

# The Consulting Practice

A capstone course moving students from the classroom to industry and back

## HOW IT WORKS

The Consulting Practice provides students with the opportunity to solve a strategic, policy, marketing, or operational problem for a client organization and gain experience analogous to the project-based dynamic of professional consultants. Client organizations are drawn from the spectrum of the healthcare sector, including world-renowned hospitals, pharmaceutical companies, health plans, social service nonprofits, public health organizations, and more.

In this course, students serve as the consulting team on a significant project to tackle a real-world issue identified by the client—from financial modeling to assessing program readiness to designing public awareness campaigns. Consulting groups work directly with client executives under the guidance and expertise of senior faculty members with extensive business experience, who act as account managers and partners. Teams, consisting of four to six students, are expected to conduct the research, client interviews, and assessments necessary for delivering fact-based analyses and action recommendations to the client.

## Recent Consulting Practice Projects

- Develop a manual for use by non-governmental organizations (NGOs) and international foundations to create successful and sustainable surgical programs in developing countries;
- Assess the readiness of a large provider of long-term care to meet the challenges of changing New York State Medicaid requirements;
- Reduce avoidable readmissions at a major urban community hospital;
- Integrate emergency medical services in a multi-hospital health system;
- Improve critical quality measures in a women veteran's healthcare program;
- Build tactics to help a New York City settlement house improve health outcomes for 2,200 residents residing in neighboring public housing development;
- Build a diversity dashboard for a major urban health system;



## THE CONSULTING PRACTICE

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- Develop a strategy for LGBT patient referral and navigation services within a major medical health system;
- Build a finance and reimbursement model for sustaining an evidence-based group behavioral intervention for women living with HIV;
- Develop a strategy for a joint effort of the NYC Department of Health and Mental Hygiene and a major not-for-profit to increase IUD use in order to reduce unintended pregnancies;
- Identify and apply business Best Practices from various fields to for-profit health insurance products and services;
- Create data collection tools and conduct relevant stakeholder interviews for a major pharmaceutical company to help them better facilitate the process of choosing health interventions for specific disease areas and health issues.

### LOGISTICS

At the start of the semester, there will be one required plenary session for all enrolled students and faculty to review the ethical and confidentiality obligations that consulting entails.

Each team meets with its faculty member and/or client for three hours on a weekly basis, in addition to client and team meetings required outside of the regular class time. Total time demands will depend on the nature of the project and the need for research, field interviews, and meetings with the client.

Each client organization will assign an executive who will serve as the project contact.

Before the final presentation to the client, to insure quality, each team will present its proposed final client report to a different senior faculty member.

At the conclusion of the semester, each team will present to the client as well as participate in a formal presentation to the Mailman School.

### METRICS

This is a three-credit course and is open to second year full-time HPM/HPM Certificates, Accelerated, EMHM, and PTM students. Enrollment is limited and space in the course will be awarded on a first come, first served basis.

Grades will be based on the quality of the team's work, the quality of each individual's participation and contribution, and the overall professionalism of the team's effort. This includes meeting milestones and communicating as a team as judged by the faculty in consultation with the client.

### CLIENTS INCLUDE

- The Africa Project
- Bright Focus Foundation
- City MD
- Gouverneur Health
- Heritage Health & Housing FQHC
- Stanley M. Isaacs Neighborhood Center
- Isabella Geriatric Center
- Janssen Pharmaceuticals
- Lutheran Medical Center
- Metropolitan Hospital Center
- Mount Sinai Health System
- The New Jewish Home
- The NY Academy of Medicine
- Ronald McDonald House
- Visiting Nurse Service of New York
- Wellthie Inc.
- others

### FOR ADDITIONAL INFORMATION, PLEASE CONTACT:

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