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Regi's 'Innovating in Health Care' Cases – Hub and Spoke: Health Care Global

This issue of Regi's Case Corner highlights the opportunities for a "focused factory" model in health care. The case, which includes a teaching note, and a background reading are available from the HBS case distribution site.

HBS case: Hub and Spoke, Health Care Global and Additional Focused Factory Models for Cancer Care, 9-313-030

Authors: Regina E. Herzlinger, Amit Ghorawat, Meera Krishnan, Naiyya Saggi

Synopsis: Dr. Ajai Kumar, the founder of Health Care Global (HCG), a chain of innovative Indian cancer treatment centers, is contemplating whether to expand his model in India or to enter some African countries. Along the way, he assesses the lessons he can learn from the business models of other cancer treatment centers described in the case, such as the research-focused Dana Farber or the consumer – focused Cancer Treatment Centers of America (CTCA).

Abstract

Regi notes that she teaches this case with an "Innovating in Health Care" framework that enables students to evaluate the following questions.

- **How well aligned is the innovation with six critical aspects of the health care ecosystem: financing; structure; public policy; technology; accountability; and consumers? I call them the "Six Factors".** If the innovation is not well aligned with the Six Factors, we discuss what, if anything, could be done to improve the alignment.

- **Will the business model work?** The business models of some innovations contain unrealistic ideas about important elements such as the strategy, financing, and management team composition. The students evaluate the business model and recommend specific changes.

Materials

- **Reading**: *Innovating in Health Care* – Framework
- **Case**: Hub and Spoke, Health Care Global and Additional Focused Factory Models for Cancer Care, 9-313-030
- **edX MOOC**: Innovating in Health care
- **Note about access to materials**: Harvard Business School holds the copyrights to most materials in this section; the links connect to the HBS case site where they may be purchased. Academic readers typically can register with the HBS site for access to complementary educator review copies of the materials.

Reading: *Innovating in Health Care* – Framework

- **HBS case**: 9-314-017 (July 8, 2015)
- **Author:** Regina E. Herzlinger
- **Synopsis**: This note contains three frameworks that will help you create effective health care innovations: Three different types of health care innovations; “Six Factors” alignment: Is the idea viable?; Business model elements: How to make it happen.
- **HBS link:** https://cb.hbsp.harvard.edu/cbmp/product/314017-PDF-ENG

edX MOOC: Innovating in Health Care (HarvardX MOOC)

- **Instructors**: Regina E. Herzlinger (Harvard University), Margo I. Seltzer (Harvard University), Kevin Schulman (Duke University)
- **Synopsis**: Improve critical thinking about health care entrepreneurship by reading, discussing, and analyzing case studies and writing a business plan.

- **Link to archived course**: https://www.edx.org/course/innovating-health-care-harvardx-bus5-1
- **Next session**: The MOOC will be offered again in 2018

Regi would love to hear from readers who have teaching materials (e.g., cases; syllabi; experiences with mentoring, entrepreneurship in residence; blended courses) in *innovating in health care*. She welcomes all other feedback, too.