



**BUSINESS SCHOOL ALLIANCE
FOR HEALTH MANAGEMENT**

2021 ANNUAL REPORT



OUR MISSION: To advance business school-based health management education, scholarship, and thought leadership in the global health sector.

BAHM-member MBA programs educate the healthcare leaders who shape, drive and innovate the health sector worldwide.



**Number of 2020 graduates from MBA or similar health sector graduate programs:
~ 1,000**

**Number of graduates from MBA or similar health sector graduate programs since each program's inception:
~ 21,000**

BAHM schools offer a variety of graduate programs with a health sector focus. Because each program is structured differently, the method for recording the number of students and graduates varies across schools. The numbers above therefore reflect estimates.

Cover Image (Case Competition event via Zoom): Hoag Levins/PennLDI

This past year has been unprecedented in terms of the pandemic, the impact of the pandemic on the economy, the impact of the pandemic on the healthcare system. As an organization, BAHM recognized the need to help support the healthcare industry in response to COVID-19. We became a vehicle to help serve our member schools in leveraging the strength of the network to provide access to faculty and resources that directly benefited the members and their students. The leadership of BAHM is deeply appreciative of the efforts made by BAHM faculty, staff and students as they faced this enormous challenge.

Here are some highlights of BAHM's accomplishments this year:

BAHM's journal, *Health Management, Policy and Innovation (HMPI.org)*, launched a well-received COVID-19 blog, which regularly featured articles and research by faculty from BAHM and other schools, healthcare and business practitioners, and policy makers worldwide. Launched in March 2021 and promoted digitally, the blog has been a valued resource for health systems, providers, and other health sector players grappling with the pandemic's fallout.

BAHM and member schools worked together on nearly a dozen salient webinars on an array of both COVID-19 and US elections-related topics that reached hundreds of students, faculty and industry professionals. BAHM faculty served as moderators and panelists, along with notable industry leaders and policy makers.

The BAHM case competition was a major focal point and highlight. For the first time, the competition was co-hosted by several schools and was organized as a virtual event from the outset. As a result, we were able to engage an unprecedented number of students from member schools around the world. Moving to an online format required an extraordinary effort to leverage technology and build new processes. The competition was a significant learning experience for all and will provide rewarding opportunities for BAHM members moving forward.

Finally, under the guidance of BAHM Board Treasurer Ned Rimer at BU Questrom's School of Business, we continued to carefully manage the organization's operational and accounting processes to ensure BAHM is well positioned to manage its continued growth and impact.

Board members have set exciting priorities for the coming academic year, among them continuing to grow our international programs and collaborations, supporting faculty research, mentorship, and promotion and tenure, and further driving the impact of HMPI. We look forward to helping BAHM members realize those goals.

Kevin Schulman
President, BAHM

Kirsten Gallagher
Managing Director, BAHM



Pandemic-Driven Opportunities to Promote and Maximize the Business of Healthcare

- ▶ The COVID-19 pandemic forced BAHM-member programs to transition to and master hybrid (in-person/remote), synchronous online, or remote asynchronous learning. At the same time, the pandemic presented valuable opportunities for BAHM programs to both collaborate and to explore in real time how the pandemic is shaping the health sector — locally, regionally, nationally, and globally. Highlights of these efforts are listed below.*

Webinars and conferences:

BAHM and member programs regularly co-hosted webinars and panel discussions on an array of topics (see page 6). Meanwhile, BAHM schools produced webinars and online healthcare conferences that were shared and accessible across the BAHM network. Topics spanned the pandemic’s impact on health systems operations, issues around access, care, equity, and (mis)information, and the increasing role of technology. In addition to students, the webinars drew in alumni, industry executives, policy makers, and the media. A number of schools, including the Rotman School of Management in Toronto, made it a point to integrate panel discussions on pandemic management into its health management curriculum.

New “Business of Healthcare” course content:

Schools added pandemic-related courses and modules to their curricula on topics such as supply chain, telehealth, and strategic management. The Wharton School, for example, launched the course “Epidemics, Natural Disasters, and Geopolitics: Managing Global Business and Financial Uncertainty,” which generated considerable media coverage. The University of Minnesota’s Carlson School of Management blended pandemic-related materials into courses such as “Supply Chain Management in the Healthcare and Medical Devices Sector” and “Healthcare Marketplace.” At Baruch, a new two-week module examines the effect of COVID-19 on the US healthcare system. The Miami Herbert Business School’s MBA program added disaster preparedness and recovery to its National Center for Healthcare Leadership competencies.

Baylor encouraged students to take courses from the Federal Emergency Management Agency (FEMA) Institute, and will require students to complete training modules in future healthcare operations management courses. Michigan Ross developed integrative experiences that explore the implications of COVID-19 as part of its first-year core curriculum, and Emory may introduce a short course on COVID-19’s impact on telehealth in the fall.

Policy support and consulting:

BAHM school faculty supported governments with COVID-19-related advice and data on pandemic management. Some organized webinars for hospitals and healthcare organizations, others provided data to international organizations. In India, the Government of Punjab appointed ISB’s Sarang Deo to the COVID-19 Data Analysis Group and Health Infrastructure sub-group to work on a post-pandemic economic strategy.

Research and publications:

Over the past year, BAHM member schools conducted extensive research and published articles on COVID-19-related challenges and solutions; many of these are reflected on individual program pages. Here are some additional select highlights:

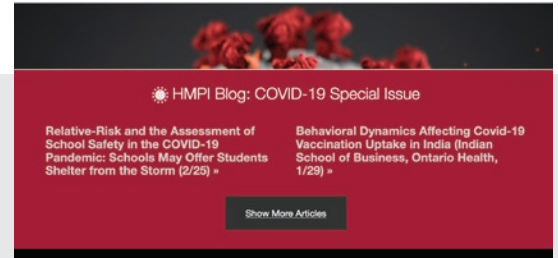
- At **Harvard Business School**, faculty research in healthcare increased 50%, resulting in a wide body of literature about the pandemic and health crises more generally. These cases have been taught in a multitude of classes.

**This is not a comprehensive summary; please review the entire report to learn more about individual programs and link to their respective websites.*

HMPI: Proactively Addressing the Critical Healthcare Challenges of Our Times

BAHM's Business of Healthcare Journal, *Health Management, Policy and Innovation (HMPI)*, launched a COVID-19 blog to support healthcare organizations and academic research institutions worldwide as they managed the pandemic. The articles on management innovations, successes and failures, and lessons learned from those addressing the crisis garnered widespread readership and social and news media attention. Topics included labor allocation and supply issues, pandemic preparation and crisis planning, and predictive tools. In addition, HMPI published a new regular issue featuring research and perspectives to help health system leaders balance of pandemic and traditional services.

Thank you to HMPI Editor Will Mitchell, Professor of Strategic Management at the Rotman School of Management, University of Toronto, and to the many contributors to HMPI this past year.



Research and publications (continued):

- **CU Denver** faculty members led International Hospital Federation sub-committees on leading groundbreaking research internationally. They then presented and published their work at the Federation's World Congress.
- The **Hopkins Business of Health Initiative (HBHI)** provided grants for six projects on COVID-19 and the business of health. Topics ranged from social and labor impacts to telemedicine and clinical cost issues.
- Faculty at schools including **The Wharton School** and the **Miami Herbert Business School** have been conducting research related to the impact of COVID-19 on challenges such as mental health, delayed care, and patient experiences with telehealth.
- **INCAE** published a special issue of the *INCAE Business Review* that addressed how different organizations are managing their response to the pandemic.
- The **Indian School of Business** provided research-led insights to policy makers and governments as well as organizations such as the National Health Authority and World Bank.
- In nearly every discipline, faculty at the **Yale School of Management** turned their methods and analysis to urgent problems facing frontline workers, policy makers, and people around the world.

BAHM Welcomes Two New Members:

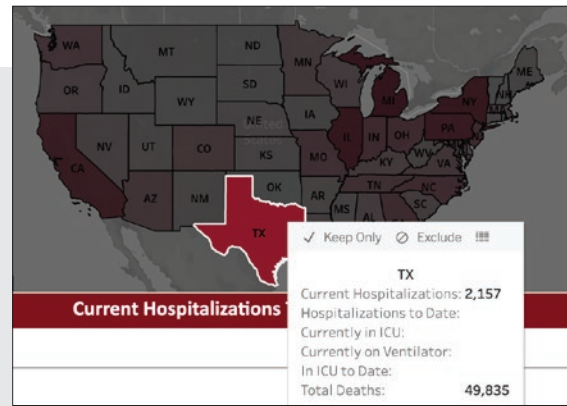
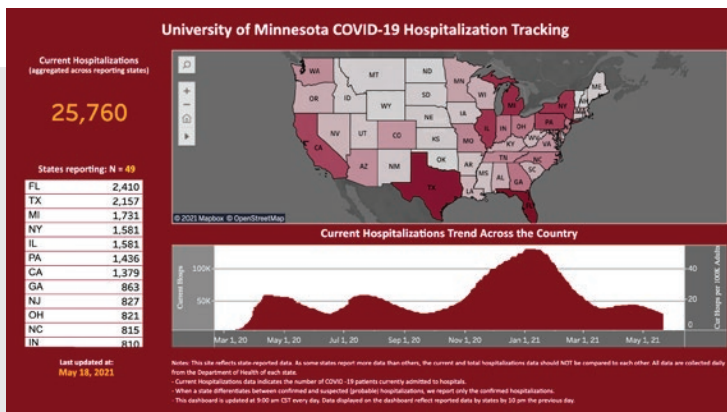


Emory University's Goizueta Business School:

The school offers a full-time and Executive MBA programs with an MBA Healthcare Concentration, as well as joint degree programs with three other healthcare-related academic programs. Goizueta Business School also offers special programs for students interested in healthcare.



HEC Paris: This leading European university recently introduced a new Health Care Management Major as part of its top-ranked Executive MBA program. The new Health Care Management offering is taught in collaboration with the Weill-Cornell School of Medicine and in both Doha, Qatar and Paris.



Co-founded by BAHM Board member Prof. Pinar Karaca-Mandic, the [COVID-19 Hospitalization Tracking Project](#) at the Carlson School of Management collects and tracks COVID-19 hospitalizations and intensive care unit and ventilator use across states, counties and regions. Research from the project has been featured in media outlets such as the New York Times, The Wall Street Journal, and CNN and was published in Health Affairs, JAMA, The Evidence Base, Journal of Internal Medicine, and HMPI. The Association to Advance Collegiate Schools of Business (AACSB) named the Project a “2021 Innovation That Inspires.” It also earned 2021 American Business Awards for the “Most Valuable Non-Profit Response” and “Most Valuable Service” and was a finalist for the National Institute for Health Care Management (NIHCM) digital media award.

THE BAHM VIRTUAL SERIES: The healthcare marketplace and policy perspectives in the COVID-19 era

Price and Quality Transparency in US Healthcare: Pathways to Improved Efficiencies (featuring work by Vanderbilt professor and BAHM board member Larry van Horn). In partnership with the Clinical Excellence Research Center, Stanford Medicine

Greatest Supply Chain Challenge Ever: The COVID-19 Vaccine. Co-hosted with the Health Administration Student Organization at University of Colorado Denver

Misinformation in the Time of COVID: The Way Forward. Co-hosted with the Yale University School of Management

A Critical Collaboration Between a Pharmacy Benefit Manager and Health Plan During COVID-19 Pandemic. Co-hosted with the Medical Industry Leadership Institute (MILI), University of Minnesota

The 2020 Presidential Election: Perspectives on Healthcare: A Conversation with U.S. Sen. Bill Cassidy. In partnership with the Clinical Excellence Research Center, Stanford Medicine

A Conversation with Dr. Muhammad Ali Pate, the World Bank’s Global Director of Health, Nutrition and Population. Co-hosted with the Rotman School of Management, University of Toronto

The 2020 Presidential Election: Perspectives on Healthcare: A Conversation with Donald Berwick. In partnership with the Clinical Excellence Research Center, Stanford Medicine

Solving COVID-19 in South Asia and Globally – the Need for Government, NGO, and Business Action. Co-hosted with the Rotman School of Management, in partnership with the Indian Institute of Management Ahmedabad (IIMA)

The Coventor: Its Development, Implications & Lessons Learned. Co-hosted with the Medical Industry Leadership Institute (MILI), University of Minnesota

The Impact of COVID-19 on Providers and Insurers: A View from the Epicenter – South Florida – August 10, 2020. Co-hosted with the Center for Health Management and Policy, University of Miami Herbert Business School

UNC and Strathmore Students Analyze Impacts of COVID-19 on US and Kenyan Healthcare Systems

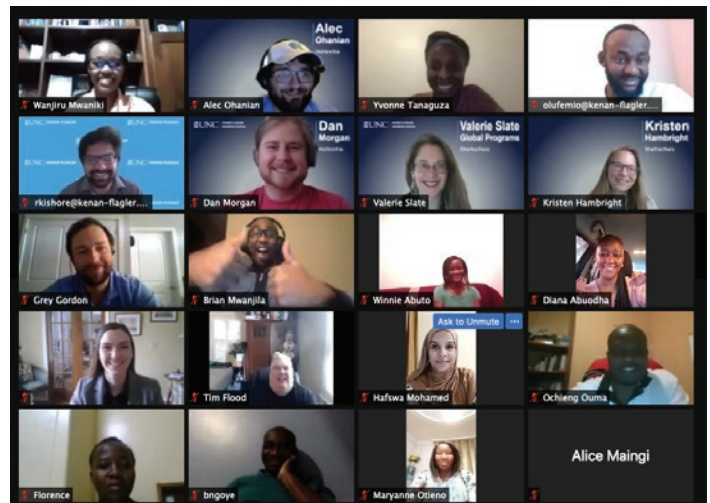
- ▶ Recognizing the opportunity to leverage COVID-19 as a cross-continental learning opportunity, Kenan-Flagler Business School’s Markus Saba and Strathmore University’s Ben Ngoye brought together MBA students in a joint class to evaluate the pandemic’s impact on both the US and Kenyan healthcare systems.

In November and December 2020, students met virtually each week to learn about each country’s unique challenges and to analyze best practices applicable across both cultures. The teams worked together on solutions in areas including diabetes management, depression treatment, hypertension, and teen pregnancy. The course also featured guest lecturers discussing comparative healthcare systems and governance structures, innovative health ventures spawned from social entrepreneurship accelerators, and sustainable operational models.

“Especially in the healthcare arena, we have the same problems — just of different magnitudes ranging from clinical governance, health financing, access to healthcare and service delivery,” said Strathmore MBA student and Senior Medical Officer at Valentis Health, Hafswa Mohamed.

Brian Mwanjila, a Kenan-Flagler international MBA student from Kenya, said the class “was one of the few that combined what the developed world and developing world is doing in terms of public health and reinforced that the health of any population should be at the forefront of all policy makers.”

Adapted from an article by Dale Marie Ziobro, Full-Time MBA, Class of 2021, at UNC Kenan-Flagler



BAHM Debuts a Global Student Competition, with a Focus on COVID-19-Fueled Telehealth Expansion

- ▶ In response to the pandemic’s disruptive impact on both healthcare and higher education, BAHM held its first international student competition. The focus: telehealth solutions for underserved communities worldwide.



The competition brought together approximately 80 students from BAHM-member universities in North America, Europe, Latin America, Africa and Asia. Capitalizing on this past year’s widespread adoption of online learning, the event was the first to promote collaboration across different university campuses and continents. Seven of the 21 competing student teams represented a mix of schools and countries.

A strong collaborative effort among the three BAHM host schools and their faculty made the first global case competition possible: Magda Rosenmoeller, IESE , Barcelona, Spain; Ben Ngoye, Strathmore Business School, Nairobi, Kenya; and Ingrid Nembhard and Steve Sammut, The Wharton School, University of Pennsylvania, Philadelphia, USA.

Thank you to our collaborating BAHM member schools: The Indian School of Business, Hyderabad and Mohali, India; and INCAE Business School, Costa Rica.

Most BAHM competitions have been held on member campuses, most recently at Harvard Business School in 2019. The 2020 competition hosted by Boston University’s Questrom School of Business was moved from an in-person to an online event at the onset of the pandemic, laying the groundwork the 2021 virtual competition.

This year’s participants were introduced during a virtual symposium and student mixer, formed teams in January and submitted their proposals in March. The anonymized proposals were evaluated by a distinguished group of 15 judges — telehealth, investors, and other industry experts from around the world.



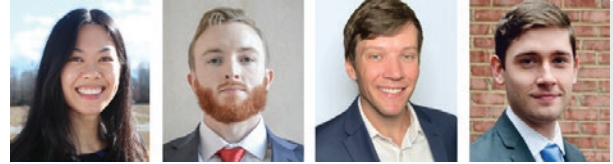
The winners were:



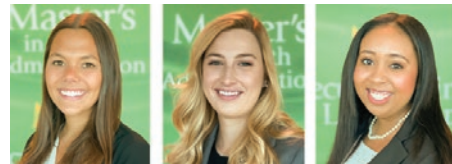
• **The Wharton School and Strathmore Business School (First place):** *Vanessa Folkerts (Wharton), Penghui Jason Chen (Wharton), Winnie Abuto (Strathmore), Abigail Ndirangu (Strathmore):* Nufaika Health, a B2B e-commerce marketplace for pharmaceutical procurement designed to empower small pharmacies to sell quality medicines in rural areas in Kenya.



• **The Yale School of Management (Second place):** *Toshinari Ishikawa, Melanie Taub, Jingwen Li:* A telehealth business model maximizing social media, data collection and analytics, and a well-trained healthcare workforce to improve healthcare access, early detection, and other challenges in the Indian health care market.



• **UNC Kenan-Flagler Business School (Third place):** *Kim Ngo, Braxton Cline, Michael Koha, Matthew Fordham:* The “Medela” healthcare service designed to address limited access to care and care delivery in rural areas by coordinating, connecting, and providing continuity of care between patients and healthcare professionals



• **Baylor University, Hankamer School of Business (People’s Choice):** *Melissa Van de Hey, Kristen Koehler, Macy Scott:* Spot On Health, which offers a mobile robot solution that incorporates customized telehealth capabilities, including an iPad, a microphone, and a sound amplifier, to bring holistic healthcare services to hurricane victims in the Caribbean.

► INCAE, IESE, Heidelberg, and Strathmore Grow Executive Global Health Program



BAHM members INCAE Business School, IESE Business School and Strathmore Business School expanded their new Senior Executive Programme in Global Health Innovation Management in partnership with ISG Global in Spain and The Heidelberg Institute of Global Health in Germany. Launched in 2019 and funded by EIT Health, a European organization supporting healthcare innovation, SEP GHIM is made up of four modules offered in Germany, Costa Rica, Kenya, and Spain. Through an innovative experiential learning model, participants experience hands-on innovation in different global settings while interacting with peers and working on their personal executive challenge.

Baruch COLLEGE

ZICKLIN SCHOOL OF BUSINESS

The **Executive MBA in Healthcare Administration Program** at the **Zicklin School of Business, Baruch College**, welcomed its 51st cohort of students in 2021. The **28-month program** for practicing professionals is accredited by AACSB, with classes held on the top floor of Baruch's Newman Vertical Campus in midtown Manhattan. Program faculty is comprised of professors from the Zicklin School of Business and other institutions, as well as industry practitioners who are dedicated to sharing their knowledge of the healthcare industry. Graduates attain senior positions within the field and work in a wide range of healthcare organizations that reflect the diversity of the field and the diversity of populations they serve.

Program highlights include a capstone project where students develop and present a business venture to a jury panel comprised of healthcare executives, a guest lecture series targeting current developments in the healthcare industry, and a ten-day international study tour exploring global healthcare delivery systems.

ALUMNI

- Susan Fox**, President and CEO, White Plains Hospital
- Daran Kaufman**, MD, Chief Quality Officer and Chief Medical Information Officer, NYC Health + Hospitals
- Jeff Kraut**, Executive Vice President, Strategy & Analytics, Northwell Health
- David H. Ganz**, CEO & Board Member, Vertical Health
- Barry R. Freedman**, President & CEO, Albert Einstein Healthcare Network
- John N. Kastanis**, CEO, University Hospital in Newark
- John Byrne**, Senior Vice President, Operations, The Brookdale University Hospital and Medical Center
- Brian Meltzer**, MD, Vice President, Global Medicine Leader, Alexion Pharmaceuticals
- Susan R. Flics**, Assistant Vice President, Operations, Hospital for Special Surgery
- Jeffrey J. Menkes**, CEO, Burke Rehabilitation Hospital
- Marc N. Zimmet**, President, Zimmet Healthcare Services Group
- Wendy Z. Goldstein**, President & CEO, NYU Lutheran Medical Center
- Bruce J. Flanz**, President and CEO, MediSys Health Network Inc.
- Richard Pell**, Senior Vice President, Administration, Genesis Healthcare



DEGREE PROGRAMS

Executive MBA in Healthcare Administration

RECENT PUBLICATIONS

- Webb EM, Mills AF. "Incentive-Compatible Prehospital Triage in Emergency Medical Services." *Production and Operations Management*. 2019; 28(9):2221-2241.
- Mills AF, Argon NT, and Ziya S. "Dynamic Patient Distribution in the Aftermath of a Disaster." *Operations Research*. 2018; 66(3):716-732.
- Mills AF, Helm JE, Jola Sanchez AF, Tatikonda MV, and Courtney BA. "Coordination of Autonomous Healthcare Entities: Emergency Response to Multiple Casualty Incidents," *Production and Operations Management*. 2018; 27(1):184-205.
- Millhiser W, Veral EA. A decision support system for real-time scheduling of multiple patient classes in outpatient services. *Health Care Management Science/Springer*. 2018.
- Nachum L. Healthcare: An Industry Unlike Any Other Goes Global. *Health Management Policy and Innovation*. 2018; Volume 3, Issue 2.
- Yu Z, Rouse W, Serban N, Veral E. A. A Data-rich Agent-Based Decision Support Model for Hospital Consolidation, *Journal of Enterprise Transformation* 2016; 6(3-4), 136-161.
- O.E.Cakici and A.F. Mills (2020). "On the Role of Triage in Healthcare Demand Management." *Manufacturing and Service Operations Management*, forthcoming.
- A.F. Mills, J.E. Helm, and Y. Wang (2020). "Surge Capacity Deployment in Hospitals: Effectiveness of Response and Mitigation Strategies." *Manufacturing and Service Operations Management*, in press.
- Q. Kong, S. Li, N. Liu, C-P. Teo and Z. Yan (2020). Appointment Scheduling under Schedule-Dependent Patient No-show Behavior. *Management Science* 66(8) 3295-3798.
- A.F. Mills and J.E. Helm (2020). "Medical Surge: Lessons for a Pandemic from Mass-Casualty Management." *Health Management, Policy, and Innovation* (HMPI.org) 5(1)



Baylor University

HANKAMER SCHOOL OF BUSINESS

Robbins Institute for Health Policy and Leadership

The **Robbins Institute for Health Policy and Leadership** at Baylor University's Hankamer School of Business was founded in May 2011. The Institute engages an interdisciplinary group of scholars in a wide variety of intellectual activities, including teaching, external programming, and health services research. The Institute is committed to providing quality academic training, while expanding a commitment to health services research on issues that directly impact the lives of millions of people worldwide.

The Institute has served as a platform to launch MBA healthcare programs (both residential and executive), a PhD in health services research, and a masters-level national case competition, the Robbins Case Competition in Healthcare Management. The Institute's staff and faculty are committed to fulfilling the Institute's vision of transforming healthcare — one leader at a time, across the nation and around the world.

RECENT PUBLICATIONS

da Graca B, Fleming NS, Ballard DJ. Improving the Efficiency of Care. In: Sreeramoju PV WS, Snyder AA, Kirk LM, Reed WG, Hardy-Decuir BA., ed. *The Patient and Health Care System: Perspectives on High-Quality Care*. Cham, Switzerland: Springer Nature; 2020.

Everson J, Richards MR, Buntin MB. (2019) Horizontal and Vertical Integration's Role in Meaningful Use Attestation Over Time, *Health Services Research*, 54: 1075-1083

Munnich E, Richards MR. (2020) Treatment Flows After Outsourcing Public Insurance Provision: Evidence from Florida Medicaid, online ahead of print, *Health Economics*

Patrick SW, Richards MR, Dupont WD, McNeer E, Buntin MB, et. al. (2020) Association of Pregnancy and Insurance Status with Treatment Access for Opioid Use Disorder, *JAMA Network Open*, 3(8).

Richards MR, Kim F. (2019) A Reformed Individual Market for All: Using Long-Term Health Insurance to Limit Fragmentation, *Health Management, Policy & Innovation* (official journal for BAHM) 4 (3), [available here](#).

Richards MR, Tello-Trillo DS. (2019) Public Spillovers from Private Insurer Contracting: Physician Responses to Managed Care, *American Economic Journal: Economic Policy*, 11(4): 375-403.

Richards MR, Wing C. (2019) Recruiting and Retaining Dental Labor in Federal Facilities: Harder than Pulling Teeth? Online ahead of print, *Health Economics*

Savitz ST, Savitz LA, Fleming NS, Shah ND, Go AS. How Much Can We Trust Electronic Health Record Data? *Healthcare: The Journal of Delivery Science and Innovation* 8:3, September 2020, 100444.



DEGREE PROGRAMS

- Robbins MBA Healthcare Program
- Executive MBA Healthcare Program
- JD-MBA Healthcare Program

ALUMNI

- Stephen Chandler**, Chief Operating Officer, LewisGale Hospital Montgomery (HCA), Blacksburg, VA
- Andre Cisne**, Chief Financial Officer, Silver Summit Healthplan at Centene Corporation
- Brian Elisco**, Arizona Group CEO and CEO Abrazo Arrowhead Hospital at Tenet Healthcare
- Ryan Gebhart**, President of Baylor Scott and White Medical Center Centennial, Frisco, TX
- Charles Goldwait**, System Vice President, Strategy & Community Health at Peace Health, Portland, OR
- Cole Kaleta**, Regional Director, Physician Practice Operations at Memorial Hermann Health System, Missouri City, TX
- Chris Rupert**, Hospital CEO, Acadia Healthcare, Indianapolis, IN
- Sam Shalala**, Director of Business Development, Employers Health
- Paulina Tam**, Healthcare Consultant, Insight Operations, Inc.
- Sarah Sommers Wilks**, Market Director at MEDNAX, Health Solutions Partner, Houston, TX

The Boston University Health Sector MBA (HSM) Program was established in 1972. Its experiential curriculum, skills education, and global perspective prepare students for careers across the health sector. Located in a major US health sector hub, the program fosters access to industry leaders, and faculty members carry out complementary research with real-world applications.

The Health Sector Management MBA includes two tracks: life sciences and healthcare delivery. Each year, the program's students organize the Annual Health and Life Sciences Conference, which brings together more than 250 students and professionals from across the US healthcare industry. In addition to the MBA, Questrom offers a BSBA cross-functional concentration, dual degrees, and executive programs in healthcare.

BU-based institutes and centers affiliated with the HSM program include the Boston University Institute for Health System Innovation and Policy, and the Healthcare Human Resources Forum.

RECENT PUBLICATIONS

Longoni C, Bonezzi A, Morewedge C. Resistance To Medical Artificial Intelligence. *Journal of Consumer Research*. 2019;46(4):629-650.

Agha L, Frandsen B, Rebitzer J. Fragmented Division of Labor and Healthcare Costs: Evidence from Moving Across Regions. *Journal of Public Economics*. 2019;169:144-159.

Tucker A, Zheng S, Gardner J, Bohn R. When do Workarounds Help or Hurt Patient Outcomes? The Moderating Role of Operational Failures. *Journal of Operations Management*. 2020;66(1-2):67-90.

Zheng S, Lubin B, Au R, Murabito JM, Benjamin EJ, Shwartz M. Advantages of Continuous-Valued Risk Scores for Predicting Long-Term Costs: The Framingham Coronary Heart Disease 10-Year Risk Score. *Adv Geriatr Med Res*. 2019;1(1):e190004.

Royce TJ, Kircher S, Conti RM. Pharmacy Benefit Manager Reform: Lessons From Ohio. *JAMA*. 2019;322(4):299-300.

Dorison CA, Wang K, Rees VW, Kawachi I, Ericson KMM, Lerner JS. Sadness, but not all negative emotions, heightens addictive substance use. *Proc Natl Acad Sci U.S.A.* 2020;117(2):943-949.

Queenan C, Cameron K, Snell A, Smalley J, Joglekar N. Patient Heal Thyself: Reducing Hospital Readmissions with Technology Enabled Continuity of Care and Patient Activation. *Production and Operations Management*. 2019;28(11):2841-2853.

Nudel J, Bishara AM, de Geus SWL, Patil P, Srinivasan J, Hess DT, Woodson J. Development and validation of machine learning models to predict gastrointestinal leak and venous thromboembolism after weight loss surgery: an analysis of the MBSAQIP database. *Surg Endosc*. 2020.

Chua K-P, Brummett CM, Conti RM, Bohnert A. Association of Opioid Prescribing Patterns With Prescription Opioid Overdose in Adolescents and Young Adults. *JAMA Pediatr*. 2020;174(2):141-148.

Conti RM. Financial Toxicity of Prescription Drugs. *Annals of Internal Medicine*. 2019;171(9):665-666.



DEGREE PROGRAMS

BSBA Multidisciplinary Concentration:
Health and Life Sciences Sector

MBA Program

1. Two-Year MBA (includes the Health Sector Management (HSM) MBA offering two tracks: life sciences and healthcare delivery)
2. MBA/MSDT (MS in Digital Technology)
3. Professional Evening MBA
4. MBA/MPH

ALUMNI

Andrew Sussman, Chief Executive Officer, St. Georges University, Grenada, West Indies

Eugene Hill, Chairman, SV Health Investors

Karen Lynch, President, Aetna

Warner Thomas, President and Chief Executive Officer, Ochsner Health System

John O'Brien, Jane and William Mosakowski Distinguished Professor of Higher Education, Mosakowski Institute, Clark University; Former President and CEO, UMass Memorial Health Care; Former CEO, Cambridge Health Alliance and Commissioner of Health for the City of Cambridge

John Auerbach, Professor of Practice in Health Sciences, Director of the Institute on Urban Health Research at Northeastern University; Former Massachusetts Commissioner of Public Health

Allison Bayer, Principal at Health Management Associates; Former Executive Vice President & Chief Operating Officer at Cambridge Health Alliance



EMORY

GOIZUETA BUSINESS SCHOOL

The **MBA Healthcare Concentration** provides MBA students with a rigorous theoretical and analytical approach for understanding the complex interactions among participants within and between the different sectors in the US healthcare system. The MBA Concentration in Healthcare requires MBA students to complete the Goizueta's integrated core MBA requirements and a minimum of three courses (9-credit hours) identified as approved Healthcare Concentration courses. In addition, Goizueta students can count up to six credit hours of courses from the list of approved Healthcare Concentration courses taught at the Rollins School of Public Health. This allows students interested in completing the Healthcare Concentration to customize their healthcare experience to align with their chosen MBA area(s) of study and any prior work experience in the healthcare area. The goal of the MBA Healthcare Concentration is to prepare students for positions in consulting firms that specialize in the health sector, information technology firms, health services delivery organizations, pharmaceutical, biotech and device firms, health insurance organizations, and government agencies.

ALUMNI

Sarah Kurz, Executive Vice President, Partner Therapeutics, Belmont, MA

Philip Ikoku, VP, Value Based Care, Sound Physicians, Atlanta, GA

Elizabeth Brewster, Director Patient Access, Northwestern Memorial Healthcare Corporation, Chicago, IL

Bernard Klein, MD, Chief Executive, Providence Holy Cross Medical Center, Sherman Oaks, CA

Jamie Lau, Director Product Management, McKesson, Atlanta, GA

Neil Harber, Sr Director, US Radiology Specialists, Atlanta, GA

Mike Van Den Eynde, Director, Medical Management, Deloitte Consulting LLP, Atlanta, GA



DEGREE PROGRAMS

MBA with Healthcare Concentration
(Full-Time, Evening, and One-Year Programs)

Certificate of Healthcare in Executive MBA Program

Joint Degrees between the Business School and Healthcare-Related Master Degrees:

- **MBA/MPH** (Joint Degree with Rollins School of Public Health)
- **MD/MBA** (Joint Degree with Emory School of Medicine)
- **DPT/MBA** (Joint Degree with Physical Therapy)

RECENT PUBLICATIONS

KC, Diwas. 2020. "Heuristic Thinking in Patient Care" *Management Science*, 66(6), 2545-2563.

Kim, TI and Diwas KC. 2020. "Direct-to-Consumer Advertising on Public Health Outcomes: Can Viagra Advertising Make More Babies?" *Journal of Marketing Research*, 2020/4/28.

Kim, TI and Diwas KC. 2019. "The Impact of Hospital Advertising on Patient Demand and Health Outcomes" *Marketing Science*, 39(3), 612-6355.

Steven D. Culler, Aaron D. Kugelmass, David J. Cohen, Matthew R. Reynolds, Marc R. Katz, Phillip P. Brown, Michael L. Schlosser, April W. Simon. "Understanding Readmissions in Medicare Beneficiaries during the 90-day Follow-up Period of an Acute Myocardial Infarction Admission." *Journal of American Heart Association*. 2019;8:e013513. DOI:10.1161/JAHA.199.013513. (12 journal pages)

Steven D. Culler, Aaron D. Kugelmass, David J. Cohen, Matthew R. Reynolds, Phillip P. Brown, April W. Simon, Marc R. Katz. "Impact of Pacemaker Implantation on 12-Month Resource Utilization following TAVR Hospitalization." *Journal of Cardiology and Cardiovascular Medicine*, 2019; 4:164-170.

Robert Douglas Scott II, Steven D. Culler, Kimberly J. Rask. "Understanding the Economic Impact of Healthcare Cost of Infection," *Journal of Infusion Nursing*, 42(2):61-69, 2019.

The Institute of Health Administration at the J. Mack Robinson College of Business prepares students for the integration of traditional business disciplines with the unique characteristics of the healthcare sector. Guided by an advisory board made up of alumni, preceptors, healthcare CEOs, and other senior leaders, the institute emphasizes collaboration among clinical and administrative professionals.

A comprehensive course of study is offered to early careerists and working professionals, with a primary focus on health services delivery, consulting, and health information technology. Among the degree programs are the dual degree MBA/MHA, which in 2017 received the CAHME/Cerner Award for Excellence in Healthcare Management Systems Education, and the MHA, which combines health administration and business or healthcare administration.

Affiliated centers include the Center for Health Services Research; Center for Health Information Technology; and Health Policy Center, Andrew Young School of Policy Studies.

ALUMNI

Richard Burke, Founder and Chairman, United Healthcare

Mike Dendy, CEO, Carynhealth

Michele Hood, President/CEO of Eastern Maine Healthcare System, AHA Board of Trustees

Iqbal Paroo, former CEO, Hahnemann Medical Center and former President of Omidyar (eBay's multi-billion dollar foundation), Tampa, Florida

Parker "Pete" Petit, Chairman/CEO of MiMedx, former President and CEO of Matria, Founder/CEO of Healthdyne Technologies

Neil Pruitt, CEO of Pruitt Health, Past Chair, American Health Care Association

Kevin Lofton, former CEO of CommonSpirit Health and CEO Catholic Health Initiatives, Denver, CO, and past-Chair, American Hospital Association

Sarah Morrison, CEO and President, Shepherd Center



DEGREE PROGRAMS

MBA/MHA

Master in Health Administration

MBA with Health Administration concentration

JD/MBA/MHA

RECENT PUBLICATIONS

Baird A, Sumner A, Xia Y. Overcoming Barriers to Automation of Electronic Clinical Quality Measurement (eCQM) by U.S. Hospitals. *Health Management, Policy and Innovation* Vol 5 (2) Spring 2020.

Chen, L., Baird, A., & Rai, A. (2019). Mobile Health (mHealth) Channel Preference: An Integrated Perspective of Approach-Avoidance Beliefs and Regulatory Focus, *Journal of the Association for Information Systems*, 20(12), 1743-1773. (INT)

Chen L, Baird A, Straub D. "An Analysis of the Evolving Intellectual Structure of Health Information Technology Research: An Information Systems (IS) Perspective." *Journal of the Association for Information Systems*. 2019; (20:8), 1023-1074.

Chen L, Baird A, Straub D. "Fostering Participant Health Knowledge and Attitudes: An Econometric Study of a Chronic Disease-Focused Online Health Community." *Journal of Management Information Systems*, 2019; (36:1), 194-229.

Miller WJ, Sumner AT, Deane RH, Randles T. Can a Hospital's Characteristics Affect Its Quality? *Quality Progress*. 2018; Vol. 51 (6).

Miller WJ, Duesing RJ, Lowery CM, Sumner AT. The Quality Movement From Six Perspectives. *The TQM Journal*. 2018; Vol. 30 (3).

Singh R, Baird A, and Mathiassen L. "Collaboration Risk Management in IT-Enabled Asymmetric Partnerships: Evidence from Telestroke Networks." *Information & Organization*. 2018; (28:4), 170-191. (Best paper of the year award for 2018 at Information & Organization)

Baird A, Davidson E, and Mathiassen L. "Reflective Technology Assimilation: Facilitating Electronic Health Record Assimilation in Small Physician Practices," *Journal of Management Information Systems*. 2017; (34:3), 664-694.

Baker B, Ketsche PG, Robey D. Overcoming Industry Structure to Improve Customer Value in Disruptive Technologies: The Case of Robotic Surgery Programs. *Healthcare Financial Management*. 2016.

Baird AM, Raghu TS. Associating consumer preferences with business models for digital services. *European Journal of Information Systems*. 2015; 24(1):4-22.



HARVARD BUSINESS SCHOOL

Health Care Initiative

The Health Care Initiative at Harvard Business School (HBS) seeks to impact managerial practice and the pace of innovation by educating leaders and innovators who aspire to improve value across the health care industry. The Initiative's priorities are to foster and promote faculty research; support the development of a portfolio of high-impact educational programs; and create an interconnected HBS health care community.

Five second-year MBA courses focus on health care including, Lab to Market, Innovating in Health Care, Transforming Health Care Delivery, and US Health Care Strategy. In addition, approximately ten percent of the HBS cases taught in the required first year curriculum are health care-related. About 120 HBS students take full time positions in health care each year across all industries and at any given time there are more than 8000 alumni working in health care. The MBA student-run conference is hosted by the HBS Health Care Club and is attended by approximately 700 alumni, practitioners, and faculty. The HBS Health Alumni Association also hosts an annual conference with a similar attendance profile.

The Blavatnik Fellowship in Life Science Entrepreneurship provides a select group of HBS alumni with the opportunity to work with Harvard inventors to commercialize life science technologies with significant market potential.

In 2020-21 the first cohort of students participated in the new joint degree program, MS/MBA Biotechnology: Life Sciences, co-developed with the Harvard Graduate School of Arts and Sciences and the Harvard Medical School.

ALUMNI

Stephane Bancel, Founding CEO, Moderna

Kate Bingham, Chair, UK Vaccine Taskforce

Katrine Bosley, former CEO Editas, current Chairman of the Board, Arrakis Therapeutics

Helena Foulkes, former EVP, CVS Health; President, CVS Pharmacy

Lissy Hu, CEO and Founder, CarePort

Marcus Osborne, SVP, Walmart Health

Peter Slavin, President of Massachusetts General Hospital and Professor of Health Care Policy at Harvard Medical School

Andy Slavitt, former Acting Administrator of the Centers for Medicare and Medicaid Services



DEGREE PROGRAMS

MBA Program

PhD in Health Policy Management

Executive Education health care courses

Joint Health Care Degree Programs

- MD/MBA
- DMD/MBA
- MBA, MPP
- MS/MBA Biotechnology
- MS/MBA Engineering
- MBA/MPA-ID

RECENT PUBLICATIONS

Gallani, Susanna, Kaya Bos, and Kathryn Reddy. "Social Determinants of Health at Boston Medical Center." Harvard Business School Case 120-088, March 2020.

Kanter, Rosabeth Moss, and Paul Stramaglia. "West Side United: Hospitals Tackle the Racial Health and Wealth Gap." Harvard Business School Case 321-026, August 2020.

Fetter, Trevor, and Kira Seiger. "Roll-Ups and Surprise Billing: Collisions at the Intersection of Private Equity and Patient Care." Harvard Business School Case 321-049.

Kaplan, R. S., F. Erhun, V.G. Narayanan, B. Mistry, and K. Brayton, et al. "Are Cost Advantages from a Modern Indian Hospital Transferable to the United States?" *American Heart Journal* 224 (June 2020): 148?155.

Hamermesh, Richard G., Kathy Giusti, and Susie L. Ma. "Breakthroughs at Blueprint Medicines." Harvard Business School Case 820-001, June 2020.

Stern, Ariel D., and Daniela Beyersdorfer. "1928 Diagnostics: Fighting Antibiotics Resistance." Harvard Business School Case 621-025, August 2020. (Revised October 2020.)

Dafny, Leemore S. "Health Care Markets a Decade After the ACA: Bigger, but Probably Not Better." Chap. 15 in *The Trillion Dollar Revolution: How the Affordable Care Act Transformed Politics, Law, and Health Care in America*, edited by Ezekiel J. Emanuel and Abbe R. Gluck. New York: PublicAffairs, 2020.

Herzlinger, Regina E. "The U.S. Needs an SEC for Its Health Care System." *Bloomberg Opinion* (August 20, 2020).



HEC Paris is the newest BAHM member. The inaugural Executive MBA in Health Care Management begins classes in October 2021.

Students enrolled across all degree programs:
4,500+

Students in Master in Management:
2,400 (40% international)

PhD Students:
65 (80% international)

Specialized Masters/MSc students:
460 (50% international)

TRIUM Global Executive MBA students:
130 (88% international)

Executive Masters students:
400 (36% international)

MBA students:
520 (90% international)

Executive MBA students:
450 (44% international)

Nationalities represented: **111**

Participants in Executive Education programs:
8,000



DEGREE PROGRAMS

Executive MBA

Major in Health Care Management

HEC Paris is adding a Health Care Management major to its Executive MBA. This degree, ranked among the best of the world by the Financial Times of London, is delivered in a modular format in Paris and Doha (Qatar). This new and exciting major was designed in collaboration with Weill-Cornell School of Medicine in Qatar, which partnered with HEC Paris to design and deliver this component. The first cohort will take place during the second half of the year 2021, becoming a regular feature of the MBA right after.

This major, and the Executive MBA, welcomes health-care practitioners, medical professionals, and high level administrators seeking to improve their managerial skills and help transform their organizations in a sustainable and responsible manner. The Major is taught by Weill-Cornell and HEC Paris Faculty, along with high-level industry guests and other respected members of the Health Care community who bring their expertise and their vision of the evolution of the sector.

The HCM Major / Certificate is designed for executives and senior managers with top management responsibilities in the healthcare sector, with an emphasis on the management of large, complex healthcare organizations. It has a focus on increased quality, efficiency, and innovation while providing world-class standards of care in an ethical and responsible manner. This is achieved through the deployment and/or use of novel technologies (such as big data, AI, robotics, personalized pharma), new business models, and innovative medical and managerial practices.



The [Center for Research in Healthcare Innovation Management \(CRHIM\)](#) at [IESE Business School](#) aims to increase managerial knowledge and capacity for health sector actors to deliver better, more effective, and affordable health care. Born in 2012 from an IESE-Accenture collaboration, CRHIM seeks to shape practice and policy throughout its large network of institutions and public and private actors from developed and developing countries, by promoting innovation in technologies and managerial practices across the healthcare value chain.

CRHIM is a core partner of EIT Health, established by the [European Institute for Innovation & Technology \(EIT\)](#) to promote health-related innovation and entrepreneurship across Europe and beyond. CRHIM is also affiliated with the following institutes and centers: the [IESE Healthcare Club](#), the [IESE HealthCare Industry Meeting](#), the [IESE - Healthcare Initiative](#), which consists of different educational programs, and the [LinkedIn IESE Healthcare Network](#).

The Financial Times has consistently ranked IESE No. 1 for Executive Programs; its MBA fulltime program ranks among the top ten in the world. IESE has campuses in Barcelona, Madrid, Munich, New York, and Sao Paulo.

RESEARCH

STEGBAUER, C., FALIVENA, C., MORENO, A., HENTSCHEL, A., ROSENMÖLLER, M., HEISE, T., SCHLISS, F. (2020). [Costs and its drivers for diabetes mellitus type 2 patients in France and Germany: a systematic review of economic studies](#). *BMC Health Services Research*, 20 (1), Article 1043.

SCHLISS, F., HEISE, T., ROSENMÖLLER, M., ET AL. (2019). [Artificial Pancreas Systems for People With Type 2 Diabetes: Conception and Design of the European CLOSE Project](#). *Journal of Diabetes Science and Technology*, 13 (2), 261 - 267. doi:10.1177/1932296818803588.

CASH-GIBSON, L., TIGOVA, O., ALONSO, A., ROSENMÖLLER, M., BINKLEY, G. (2019). Project INTEGRATE: [Developing a Framework to Guide Design, Implementation and Evaluation of People-centred Integrated Care Processes](#). *International Journal of Integrated Care*, 19 (3), 1 - 11.

DEGREE PROGRAMS

MBA Program

- Second-Year Elective Course on Health Innovation Management

Executive MBA

- GEMBA In-Company Project on Health Care

Executive Education

- Advanced Management Program Health. With Imperial College, London and CBS Copenhagen Business School.
- Women Entrepreneurship Health. With Imperial College, London; Karolinska Institute, Stockholm; TUM, Munich.
- Senior Executive Programme in Global Health Innovation Management. With ISGloabl, University of Barcelona, Heidelberg University, Germany; INCAE Business School, Costa Rica; Strathmore Business School, Kenya.

IESE Custom Programs

- Companies include Novartis, ISDIN, Abbott, Getinge/Maquet, Boehringer Ingelheim, Oracle.

ALUMNI

Bernard Courtieu, MBA 91, CEO, Interagen, France

Salvador Casases, Director General, WerfenLife, Spain

Jordi Marti, CEO, CEIGENE, Spain

Antonio Rodriguez, CEO, ISDIN, Spain

Albert Ros, CEO, Boehringer Ingelheim, Spain

Rosend Tost, CEO, Esteve, Spain

Antoni Villaro, COO, Ferrer, Spain

Joan Clos, Anesthetist, former mayor, Barcelona

Cristina Garmendia, former Minister of Science and Innovation, Spain

Juan Antonio Samaranch, Advanced Management Program AMP - 1962, former President of International Olympic Committee



The Central American Healthcare Initiative (CAHI) Fellowship is an executive education diploma at **INCAE** for multidisciplinary health professionals from Central America. Launched in 2014, CAHI offers participants from the public, private, and nonprofit sectors the opportunity to improve their leadership and innovation skills while applying project management theory to solve a health-related challenge in the region. INCAE custom-designed this fellowship for CAHI, a U.S.-based nonprofit formed to support health professionals in Central America.

The Management of Hospitals and Health Institutions program provides an opportunity for professionals to learn the state of affairs in the Latin American healthcare industry and acquire the capabilities necessary to effectively manage health organizations such as hospitals and clinics. The program addresses innovative technologies, inventory management, marketing, financial analysis, and best practices through cases studies focused on local institutions. It also explores the networked nature of the health system so that participants can better understand how their own organizations fit within the system and can best manage challenges and opportunities.

The Senior Executive Program on Global Health Innovation Management (SEP_GHIM) provides an opportunity to gain the knowledge and skills to implement innovations in the area of Global Health. Launched in 2019, the program is a partnership with BAHM members IESE Business School and Strathmore Business School, as well as with ISG Global in Barcelona, Spain, and Heidelberg University in Germany.

ALUMNI

Elena Aguilera, Biomedical Engineer, Co-founder of Guala-Manos en Acción, Honduras

Juan Ramírez, Vice President, Marketing & Strategy for Latin America, Boston Scientific

Waxbeny Waleska López, MD, Medical Director, Wuqu' Kawok (Alianza Maya para la Salud), Guatemala

Adriana Yock Corrales, MD, Director, Emergency Unit, Children's Hospital, Caja Costarricense del Seguro Social, Costa Rica

Edgardo Saavedra Chavez, Gastroenterology Surgeon, Sub National Director of Specialized Health Services, Caja del Seguro Social, Panamá

Ugo Ramos, MD, Sub Regional Health and Psychosocial Coordinator for Northern Central American Countries, International Organization for Migration, El Salvador



DEGREE PROGRAMS

Central American Healthcare Initiative (CAHI) Fellowship

Executive Program

- Management for Hospital and Health Institutions
- Senior Executive Programme in Global Health Innovation Management. With IESE Business School, Spain; ISG Global, Spain; Heidelberg University, Germany; Strathmore Business School, Kenya.

RECENT PUBLICATIONS

López, L.E., and Ketelhohn, N. (2020). Cómo enfrentar la pandemia: Individuos, empresas y sociedad. *INCAE Business Review*, 3 (1): 4-7.

Prado, A., Gallo Marín, B. and Casó, R. (2020). "Speratum: Building a Life Science Startup in Costa Rica." *Health Management, Policy and Innovation*, 5 (2).

Ilie, C., Casó, R., Cardoza, G., and Fernández, A. (2020). Well-Being in the Workplace: An Exploratory Study in Latin America. *Health Management, Policy and Innovation*, 5 (2).

Pearson, A.A., Prado, A.M., and Colburn, F.D. (2020). "Nicaragua's surprising response to COVID-19." *Journal of Global Health*, 10 (1).

Salazar Mather, TP., Gallo Marin, B., Medina Perez, G., Christophers B., Paiva, ML., Oliva, R. Hijaz, BA., Prado, AM., Jarquín, MC., Moretti, K., González Marqués, C., Murillo, A., and Tobin-Tyler, E. (2020). "Love in the Time of COVID-19: Negligence in the Nicaraguan Response." *The Lancet Global Health*, 8 (6): e773.

Prado, A.M., Pearson, A., Bertelsen, N., and Pagan, J. (2020) "Building a Network of Healthcare Leaders: The case of the Central American Healthcare Initiative (CAHI)". *Globalization and Health*, 16: 34-43.

Benetti, S. and Trejos, A. (2020). COVID-19: A Reflection and Propagation Model for Latin America. *Health Management, Policy, and Innovation*, 5 (1), Special issue on COVID-19, March 2020.

Salas, A. and Prado, A.M. (2020). "The Coronavirus Pandemic and the Costa Rican Health System." *Health Management, Policy, and Innovation*, 5 (1). Special issue on COVID-19, March 2020.

Selva, G. and Prado A.M. (2020). Modelo de organización de grupos de trabajo nacionales durante la emergencia del COVID-19, *INCAE Business Review*, 3 (1): 65-72.

Launched in 2001, the [Indian School of Business \(ISB\)](#) is a *Financial Times*-ranked business school with triple accreditation from the AACSB, AMBA and EQUIS. It offers management education across its two campuses in Hyderabad and Mohali. ISB's Max Institute of Healthcare Management (MIHM) is an interdisciplinary research center that provides deep insights on healthcare delivery and management for policymakers, public institutions, and corporations, and promotes the creation of better health systems through the integrated elements of Research, Education and Outreach. MIHM works at the intersection of healthcare innovation and technology 4.0 pertaining to healthcare services and products.

ISB offers the following healthcare programs/courses:

- Healthcare Management concentration, Post Graduate Programme in Management (PGP-M): the one-year residential MBA-equivalent program (Indian regulations do not allow independent institutions to grant a Master's degree)
- Advanced Management Programme for Healthcare (AMPH): a mid-career modular program for clinicians and administrators designed to create a management and leadership cadre to support the fast-evolving Indian healthcare delivery sector; AMPH has had a unique positioning of delivering high-quality management education to mid- and senior-level executives from the healthcare delivery industry
- The healthcare-specific India Immersion Program for foreign universities and professionals who want to understand healthcare innovations, technology, the biopharma industry, and delivery systems in emerging economies.

ALUMNI

Dr Mahesh Joshi, CEO, Apollo Home Healthcare

Rajiv Nair, CEO, Kaya Limited

Dr Satyanarayana Chava, CEO, Laurus Labs

Anurag Khosla, CEO, Aetna India

Dr Amit K Jotwani, Co-founder & Chief of Medical Services, Onco.com

Dr Lokho John, Group Leader, Global Market Access & HEOR (Cell & Gene, Ophthalmology, Oncology), Novartis

Sandeep Gudibanda, Co-Founder, NephroPlus

Biju Mohandas, Partner & Global Co-Lead (Healthcare), Leapfrog Investments



DEGREE PROGRAMS

Post Graduate Programme in Management
(optional industry specialization in healthcare)

Advanced Management Programme
in Healthcare

RECENT PUBLICATIONS

Mandal, S., Das, H., Deo, S. et al. [Combining serology with case-detection, to allow the easing of restrictions against SARS-CoV-2: a modelling-based study in India.](#) *Sci Rep* 11, 1835 (2021).

Deo, S., Jindal, P. & Papineni, S. [Integrating Xpert MTB/RIF for TB diagnosis in the private sector: evidence from large-scale pilots in Patna and Mumbai, India.](#) *BMC Infect Dis* 21, 123 (2021).

Kabra, A., Sachdeva, A., & Sheth, A. (2021). Behavioral Dynamics Affecting Covid-19 Vaccination Uptake in India. *Health Management, Policy & Innovation (HMPI)*.

Das H, Moran AE, Pathni AK, Sharma B, Kunwar A, Deo S. [Cost-Effectiveness of Improved Hypertension Management in India through Increased Treatment Coverage and Adherence: A Mathematical Modeling Study.](#) *Global Heart.* 2021;16(1):37.

Bayram, Armagan., Deo, Sarang., Iravani, Seyed., Smilowitz, Karen. (2020) "Managing Virtual Appointments in Chronic Care", *IJSE Transactions on Healthcare Systems Engineering*

Tyagi, H., Sabharwal, M., Dixit, N., Pal, A., Deo, Sarang. (2020) "Leveraging providers' preferences to customize instructional content in ICTbased training interventions: A retrospective analysis of a mobile phone-based intervention in India.", *JMIR mHealth uHealth*

Deo, Sarang., Tyagi, Hanu., Chatterjee, Chirantan., Molakpuri, Himasagar. (2020) "Did India's Price Control Policy for Coronary Stents Create Unintended Consequences?", *Social Science and Medicine*, 246

Arinaminpathy N., Deo, Sarang., S.Singh., S. Khaparde., R. Rao., B. Vadera., N.Kulshrestha., D. Gupta., K. Rade., S.Nair., Puneet Dewan. (2019) "Modelling the impact of effective private provider engagement on tuberculosis control in urban India.", *Scientific Reports*, 9 (1), 3810

Allu, Rakesh., Deo, Sarang., Devalkar, Sripad. (2019) "Alternatives to Aadhaar based biometrics in the Public Distribution System.", *Economic and Political Weekly*, 54 (12), 30-37

Deo, Sarang, Jain, Aditya. (2019) "Slow first, fast later: Empirical evidence of speed-up in service episodes of finite duration.", *Production and Operations Management*, 28 (5), 1061-1081



JOHNS HOPKINS CAREY BUSINESS SCHOOL

The **Master of Science in Health Care Management (MSHCM) program** prepares students to assess and act on opportunities to innovate and improve productivity in the health sector. The program is unique in its breadth, recognizing that the health sector is large and diverse, comprising a variety of actors in multiple industries including providers, payers, innovators, and institutions.

This is the only business school degree program in the world that can harness the resources, reputation, and experience of Johns Hopkins University and its top-ranked schools of Medicine, Nursing, and Public Health.

The MSHCM program provides students with the most relevant business skills to be effective and efficient leaders who will improve the quality and access to healthcare at appropriate cost in light of the regulatory, cultural, and ethical context of the relevant healthcare ecosystem.

The rigorous curriculum of the MSHCM program enables students to: apply the most relevant business skills and principles, and make informed decisions based on this knowledge; gain an in-depth understanding of complex healthcare issues in order to lead and change enterprises; develop the knowledge, confidence, and judgment to anticipate needed changes in a dynamic industry.

ALUMNI

Ryan Beres, Chief Operating Officer, MyPsychiatrist/Ventre Medical

Larissa Hill, Executive Director of Neurosciences, WakeMed Health & Hospitals

David Keyes, Director of Administration and Finance, Brigham and Women's Hospital

Cagla Oruc, CHEP, Manager of Emergency Management and Hospital Safety Officer, Sibley Memorial Hospital, Johns Hopkins Medicine

Syedmehti Rizvi, MD, Director of Emergency Management, University of Maryland Medical System



DEGREE PROGRAMS

Master of Science in Health Care Management

RECENT PUBLICATIONS

Akee, R., Quintero, L. and Simeonova, E. 2021. "Pandemic Protocols, Native Nutrition: Grocery-Store Access from American Indian Reservations During COVID-19," (with L. Quintero and E. Simeonova) forthcoming in *American Economic Review Papers and Proceedings*.

Barton, M.A., Christianson, M.K, Myers, C.G., & Sutcliffe, K.M. 2020. Resilience-in-action: Leading for resilience in response to COVID-19. *BMJ Leader*, 4(3): 117–119.

Briscese G, Lacetera N, Macis M, Tonin M. 2020. Compliance with covid-19 social-distancing measures in Italy: the role of expectations and duration. *National Bureau of Economic Research*.

Chen, Y.Y., Tan, Y.J., Sun, Y., Chua, C.Z., Yoo, J.K.S, Wong, S.H., Chen, H., Wong, J.C.M., Phan, P. 2020. A pragmatic randomized controlled trial of a cardiac hospital-to-home transitional care program in a Singapore academic medical center. *Journal of Patient Safety and Risk Management*. 25(2): 55-66

Jain, A., Dai, T., Bibee, K., & Myers, C.G. 2020. Covid-19 created an elective surgery backlog. How can hospitals get back on track? *Harvard Business Review*.

Lee, S-H., Terndrup, C., Phan, P.H., Zaeh, S.E., Atsina, K., Minkove, N., Desai, S.V. 2020. The Impact of Environmental Context on Intern Sign-Out Quality. *Journal of Patient Safety*. 16(4): 304-306

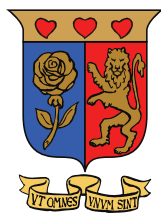
Marr, K., Phan, P. 2020. The valorization of non-patent intellectual property in academic medical centers. *The Journal of Technology Transfer*. 45(6): 1823-1841

Munshaw, S., Lee, S-H., Phan, P.H., Marr, K.A. 2019. The influence of human capital and perceived university support on patent applications of biomedical investigators. *The Journal of Technology Transfer*. 44(4): 1216-1235

Phan, P., Lee, S-H., Dai, T., Moran, N., Mathuranayagam, V.J., Stonemetz, J. 2018. Exploratory Study of Factors Influencing Surgery Scheduled Length, Deviation from Scheduled Length, and Impact on Length of Stay. *Journal of the American College of Surgeons*. 227(4): e160

Polsky, D., Sen, AP., Arsenault, S. 2020. Innovative payment to scale up access to medications for opioid use disorder. *The American journal of managed care* 26 (7), 286-287

Su, E., Hwang, M., Dunn, E., Amorese, J., Antes, T., Bohn, N., Snider, J., McMillan, K.N., Takemoto, C., Phan, P. 2018. Clinician Ultrasound Screening for Catheter-Associated Thrombosis in Critically Ill Children. *Critical Care Medicine*. 46(1): 634



Strathmore UNIVERSITY

BUSINESS SCHOOL

The **Strathmore University Business School** is a leading business school that aims to transform leadership in Africa in the 21st century. SBS has taken the responsibility of influencing the leadership of public and private sectors across the continent. The overarching mission of SBS is to develop ethical and influential leaders who positively impact society, through the generation and dissemination of business and management knowledge and research and innovation, that leads to the development and growth of ethical, sustainable enterprises, organizations and institutions in Africa.

The School Institute of Healthcare Management (IHM) has been conducting capacity building for the healthcare industry for over ten years. SBS is the only institution in Africa offering an MBA in Healthcare Management (MBA-HCM), and a Ph.D. in Healthcare Management. Other programmes offered are listed below:

1. Leading High-Performing Healthcare Organizations Programme (LeHHO): Geared towards equipping leaders with the skills to build and grow high-performing, innovative healthcare organizations.
2. Managing Healthcare Businesses Programme (MHB): Provides core business, managerial, entrepreneurial and financial skills for growing successful healthcare businesses.
3. Pharmaceutical Commodity Supply Chain Management Programme (PharmCom): Participants gain skills in managing the entire healthcare supply chain system.
4. Hospital Management for Health Professionals Programme (HMHP): Designed to equip healthcare professionals with the skills to respond to emerging dynamics in healthcare delivery.
5. MBA Healthcare Management: Prepares students to become exceptional leaders in health-related industries.

ALUMNI

Dr. Jacqueline Kitulu, Board Member, Kenya Health Federation, and Former President, Kenya Medical Association

Dr. Stella Bosire, Former CEO, KMA, Co-Executive Director at UHAL: East African Sexual Health & Rights Initiative

Dr. Maxwell Okoth, Founder and Managing Director, RFH Healthcare Kenya

Tosef Din, Chief Executive Officer, Mp Shah Hospital Kenya

Salome Njeri Chiira, CEO, Radiant Group of Hospitals



DEGREE PROGRAMS

MBA in Healthcare Management

PhD in Healthcare Management

RECENT PUBLICATIONS

Kumar P, Sammut SM, Madan JJ, et al. [Digital ≠ paperless: novel interfaces needed to address global health challenges](#). *BMJ Global Health* 2021;6:e005780.

Fry MW, Saidi S, Musa A, Kithyoma V, Kumar P. [“Even though I am alone, I feel that we are many” – An appreciative inquiry study of asynchronous, provider-to-provider teleconsultations in Turkana, Kenya](#). *PLOS ONE* 2020; 15(9): e0238806.

Nyikuri M, Kumar P, Jones C and English M. [“But you have to start somewhere...”: Nurses’ perceptions of what is required to provide quality neonatal care in selected hospitals, Kenya](#). *Wellcome Open Res* 2020, 4:195

van Olmen J, Erwin E, García-Ulloa AC et al. [Implementation barriers for mHealth for non-communicable diseases management in low and middle income countries: a scoping review and field-based views from implementers](#). *Wellcome Open Res* 2020, 5:7

English M, Gathara D, Nzinga J, et al. [Lessons from a Health Policy and Systems Research programme exploring the quality and coverage of newborn care in Kenya](#). *BMJ Global Health* 2020;5:e001937.

Nyikuri M, Kumar P, English M, Jones C. [“I train and mentor, they take them”: A qualitative study of nurses’ perspectives of neonatal nursing expertise and its development in Kenyan hospitals](#). *Nursing Open*. 2020; 7: 711– 719.

Miller R, Wafula F, Onoka C, Musiega A, Ogira D, Okpani A, Ejughemre U, Murthy S, Garimella S, Sanderson M, Ettelt S, Allen P, Nambiar B, Salam A, Kweyu E, Hanson K, Goodman C. [When technology precedes regulation: the challenges and opportunities of e-pharmacy in low- and middle-income countries](#). (*BMJ Global Health* - accepted, in press)

Oluoch-Aridi Jackline, Chelagat Tecla, Nyikuri Mary M., Onyango Joseph, Guzman Danice, Makanga Cindy, Miller-Graff Laura, Dowd Robert (2020). [Effect on Access to Maternal Health Services in Kenya](#). *Frontiers in Global Women’s Health*. 1 (19).



BUSINESS SCHOOL HEALTH ADMINISTRATION

The University of Colorado's Business School offers [The MBA in Health Administration](#) and [The Executive MBA in Health Administration](#). The MBA in Health Administration prepares students for senior and C-level management with a focus on analytic and decision-making processes used by top-level executives and by managers within healthcare organizations. Fulltime faculty with distinguished research records and a select group of practicing managers provide students with the latest thinking on the most important issues confronting the field of health administration. Three specializations are offered: International Health Management and Policy, Financial Management and Health Information Technology Management.

The Executive MBA in Health Administration allows busy professionals to earn a Master of Business Administration degree in just two years without interrupting their careers. Students from a variety of backgrounds — physicians, nurses, dentists, physical therapists, hospital administrators, pharmaceutical industry professionals, pharmacists, consultants, attorneys, and many others involved in the delivery or administration of healthcare — come together to collaborate and learn from one another in this unique program.

ALUMNI

Andrew French, MD, VP/Physician Executive for Quality, Safety & Clinical Operations, Centura Health

Casey Guber, CEO, Rose Medical Center

Hallie Woods Kosena, COO, The Medical Center of Aurora

Natalie D. Lambertson, FACHE, CEO, Talas Harbor Healthcare

Chris Martin, VP of Ambulatory Services, Children's Hospital Colorado

James McHugh, Managing Director at Impact Advisors

Kevin Riddleberger, Chief Strategy Officer, Dispatch Health

Jason Tacha, VP of Operations, Centura Health

Kevin Riddleberger, Chief Strategy Officer, Dispatch Health

Kevin J. Slavin, CEO, St. Joseph's Health

Grace Taylor, VP of Operations, UHealth



DEGREE PROGRAMS

MBA in Health Administration

Executive MBA in Health Administration

RECENT PUBLICATIONS

Caron, R.M. Journal Club Revisited: Teaching evidence-based research and practice to graduate students in a professional degree program. *Journal of Health Administration Education*, 36(3), 275-286, 2019.

Englander, R., Holmboe, E., Batalden, P., Caron, R.M., Durham, C., Ogrinc, G., Ercan-Fang, N., Heinlein, A.C., Batalden, M. Co-producing health professions education: A pre-requisite to coproducing health care services? *Academic Medicine* (In press).

Health Administration Research Consortium. (2020, December 7). [Health systems' response to the pandemic: A grounded facility-reflection, engaged with health systems.](#)

Helton, J. & Berning, M. (2020, Fall). [Covering the last 50 feet of the immunization supply chain: Logistics points to consider for healthcare managers.](#) *HARC Research Brief*, 2(3), 1-5.

Goschen, G. & Khuntia, J. (2020, Fall). [COVID-19 and digital health: How intelligent solutions are shaping healthcare for the future.](#) *HARC Research Brief*, 2(4), 1-6.

Langabeer II, J.R. & Helton, J. (2021). Health care operations management: A systems perspective (3rd Edition). *Jones & Bartlett Learning*. Burlington, MA.

Neumann, B.R. (2019) Healthcare Finance in America: Fixed and Variable Cost-Based Pricing. *Health Management Policy and Innovation*, Volume 4, Issue 3.

Stacey, R.F. & Casio, W.F. (2020, August). Assessing senior leaders' performance during COVID-19: 11 questions for boards. *The Governance Institute*.



UNIVERSITY OF MIAMI
MIAMI HERBERT
 BUSINESS SCHOOL

One of the longest running business school-based executive education programs in healthcare, the **Executive MBA in Health Management and Policy** at the University of Miami prepares graduates for leadership positions in healthcare and health care-related organizations, and is one of the few with accreditation by both AACSB International and the Commission on Accreditation of Healthcare Management Education (CAHME). The school also offers a joint MD/MBA degree program, a business school-based Master in Health Administration (MHA), and an undergraduate major and minor in the field.

The school's **Center for Health Management and Policy** serves as a resource to businesses and policy-making bodies, conducts leading-edge research, offers consulting services, executive training, and education to the healthcare and business community, and hosts major conferences and meetings, including the annual Business of Healthcare Impact Conference.

The university's leadership team is comprised of thought leaders in the health sector, including University President Julio Frenk and John Quelch, dean of the Miami Herbert Business School.

ALUMNI

Benjamin Breier, President, Kindred Healthcare

Steven F. Falcone, MD, Executive Dean for Clinical Affairs and CEO UHealth Clinical Practice, University of Miami Miller School of Medicine

Joseph Ferreira, President and CEO, Nevada Donor Network

Rene Garcia, Florida State Senate, Chairs Health Care Regulation

Rudolph Moise, MD, US Air Force, Col, Ret, CEO, Comprehensive Health Center and CEO, Primary Health Physician Group

Nicholas Namias, MD, MBA, FACS, FCCM, Medical Director, Ryder Trauma Center at Jackson Memorial Hospital and Chairman of the Florida Committee of the American College of Surgeons

Louis Pizano, MD, MBA, FACS, Associate Professor of Surgery and Anesthesiology, Chief, Division of Burns, Director, Trauma/Surgical Critical Care Fellowship Program Ryder Trauma Center; White House Trauma Advisor and Director of the White House Medical Unit Trauma Sustainment Program

Steven Sonenreich, President and CEO, Mount Sinai Medical Center, Miami, Florida

E. Joseph Steier, III, President and CEO, Signature HealthCARE



DEGREE PROGRAMS

Executive MBA in Health Management and Policy

Master in Health Administration

MD/MBA

RECENT PUBLICATIONS

Dean EB, Johnson P, Bond AM. Physician, Practice, and Patient Characteristics Associated With Biosimilar Use in Medicare Recipients. *JAMA Network Open*. 2021;4(1):e2034776.

Mortensen K, Dean EB, French MT, Wang N, Chen J. Trends in Health Care Utilization and Expenditures in the United States Across 5 Decades: 1977-2017. *Medical Care*. 2021 May.

Mortensen K, Shalala DE, Silberlust J. Health Care Priorities for Biden in 2021 and Beyond. *Journal of Healthcare Finance*. 2021;47:625-27.

French MT, Alcalá M, Mortensen K. The Relationships Between Marijuana Use and Exercise Among Young and Middle-Aged Adults. *Preventive Medicine*. 2021;147:1-8. In press.

French MT, Mortensen K, Timming AR. A Multivariate Analysis of Workplace Mentoring and Socializing in the Wake of #MeToo. *Applied Economics*. 2021. Ahead of print, pages 1-19.

Timming AR, French MT, Mortensen K. Health Anxiety versus Economic Anxiety Surrounding COVID-19: An Analysis of Psychological Distress in the Early Stages of the Pandemic. *Journal of Affective Disorders Reports*. 2021.

Choi S, Mortensen K. Financial Trends of Florida Hospitals Pre and Post the Affordable Care Act. *Journal of Healthcare Finance*. 2020. Special Feature.

French MT, Mortensen K, Timming AR. Changes in Self-Reported Health, Alcohol Consumption, and Sleep Quality during the COVID-19 Pandemic in the United States. *Applied Economics Letters*. 2020. Ahead of print, pages 1-7.

French MT, Mortensen K, Timming AR. Psychological Distress and Coronavirus Fears During the Initial Phase of the COVID-19 Pandemic in the United States. *The Journal of Mental Health Policy and Economics*. 2020;23: 93-100.

Dean EB, French MT, Mortensen K. Food Insecurity, Health Care Utilization, and Health Care Expenditures. *Health Services Research*. 2020;00:1-11.

Marcozzi DM, Pietrobon R, Lawler JV, French MT, et al. Development of a Hospital Medical Surge Preparedness Index Using a National Hospital Survey. *Health Services and Outcomes Research Methodology*. 2020;20:60-83.



At **Michigan Ross**, students can complete a concentration in healthcare management or participate in degree programs with the University of Michigan’s College of Medicine, School of Public Health, School of Pharmacy, or School of Dentistry. The Pinkert Scholars Program provides complete full-ride scholarships for MBA students interested in pursuing careers in healthcare.

The healthcare curriculum at Ross includes courses on health policy, healthcare strategy, biotech and pharma, the healthcare supply chain, and care delivery in low-income countries. Students can also take healthcare courses in other units on campus, including the Department of Health Management and Policy and the Ford School of Public Policy. Fifteen Ross faculty members do healthcare research on topics including health economics, operations, quality, and public health.

Michigan Ross has a vibrant Health and Life Science Club that sponsors events throughout the year, including an annual healthcare boot camp and a healthcare business symposium.

ALUMNI

Gina Alexander, CFO, AlixaRx

Jim Becker, President, Optum Global Solutions

Vanessa Broadhurst, Company Group Chairman, Global Commercial Strategy, Johnson & Johnson

Betty Chu, Chief Quality Officer, Henry Ford Health System

Deborah Gage, President & CEO, Medecision

Len Greer, President, Johnson & Johnson Health and Wellness Solutions

Michael Pinkert, CEO Emeritus, MHM Services

Wade Rakes, President & CEO, Centene Georgia

Amir Dan Rubin, CEO & President, One Medical Group



DEGREE PROGRAMS

MBA with Healthcare Concentration

MD/MBA

MBA/DDS

MBA/Health Informatics

MBA/MPH

MBA/MHSA

RECENT PUBLICATIONS

Adhvaryu, A., Fenske, J., and Nyshadham, A. (2019). Early Life Circumstances and Adult Mental Health. *Journal of Political Economy*, 127(4).

Anupindi, R., Barton, I., Avanceña, A., and Gounden, N. (2019). Unintended Consequences and Hidden Obstacles in Medicine Access in Sub-Saharan Africa. *Frontiers in Public Health*.

Anupindi, R., Duggal, B., Gokul, B., Duggal, M., Saunik, S., Singh, P., Agrawal, A., Singh, K., Wadhwa, P., and Nallamothe, B. (2019). Drug-Eluting Stent Use Among Low-Income Patients in Maharashtra After Statewide Price Reductions. *Circ Cardiovasc Interv.*

Bertsimas, D., Silberholz, J., Trikalinos, T. (2018). Optimal healthcare decision making under multiple mathematical models: Application in prostate cancer screening. *Health Care Management Science*, 21(1): 105-118.

Buchmueller, T., Carey, C., and Meille, G. (2020). How Well Do Doctors Know their Patients? An Analysis of Opioid Prescriptions and Must-Access Laws. *Health Economics*.

Buchmueller, T., Levy, H., and Valletta, R. (2021). Medicaid Expansion and the Unemployed. *Journal of Labor Economics*, 39(S2).

Guo, T., Sriram, S., and Manchanda, P. (2021). The Effect of Information Disclosure on Industry Payments to Physicians. *Journal of Marketing Research*, 58 (February), 115-140.

Guo, T., Sriram, S., and Manchanda, P. “Let the Sun Shine In”: The Impact of Industry Payment Disclosure on Physician Prescription Behavior. *Marketing Science*, 39 (3), 516-539.

Hopp, W., Li, J. and Wang, G. (2018). Big Data and The Precision Medicine Revolution. *Production and Operations Management*, 27(9), 1647-1664.

Miller, S., Johnson, N., and Wherry, L.R. (forthcoming). Medicaid and Mortality: New Evidence from Linked Survey and Administrative Data. *Quarterly Journal of Economics*.

The University of Minnesota's Carlson School of Management and its Medical Industry Leadership Institute (MILI) drive innovation through cutting-edge education, research, and market development. An MBA program focused on the medical industry prepares students for leadership-track careers, and MILI faculty members bring a wealth of experience from both academia and industry, combining research prowess with practical insights.

In MILI's Medical Industry Valuation Lab, interdisciplinary teams of students conduct rapid market assessments for new medical innovations, providing hands-on experience and streamlining the time to market for promising new products. By bringing together members of the medical industry community, MILI creates collaborations and partnerships to inspire innovation and prepare leaders for the advancement of the entire healthcare industry.

Program-related institutes and centers include the Earl E. Bakken Medical Devices Center, Institute for Health Informatics, and Institute for Engineering in Medicine.

ALUMNI

Curtis L. Carlson ('37 BA), Chairman, Carlson Companies, Inc., namesake of the Curtis L. Carlson School of Management

Duane L. Burnham (MBA), Former Chairman, Abbott Laboratories

William Grant Van Dyke (MBA), Former Chairman, Donaldson Co

C. Elmer Anderson ('31 BBA, '83 PhD), Minnesota Governor, Minnesota State Senator; Chair & CEO, HB Fuller Co.

Richard Cyert ('43 BSB), President, Carnegie Mellon University

Duane R. Kullberg ('54 BBA), Managing Partner & CEO, Arthur Andersen

Robert K. Jaedicke ('57 PhD), Dean & Professor Emeritus, Stanford Graduate School of Business

Marcus Alexis ('59 PhD), Dean, University of Illinois at Chicago, College of Business Administration

Duane Burnham ('63 BSB, '72 MBA), Chairman, CEO, & President, Abbott Laboratories

John Hammergren ('81 BSB), Chairman & CEO, McKesson Corporation



DEGREE PROGRAMS

MBA with MILI Specialization

MD/MBA

MHA/MBA

MPP/MBA

PharmD/MBA

Undergraduate Business of Healthcare Minor

RECENT PUBLICATIONS

Thakor, R. T. & Lo, A. W. (in press, 2021). Competition and R&D financing: Evidence from the biopharmaceutical industry. *Journal of Financial and Quantitative Analysis*.

Everhart, A., Desai, N., Dowd, B., Herrin, J., Higuera, L., Jena, A., Ross, J., Shah, N., Smith, L., & Karaca-Mandic, P. (2021). Physician variation in the de-adoption of ineffective statin and fibrate therapy. *Health Services Research*.

Huckfeldt, P. J., Gu, J., Escarce, J. J., Karaca-Mandic, P., Sood, N. (2021). The association of vertically integrated care with health care use and outcomes. *Health Services Research*.

Sacks, D., Huang, T. Y., Vu, K., & Karaca-Mandic, P. (2021). How do insurance firms respond to financial risk sharing regulations? Evidence from the Affordable Care Act. *Health Economics*. DOI: 10.1002/hec.4252

Greenwood, B. N., Hardeman, R. R., Huang, L., & Sojourner, A. (2020). Physician-patient racial concordance and disparities in birthing mortality for newborns. *PNAS*, 117(35), 21194-21200.

Sen, S., Karaca-Mandic, P., & Georgiou, A. (2020). Association of stay-at-home orders with COVID-19 hospitalizations in 4 states. *JAMA*, 323(24), 2522-2524.

Karaca-Mandic, P., Georgiou, A., & Sen, S. (2020). Assessment of COVID-19 hospitalizations by race/ethnicity in 12 states. *JAMA Internal Medicine*.

Call, M. L., Campbell, E. M., Dunford, B., Boswell, W. R., & Boss, R. W. (2020). Shining with the Stars? Unearthing how group star proportion shapes non-star performance. *Personnel Psychology*, 1-30.



UNC
KENAN-FLAGLER
BUSINESS SCHOOL

The **UNC Center for the Business of Health (CBOH)** is a multi-disciplinary initiative that seeks to bring together expertise from across UNC to create knowledge, prepare business leaders, and to convene important conversations around the business of healthcare. This effort spans Carolina's campus, bringing together leading health sciences divisions and includes faculty and staff from UNC Kenan-Flagler, UNC Gillings School of Global Public Health, UNC Eshelman School of Pharmacy and UNC School of Medicine. By building on this collaborative powerhouse of talent, the CBOH seeks to distinguish itself and the University as leading national voices in the business of healthcare.

Our vision is to bridge the gap between disciplines by enhancing the academic experience, becoming a trusted source for thought leadership and research, and building strong corporate and community partnerships that improve health and well-being in the state of North Carolina and beyond. The CBOH is committed to building robust curricular offerings, sponsored and academic research opportunities, and programming and events within each of our established healthcare industry verticals: (1) Pharmaceuticals and Life Sciences, (2) Payers, (3) Healthcare Consulting, (4) Provider and Healthcare Delivery, (5) Digital Health, Technology, and Health Innovation, (6) Health Policy and Research, and (7) Healthcare Investment Banking and Venture Capital.

Launched from the UNC Kenan-Flagler Business School, the CBOH houses the MBA Healthcare Concentration with a curriculum of over 13 healthcare electives, and works closely with the MBA Healthcare Club—the largest student club at the school. The CBOH hosts the annual UNC Business of Healthcare Conference and National Healthcare Case Competition, both of which bring together students, industry executives, academic researchers, and public policy leaders to discuss the most pressing problems in healthcare today.

ALUMNI

Robbie Huffines, Global Chairman, Investment Banking, J.P. Morgan

Lynn Lewis, Chief Business Officer, Emmes

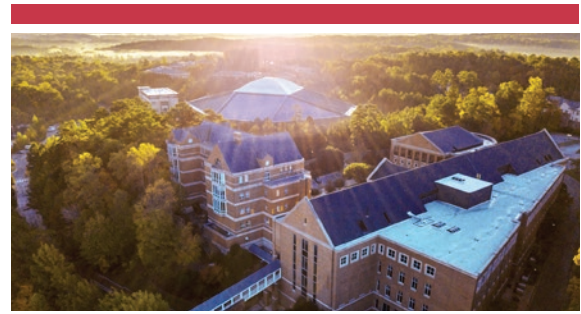
Jack Bailey, President, US Pharmaceuticals, GSK

Steve Moore, Partner, US Deals Leader, Healthcare, PwC

William Starling, Co-Founder and CEO, Synecor LLC

Brett Kenefick, President, VaxCare Corporation

Jim Pirouz, Head of Capital Markets, Truist Securities



DEGREE PROGRAMS

MBA Program

Executive MBA Program

Joint Health Care Degree Programs

- MBA/MD
- MBA/PharmD
- MBA/MHA
- MBA/MPH
- MBA/MSPH

RECENT PUBLICATIONS

Niewoehner, RJ & Staats, Bradley. 2021. Focusing Provider Attention: An Empirical Examination of Incentives and Feedback in Flu Vaccinations. *Management Science*.

Donahue, Katrina, Kernodle, George, Le, Patrick, Loufman, Larissa, Rickles, Michael, & Staats, Bradley. 2020. Assessing the Economic Value of Changing Various Health Behaviors Using Mobile Health Interventions. UNC Center for the Business of Health, UNC Kenan-Flagler Business School.

Alexandra Cocco. 2021. Pandemic Preparedness Infrastructure: An Action Plan for North Carolina. UNC Center for the Business of Health.

Karthik Subramaniam. 2021. Coronavirus Disease 2019 and the Future of Virtual Health. UNC Center for the Business of Health.

Saba, Markus, Venkataraman, Sriram, Schy, Kati & Kapural, Daniella. 2020. Assessing the Impact High of High Deductible Health Plans on People with Diabetes. UNC Kenan-Flagler Business School.

KC, Diwas, Staats, Bradley R., Kouchaki, Maryam & Gino, Francesca. Forthcoming. Task Selection and Workload: A Focus on Completing Easy Tasks Hurts Long-Term Performance, *Management Science*.

Ahuja, Vishal, Alvarez, Carlos, & Staats, Bradley R. Forthcoming. Maintaining Continuity in Service: An Empirical Examination of Primary Care Physicians. *Manufacturing & Service Operations Management*.

Batt, Robert J., KC, Diwas S., Staats, Bradley R., & Patterson, Brian W. 2019. The Effect of Discrete Work Shifts on a Non-Terminating Service System, *Production and Operations Management*. 28(6): 1528-1544.

Ibañez, Maria, Clark, Jonathan, Huckman, Robert S. & Staats, Bradley R. 2018. Discretionary Task Ordering: Queue Management in Radiological Services, *Management Science*. 64(9): 4389-4407.



The Wharton School's **Health Care Management Department (HCM)** graduated its first class of MBA students with a Health Care Management specialization in 1971. The department led efforts to educate healthcare executives within the general management curriculum of a business school, breaking from the traditional public health and health administration models. A doctoral program was established in the mid-1980s, as well as an undergraduate concentration.

Today, the department is comprised of internationally renowned scholars who collaborate with medical, engineering, nursing, and other faculty from around the university. Healthcare executives, entrepreneurs, and other practitioners serve as part-time lecturers, and alumni serve as guest lecturers, recruit and mentor students, and provide access to business data and practices to faculty engaged in research projects.

The Leonard Davis Institute of Health Economics (LDI) is Penn's hub of health system-related research, policy analysis, and education. Its more than 200 Senior Fellows analyze the medical, economic, and social issues that influence how healthcare is organized, financed, and delivered across the U.S. Conferences include the Annual Wharton Health Care Business Conference and the Annual Wharton Health Care Alumni Conference.

ALUMNI

Mark L. Boom, M.D., President and CEO, Houston Methodist Health System

Mariam Malik, CEO, Genoa Telepsychiatry

Jeffrey Marrazzo, CEO, Spark Therapeutics

Risa Lavizzo-Mourey, President Emerita, Robert Wood Johnson Foundation, Princeton, New Jersey

Joan Randolph Magruder, CEO, St. Louis Children's Hospital

Nick Leschly, CEO, bluebird bio

Mehmet Oz, host of the Dr. Oz show

Roman Macaya, Executive President, Social Security System of Costa Rica, Former Ambassador to U.S.

Sandip Naik, Managing Director, Head of India and Asia Pacific, General Atlantic Partners

David Baiada, CEO, Bayada Home Health Care

Carolyn Magill, CEO, Aetion



DEGREE PROGRAMS

MBA with a Health Care Management specialization

Executive MBA

Ph.D. in Health Care Management and Economics

B.S. Economics, Health Care Management and Policy

RECENT PUBLICATIONS

Alexander, D. (2020). How do doctors respond to incentives? unintended consequences of paying doctors to reduce costs. *Journal of Political Economy*, 128(11), 4046-4096.

Alpert, A., & Jacobson, M. (2019). Impact of oncology drug shortages on chemotherapy treatment. *Clinical Pharmacology & Therapeutics*, 106(2), 415-421.

Burns, L.R. (2021). *The U.S. Healthcare Ecosystem: Payers, Providers, Producers*. McGraw-Hill

Capps, C. S., Carlton, D. W., & David, G. (2020). Antitrust Treatment of Nonprofits: Should Hospitals Receive Special Care?. *Economic Inquiry*, 58(3), 1183-1199.

Emanuel, E.J., Gluck AR (2019). *The Trillion Dollar Revolution: How the Affordable Care Act Transformed Politics, Law, and Health Care in America*, 2020, New York: Hachette Book Group.

Gupta, A. (2021). Impacts of performance pay for hospitals: The readmissions reduction program. *American Economic Review*, 111(4), 1241-83.

Nembhard, I.M., Burns, L.R., and Shortell, S.M. (2020). Responding to COVID-19: Lessons from Management Research. *NEJM Catalyst*, April 17, 2020.

Nembhard, I. M., Buta, E., Lee, Y. S., Anderson, D., Zlateva, I., & Cleary, P. D. (2020). A quasi-experiment assessing the six-months effects of a nurse care coordination program on patient care experiences and clinician teamwork in community health centers. *BMC health services research*, 20(1), 1-14.

Pauly, M. V., & Burns, L. R. (2020). When Is Medical Care Price Transparency a Good Thing (and When Isn't It)? In *Transforming Health Care*. Emerald Publishing Limited.

Pauly, M., Leive, A., & Harrington, S. (2020). Losses (and gains) from health reform for non-Medicaid uninsured. *Journal of Risk and Insurance*, 87(1), 41-66.

Song, H., Andreyeva, E., & David, G. (2021). Time Is the Wisest Counselor of All: The Value of Provider-Patient Engagement Length in Home Healthcare. *Management Science*.



Rotman School of Management UNIVERSITY OF TORONTO

Part of the University of Toronto, **The Rotman School of Management** is in the heart of Canada’s commercial and cultural capital and is one of the world’s top 20 research universities. Healthcare in Canada is a \$200 billion sector and Canada’s largest employer. **The Sandra Rotman Centre for Health Sector Strategy** is home for all research, teaching, and student activities focused on healthcare and life sciences at the School. The Centre has identified three strategic areas of focus to increase its impact and thought leadership locally, nationally, and internationally:

- Research and thought leadership focused on addressing health sector challenges, including quality, safety, equity, and financial sustainability.
- Educational programming and leadership development for healthcare and life sciences professionals.
- Activities to brand the Centre as a local, national, and global leader in health sector research innovation.

The School offers two options for students focused on careers in healthcare and the life sciences. First, full-time MBA and Morning/Evening MBA students can pursue a Major in Health Sector Management after their core MBA coursework is completed, which focuses on management in healthcare delivery systems, pharmaceutical and biotechnology strategy, life sciences product commercialization, and related consulting and financial industries. Second, the Global Executive MBA for Healthcare and the Life Sciences is an intensive 18-month MBA for experienced managers that immerses students in healthcare clusters around the world, leveraging the Rotman School’s strengths and relationships across the global healthcare community.

ALUMNI

Heather Chalmers, President & CEO, GE Canada

William A. Downe, Immediate and Past Chief Executive Officer, BMO Financial Group

Gail Garland, Founder, President & CEO, Ontario Bioscience Innovation Organization

Kevin Lobo, President and CEO, Stryker Corporation

Dr. Dante Morra, Chief of Staff, Trillium Health Partners

Lorne Sugarman, CEO, Wellpoint Health Services

Dr. Jeffrey Tyberg, Chief of Staff, Royal Victoria Regional Health Centre



DEGREE PROGRAMS

MBA (full- and part-time) –

Major in Health Sector Management

Executive MBA

Global Executive MBA

Global Executive MBA for Healthcare and the Life Sciences

Executive Programs in Healthcare (non-degree)

RECENT PUBLICATIONS

Berlin A, Lovas M, Truong T, et al. Implementation and Outcomes of Virtual Care Across a Tertiary Cancer Center During COVID-19. *JAMA Oncol.* 2021;7(4):597–602.

Wibbens PD, Koo WW-Y, McGahan AM (2020) Which COVID policies are most effective? A Bayesian analysis of COVID-19 by jurisdiction. *PLoS ONE* 15(12): e0244177.

Comino, S., Galasso, A., & Graziano, C. (2020). Market Power and Patent Strategies: Evidence from Renaissance Venice. *The Journal of Industrial Economics*, 68(2), 226–269.

Brian R. Golden & Rosemary Hannam. 2021. The Promises and Challenges of Value Based Care and Bundled Reimbursements in Single-Payer Health Systems. *Health Management, Policy and Innovation* (HMPI.org), Volume 6, Issue 1, Winter 2021.

Located in Nashville, Tenn., home to more than 300 health care companies with a focus on services and delivery, [The Health Care MBA program at Vanderbilt's Owen Graduate School of Management](#) offers a Master of Management in Healthcare / Healthcare MBA. The program leverages its location to provide tangible, immersive experiences in health care. The small size affords a level of customization and personalization which ensures each student's career goals are met.

The program has grown to account for approximately 20 percent of the MBA population.

The Owen School's recently launched [Center for Health Care Market Innovation \(CHCMI\)](#) serves as a hub for the evolution of healthcare markets. It conducts research on the demand for healthcare, how it is changing, and the capacity for new financing and delivery models to successfully meet changing consumer needs.

One of the Center's leading faculty members, R. Lawrence Van Horn, played an instrumental role in developing the [Presidential Executive Order of June 24, 2019](#), designed to make healthcare costs transparent for the American consumer. Dr. Van Horn is a member of the Health Human Services (HHS) Quality Summit Panel. He has consulted with many of the largest hospital systems and insurers in the US on topics of data analysis as well as antitrust concerns.

RECENT PUBLICATIONS

BJ McMichael, RL Van Horn, WK Viscusi. 2019. [Sorry is never enough: how state apology laws fail to reduce medical malpractice liability risk.](#) *Stanford Law Review*

BJ McMichael, RL Van Horn, WK Viscusi. 2020. [The impact of cannabis access laws on opioid prescribing.](#) *Journal of Health Economics*, 69, 102273

Frist WH, McMichael BJ, Van Horn RL. Innovating in Health Care Delivery. *Health Management, Policy and Innovation*. 2017;2(1).

McMichael BJ. The Demand for Healthcare Regulation: The Effect of Political Spending on Occupational Licensing Laws. *Southern Economic Journal*. 2017;84(1):297-316.



DEGREE PROGRAMS

MBA Health Care Concentration
MD/MBA dual degree program

ALUMNI

Farley Reardon, VP Development, LifePoint

Jeff Freude, AVP, Marketing Strategy & Ops, HCA

Tripp Shubert, VP Corporate and Growth Strategy, Highmark Health

Olivia Spiro Bryant, Principal, North Highland Consulting

Joanna Conley, CEO, Southern Hills Med Ctr, HCA

Paul Damron, CFO, Highlands Regional, CHS



Yale SCHOOL OF MANAGEMENT

The MBA for Executives program at the [Yale School of Management \(Yale SOM\)](#) is organized around three areas of focus: **Healthcare, Asset Management, and Sustainability**. The Healthcare area of focus is designed by faculty and healthcare professionals for students aspiring to new levels of leadership in this fast-changing industry. The 22-month program offers classroom instruction, a remote extended classroom option, and interactions with faculty at SOM and across Yale University, as well as colloquia with healthcare business leaders. The program is also home to one of the largest student-run conferences in healthcare, the Yale Healthcare Conference, a joint effort between Yale SOM and the Health Professional Schools at Yale University. Yale SOM's Full-Time MBA program offers a joint MD/MBA dual-degree program with Yale School of Medicine and an MBA/MPH with Yale School of Public Health. Yale SOM offers numerous Executive Education programs, two of which were designed for employees in the healthcare industry, as well as custom programs for pharmaceutical and other industry leaders and high-potential leaders at Yale–New Haven Hospital and Yale School of Medicine.

ALUMNI

Amanda Skinner, President and CEO, Planned Parenthood of Southern New England

Ramon Soto, Senior VP and Chief Marketing and Communications Officer, Northwell Health

Kurt Small, Senior Vice President & Chief Operating Officer, Government Business Division, Anthem, Inc.

Christopher Lehrach, President, Nuance Health Medical Practice

Nic Encina, Director of Strategic Planning (and Cofounder), Precision Population Health at Ariadne Labs

Amy Romano, Founder and CEO, Primary Maternity Care

Ketan Bulsara, Chief and Director of Neurosurgery Residency Program, University of Connecticut

Charles Powell, System Chief at Mount Sinai Pulmonary, Critical Care and Sleep and CEO Mount Sinai–National Jewish Health Respiratory Institute

Cynthia Taub, Chief, Cardiovascular Medicine, Dartmouth-Hitchcock

Brad Richards, Chief Medical Officer, Connecticut Department of Social Services



DEGREE PROGRAMS

MBA for Executives with a focus on Healthcare

MD/MBA

MPH/MBA

RECENT PUBLICATIONS

Spiegel MI, Tookes H. [Business Restrictions and COVID Fatalities](#). April 23, 2021.

Chen MK, Chevalier JA, Long EF. [Nursing Home Staff Networks and COVID-19](#). PNAS. January 5, 2021.

Anderson DM, Charles KK, Rees DI. The Federal Effort to Desegregate Southern Hospitals and the Black-White Infant Mortality Gap. NBER Working Paper No. w27970. October 2020.

Goldsmith-Pinkham P, Pinkovskiy M, Wallace J. [The Great Equalizer: Medicare and the Geography of Consumer Financial Strain](#). February 3, 2021.

Hsu G, Kovács B. [Association between County Level Cannabis Dispensary Counts and Opioid Related Mortality Rates in the United States: Panel Data Study](#). BMJ. January 27, 2021.

Cooper Z, Morton FS, Shekita N. [Surprise! Out-of-Network Billing for Emergency Care in the United States](#). JPolEcon 128, no. 9. September 2020.

Olfson M, Zhang V, Schoenbaum M, King M. [Buprenorphine Treatment By Primary Care Providers, Psychiatrists, Addiction Specialists, and Others](#). Health Affairs 39, no. 6. June 2020.

Roy B, Kumar V, Venkatesh A. Health Care Workers' Reluctance to Take the Covid-19 Vaccine: A Consumer-Marketing Approach to Identifying and Overcoming Hesitancy. NEJM Catalyst Innovations in Care Delivery 1, no. 6. 2020.

Kaplan EH, Wang D, Wang M, Malik AA, Zulli A, Peccia J. [Aligning SARS-CoV-2 Indicators via an Epidemic Model: Application to Hospital Admissions and RNA Detection in Sewage Sludge](#). *Health Care Manag Sci*. 2020.