Overview

Professor Robert (Bob) Kaplan is leading a number of pilots with health care providers globally to better measure and manage their costs, as well as to pursue new payment models, with the goal of increasing the value delivered by the health care system as part of his work with Professor Michael Porter. Professor Kaplan is looking for RC students who would be interested in helping to lead the work at pilot sites during their EC year through a field study project. This is an excellent opportunity for students who want to build a relationship with a health care provider, have direct exposure to clinical teams and hospital operations, further develop their knowledge of time-driven activity-based costing (TDABC), and have a passion for transforming the health care system.

EC students are currently leading provider teams on the analysis, research, and implementation of cost management as part of the following four field studies with Professor Kaplan:

- Improving the performance of rotator cuff repairs at Brigham and Women’s Hospital, and evaluating the impact of patient variability on costs
- Enabling the Emergency Department care at Newton-Wellesley Hospital to understand their costs so they can better manage them
- Measuring the cost of total knee replacement at the University of Pittsburgh Medical Center in preparation for a potential payment model change
- Further developing the methodology to determine clinical personnel capacity cost rates across a range of practice areas and hospitals

Expectations and Next Steps

Students who are interested in a field study in health care cost management with Professor Kaplan are expected to participate for the full year due to the time required to build relationships with a pilot site, become conversant with the TDABC methodology, and carry out a project. The one exception is MD/MBA students who are permitted to participate during their one semester at HBS EC year. Students will also be expected to spend 5-10 hours a week on the project with only one student per project.

Students who are potentially interested in a field study opportunity should send an email to Derek Haas, project leader and HBS ’10, at dhaas@hbs.edu by the end of April with a brief description of any relevant background and why they are interested in the opportunity. A list of potential projects will be circulated over the summer, and then students will be expected to commit to a particular project before school resumes in the fall.