These are exciting and dynamic times for the U.S. health care industry. While the Affordable Care Act continues to impact market demand through Medicaid expansion and subsidized public exchange, many changes are also taking place on the employer side of the health care ledger. These changes, affecting as many as 150 million people, will have a profound effect on how health care is consumed, where services may be delivered and what form they are likely to take.

This program brings together faculty of different disciplinary backgrounds, all from the Master's of Management in Health Care program at the Owen Graduate School of Management, to reflect on how health care delivery must change to meet the new challenges in the marketplace.

The bottom line value to you and your organization

You will gain practical information that can be immediately applied to your situation after the one-day program, including:

- The big-picture challenges facing health care delivery, including its likely evolution and necessary positioning steps for delivery organizations
- A focus on customer preferences: how they differ and how to best craft solutions that meet the market test
- A model for how health care delivery organizations change their value equations to meet the needs of the new health care customer
- Operational models that balance clinical and service quality to better meet the needs of a valuable health care delivery enterprise

Course Instructors:

Larry Van Horn
MPH, MBA, PhD
Associate Professor of Management (Economics), Executive Director of Health Affairs

Larry Van Horn is a leading expert on health care management and economics. His research on healthcare organizations, managerial incentives in nonprofit hospitals and the conduct of managed care firms has appeared in *Harvard Business Review*, among others. He has been honored by the U.S. Department of Health and Human Services as a Ruth L. Kirschstein National Research Service Award Fellow and has presented at numerous leading seminars and conferences.

Rangaraj Ramanujam
PGDM, PhD
Professor of Management

Ranga Ramanujam is a leading researcher and consultant on the organizational causes and consequences of operational failures in high-risk work settings like health care, where he examines the role of leadership, communication and learning processes in enhancing quality and safety. His research has appeared in many journals, and he serves on the editorial boards of *Organization Science* and *High Reliability and Crisis Management*.

Michael Lapré
Dr, PhD
E. Bronson Ingram Research Professor of Operations Management

Michael A. Lapré is an internationally-known expert on organizational learning curves, especially improving organizational performance. Professor Lapré’s articles have appeared in top journals, such as *Harvard Business Review* and *Management Science*. He has been awarded the Shingo Research Prize, the Stan Hardy Award (twice) and Wickham Skinner Awards for Best Paper (thrice). Professor Lapré has served on many editorial boards for journals in his field.

Steve Hoeffler
MBA, PhD
Assistant Professor of Marketing

Steve Hoeffler is an expert in consumer products marketing, brand management and consumer behavior. His research has appeared in *Journal of Consumer Psychology* and *Journal of Marketing Research*, among others, and his research and expertise has been featured at conferences and seminars held by academic and professional associations, including the Association for Consumer Research, the Society for Consumer Psychology and the American Marketing Association Educators Conference.
What the Changing Marketplace Means for Health Care Delivery—Sample Program Schedule*

<table>
<thead>
<tr>
<th>Block 1</th>
<th>Block 2</th>
<th>Block 3</th>
<th>Block 4</th>
<th>Block 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>(8:00 – 9:45 a.m.)</td>
<td>(10:00 – 11:30 a.m.)</td>
<td>(12:15 – 1:45 p.m.)</td>
<td>(2:00 – 3:30 p.m.)</td>
<td>(3:30 – 4:30 p.m.)</td>
</tr>
<tr>
<td>The Changing Environment and the Imperative to Change</td>
<td>The Patient as the Customer</td>
<td>Creating Value in the New Delivery Model</td>
<td>Executing Delivery with Service Excellence</td>
<td>Synthesis and Discussion</td>
</tr>
<tr>
<td>Larry Van Horn</td>
<td>Steve Hoeffler</td>
<td>Rangaraj Ramanujam</td>
<td>Michael Lapré</td>
<td>Larry Van Horn</td>
</tr>
</tbody>
</table>

*Each block followed by break, except for Block 2, which is followed by lunch, and Block 5, which is followed by a reception.

Schedule, program content and faculty are subject to change.

Who Should Attend

We especially welcome:

- Physician and nurse leaders, and hospital management
- Health care consultants
- Health care delivery professionals in IT, marketing, process improvement and operations

Cost

$1,000
Cost includes tuition, instructional materials, and all scheduled meals.

Location

This program take place at Vanderbilt Owen Graduate School of Management in Nashville, TN.

About the Vanderbilt Executive Development Institute

The Vanderbilt Executive Development Institute at the Owen Graduate School of Management offers proven and practical programs to help individuals and organizations refresh, engage, and strengthen management expertise. Open Enrollment Programs for individuals are short, highly focused programs in areas of Leadership, Management and Strategy. Custom Programs for organizations are custom-built and are uniquely tailored to help each client tackle a specific organizational need or to achieve its developmental goals for established and emerging leaders.

Conveniently located near downtown Nashville, Vanderbilt Owen Graduate School of Management is ranked as a top institution by Businessweek, the Wall Street Journal, U.S. News & World Report, Financial Times and Forbes.

Visit vanderbiltexecinstitute.com for more information regarding programs and schedules, faculty biographies, online registration, and maps and directions.