical information needs Designing and managing change in global health programs: Haiti VCT case	Preliminary draft workplan Prepare case: "HIV Voluntary Counseling and Testing in Hinche, Haiti"	Due to us: draft workplan
3	Wed, Feb. 9	Why efforts fail Workshop 2: Theory of Change Country briefings meetup	Readings on Theory of Change, Logic Models	Due to host, Fri 10 Feb: your project workplan
4	Mon, Feb. 14	Toolkit 1: Frameworks for project analysis; financing Case discussion: A to Z	Readings on Acumen Fund and other frameworks Prepare case: "A to Z Textile Mill Ltd"	Upload presentation for class clinic
5	Wed, Feb. 16	Class clinic Country briefings meetup	Your plan for class clinic	Class clinic follow-up memo
6	Tu, Feb. 22	Designing and implementing strategy for global health enterprises: PIH in Rwanda.	Prepare case: "Partners In Health: HIV Care in Rwanda"	
7	Wed, Feb. 23	Workshop 3: Deliverables critique (with guest respondents)	Bring mockup of deliverables to class	

Session	Date	Topic	Prepare	Deliverables
8	Mon, Feb. 28	Country briefings presentations Action planning spotlight: cluster 1	Country briefings Cluster 1 teams: prepare for spotlight	Upload briefings before class
9	Wed, Mar. 3	Toolkit 2: Process improvement Action planning spotlight: cluster 2	Readings on process improvement Cluster 2 teams: prepare for spotlight	Update briefings if needed
10	Mon, Mar. 7	Toolkit 3: Pricing, marketing, demand generation Action planning spotlight: cluster 3	Readings on pricing, marketing Cluster 3 teams: prepare for spotlight	Due to us: Draft initial research study
11	Wed, Mar. 9	Preparing for surprises and options Toolkit 4: Change management	Readings on change management	Due to host, Friday 11 Mar: Initial research study
No class	Mon, Mar. 14 to Fri, Mar. 25	On-site team project in sub-Saharan Africa or Asia		Due to host, Mon, 14 Mar: In-person presentation of initial research study Due to host, Fri 25 Mar: in-person presentation of onsite work Due to us, Fri 25 Mar: Upload electronic presentation of onsite work
No class	M, Mar. 28	Instead of class: Prepare debrief	Invite another student as guest to next class	
12	W, Mar. 30	Debriefing: Highlights, challenges, surprises	Cluster A teams: prepare for reflection spotlight; meet with us to plan, including invitations to guest experts	Upload debrief presentation (template provided)
13	M, Apr. 4	Workshop 4: Next steps, contingencies Letter to hosts	Readings on scale and enterprise sustainability	
No class	W, Apr. 6	Instead of class: Continue work on final deliverables	Cluster B teams: prepare for reflection spotlight; meet with us to plan, including invitations to guest experts	
14	M, Apr. 11	Lessons learned, first theme Reflection spotlight: Cluster A		
No class	W, Apr. 13	Instead of class: Continue work on final deliverables		
15	W, Apr. 20	Lessons learned, second theme Reflection spotlight: Cluster B		

Session	Date	Topic	Prepare	Deliverables
No class	M, Apr. 25	Instead of class: Continue work on final deliverables		Due to host by Fri, 22 Apr: Final host deliverables
16	W, Apr. 27	What we learned, wish we'd known or done, and are glad we did: in-class video recording	Bring photos and any materials to share and show	Intra-team feedback survey Due to us by Friday, Apr 29: Final portfolio
No class	M, May 2 to W, May 11	Optional—meet with mentor to reflect on overall experience		Optional: Personal reflection memo