MIT SLOAN SCHOOL OF MANAGEMENT
GLOBAL HEALTH LAB

Guide for prospective hosts
GlobalHealth Lab student projects

Thank you for your interest in GlobalHealth Lab, the MIT Sloan project class that pairs teams of experienced MIT graduate students with organizations on the front lines of health care delivery in resource-limited settings. Each project is custom-designed to address a pressing organizational or business need identified by a host organization. Our three-month course is built around the projects, including two weeks in March when each student team works full-time with its hosts on site.

Past GlobalHealth Lab projects have benefited our host organizations and enabled an incredible learning experience for our students. This note is designed to address your questions as a prospective host. Please take a look at it before completing the application questionnaire, especially if this is your first time applying.

Our focus: Your project

Would a GlobalHealth Lab project work for you? As you prepare to complete our application, please keep your key needs in mind. What aspects of your organization's operations, strategy, or marketing create your biggest challenges or opportunities?

To complete the Initial Screen and Part One, which asks basic questions about your organization, you'll need to have a project in mind, even if it's only tentative at this early point.

Some helpful tips: Consider defining your project goal in terms of what a team of four MBA and other MIT graduate students could tackle in three months of work, adding up to some 700 person-hours in total. Our students bring to bear the MIT Sloan MBA toolkit, as well as considerable skills in getting things done. Most of our MBA or other professional master's degree students have several years of work experience behind them.

To establish if your needs mesh with what we can offer, assess if they fit with the GlobalHealth Lab focal areas. Our past experience and conversations with several hundred organizational leaders reveal that many health delivery organizations, whether small or large, for-profit or not, face unmet needs in four broad areas. By focusing on these themes we enable better learning for the students and help create more valuable contributions for the hosts. We seek projects that address enterprise-level issues in these four areas:

- Improving operations, internal processes, and logistics;
- Refining organizational strategy and developing business models;
- Technology and software adoption decisions; and,
- Understanding patient demand and marketing.
A fifth category of past projects includes those that touch on two or more of the four focus areas, but experience teaches us that even if projects eventually connect to multiple domains, it's best to define an initial project with one focus area in mind.

For more help in selecting the domain that best connects to your project focus on the host application, see [http://groundwork.mit.edu/lab-focus-areas](http://groundwork.mit.edu/lab-focus-areas).

Another important note: We seek partners who are primarily serving the poor and the underserved in resource-limited settings.

If you feel that your potential project lines up with these considerations, and your location is in Kenya, Uganda, South Africa, India, Ghana, Tanzania, Zambia, Bangladesh, or other South Asian or Sub-Saharan African countries, we want you to take the next step!

Please start by completing the Initial Check to confirm the potential value for your organization to work with a student team. If the indications are good, please continue to Part One.

**How we use the application questionnaire**

Once you submit Part One, we review your responses to ensure a good fit between your needs and interests and the course learning goals. If the project is aligned, we invite you to complete Part Two, which addresses resources and logistics for the project. Eventually, your completed questionnaire will be posted, along with others, on an MIT website restricted to GlobalHealth Lab students. Students use this information to select their preferred projects to which to apply, and faculty draw on it to generate the best matches among teams and host organizations.

More organizations apply to participate in the Lab than are eventually selected by students. This means, unfortunately, that every year there are projects that do not get taken up. Please take the time to thoughtfully describe your organization and the specific project, so that students can fully appreciate the opportunity.

**How hosts work with students**

If your project is selected, you will be paired with a four-student GlobalHealth Lab team in December, at which point the student teams will make initial contact with you. The intensive work begins when the course starts at MIT Sloan School of Management in early February. In the early stages the team will work with you to confirm the scope, schedule and deliverables. The students undertake significant background research or a related study that makes the most of MIT’s resources while continuing to refine and plan their work, with faculty guidance, on campus from February to March. They will work on-site at your organization in Africa or India for two weeks at the end of March. Your student team will formally present its conclusions to you at the end of their onsite visit, and also provide completed additional reports, data, and other materials and resources that you agree upon after their return to MIT in April.

Students are not compensated for their work. This is a learning experience for them. We work to raise funds to cover as much of the airfares and housing costs as we can, and we ask host organizations to pay for as large a portion of these expenses as is feasible.
We also ask host organizations to help arrange local accommodations for the student team and assist with other local arrangements as needed. Apart from what is entailed in the on-site work itself (e.g. local transport to clinics for interviews or translators if needed), there are no additional costs involved for host organizations. So every contribution from hosts is deeply appreciated.

Meet the team

Our GlobalHealth Lab team combines faculty and staff from the Sloan School of Management at MIT. You may hear from any of us over the course of the coming weeks as we develop projects:

- Anjali Sastry, GlobalHealth Lab founder and course director;
- Janet Wilkinson, GlobalHealth Lab mentor lead;
- Jeff Shames, GlobalHealth Lab advisor and team mentor;
- Michellana Jester, program manager for Action Learning; and
- Alison Prosek, GlobalHealth Lab course administrator, along with other mentors and staff.

Our class would not be possible without the advice, collaboration, and expertise of the Global Health Delivery Project. Executive Director Dr. Rebecca Weintraub, along with Global Health Delivery Project founders Dr. Jim Kim, Prof. Michael Porter, and Dr. Paul Farmer, have helped shape our ideas and approach, as have Dr. David Bangsberg, Director of Massachusetts General Hospital Center for Global Health, and his colleagues.

GlobalHealth Lab is part of the Groundwork Initiative for Global Health Delivery at MIT Sloan, an integrated effort that links action projects with the study of what works and seeks to build a community to enable innovation on the front lines of healthcare delivery. Our goal is to advance practice, our own students’ learning, and the body of useful knowledge that could enable more healthy lives, enrich work experience, and help use limited resources more wisely.

Key milestones

Key milestones for this year’s projects:

Complete the Initial Check, then Part One, during August. This part of the application is due by 15 September, 2013 the latest. The earlier we get these, the better.

We’ll give you some quick feedback, and for projects that will fit well, Part Two is due no later than 13 October, 2013.

Students are matched with projects by 13 December, 2013; Part Three is due soon after.

Matched projects will be taken up in our GlobalHealth Lab course, which officially runs at MIT from 4 February to 25 April, 2014 (we ask student teams to make initial contact with hosts in December to prepare to start in February).

The two-week onsite intensive work takes place when the MIT students come to your organization, around 18 to 29 March, 2014.
Detailed timeline

To convey the steps in the project development process, we include a guide to the steps.

September through early November: Applications and conversations

You complete the Initial Check and Part One of the application in August or early September. We want to help, so as you fill out the application, if you have questions please contact us at global.health.lab@mit.edu to set up a conversation about your project idea. If our review of Part One suggests a good fit, we will be in touch again with Part Two of the application, and help you refine it if needed.

Late November to early December: Student team formation and project review

We post your project descriptions on an internal website, using the information you provided in your application. Students form their own teams, mindful of building a strong mix of resumes and skill sets. At the beginning of December, each team applies for the projects it prefers.

Mid December: Host organizations and student teams match

We review all student team project requests and your needs as outlined in the applications and then match teams to hosts. By mid-December, you receive a message from us as follows:

- If your project has been matched, we send you the resumes of the four team members and ask you to approve the match within 24 hours. We also ask you to complete a final few questions for Part Three of the application.
- If your project has not been matched, we let you know and encourage you to apply next year.

Late December through the start of February: Project planning

If your project has been matched, your newly-assigned student team contacts you using the information provided in your application. You should expect several telephone discussions and e-mail contacts during this time in order to get acquainted, review the project scope, and begin planning for the work, but please bear in mind that students are working on other commitments in these first weeks and likely to have only limited time early on.

Project Stage 1, February to early March: Workplan and interim report

Once the class starts, student teams get to work in earnest. They draft workplans which the faculty reviews. You team would then send their plan to you and ask for your approval by e-mail. The workplan sets out goals and steps for all three stages of the project, including a schedule of deliverables.

The student team begins Stage 1 work and compiles research for their interim report. Before leaving for Stage 2, the team submits a draft interim report to the faculty for review and then a revised version to you.
Project Stage 2, Second half of March: On-site work

For two consecutive weeks in March, the student team works full time on site with your organization. At the end of this time, the team reports on the field work and presents an initial set of conclusions to you and your senior management colleagues.

We plan for the team's faculty mentor to visit you and the student team in March.

Project Stage 3, April: Finalizing deliverables

Back at MIT, the student team completes their analysis and finalizes the deliverables you have agreed upon, which they then send to you. The course wrap ups and the project ends.

Early May: Final feedback

After the project ends, we follow up with you to ask about the GlobalHealth Lab process and the team's work via an email survey. We may include follow-up conversations by email or phone. Note that students cannot receive their grades until you respond to the survey.

Beyond the class: Documenting and sharing the projects

Every year we aim to increase the body of knowledge on healthcare delivery in low-resource settings, by documenting and sharing lessons learned. We hope to continue the conversation with you and your colleagues and to develop a community for collaborating on new ideas, insights, approaches, and tools that could deliver practical improvements for many. Methods for sharing our projects include videos, papers, blog posts, conference presentations, and more. We’ll be in touch!

Interested in applying? Your next steps

- If you have any questions or need clarifications, please contact us by email at: global.health.lab@mit.edu
- To learn about previous projects, access links to the online application itself, or find more information about the course please visit: http://groundwork.mit.edu/lab-partner

GlobalHealth Lab is a life-changing educational experience for our students and, thanks to their sharing of experience and learning, for the MIT community and beyond. Our hope is that it provides value to you and your community. On behalf of the students of GlobalHealth Lab, we look forward to working with you and your organization in the coming weeks and thank you for your collaboration.

With our best wishes,

The GlobalHealth Lab Team