Case Collection Prospectus

The Global Health Delivery (GHD) Case Collection includes over 40 Harvard Business School-style teaching case studies, each with an accompanying teaching note. The collection examines programmatic, organizational, and policy-related decisions global health leaders face and various disease conditions, within and across health care delivery systems in resource-limited settings. The cases can be incorporated into existing educational curriculums or form the foundation of new courses; educators and practitioners across many fields may find them useful tools and resources.

This prospectus explains the need for this collection, what the cases are about, including major themes, and how to use the collection. It details the resources and tools available as part of the collection, provides examples of how the cases have been used, and explains how to obtain the materials at no cost.

What is the Case Collection?

The GHD Case Collection is a set of Harvard Business School-style case studies designed to educate current and future managers on how programs, governments, and enterprises determine their strategies and design systems to meet the needs of patients and populations. The cases explore how programs implement value-based principles.

Why Case Studies?

The often-ambiguous nature of work in health care delivery calls for educational methods that, as Nobel Prize winner Carl E. Wieman stated, challenge students to "grapple with the material and receive authentic and explicit practice in thinking like an

"Not only does this approach raise the likelihood of greater retention—it also allows for learning that goes beyond the transfer of knowledge to include the development of analytical, decision-making, and communication skills, and the cultivation of self-awareness, judgment, and the capacity to lead. At its best, the case method enables students to develop what Harvard Business School Professor Tom Piper calls 'the courage to act under uncertainty.'"

‾Harvard Business School Christensen Center for Teaching & Learning

expert."[*] GHD cases capture recent experiences of the featured programs and enterprises. They are written in a value-neutral tone so that students can draw their own conclusions and "walk in the shoes" of the protagonist. This educational method is often called "virtual-experiential learning" or "participant-centered learning," reflecting both the method's process and goals. The cases aim to facilitate critical thinking and help students to build analytical skills, burgeoning opportunity for case lessons to be transferred from the classroom to everyday practice.

What Are Value-Based Principles?

Our case collection supports the idea that the goals of global health should be based on value, not volume—that the purpose of a delivery system is health and not treatment. Services or individual interventions are useful only to the extent they lead to positive patient health outcomes. Value in public health assesses individual health outcomes across the population relative to the resources expended. A value-based framework such as the one our case collection rests on encompasses quality and equity because it focuses on delivering the best possible health outcomes to all targeted populations and not simply expanding service offerings.

Available Resources and Tools

Cases

The GHD Case Collection (see **Appendix 3** for full list of cases) draws from the strategy and operations literature of the management sciences, the ethnographic methods and social analysis of anthropology, and the quantitative tools of health services research. Cases feature large and small nonprofit, governmental, and private health organizations or collaborations and their diverse strategies for prevention and treatment of chronic and infectious diseases as well as other illness or programs.

Featured countries include: Bangladesh, Botswana, Brazil, The Democratic Republic of the Congo, Haiti, Honduras, India, Indonesia, Iran, Kenya, Malawi, Pakistan, Peru, South Africa, Sri Lanka, Swaziland, Thailand, Uganda, the United States, and Zambia.

Major themes include: The principles of global health strategy and management; the complexities surrounding implementation, expansion, and sustainability; the role of leadership; the tension between public health and medicine; the role of context in global health delivery; and the potential that lies in monitoring and evaluation.

"I think of the [teaching] cases on a regular basis—remembering what others have done, relating that to the options available to me, and trying to use their lessons to inform my own decisions." –Dan Schwarz, Nyaya Health, Nepal

Specific issues include: HIV prevention and treatment; harm reduction; tuberculosis (and multi-drug resistant tuberculosis) control and treatment; polio elimination and immunization campaigns; maternal, newborn, and child health; measles vaccination campaigns; malaria prevention, eradication, and control; mental health; tobacco control; chronic disease prevention; childhood malnutrition; implementing electronic medical record systems; health system financing mechanisms; health commodity manufacturing; the relationship between the economy and health; surgical care delivery; and universal health care coverage.

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[*] Berrett, D. Harvard conference seeks to jolt university teaching. *The Chronicle of Higher Education*. February 5, 2012.

Access: Anyone with Internet access can view and download the teaching cases at no cost through Harvard Business Publishing, The Case Centre, or globalhealthdelivery.org. Those who register as premium educators through the Harvard Business Publishing site will be able to access the accompanying teaching notes. (See **Appendix 4** for instructions on how to access the cases.)

Case Structure

Each case follows a similar narrative style beginning with a brief vignette that introduces the main protagonists, describes the context, and frames the pressing challenge. It then provides relevant contextual information, including details of the historical, political, and economic background. A description of the health system and the health issues affecting the population follows. The majority of the case focuses on the featured health care delivery program and the specific challenge it is facing. Cases are designed to present as much information as possible within 15–20 pages of text so as to foster productive 90-minute classroom discussion sessions.

A series of exhibits containing quantitative or qualitative data and anecdotes supporting the text follow. The exhibits provide insight to the quality of data available to the protagonist and information that is categorical and comparable. Several cases have short supplements or B cases that provide follow up, explaining project outcomes or raising new points for discussion.

Teaching Notes

Each case has an accompanying teaching note available for instructors that provides analysis of the case and highlights one or more themes. Notes begin with a brief case summary and a description of the case's educational objectives. A case analysis highlights the themes of the case. The bulk of the teaching note contains detailed instructions on how to facilitate a classroom discussion that will attain the educational objectives, including suggested questions to pose to the class. The teaching notes end with suggested summative comments for the instructor and suggestions on how to use the chalk/white boards to capture the discussion.

Instructor's Guide

The Instructor's Guide describes the Global Health Delivery conceptual framework for understanding global health care delivery programs, upon which our case narratives are organized. The guide also presents an overview of the major teaching themes across cases. It provides detailed descriptions of how to use GHD materials in the classroom, including a brief primer on how to facilitate discussion around the cases and concludes with suggestions of how to organize the cases into modules or a curriculum.

Concept Notes

Concept notes (see **Appendix 3** for a list of concept notes) provide background information about programs, policies, frameworks, and topics relevant to global health delivery that emerge in the case collection but that are not otherwise explored in depth.

Class Preparation

Instructor Preparation

The GHD Instructor's Guide and case-specific, detailed GHD teaching notes can guide preparation and teaching. The instructor must fully master the case facts and keep a roadmap of the key discussion questions and important lessons in mind throughout the class session. It is not unreasonable for an instructor to spend over 10 hours preparing for a single case discussion the first time he or she is teaching a particular case.

In teaching the GHD cases, we have begun each class session with a slideshow illustrating the site of the case to be discussed, highlighting key points about the location or project. The case discussion follows, relying on student participation. Instructors make critical and careful use of blackboards. Often the protagonist of the teaching case, either live or on video, discusses the organization and delivery system examined in his or her own words after the discussion. Protagonists' contributions help bring the cases to life and help students to understand the successes and challenges of the case studies much more clearly. The guest appearances are an important piece of the case method.

Student Preparation

The format of case-based teaching is explained to participants on the first day of class. Because the power of the case method lies heavily in the class discussion, participants are required to read and examine the cases in detail before class. The case preparation process typically takes about two hours per case. Students are guided by sets of assignment questions designed to stimulate appropriate analysis. The teaching questions used by the instructor to guide the classroom discussion are related to the assignment questions but focused more on the pedagogical process. Students should be prepared to listen carefully during the case discussion and encouraged to keep their laptops and other electronic devices off given the nature of the information discussed.

Targeted Students The GHD teaching materials target health care managers, leaders, health care providers, policy and government leaders, as well as students in medical school, public health, health policy, and other programs concerned with global health delivery.

Appendix 1 *Sample Courses That Use the Case Collection*

Harvard-Affiliated Courses

Introduction to Global Health Care Delivery

Introduction to Global Health Care Delivery engages students in the analysis of case studies that describe efforts to improve health care delivery in resource-poor settings. Classroom discussion of these cases illuminates principles and frameworks for the design of efficient and effective global health interventions. The course consists of 15 110-minute sessions, beginning with an introduction to global health delivery and a discussion of how to read cases. A lecture on value in health care delivery provides the framework for the subsequent sessions. The remaining sessions consist of an 80-minute case discussion led by a faculty member followed by a 30-minute in-person guest lecture by the case protagonist, a videotape of the protagonist, or another discussant. When time permits, the faculty member may deliver a short topic lecture or allow for questions and answers with the visiting guest.

Management Practices in Health Care Delivery

Management Practices in Health Care Delivery provides a review of key strategy and management practices in global health programs and explores the essential components of high-value programs. It is designed to train current and future managers how to apply, test, and refine current frameworks in health care delivery. Students are challenged to apply the value-based delivery framework to programs in which they work. The course is divided into three modules—designing and measuring value, practices and processes for value, and planning for value at scale—with many lectures delivered by leading global health experts. Participants come to recognize the array of relationships in global health, including those between patients, providers, and payers. The principles addressed in the course supplement and complement case studies discussed in *Introduction to Global Health Care Delivery* requires students explore data from the GHD cases.

Case Studies in Global Health: Biosocial Perspectives

Case Studies in Global Health: Biosocial Perspectives is an interdisciplinary course designed to introduce undergraduate students to the field of global health by framing a collection of problems and actions in global health—such as mental health, polio vaccination, or policy and advocacy—in a biosocial perspective. The practitioners/anthropologists who teach the course draw on their experiences working across the globe as well as an interdisciplinary body of literature to investigate what the field of global health may include, how global health problems are defined and constructed, and how global health interventions play out in expected and unexpected ways.

Global Health Delivery, Rwanda

Several GHD and Harvard Medical School faculty worked with the Rwandan Ministry of Health to teach leaders in an annual, weeklong course called Global Health Delivery in the village of Rwinkwavu, Rwanda starting in February 2012. Students and professors discussed case studies and conducted field visits throughout Rwanda. Several students received training to teach global health delivery. Rwanda's new University of Global Health Equity is now offering a course for masters students entitled Challenges in Global Health Care Delivery: Global Health Delivery Case Studies and Strategic Problem Solving.

Ministerial Leadership in Health Program

In 2014, new cases on universal health care and nutrition policy debuted at the Ministerial Leadership in Health program, a joint initiative of Harvard School of Public Health and Harvard Kennedy School. The cases were commissioned specifically for the event and were adapted and published for widespread use. The program continues to incorporate additional teaching cases for ministerial training.

Sample of Institutions Using GHD Teaching Cases Beyond Harvard: [†]

- Emory University (*United States*)
- Colombia University (*United States*)
- Duke University (*United States*)
- Georgetown University (*United States*)
- Interamerican Center for Global Health (*Costa Rica*)
- Institute of Business Administration (*Pakistan*)
- International School of Management (ISM) Dortmund (*Germany*)
- Jomo Kenyatta University of Agriculture and Technology (*Kenya*)
- Lagos Business School (*Nigeria*)
- London School of Economics & Political Science (*United Kingdom*)
- Makerere University (*Uganda*)
- Massachusetts Institute of Technology (*United States*)
- Namibia Business School (*Namibia*)
- Nanyang Business School (*Singapore*)
- Northwestern University Feinberg School of Medicine (*United States*)
- Pontifícia Universidade Católica de São Paulo (*Brazil*)
- Princeton University *(United States)*
- Swiss Tropical and Public Health Institute (*Switzerland*)
- University of Delhi *(India)*
- University of Ghana Business School (*Ghana*)
- Université de Lausanne (*Switzerland*)
- Universidad de Palermo (*Argentina*)
- Université Protestante au Congo (*Democratic Republic of the Congo*)
- University of South Africa (*South Africa*)
- University of Tehran (*Iran*)

[†] This list is compiled using select download information from the Case Centre as well as faculty feedback.

Appendix 2 *About the Global Health Delivery Project*

The Global Health Delivery Project at Harvard (GHD) is an interdisciplinary initiative between Harvard Medical School, Brigham and Women's Hospital, and Harvard Business School, founded in 2007 by Dr. Jim Y. Kim, Dr. Paul Farmer, and Professor Michael Porter. GHD's mission is to build a network of professionals who have the skills and knowledge to deliver value-based health care in the settings where they work around the globe.

GHD supports implementers globally through:

1. **Cases in Global Health Delivery:** GHD has developed more than 40 Harvard Business School-style teaching cases with accompanying guides for instructors as part of a comprehensive curriculum package. Cases capture real-life scenarios and explore how leaders implement value-based principles in health care delivery. Cases and their teaching notes, topical concept notes, a glossary, and an in-depth curriculum guide for instructors are available at no cost through the Harvard Business Publishing online portal and through www.globalhealthdelivery.org/case-collection.

2. **The Global Health Delivery Intensive (GHDI)**: GHD's annual summer program—a decade in the running—provides three-weeks of epidemiology, management science, and health care delivery training for mid-career professionals. The program has graduated over 400 practitioners from 55 countries and serves as the foundational course for a two-year Master of Medical Science in Global Health Delivery at Harvard Medical School.

GHD previously hosted GHDonline.org, a community of practice involving over 25,000 health professionals and was the home of Better Evidence, a project now run from Ariadne Labs, working to enhance access and use of evidence-based clinical resources.

Appendix 3   *List of Cases and Concept Notes*

Cases with Teaching Notes[‡]:

- The Academic Model for the Prevention and Treatment of HIV/AIDS
- The AIDS Support Organization (TASO) of Uganda
- The Avahan India AIDS Initiative: Managing Targeted HIV Prevention at Scale
- Botswana's Program in Preventing Mother-to-Child HIV Transmission
- BRAC's Tuberculosis Program: Pioneering DOTS Treatment for TB in Rural Bangladesh
- Building Local Capacity for Health Commodity Manufacturing: A to Z Textile Mills Ltd.
- Chagas Disease Vector Control in Honduras
- Chasing Polio Eradication: Vaccine Development
- Electronic Medical Records at the ISS Clinic in Mbarara, Uganda
- The Global Trachoma Mapping Project
- HIV/AIDS in Brazil: Delivering prevention in a decentralized health system
- HIV/AIDS in Indonesia: Building a Coordinated National Response
- HIV Prevention in Maharashtra, India
- HIV in Thailand: The 100% Condom Program
- The 100% Condom Program: Part B
- HIV Voluntary Counseling and Testing in Hinche, Haiti
- Two Years in Hinche
- The Indus Hospital: Delivering Free Health Care in Pakistan
- Implementing Universal Health Coverage in Thailand
- Improving Maternal and Child Health in Uttar Pradesh, India
- Improving Mental Health Services for Survivors of Sexual Violence in the DRC
- Investing in Global Health: Botanical Extracts Ltd.
- Iran's Triangular Clinic
- loveLife: Preventing HIV Among South African Youth
- loveLife: Preventing HIV Among South African Youth (Part B)
- loveLife: Transitions After 2005
- Malaria Control in Zambia
- Maternal and Child Health in Uttar Pradesh, India: A Mother's Story
- The Measles Initiative
- Multidrug-Resistant Tuberculosis Treatment in Peru
- Partners in Health in Neno District, Malawi
- Political leadership in South Africa
- Polio Elimination in Uttar Pradesh
- The Peruvian National Tuberculosis Control Program
- Project ECHO: Expanding the Capacity of Primary Care Providers to Address Complex Conditions
- Reducing Child Malnutrition in Maharashtra, India
- Roll-Out of Rapid Diagnostic Tests for Malaria in Swaziland
- Positive Outlier: Sri Lanka's Surprising Health Outcomes
- Positive Outlier: Health Outcomes in Kerala, India Over Time
- Surgical Care Delivery at AIC Kijabe Hospital in Rural Kenya
- The Tanzanian Training Centre for International health

[‡] Supplementary teaching cases do not have accompanying teaching notes.

- Tobacco Policy in the Philippines
- Tobacco Control in South Africa
- Tobacco Control in South Africa: Next Steps
- Treating Malnutrition in Haiti with Ready-to-Use Therapeutic Foods
- Tuberculosis in Dhaka: BRAC's Urban TB Program
- Voluntary Medical Male Circumcision in Nyanza Province, Kenya
- Working as an ASHA to Improve Maternal and Child Health in Uttar Pradesh, India

Supporting Materials:

- Concept Note: Community Health Workers
- Concept Note: The Global Health Supply Chain
- Concept Note: The Global Fund to Fight AIDS, Tuberculosis and Malaria
- Concept Note: The Development of Tuberculosis Treatments and Policy
- Concept Note: HIV Prevention
- Concept Note: Malnutrition
- Concept Note: Reproductive, Maternal, Newborn, and Child Health
- Concept Note: Surgical Care Delivery
- Concept Note: Universal Health Care: The Experience in Ghana, Rwanda, Thailand, and Vietnam
- Cases in Global Health Delivery Glossary
- Instructor's Guide

Appendix 4   *Instructions for Downloading Global Health Delivery Case Studies*

Access to the case collection through Harvard Business Publishing and The Case Centre requires registration. Access through globalhealthdelivery.org does not. Registered faculty can access the teaching notes through Harvard Business Publishing or The Case Centre.

To Access Cases on Harvard Business School Publishing:
REGISTER:
1. Go to the Harvard Business Publishing website.
2. On the right-hand column of the homepage, click on "REGISTER NOW."
3. Choose "Student" as your role, unless you are a faculty member or administrator at a degree-granting institution (**please note:** choosing "Educator" requires approval and allows access to the teaching notes). Click on the red "Apply for an Account" tab under **your role**.
4. Fill in required information and click on "Submit Application" at the bottom of the page.

DOWNLOAD CASES:
1. Once registered, if not already signed in, you can sign into your account by clicking on "Sign In" on the upper right-hand side of the home page.
2. Once you are signed into your account, you can search for the Global Health Delivery cases three ways: 1) Type "ghd" in the search box at the top of the page and press the "Enter" key or click on "GO" 2) Visit the full case list here, or 3) On the cases home page, find the "Partner Cases" and click "Global Health Delivery Project—Harvard Medical School."
3. Find the case that interests you. To see the abstract for the case, click the red case title.
4. To download the full case, click the red tab, "Add to Collection"
5. To access the case, you must click on the "My Collections" tab to the left on the menu at the top of the page. You will now see all the materials in your library. Click "View Document" to the right of the case title, and the PDF will open.

To Access Cases on GlobalHealthDelivery.org

1. Visit https://www.globalhealthdelivery.org/case-collection for the full case collection.
2. Search for specific cases by keyword in the search bar on the upper right side of the page, or filter the case collection by various categories using the accordion menu below the search bar.
3. Click on the case title to download.

To Access Cases on The Case Centre:
REGISTER:
1. Go to the Case Centre Website.
2. Click "register" on the top right corner of the home page.
3. Choose your appropriate role, "educators," "programme administrators," "corporate customers," or "students."

4. Fill in required information and click "complete registration."
5. Complete the email verification. You will be notified of account approval by email.

DOWNLOAD CASES:
1. Once registered, if not already signed in, you can sign into your account by clicking on "Sign In" on the upper right-hand side of the home page.
2. Once you are signed into your account, click "Finding Products" in the purple bar near the top of the screen. Within "Finding Products," choose "What's Available," and then "Cases."
3. On the Cases page, scroll down through the Case Collection list and choose "Global Health Delivery Project, USA."
4. Alternatively, navigate straight to our case collection page: https://www.thecasecentre.org/educators/casemethod/resources/freecases/ghd