

**THE DEPARTMENT OF HEALTH POLICY AND MANAGEMENT
in the
MAILMAN SCHOOL OF PUBLIC HEALTH**

PRESENTS:

**THE 2026 HEALTHCARE DELIVERY AND MANAGEMENT
CASE CHALLENGE**

Overview

Hosted by:
Mailman School of Public Health
Department of Health Policy and Management
722 West 168th Street
New York, New York 10032

<i>SATURDAY, NOVEMBER 7, 2026</i>
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The Mailman School's Department of Health Policy and Management invites all MHA, EMHM, PTM, MPH, MBA, EMBA, MIA, MPA, EMPA, MD, etc. (including accelerated and dual-degree) students to participate in our 19th Healthcare Delivery and Management Case Competition.

The competition will award certificates and American Express Gift Cards for the following honors:

- First Place (Team): \$250 Gift Card per team member
- Second Place (Team): \$150 Gift Card per team member
- Third Place (Team): \$100 Gift Card per team member
- Best Individual Presenter: \$200 Gift Card
- Best Individual Q & A: \$200 Gift Card
- Most Innovative Solution (Team): \$100 Gift Card per team member

Goals

The case competition has several goals:

- Create opportunities for students to apply classroom learnings to a real-world healthcare case and executive management presentation environment
- Allow students from various professional schools—Public Health, Business, Medicine, Public Affairs, etc.—to collaborate, to work, and to learn together
- Create a spirit of healthy competition and learning in order to reward achievement in clinical and health policy problem-solving and management analysis at both the team and individual levels
- Utilize faculty from students' schools to advise teams—when appropriate—with respect to their analyses, toolkits, presentation skills, and question-and-answer abilities
- Foster creativity and practicality in terms of both qualitative and quantitative analysis as well as solution alternatives, pros and cons, and practical, executable solutions for a real client

While teams can comprise members of just one school, we encourage teams to draw on members and resources from other schools as the case will require management, policy, and clinical/outcomes analyses. Further, the case analysis should not be constrained by the information/scope articulated by the case. We fully expect teams to “think outside the box” in terms of related/dependent issues and challenges, and impacts of case solutions on the client organization outside the confines of the case. However, teams should remain inside/at the time of the case for all analyses. In short, teams should not research “what happened next” to help with their presentations.

Competition Rules

Contact: Professor Paul W. Thurman, Paul.Thurman@Columbia.edu

A. General Information to the Participants

1. Teams will consist of 3 to 5 students. All team members must be present for the first round
2. The teams may utilize a single faculty or academic advisor from any team member's school(s)
 - Advisors must be full-time faculty or current-semester adjunct faculty
 - Advisors can only help with team work planning; advisors *may not* assist with case analyses (qualitative and quantitative), graphics, write-ups, or written presentations
 - Advisors cannot be affiliated with the organization(s) mentioned in the case, and advisors cannot contact the organization on behalf of the team
 - Advisors may, however, coach teams on their oral presentations

3. Competition judges may not serve as advisors, and teams need not have an advisor if they so choose. Advisors are optional

B. Competition Rules and Logistics

1. The deadline for team signups is **Monday, October 26, at 6pm** (via web signup)
2. The assigned case and all materials, which will comprise a case study and analysis in a healthcare delivery and/or management context, will be emailed to teams on or about **Wednesday, October 28, if not before**
3. Teams may not solicit or receive help from anyone not on the team. Once the case is distributed, the faculty/staff advisor should *briefly* discuss the case with team members and help to develop a work plan for completing its preliminary presentation. However, the advisor may *not* assist or direct any analyses, presentation slides, or any other work directly related to answering case questions. The use of the Internet as well as textbooks is allowed, although directly contacting the client organization will not be permitted. Violation of this rule will result in disqualification
4. All presentations must be created in Microsoft PowerPoint, and every team is required to submit its presentation electronically no later than **Friday, November 6, by 6pm**, to Paul.Thurman@Columbia.edu . Teams are encouraged to retain backups of their presentations. The first slide of the presentation should state the team name, school title(s) and list the presenters in the order in which they will present. No late presentations will be accepted
5. These presentations will be used during first-rounds on the day of the competition. No edits may be made after they are submitted to Prof. Thurman
6. All team members must be present for first-round presentations (at least)
7. A random drawing will take place at 8:30 AM on the day of the case challenge to determine presentation orders and locations; the first presenters will begin promptly at 9:30AM
8. In the first round, there will be at least two rooms with at least 2-4 judges each—a faculty member (academic judge) and an outside healthcare executive (industry judge). Finalists will be selected per room, and the winning teams will proceed to the final round of presentations/competition. In the final round, all preliminary round judges (to the fullest extent possible) will adjudicate finalist presentations
9. Judges will act as the Board of Directors and other members of the organization as described in the case introduction. Teams are considered to be consultants who have been hired to solve the issues as identified by the organization. The case introduction will direct attention to some of these issues. Participants are encouraged to respond to these issues, but presentations are not limited to the issues articulated by the organization. All judges are familiar with the problems of the organization being analyzed; thus, teams need not repeat the facts of the case. Teams should define and analyze the problem, and present and justify a plan of action

10. All members of the team will present a portion of the case, although each team member will not be required to speak for the same amount of time. Team presentations should not exceed 15-20 minutes. Each team will be given a total of 25 minutes to include the presentation, questions, and answers. Similar to a typical presentation with executives, students should anticipate interruptions from the judges during their presentations. A timekeeper will warn teams about the elapsed time and cut the discussion when its time is up
11. Questions from the judges may be directed towards an individual or to the team as a whole
12. The first round of presentations will take place simultaneously in multiple rooms. Winners will be announced from each room and a final round will be held in the afternoon. Following the announcement of the winning teams from the first round, a random drawing will be held to determine final presentation order.
13. Team members may not attend other first round presentations even if their presentation is done. Prior to their own presentations, team members may not talk with any attendees about the other presentations. Advisors and other spectators are welcome to attend final presentations as long as they do not talk with their own teams prior to their team's presentation. All audience members must leave the presentation room after each presentation to allow judges to discuss the previous presentation in privacy. Failure to comply with these rules will result in immediate disqualification. Teams that do not make it to the final round are encouraged to attend the final round of presentations.
14. Once the preliminary round has been completed, final round teams may make adjustments/improvements to their presentations while non-advancing teams may seek feedback from their judges. Advisors may help, too, but advisors may not share any information obtained from other teams' presentations.
15. All teams and advisors are invited and encouraged to attend the final reception on after the final round, where the winners will be announced. The final ranking of the top three teams will be announced, and awards will be given for the Best Individual Presenter, the Best Individual Q & A, and the Most Innovative Solution (Team).
16. For all competition events business attire is required.

Judging Criteria

TEAM EVALUATION FOR: _____

Category	Weighted Score
Presentation Style & Clarity - How well did the team convey the main ideas? How professional were the documents and presentation? Did the presentation flow clearly? Did the executive summary and supporting documents support the presentation? Would you feel proud to have this team present to your managers/clients? <u>Comments/Questions:</u>	Score from 1 to 10 _____
Alternatives considered - Is it clear that the group considered more than one possible course of action, and has sound reasons why alternatives were rejected? Was the financial analysis appropriate? Did the team miss important and obvious alternatives? If information was unavailable or unknown to the team, did the team respond with a solution that was appropriate? <u>Comments/Questions:</u>	Score from 1 to 15 _____
Quality of analysis & relevant supporting arguments - Use of appropriate, leading edge qualitative and quantitative analytical techniques to assess the current situation. Are the major issues articulated well? Would the arguments convince your manager/clients? Evaluate here the quality of any outside research. <u>Comments/Questions:</u>	Score from 1 to 25 _____
Quality of recommended actions - Is the recommended course of action feasible? Does it address the issues? Did the group consider the competitive marketplace reaction to their course of action? <u>Comments/Questions:</u>	Score from 1 to 25 _____
Responsiveness to Questions - Do the answers reflect an understanding of the issues? How clear are the supporting arguments? Do the answers reflect an understanding of the available information about the case? <u>Comments/Questions:</u>	Score from 1 to 25 _____
TOTAL SCORE (out of 100 possible points)	_____

Schedule: REGISTRATIONS DUE NO LATER THAN 6PM, MONDAY, OCTOBER 26!

Friday, November 6:

By 6:00 PM Final presentations due to Paul Thurman via email

Sat., November 7:

8:30 AM Arrive at Mailman School (8th Floor Auditorium) for Breakfast

9:00 AM Opening remarks and judge introductions

9:30 – 11:30 AM First-round presentations (in breakout rooms)

11:30 – 12:30 PM Lunch break (back on 8th Floor)

12:30 – 1:20 PM Announcement of finalists, and judges provide feedback
on the first round of presentations (but not to finalists teams!)

By 1:20 PM Finalist teams make final edits to case presentations (8th Floor)

1:30 – 3:30 PM Final rounds

3:30 - 4:00 PM Break and judge deliberations

4:00 PM Winners announced; Adjournment