



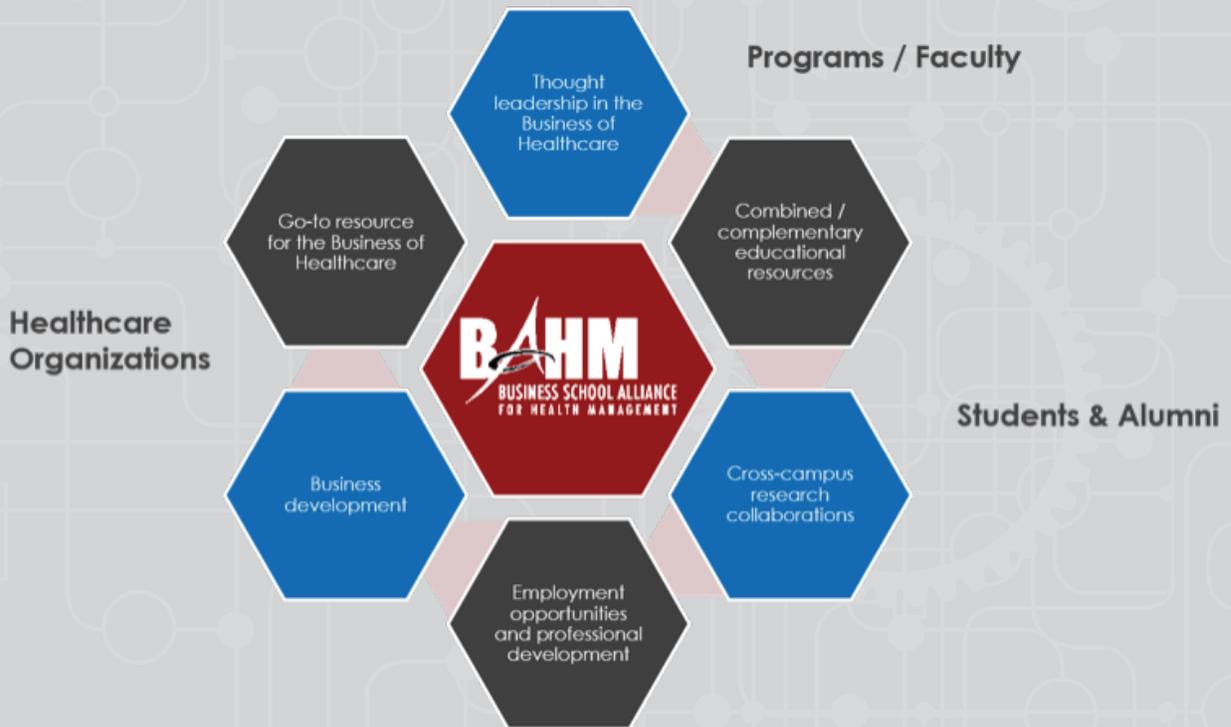
2017 ANNUAL REPORT



Our mission: To advance business school-based health management education, scholarship, and thought leadership in the business of health care.



The Business School Alliance for Health Management (BAHM) is an international consortium of 17 top MBA programs with a health sector focus. BAHM supports member schools and their faculty, students, and graduates in leveraging their knowledge and resources to influence, manage, and lead US and global healthcare organizations. Members believe that achieving this goal requires a solid understanding of healthcare management, policy, and innovation.



It is with great pleasure that we bring to you the first BAHM annual report.

As an organization, BAHM has evolved considerably since its beginning in 2010. Beyond the expansion of the membership in the US and globally, BAHM has crystalized as a true support organization for 17 leading business schools with a focus on the health sector.

We see our mission to support business school health management programs and their faculty, students, and graduates in educating the next generation of leaders and advancing thought leadership in the field. BAHM's initiatives include a dedicated annual case competition for students attending BAHM member institutions; topical webinars and collaborative research; and the generation and dissemination of newsletters and other materials to foster communication across campuses. BAHM is also supporting the creation of a robust student organization focused on educational, networking, and career development activities.

One of the most important activities over the last year has been the relaunch of our journal, *Health Management, Policy and Innovation* (www.HMPI.org). Faculty of member schools had expressed the need for an outlet to bring their theories, concepts, and research to the practicing community of healthcare leaders. HMPI is designed to fit this role. As a peer-reviewed, online journal, HMPI publishes practical insights by and for scholars, policy makers, and executives in the global health and life sciences sector. The journal is already reaching a combined audience of approximately 20,000 students, alumni, faculty, and thought leaders through a syndication strategy based on creative co-marketing and/or co-branding (with member school approval).

BAHM is a collaborative organization. Faculty from all member schools are involved in governance and programming. We meet annually in person to set priorities for the group in the coming year. Those priorities are then implemented through a dedicated staff resource to help ensure that all BAHM schools benefit from our collaboration.

This annual report is intended to help share successes of our member schools, to raise awareness about the importance of a management approach to the health sector, and to help illustrate the impact of our member schools, powered by our collaboration through BAHM.

I hope you will enjoy reading this report.

Kevin A. Schulman, MD, MBA

President, Board of Directors
Business Alliance of Healthcare Management

Professor of Medicine

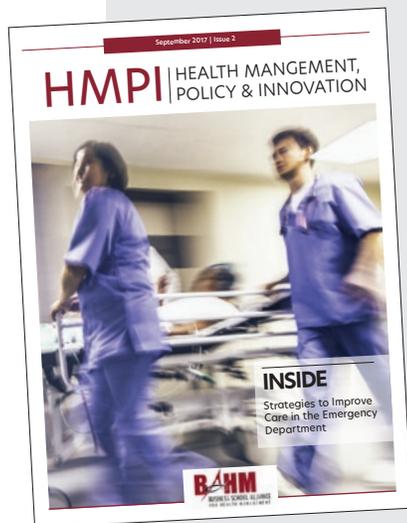
Gregory Mario and Jeremy Mario Professor of Business Administration (2010-16)

Visiting Scholar, Harvard Business School

Associate Director, Duke Clinical Research Institute

MILESTONE PROGRAMS

► The relaunch of the HMPI business of healthcare journal



In May 2017, BAHM reintroduced *Health Management, Policy and Innovation (HMPI)*, a quarterly online journal that examines U.S. and global health sector challenges from a business perspective. Building on the journal's initial 2012 launch by an editorial team led by David Dranove at Northwestern University, *HMPI* provides business leaders with actionable insights based on academic research and content from industry thought leaders. The journal contains short essays and research pieces curated by *HMPI*'s editors and editorial board.

Authors to date have included Regina Herzlinger, Harvard Business School; Dr. Kevin A. Schulman, Duke University; Will Mitchell, University of Toronto; Kristiana Raube, University of California Berkeley; Lawrence Van Horn, Vanderbilt University; Steve Bonner, former CEO, Cancer Treatment Centers of America; R. Dr. Bill Frist, the former U.S. Senate majority leader; and Kevin A. Lobo, chairman of Stryker Corporation.

► The BAHM Student Case Competition

Since 2011, BAHM has hosted case competitions that have become a fixture in the educational experience for MBA students at BAHM-member schools. Sponsored by businesses and other healthcare-related organizations, the competitions are held each year at a different BAHM school. Students, selected by their respective programs, develop solutions to a business problem, while networking with their peers from other MBA programs. While the competition format has varied over the years, students generally submit a written paper as well as deliver a formal presentation, both judged by BAHM member faculty. Winners receive cash prizes of up to \$10,000.

The 2017 winners from Harvard Business School had their paper published in the September issue of *HMPI*: *“Scenario Planning Tools for Organizations Struggling with Healthcare Reform Uncertainty – The Case of Oscar Health Insurance.”*

► Research and education collaborations and the exchange of best practices

BAHM fosters regular interaction among faculty members through bi-monthly conference calls and an annual in-person board meeting. Faculty engagement has led to joint grant submissions and publications. Webinars that tie into *HMPI* articles and other topics of interest are among recent key initiatives.

In addition, BAHM seeks to educate its members and the broader US and global health sector about the organization and its benefits. In 2016, BAHM conducted a survey of all member institutions to illuminate the distinctive characteristics and offerings of each program that was shared among the members. This annual report is a follow-up from that effort.

& ACTIVITIES

► The new BAHM Student Activities Committee

In 2015, BAHM conducted a survey of student healthcare club leaders to identify areas in which students could network and the ways in which BAHM could support those initiatives. An outgrowth of that survey is a committee which brings together students from across the BAHM community.

The mission of the Student Activities Committee is to support students in addressing the latest trends in health care, while giving them opportunities to learn, connect, and network. Among other goals, the committee seeks to host a signature annual event at BAHM member schools and to leverage educational opportunities via webinars and other virtual platforms. BAHM is also supporting student networking through a social network-enabled website platform.

► Cross-campus communication

BAHM seeks to regularly inform its members and stakeholders about conferences, competitions, new program offerings, collaborative opportunities, and other events and news. To that end, BAHM has introduced a variety of tools and channels:

The BAHM website: www.bahm-alliance.org

The HMPI journal: www.hmpi.org

The BAHM Forum on LinkedIn:

www.linkedin.com/groups/7042389

Twitter: [@HMPLJournal](https://twitter.com/HMPLJournal)

In addition, BAHM issues periodic newsletters to its board members and healthcare club leaders for distribution within their respective programs.



ASU W. P. Carey
School of Business
Arizona State University

The **W. P. Carey School of Business** trains students to serve across provider systems, suppliers, distributors, information technology, and consulting. The school also co-sponsors the **Health Sector Supply Chain Research Consortium (HSRC)**, an industry advisory group with CAPS Research and the Department of Supply Chain Management, along with the Institute for Supply Management® (ISM®).

The school offers an MBA with a concentration in Healthcare Management as part- or fulltime, flex-time, online, and executive programs. The two-year MBA includes core business courses and specialized courses including the business of health care, supply chain management in the health sector, health economics, health care marketing, and strategic management of healthcare organizations. The curriculum is enhanced by additional course offerings in other ASU colleges and departments, including the College of Nursing and Health Innovation, the Department of Biomedical Informatics, and the Mayo Clinic partnership program in healthcare delivery.

ALUMNI

- **Debora Dahl**, Vice President, Patient Care Innovation, Banner Healthcare
- **Barry Port**, President & Chief Executive Officer, The Ensign Services
- **Mikelle Moore**, Senior Vice President of Community Health, Intermountain Healthcare
- **Jim Hinton**, Chief Executive Officer, Baylor Scott & White
- **Ben Winfield**, Vice President, Intalere
- **Jamoce Ertl**, Medical Clinic Director, St. Vincent DePaul
- **Mary Ellen Dalton**, President and Chief Executive Officer, Health Services Advisory Group



DEGREE PROGRAMS

- **MBA Program** - Health Care Management Concentration
- **Ph.D. Program** - Management, Supply Chain Management, Marketing, Economics, Information Systems and Accounting. Students may have a health focus in their research

RECENT PUBLICATIONS

- McColl-Kennedy JR, Snyder H, Elg M, et al. The changing role of the health care customer: review, synthesis and research agenda. *Journal of Service Management*. 2017;28(1):2-33.
- Anderson L, Spanjol J, Jefferies JG, et al. Responsibility and Well-Being: Resource Integration Under Responsibilization in Expert Services. *Journal of Public Policy and Marketing*. 2016;35(2):262-279.
- Abdulsalam Y, Schneller E. Hospital Supply Expenses: An Important Ingredient in Health Services Research. *Medical Care Research and Review*. 2017. doi.org/10.1177/1077558717719928
- Budget W, Gopalakrishnan M, Schneller E. Procurement in Public & Private Hospitals in Australia and Costa Rica – A comparative case study. *Health Systems*. 2017;6(1):56-67.
- Ketcham JD, Kuminoff NV, Powers CA. Choice Inconsistencies among the Elderly: Evidence from Plan Choice in the Medicare Part D Program: Comment. Forthcoming, *American Economic Review*. 2016;106(12):3932-3961.
- Mills AF, Helm JE, Jola-Sanchez AF, et al. From Incident to Inpatient: How Healthcare Coalitions can Improve Community Response, *Production and Operations Management*. 2017. http://dx.doi.org/10.2139/ssrn.2863092
- Ranjan C, Paynabar K, Helm JE, et al. The Impact of Estimation: A New Method for Patient Clustering and Trajectory Estimation. *Production and Operations Management*. 2017;26(10):1893-1914.
- D’Innocenzo L, Luciano MM, Mathieu JE, et al. Empowered to Perform: A Multilevel Investigation of the Influence of Empowerment on Performance in Hospital Units. *Academy of Management*. 2016;59(4):1290-1307.



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, starting in 2015, 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

Cressman S, Karsan A, Hogge DE, et al. Economic impact of genomic diagnostics for intermediate risk acute myeloid leukaemia. *British Journal of Haematology*. 2016;174(4):526–535.

Bolbocean C, Wintermark P, Shevell M, et al. Perinatal Regionalization and Implications for Long-Term Health Outcomes in Cerebral Palsy. *Canadian Journal of Neurological Sciences / Journal Canadien Des Sciences Neurologiques*. 2016;43(2):248-253.

Fleming N, da Graca B, Ogola G, et al. Costs of Transforming Established Primary Care Practices to Patient-Centered Medical Homes (PCMHs). *Journal of the American Board of Family Medicine*. 2017;30(4):460-471.

Kane E, Collinsworth A, Schmidt K, et al. Improving diabetes care and outcomes with community health workers. *Family Practice*. 2016;33(5):523-528.



DEGREE PROGRAMS

- Robbins MBA Healthcare Program
- Executive MBA Healthcare Program
- PhD in Health Services Research

ALUMNI

- **Scott Bigler**, Administrator; Molalla Manor Care Center, Molalla, Oregon
- **John Casey**, Vice President-Strategy and Business Development, SCL Health, Denver, Colorado
- **Geoffrey Christian**, Vice President-Operations; Baylor Scott & White Medical Center, College Station, Texas
- **Noah Dunlap**, Vice President-Sourcing and Procurement, Mercy Health, Cincinnati, Ohio
- **Brian Elisco**, Chief Financial Officer; North Central Baptist Hospital, San Antonio, Texas
- **Kevin Henry**, Chief Executive Officer, Accountable HQ, Fort Worth, Texas
- **DJ Jackson**, Senior Consultant-Strategy and Operations, Deloitte, Houston, Texas
- **Naman Mahajan**, Chief Executive Officer, Cypress Fairbanks Medical Center Hospital, Houston, Texas
- **Bramer Owens**, Chief Operating Officer, Hill Country Region, Baylor Scott and White Health, Horseshoe Bay, Texas
- **Chris Rupert**, Hospital Chief Executive Officer, Acadia Healthcare, Indianapolis, Indiana
- **Paulina Tam**, Chief Operating Officer, HCA-St. Petersburg General Hospital, St. Petersburg, Florida
- **Nick Taylor**, Chief Operating Officer/Chief Financial Officer, Baylor Medical Center at Uptown, Dallas, Texas
- **George Terrazas**, President, Texas Care Alliance, Plano, Texas



Boston University Questrom School of Business

Established in 1972, the [Boston University Health Sector MBA \(HSM\) Program](#) is a top-20 program in healthcare management (U.S. News 2015). Its experiential curriculum, skills education, and global learning experience 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 350 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 health care.

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.

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



DEGREE PROGRAMS

- **BSBA Cross-Functional Concentration:** Health and Life Sciences Sector
- **MBA Program**
 1. Two-Year MBA (27% are part of the Health Sector Management MBA; includes two tracks: life sciences and healthcare delivery)
 2. MBA/MSDi (MS in Digital Innovation),
 3. Professional Evening MBA
 4. MBA/MPH
 5. MBA/MD

RECENT PUBLICATIONS

- Cockburn IM, Lanjouw J, Schankerman M. Patents and the Global Diffusion of New Drugs. *American Economic Review*. 2016;106(1):136-164.
- Ericson KM, Kessler J. The articulation of government policy: Health insurance mandates versus taxes. *Journal of Economic Behavior & Organization*. 2016;124(April):43-54.
- Kahn S, Ginther D, Schaffer W. Gender, Race, Ethnicity and NIH R01 Research Awards: Is There Evidence of a Double Bind? *Academic Medicine*. 2016;91(8):1304-1322.
- Huh Y, Vosgerau J, Morewedge C. Selective Sensitization: Consumption of a Food Activates a Goal to Consume its Complements. *Journal of Marketing Research*. 2016;53(6):1034-1049.
- Hartmann C, Shwartz M, Zhao S, et al. Longitudinal pressure ulcer rates since the adoption of culture change in Veterans Health Administration nursing homes. *Journal of the American Geriatrics Society*. 2016;64(1):151-155.
- Tucker AL. The impact of workaround difficulty on frontline employees' response to operational failures: A laboratory experiment on medication administration. *Management Science*. 2016;62(4):1124-1144.

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, health care 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

- **Kevin Lofton**, CEO of Catholic Health Initiatives, Denver, CO, and past-Chair of the AHA Association
- **Neil Pruitt**, CEO of Pruitt Health, Past Chair, American Health Care Association
- **Michele Hood**, President/CEO of Eastern Maine Healthcare System, AHA Board of Trustees
- **Luke Gregory**, CEO Vanderbilt Children's Hospital
- **Richard Burke**, Founder and Chairman, United Healthcare
- **Iqbal Paroo**, former CEO, Hahnemann Medical Center and former President of Omidyar (eBay's multi-billion \$ Foundation), Tampa, Florida



DEGREE PROGRAMS

- MBA/MHA
- Master in Health Administration
- MBA with Health Administration concentration
- JD/MBA/MHA

RECENT PUBLICATIONS

- Baird AM, Miller C, Raghu TS, et al. Product line extension in consumer software markets in the presence of free alternatives. *Information Systems Research*. 2016;27(2):282-301.
- Guy GP, Johnston EM, Ketsche PG, et al. The Role of Public and Private Insurance Expansions and Premiums for Low-Income Parents. *Medical Care*. 2017;55(3):236-243.
- 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(Forthcoming).
- Montanera D. The importance of negative defensive medicine in the effects of malpractice reform. *The European Journal of Health Economics*. 2016;17(3):355-369.
- Baird AM, Raghu TS. Associating consumer preferences with business models for digital services. *European Journal of Information Systems*. 2015;24(1):4-22.
- Ketsche PG, Adams EK, Wallace S, et al. Equity in the US Healthcare System. *International Journal of Financial Research*. 2015;6(3).
- Cano-Urbina J, Montanera D. Do tort reforms impact the incidence of birth by cesarean section? A reassessment. *The International Journal of Health Economics and Management*. 2016;(Forthcoming):1-10.
- Marton J, Ketsche PG, Snyder A, et al. Estimating Premium Sensitivity for Public Health Insurance Coverage: Selection but No Death Spiral. *Health Services Research*. 2015;50(2): 579-598.



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.

Seven second-year MBA courses focus solely on health care including, Commercializing Science, Entrepreneurship in Health Care IT, Innovating in Health Care, Transforming Health Care Delivery, and US Health Care Strategy. Ten percent of the HBS cases taught in the first year are health care-related, and about 120 HBS students accept positions in health care across all sectors. 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 Kraft Precision Medicine Accelerator strives to develop open-access models for the entire cancer ecosystem to reduce unnecessary duplication, unhelpful competition, and extraordinary inefficiencies. Lastly, the Blavatnik Fellowship in Life Science provides a select group of HBS alumni with the opportunity to work with Harvard inventors to promote the commercialization of life science technologies with significant market potential.

RECENT PUBLICATIONS

Huckman RS, Rotenstein LS, Wagle NW. Making Patients and Doctors Happier – The Potential of Patient-Reported Outcomes. *New England Journal of Medicine*. 2017;377:1309-1312.

Giusti K, Hamermesh R. A New Approach to Safely Sharing Cancer Patients' Data. *Harvard Business Review*. June 21, 2017.

Kaplan R, Porter M, Frigo ML. Managing Healthcare Cost and Value. *Strategic Finance*. 2017;98(7):24-33.

Dafny LS, Ody CJ, Schmitt MA. Undermining Value-Based Purchasing — Lessons from the Pharmaceutical Industry. *New England Journal of Medicine*. 2016;375:2013-2015.

Porter M. *On Competition, Updated and Expanded Edition*. Cambridge, MA: Harvard Business Press; 2008.

Herzlinger R, Richman BD, Boxer R. Achieving Universal Coverage Without Turning to a Single Payer – Lessons From 3 Other Countries. *The Journal of the American Medical Association*. 2017;317(14):1409-1410.



DEGREE PROGRAMS

- MBA Program
- PhD in Health Policy Management
- Executive Education health care courses
- Joint Degree Programs
 - MD/MBA
 - DMD/MBA
 - MBA, MPP

ALUMNI

- **Jonathan Bush**, Co-Founder and Chief Executive Officer of athenahealth
- **Anula Jayasuriya**, Co-Founder and Managing Director of Evolve India Life Sciences Fund
- **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
- **Kathy Giusti**, Founder of the Multiple Myeloma Research Foundation
- **Robert Kraft**, Founder, Chairman and CEO of The Kraft Group



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
- **Rossend 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

RESEARCH

Pimperl A, Schulte T, Mühlbacher A, et al. Evaluating the Impact of an Accountable Care Organization on Population Health: The Quasi-Experimental Design of the German *Gesundes Kinzigtal*. *Population Health Management*. 2017;20(3):239-248.

Ribera J, Antoja G, Rosenmöller M, Borrás P. *Hospital of the Future - Abridged: A New Role for Leading Hospitals in Europe*. IESE, ST-388-E. 2016.

Costa-Font J, Mas N. 'Globesity'? The Effects of Globalization on Obesity and Caloric Intake. *Food Policy*. 2016;64(Oct.):121-132.

Sampietro-Colom L, Lach K, Pasternack I, et al. Guiding Principles for Good Practices in Hospital-Based Health Technology Assessment Units *International Journal of Technology Assessment in Health Care*. 2015;31(6):457-465.

Rosenmöller M, Whitehouse M, Wilson D. *Managing eHealth: From Vision to Reality*. Basingstoke, United Kingdom: Palgrave Macmillan; 2014.

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.

DEGREE PROGRAMS

- **MBA Program**
 - Second Year Elective Course on Health Innovation Management
- **Executive MBA**
 - No specific course on Health management
 - GEMBA Executive Challenge 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.
- **IESE Custom Programs**
 - Companies include Novartis, ISDIN, Abbott, Getinge/Maquet, Boehringer Ingelheim, Oracle.



Launched in 2001, the **Indian School of Business (ISB)** is a *Financial Times*-ranked business school accredited by the AACSB and EQUIS that offers management education across its two campuses in Hyderabad and Mohali. ISB's **Max Institute of Healthcare Management (MIHM)** provides insights into policymaking, public institutions, foundations, and corporations to design better health systems by integrating research, education and outreach.

ISB's **Post Graduate Programme in Management (PGP-M)** is a one-year residential MBA equivalent program (Indian regulations do not allow independent institutions to grant a Master's degree) that offers a healthcare concentration. In 2016, MIHM launched the **Advanced Management Programme in Healthcare (AMPH)**, a mid-career modular program for clinicians and administrators to cater to the growing need of professional of management of healthcare delivery organizations in India.

ALUMNI

- **Zahabiya Khorakiwala**, MD, Wockhardt Hospitals
- **Shikha Bagai**, Chief Financial Officer, Aditya Birla Health Insurance Company Limited
- **Shubhra Mehrotra**, Executive Director, Head – Business Development, Licensing and Strategic Alliances at Sandoz Inc, United States
- **Rajiv Nair**, CEO, Kaya Limited
- **Satyanarayana Chava**, Dr., CEO, Laurus Labs
- **Subramani Ramachandrappa**, CMD, Richcore Lifesciences
- **Suhail Alam**, Head Global Commercial Operations, Novartis
- **Mahesh Joshi**, Dr., Chief Executive Officer at Apollo Homehealthcare limited
- **Rohit Kapoor**, Senior Director and Chief Growth Officer of Max Healthcare Limited
- **Gaurav Porwal and Saurav Panda**, Co-founders of Sparsh Nephrocare
- **Jagdeep Gambhir**, CEO and Co-founder of Kama Healthcare
- **Sandeep Gudibanda**, Co-founder of NephroPlus and serial entrepreneur



DEGREE PROGRAMS

- **Post Graduate Programme in Management** (optional industry specialization in healthcare)
- **Advanced Management Programme in Healthcare**

RECENT PUBLICATIONS

- Pho MT, Deo S, Palamountain KS, et al. Optimizing tuberculosis case detection through a novel diagnostic device placement model: The case of Uganda. *PLoS ONE*. 2015;10:e0122574.
- Deo S, Rajaram K, Rath S, et al. Planning HIV Screening, Testing and Care at the Veterans Health Administration. *Operations Research*. 2014;63(2):287-304.
- Deo S, Crea L, Quevedo J, et al. Expedited results delivery systems using SMS technology significantly reduce early infant diagnosis test turnaround times. *Journal of Acquired Immune Deficiency Syndromes*. 2014;70:e1-e4.
- Deo S, Sohoni M. Optimal decentralization of early infant diagnosis of HIV in resource-limited settings. *Manufacturing & Service Operations Management*. 2014;17(2):191-207.
- Salje H, Andrews JR, Deo S, et al. The Importance of Implementation Strategy in Scaling Up Xpert MTB/RIF for Diagnosis of Tuberculosis in the Indian Health-Care System: A Transmission Model. *PLoS Medicine*. 2014;11(7):e1001674.
- Bhaskarabhatla A, Chatterjee C. The role of physicians in prescribing irrational fixed-dose combination medicines in India. *Social Science & Medicine*. 2017;174:179-187.
- Bhaskarabhatla A, Chatterjee C, Anurag P, et al. Mitigating regulatory impact: the case of partial price controls on metformin in India. *Health Policy & Planning*. 2017;32(2):194-204.
- Bhaskarabhatla A, Chatterjee C. Whither competition law in Indian pharmaceutical markets? Evidence from arbitration data of CCI and COMPAT. *Journal of Antitrust Enforcement*. 2017;5(2):291-298.

The **Health Enterprise Management (HEMA)** pathway prepares students for the unique leadership challenges and opportunities in the healthcare sector. HEMA offerings integrate fundamental managerial disciplines (e.g., economics, strategy) with deep exposure to the industries comprising the healthcare sector, while advanced courses apply these concepts to specific problems facing managers in the life sciences and payer/provider sectors. As a capstone to the pathway, HEMA students may test and hone their skills through an experiential or field course.

HEMA is guided by a strategic vision that the future of success in healthcare requires training individuals to be business leaders who create and capture value within healthcare firms, not training individuals to be “health care” leaders. Explicit healthcare courses therefore comprise a minority of students’ courses; the focus is on students improving their fundamental business toolkit rather than on courses that emphasize health definitions. Across the school, premier faculty provide the fundamental business tools necessary for success. Given Kellogg’s historic efforts in this area, faculty are interested in healthcare questions that broaden and deepen our understanding of management, policy, and the intersection of these areas.

ALUMNI

- Lisa Earhnhardt, CEO and President, Intersect ENT
- Olivier Visa, Vice President, RTI Surgical



DEGREE PROGRAMS

- MBA Program
- Executive MBA Program

RECENT PUBLICATIONS

Garthwaite C, Graves J, Notowidigdo M, et al. Insurance Expansion and Hospital Emergency Department Access: Evidence from the Affordable Care Act. *Annals of Internal Medicine*. 2017;166(3):172-179.

Capps C, Dranove D, Ody C. Physician Practice Consolidation Driven By Small Acquisitions, So Antitrust Agencies Have Few Tools To Intervene. *Health Affairs*. 2017;36(9):1556-1563.

Dranove D, Garthwaite C, Ody C. Uncompensated Care Decreased At Hospitals In Medicaid Expansion States But Not At Hospitals In Nonexpansion States. *Health Affairs*. 2016;35(8):1471-1479.

Starc A, Ericson K. How Product Standardization Affects Choice: Evidence from the Massachusetts Health Insurance Exchange. *Journal of Health Economics*. 2016; 50(Dec.):71-85.

University of California Berkeley

Haas School of Business

The **Haas Graduate Program in Health Management (GPHM)** at the University of California Berkeley prepares graduates for leadership positions across health care, including care delivery and financing, biotechnology and medical devices, information technology, entrepreneurial endeavors and consulting. GPHM offers two ways to engage in Haas academic programs: The 2.5 year MBA/MPH (Master's in Business Administration/Master's in Public Health) and Health Management course work as part of the MBA degree.

Specialized offerings focus on critical health industry issues and incorporate experts from the field that are both professional faculty and guest speakers. The program partners with the student-led **Haas Healthcare Association (HHA)** to sponsor and curate a major annual conference, targeted healthcare informational events, company treks, and networking opportunities.

The program is also affiliated with the following institutes and centers:

- **[Institute for Business and Social Impact](#)**
- **[Berkeley Center for Health Technology](#)**
- **[Center for Healthcare Organizational Innovation Research](#)**
- **[Center for Information Technology Research in the Interest of Society \(CITRIS\)](#)**
- **[Center for Global Public Health](#)**

ALUMNI

- **Scott Galloway** (professor), MBA 92, founder of Prophet (company)
- **Scott Adams**, MBA 86, creator of Dilbert
- **Patrick Awuah**, MBA 99, founder of Ashesi University and 2015 MacArthur Fellow
- **Ralph Bahna**, MBA 65, CEO of Cunard Line (1980–1989), chairman of Priceline.com (2004–2013), founder of Club Quarters
- **Sarah Krevans**, MBA MPH 83, CEO of Sutter Health
- **Joe Jimenez**, MBA 84, CEO Novartis
- **Tanya Shah**, MBA MPH 04, AVP Commonwealth Fund (NYC), formerly Assistant Commissioner for NYC Department of Health



DEGREE PROGRAMS

- MBA/MPH
- MBA with a focus on Health Management

RECENT PUBLICATIONS

- Raube K, MacPherson K, Kiss J, Yant A. Transforming Health Outcomes in San Francisco's Most Vulnerable Neighborhood. *Health Management, Policy and Innovation*. 2017;2(1).
- Brot-Goldberg ZC, Chandra A, Handel BR, et al. What Does a Deductible Do? The Impact of Cost-Sharing on Health Care Prices, Quantities and Spending Dynamics. *Quarterly Journal of Economics*. 2017;132(3):1261-1318.
- Kolstad JT, Kowalski AE. Mandate-Based Health Reform and the Labor Market: Evidence from the Massachusetts Health Insurance Reform. *Journal of Health Economics*. 2016;47:81-106.
- Robinson JC, Whaley CM, Brown TT. Association of Reference Pricing with Drug Selection and Spending. *New England Journal of Medicine*. 2017;377:658-665.
- Chen BK, Gertler PJ, Yang C. Physician Ownership of Complementary Medical Services. *Journal of Public Economics*. 2016;144(Dec.):27-39.



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 health care 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 is a joint venture of the Graduate Program in Health Administration and the Network for Healthcare management, a consortium of 15 universities with accredited health administration programs.

ALUMNI

- **Jennifer Alderfer**, President at SCL Health's Good Samaritan Medical Center
- **Brian Davidson**, President & CEO at St. Mary's Medical Center in Grand Junction, Colorado
- **Kevin Unger**, President/CEO at Poudre Valley Hospital & Medical Center of the Rockies
- **Davis Hurley**, MD- Member, Board of Directors COPIC
- **Todd Evenson**, COO at MGMA
- **Andrew Jones**, CMO at St. Mary's Medical Center in Grand Junction, Colorado
- **Peter Charvet**, CMO University of North Carolina Hospital – Raleigh
- **Sueann Nuss**, CNO at University of Nebraska Medical Center
- **Farenc Pusks**, Professor of Anesthesiology at University of Colorado SOM



DEGREE PROGRAMS

- **MBA in Health Administration**
- **Executive MBA in Health Administration**

RECENT PUBLICATIONS

Libby AM, Hosokawa PW, Fairclough DL, et al. (2016). Grant success for early-career faculty in patient-oriented research: Difference-in-differences evaluation of an interdisciplinary mentored research training program. *Academic Medicine*. 2016; 91(12):1666-1675.

Desai, V. Learning through the distribution of failures within an organization: Evidence from heart bypass surgery performance. *Academy of Management*. 2015;58(4):1032-1050.

Seidel LF, Lewis JB. The Middleboro Casebook: Healthcare Strategy and Operations. 2nd ed. Chicago, IL: *Health Administration Press*; 2017.

Khuntia J, Mithas S, Agarwal R. (2017). How Service Offerings and Operational Maturity Influence the Viability of HIEs. *Production and Operations Management*. 2017; Online: Ahead of Print.

Khuntia J, Yim D, Tanniru M, et al. Patient Empowerment and Engagement with a Health Infomediary. *Health Policy and Technology*. 2017;6(1):40-50.

Khuntia J, Tanniru M, Fregoli F, et al. Information Systems Impact on Nurse Call Response – Role of Velocity and Uncertainty. *Pacific Asia Journal of the Association for Information Systems*. 2016;8(1):33-64.

Weiner J, Tanniru M, Khuntia J, et al. (2016). Digital Leadership in Action in a Hospital through a Real-Time Dashboard System Implementation and Experience. *Journal of Hospital Administration*. 2016;5(4):34-43.

UNIVERSITY OF MIAMI
SCHOOL of BUSINESS
ADMINISTRATION



One of the oldest U.S. business school-based executive education programs in health care, the [University of Miami Executive MBA in Health Sector Management and Policy Program](#) prepares graduates for leadership positions in health care and health-related organizations. The school also offers a joint MD/MBA degree program, and is one of the few with accreditation by both the Association to Advance Collegiate Schools of Business and the Commission on Accreditation of Healthcare Management Education.

[The Center for Health Sector 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.

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

RECENT PUBLICATIONS

Mortensen K, Ullmann S, Hu T, et al. Does Media Attention Highlighting Hospitals with High Charges Lead to Charge Reductions?. *Journal of Health Care Finance*. 2016;43(3).

Chen J, Vargas Bustamante A, Mortensen K, et al. Racial and Ethnic Disparities in Health Care Access and Utilization under the Affordable Care Act. *Medical Care*. 2016;54(2):140-146.

Ali M, Chen J, Mutter R, et al. The ACA's Dependent Coverage Expansion and Out-of-pocket Spending for Young Adults with Behavioral Health Conditions. *Psychiatric Services*. 2016;67(9): 977-82.

Hu T, Mortensen K. Mandatory Statewide Medicaid Managed Care in Florida and Hospitalizations for Ambulatory Care Sensitive Conditions. *Health Services Research*. doi:10.1111/1475-6773.12613.

French MT, Homer JF, Gumus G, et al. Key Provisions of the Patient Protection and Affordable Care Act (ACA): A Systematic Review and Presentation of Early Research Findings. *Health Services Research*. 2016;51(5):1735-1771.

DEGREE PROGRAMS

- Executive MBA in Health Sector Management and Policy
- Master in Health Administration
- MD/MBA

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
- **Senator 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

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 **Consortium of Law on Law and Values in Health, Environment & the Life Sciences** and the **Medical Devices Center**.



DEGREE PROGRAMS

- MD/MBA
- MHA/MBA
- MPP/MBA
- PharmD/MBA, MILI specialization

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 Hambergren** ('81 BSB) – Chairman & CEO, McKesson Corporation

RECENT PUBLICATIONS

- Parente ST, Feldman R, Spetz J, et al. "Wage Growth for the Health Care Workforce: Projecting the Affordable Care Act Impact." *Health Services Research*. (2017);52(2): 741-762.
- Lutfiyya MN, Tomai L, Frogner B, et al. Does Primary Care Diabetes Management Provided to Medicare Patients Differ Between Primary Care Physicians and Nurse Practitioners? *Journal of Advanced Nursing*. (2017);73(1):240-252.
- Karaca Mandic P, Town RJ, Wilcock A. "The effect of physician and hospital market structure on medical technology diffusion." *Health Services Research*. 2017;52(2):579-598.
- Karaca-Mandic P, Jena AB, Ross JS. Health and health care use among individuals at risk to lose health insurance with repeal of the Affordable Care Act. *Journal of the American Medical Association Internal Medicine*. 2017;177(4):590-593.
- Funk RJ, Owen-Smith J, Landon BE, et al. Identifying Natural Alignments Between Ambulatory Surgery Centers and Local Health Systems: Building Broader Communities of Surgical Care. *Medical Care*. 2017;55(2):e9-e15.
- Kim D, Funk RJ, Zaheer A. Network Strength: Performance of Interorganizational Networks in Healthcare ACOs. *Academy of Management Proceedings*. 2017;2017(1):16325.



UNC

KENAN-FLAGLER BUSINESS SCHOOL

Solving some of today's biggest health care challenges is the focus of the [Business of Health Care Initiative at the University of North Carolina Kenan-Flagler Business School](#). It was established to improve outcomes, access, and value in the business of health care by conducting influential research and providing comprehensive education for future leaders working in this arena. The initiative brings together people from across UNC — including its top-ranked schools of medicine, nursing, pharmacy, public health and business — to leverage their expertise to collaborate on research and education.

UNC Kenan-Flagler's MBA Health Care Concentration prepares students to affect continuous improvement in health care delivery. UNC Kenan-Flagler and the UNC School of Medicine have a joint initiative focused on medical entrepreneurship and innovation. The partnership brings together the two schools' strengths to educate the healthcare leaders of tomorrow across functional areas, and to bring collaborative and innovative solutions that improve care and reduce costs.

ALUMNI

- **Jack Bailey**, President, US Pharmaceuticals, GSK
- **Steve Moore**, Partner, US Deals Leader, Healthcare, PwC
- **Joe Modisett**, Managing Director and Head of U.S. Healthcare Investment Banking, Morgan Stanley
- **William Starling**, Co-Founder and CEO, Synecor LLC
- **Brett Kenefick**, President, VaxCare Corporation
- **Jim Pirouz**, Managing Director, Head of Healthcare Investment Banking, SunTrust Robinson Humphrey
- **Laura Helms Reece**, CEO, Rho
- **Stephen Malik**, Founder and Executive Chairman, MedFusion Inc.
- **Neal Fowler**, CEO, Liquidia Technologies
- **Trish Stroman**, Partner and Managing Director, Health Care Practice, Boston Consulting Group



DEGREE PROGRAMS

- MBA Program
- Executive MBA Program

RECENT PUBLICATIONS

Staats BR, Dai H, Hoffman D, Milkman KL. Motivating Process Compliance Through Individual Electronic Monitoring: An Empirical Examination of Hand Hygiene in Healthcare. *Management Science*. 2016;63(5):1563-1585.

Stremersch S, Landsman V, Venkataraman S. The Relationship Between DTCA, Drug Requests, and Prescriptions: Uncovering Variation in Specialty and Space. *Marketing Science*. 2013;32(1):89-110.

Natarajan KV, Swaminathan JM. Inventory Management in Humanitarian Operations: Impact of Amount, Schedule, and Uncertainty in Funding. *Manufacturing & Service Operations Management*. 2014;16(4):595-603.

Christian MS, Eisenkraft N, Kapadia C. Dynamic Associations Among Somatic Complaints, Human Energy, and Discretionary Behaviors: Experiences with Pain Fluctuations at Work. *Administrative Science Quarterly*. 2015;60(1):66-102.

Khanna R, Guler I, Nerkar A. Fail Often, Fail Big, and Fail Fast? Learning from Small Failures and R&D Performance in the Pharmaceutical Industry. *Academy of Management Journal*. 2016;59(2):436-459.



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 health care 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. Health care 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 health care 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

- **Ron Paulus**, President and CEO Mission Health, Asheville, NC
- **Paula Steiner**, President and CEO, Health Care Services Corporation
- **Jeffrey Marrazzo**, CEO, Spark Therapeutics, Philadelphia
- **Risa Lavizzo-Mourey**, President Emerita, Robert Wood Johnson Foundation, Princeton, New Jersey
- **Craig Samitt**, EVP and Chief Clinical Officer, Anthem, Inc., Indianapolis, Indiana
- **Joan Randolph Magruder**, CEO, St. Louis Children's Hospital, St. Louis, Missouri
- **Nick Leschly**, CEO, bluebird bio, Boston
- **Mehmet Oz**, host of the Dr. Oz show
- **Gary Gottlieb**, CEO, Partners in Health
- **Mitchell Blutt**, Founder Consonance Capital
- **Rami Elghandour**, CEO, Nevro



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

Burns LR, Goldsmith JC, Sen A. Horizontal and Vertical Integration of Physicians: A Tale of Two Tails. *Annual Review of Health Care Management*. 2014;15:39-117.

Howard D, David G, Hockenberry J. Selective Hearing: Physician-Ownership and Physicians' Response to New Evidence. *Journal of Economics and Management Strategy*. 2017;26(1):152-168.

Polsky D, Cidav Z, Swanson A. Marketplace Plans with Narrow Physician Networks Feature Lower Monthly Premiums than Plans with Larger Networks. *Health Affairs*. 2016;35(10):1842-1848.

Pauly, MV. Should Lower-Income People Be Allowed to Buy Insurance with High Cost Sharing? *American Journal of Health Economics*. 2017;3(1):1-9.



Rotman School of Management UNIVERSITY OF TORONTO

Part of the University of Toronto, **The Rotman School of Management** is located in the heart of Canada's commercial and cultural capital and is one of the world's top 20 research universities. Health care in Canada is a \$200 billion sector and Canada's largest employer.

The Rotman School 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 professionals in the healthcare and life science sectors.
- Outreach activities to brand the Centre as a local, national and global leader in health sector research innovation.

The **Centre for Health Sector Strategy** is home for all research, teaching and student activities focused on healthcare and life sciences at the Rotman School. The MBA Major in Health Sector Management focuses on management in health care delivery systems, pharmaceutical and biotechnology sales and marketing, life sciences product commercialization, and related consulting and financial industries.

The new **Global Executive MBA in Health and Life Sciences** begins in September 2018. This intensive 18-month program immerses students in healthcare clusters around the world, leveraging the Rotman School's strengths and relationships across the global healthcare community.

ALUMNI

- **Kevin Lobo**, President and CEO, Stryker Corporation
- **William A. Downe**, CEO of the Bank of Montreal
- **David Murphy**, CEO, Cardinal Health Canada
- **Gail Garland**, Founder, President & CEO, Ontario Bioscience Innovation Organization
- **Lorne Sugarman**, CEO, Wellpoint Health Services
- **Dr. Dante Morra**, Chief of Medical Staff, Trillium Health Partners
- **Dr. Jeffrey Tyberg**, Chief of Staff, Royal Victoria Regional Health Centre



DEGREE PROGRAMS

- MBA Programs (full- and part-time)
- Executive MBA
- Global Executive MBA
- Global Executive MBA in Healthcare and the Life Sciences
- Executive Programs in Healthcare (non-degree)

RECENT PUBLICATIONS

LeBaron C, Christianson MK, Garrett L, Ilan R. Coordinating flexible performance during everyday work: An ethnological study of handoff routines. *Organization Science*. 2016;27(3):514-534.

Nigam A, Huising R, Golden B. Selection of routines in organizational search: Performances and roles in the search process. *Administrative Science Quarterly*. 2017; (forthcoming).

Bhattacharyya O. Innovations in Global Mental Health Practice: Lessons from a Health Innovations Database (T-HOPE). *Health Management, Policy and Innovation*. 2017;2(1).

Hensel JM, Shaw J, Jeffs L, Ivers NM, Desveaux L, Cohen A, et al. A pragmatic randomized control trial and realist evaluation on the implementation and effectiveness of an internet application to support self-management among individuals seeking specialized mental health care: a study protocol. *BMC Psychiatry*. 2016;16(350). doi:10.1186/s12888-016-1057-5.

Bhattacharyya O, Wu D, Mossman K, Hayden L, Gill P, Cheng Y, et al. Criteria to assess potential reverse innovations: Opportunities for shared learning between high and low income countries. *Globalization and Health*. 2017;13(4). doi:10.1186/s12992-016-0225-1.

Vakili K, McGahan AM. Healthcare's Grand Challenge: Basic Science on Diseases that Primarily Afflict the Poor. *Academy of Management Journal*. 2016;59(6):1917-1939.



Yale SCHOOL OF MANAGEMENT

The **MBA for Executives program at the Yale School of Management (SOM)** is organized around three areas of focus: **healthcare, asset management, and sustainability**. The healthcare area of focus is designed by healthcare professionals for students aspiring to new levels of leadership in this fast-changing industry. The 22-month program offers classroom instruction, a new virtual extended classroom, interactions with faculty at SOM and across the University, plus colloquia with healthcare business leaders. The program also is 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 also 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. Yale SOM runs many custom programs for pharmaceutical and other industry leaders, as well as for high-potential leaders at Yale-New Haven Hospital and Yale Medicine.

ALUMNI

- **Eric Schultz**, CEO Harvard Pilgrim Health Care
- **Amanda Skinner**, President and CEO of Planned Parenthood of Southern New England
- **Ramon Soto**, Senior VP and Chief marketing and communications officer at Northwell Health
- **Kurt Small**, Senior VP and President of government markets at Blue Cross and Blue Shield of Minnesota
- **Chris Lehrach**, President of the Lawrence & Memorial Medical Group and Chief Transformation Officer at Lawrence & Memorial Healthcare Corp
- **Nic Encina**, Chief Science and Technology Officer at Ariadne Labs
- **Wael Khouli**, Chief Medical Officer at UP Health System Marquette
- **Amy Romano**, SVP of Clinical Programs at Baby+Co
- **Ketan Bulsara**, Chief of the Division of Neurosurgery at UConn Health



DEGREE PROGRAMS

- **MBA for Executives with a focus on Healthcare**
- **MD/MBA**
- **MPH/MBA**

RECENT PUBLICATIONS

Lynn-Green E, Venkatesh A, Forman HP. Strategies to Improve Care in the Emergency Department—the De Facto Multispecialty Clinic of the 21st Century. *Health Management, Policy and Innovation*. 2017; 2(2).

Liu RB, Donroe JH, McNamara RL, Forman HP, Moore CL. The Practice and Implications of Finding Fluid During Point-of-Care Ultrasonography: A Review. *JAMA Intern Med*. 2017 Dec 1. PMID: 29059269

Abaluck J. Evolving Choice Inconsistencies in Choice of Prescription Drug Insurance: Evidence from Plan Choice in the Medicare Part D Program. *The American Economic Review*. 2016;106(8):2145-2184.

Dibenigno J. Anchored Personalization: Managing Goal Conflict between Professional Groups for US Army Mental Healthcare. *Administrative Science Quarterly*. 2017. doi:10.1177/0001839217714024

Gonsalves GS, Crawford FW, Cleary PD, et al. An Adaptive Approach to Locating Mobile HIV Testing Services Medical Decision Making. *Society for Medical Decision Making*. 2017. doi:10.1177/0272989X17716431

Adelson K, Lee DKK, Velji S, et al. Development of Imminent Mortality Predictor for Advanced Cancer (IMPAC), a Tool to Predict Short-Term Mortality in Hospitalized Patients With Advanced Cancer. *American Society of Clinical Oncology*. 2017(forthcoming).

Cooper Z, Morton FS. Out-of-Network Emergency-Physician Bills — An Unwelcome Surprise. *The New England Journal of Medicine*. 2016;375(20). doi:10.1056/NEJMp1608571



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 launched [Center for Health Care Market Innovation \(CHCMI\)](#), a hub for the evolution of healthcare markets. It will conduct research on the demand for health care, how it is changing, and the capacity for new financing and delivery models to successfully meet changing consumer needs. Earlier this year, CHCMI co-hosted Health: Further Consumer Summit, featuring more than 140 speakers, multiple networking sessions, live musical performances and a pitch competition.

RECENT PUBLICATIONS

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