

BAHM

**BUSINESS SCHOOL ALLIANCE
FOR HEALTH MANAGEMENT**

2018-19 ANNUAL REPORT



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



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 can also vary across schools. BAHM has nevertheless begun to capture estimated data to underscore the impact that BAHM schools and their graduates have in the global health sector.

Approximate number of 2018 graduates from MBA or similar health sector graduate programs: 1,000

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

BAHM was formed in 2010 to support member schools and their faculty, students, and graduates in leveraging their expertise on behalf of US and global healthcare organizations. To achieve that goal, BAHM members — 17 premier MBA programs with a health sector focus — are committed to cultivating and promoting a solid understanding of healthcare management, policy, and innovation.



Boston University Questrom School of Business



HARVARD BUSINESS SCHOOL
Health Care Initiative



University of California
Berkeley
Haas School of Business



BUSINESS SCHOOL
HEALTH
ADMINISTRATION



It is with great pleasure that we bring to you the 2018 BAHM annual report.

As an organization, BAHM helps to support excellence in business education at its member institutions. We achieve that mission by connecting students and faculty so that they can tackle common challenges of scholarship and pedagogy in the health sector in novel ways. While BAHM is industry focused, our unique organization is not discipline based, allowing us to bring together perspectives from across traditional academic boundaries.

In this report, we celebrate the achievements of our member institutions. Collectively, this report documents the great strength of the BAHM network. We chronicle program and faculty achievements to highlight the collective resources available to train the next generation of leaders of our field. Personally, reading this report reminds me of the importance of our mission and the impact that BAHM is having on health management education in the United States and globally.

BAHM is harnessing both our faculty expertise and our scholarly and industry connections through our continued investment in the development of our flagship journal, *Health Management, Policy and Innovation (HMPI)*. We are pleased to report an increasing backlog of submissions for the editorial team. We are helping to enhance the impact of HMPI by providing access of published articles to major media outlets, and by holding webinars featuring HMPI articles that are open to both member institutions and the broader community.

As an organization, BAHM also is making a mark on individual member programs. Given the ongoing challenges of media outreach in the health sector, BAHM has embarked on a new effort to promote the many broader scholarly contributions by authors at our member schools beyond HMPI. We believe this effort will serve to enhance the impact of faculty scholarship by raising awareness of research findings in the industry and lay press.

Another major enhancement of BAHM this year is the implementation of a new governance structure that includes an expanded executive committee with formal officer roles and the adoption of a new governance document. These efforts are a response to the amazing growth of the organization since its founding less than a decade ago.

This year we have also developed a new formal inter-school BAHM Student club, bringing together students from across member institutions to network, share experiences and best practices, and to organize events of interest to them.

Last year, we described our first annual report as a means 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.” This year’s report continues this effort. I hope you will find value in its content.

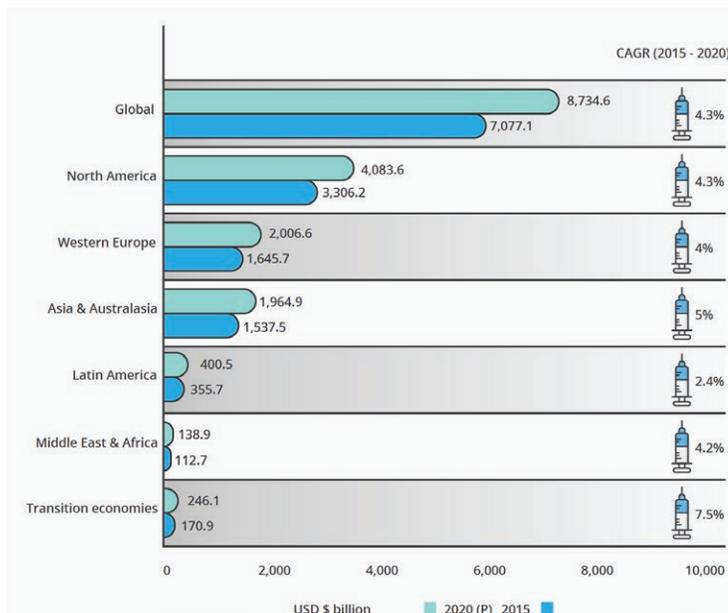
Kevin A. Schulman, MD, MBA

*Founding President, Business School Alliance for Healthcare Management
Professor of Medicine, Clinical Excellence Research Center, Stanford University*

ECONOMIC POWER

in the INDUSTRY

Global healthcare spending is projected to increase at an annual rate of **4.1%** in 2017-2021, up from just 1.3% in 2012-2016, driven by aging and growing populations, market expansion, medical treatment advances, and rising labor costs. (*Deloitte*)

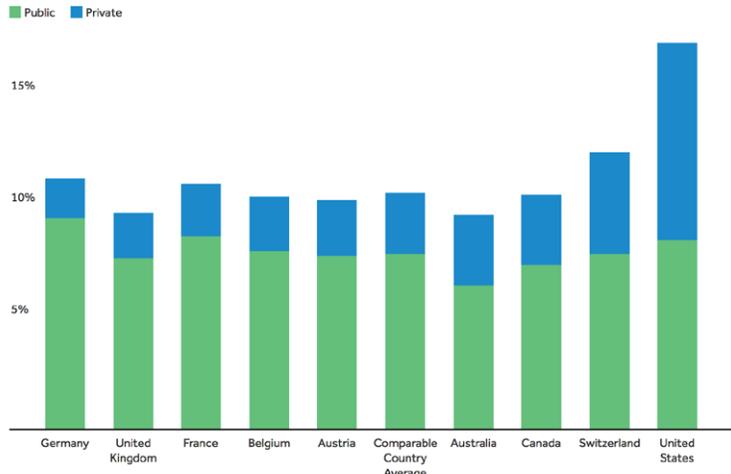


► At 18 percent of GDP in 2016, the United States continues to spend considerably more on health care than comparable countries. **US health spending exceeds USD \$3 trillion per year and is expected to accelerate through 2024** – driven by hospital care, physicians, and prescription drugs (*Deloitte*).

► **Venture capital funding into healthcare startups has hit a record high:** \$20 billion went into 1,186 deals during the first eight months of 2018, up 59% from a year ago and up nearly 180% from a decade ago.

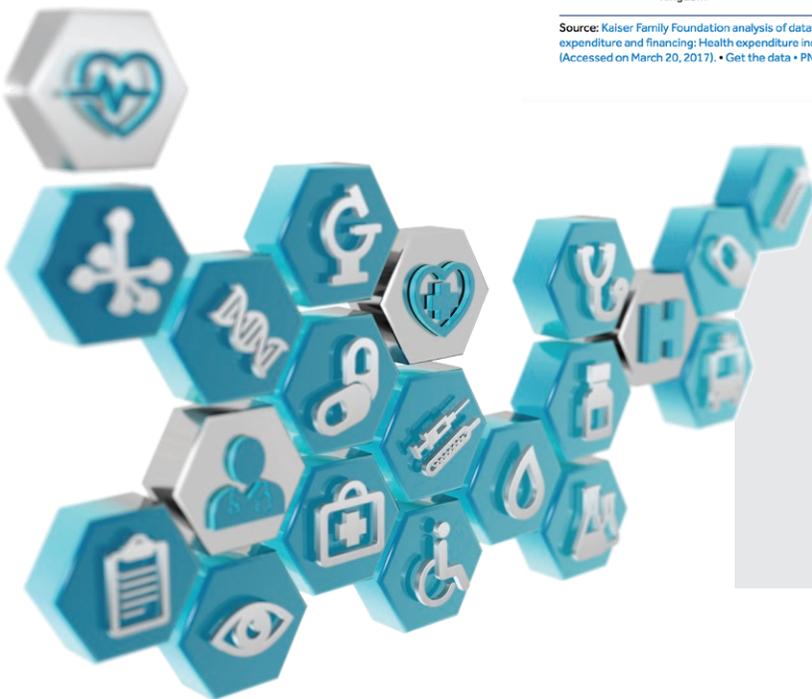
Private sector spending in the U.S. is triple that of comparable countries. ▶

Total health expenditures as percent of GDP by public vs. private spending, 2016



Source: Kaiser Family Foundation analysis of data from OECD (2017), "OECD Health Data: Health expenditure and financing: Health expenditure indicators", OECD Health Statistics (database) (Accessed on March 20, 2017). • Get the data • PNG

Peterson-Kaiser
Health System Tracker

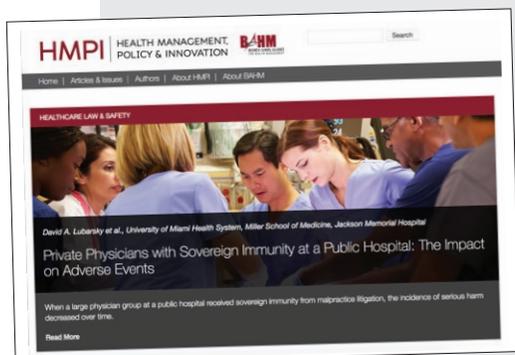


▶ In 2017, for the first time in history, health care surpassed manufacturing and retail to become the **largest source of jobs in the U.S.** (Atlantic Monthly)

▶ **The 20 fastest growing professions** in America are also in the healthcare industry (Bureau of Labor Statistics)

MILESTONE PROGRAMS

► *Health Management, Policy and Innovation* grows its reach



BAHM has broadened the impact of its quarterly healthcare journal, *Health Management, Policy & Innovation (HMPI)*, since the publication was reintroduced in 2017. A self-published journal, HMPI has reached thousands of readers via social media, press releases, and promotional efforts by BAHM member schools. BAHM has also launched a Webinar series featuring HMPI authors. One Webinar focused on takeaways from a survey of Chief Innovation Officers and their impact on US health systems, and the other on the evolution of healthcare delivery in the digital age.

Building on the journal's initial 2012 launch by an editorial team led by David Dranove at Northwestern University, HMPI's short essays and research pieces examine U.S. and global health sector challenges from a business perspective. HMPI authors to date have included Regina Herzlinger, Harvard Business School; Dr. Kevin A. Schulman, Stanford University; Will Mitchell, University of Toronto; Lawrence Van Horn, Vanderbilt University; M. Chris Gibbons, Johns Hopkins, FTC, Greystone; Steve Bonner, former CEO, Cancer Treatment Centers of America; Consultant with Russell Reynolds; Dr. Bill Frist, the former U.S. Senate majority leader; and Kevin A. Lobo, chairman of Stryker Corporation.

► 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, as well as the exchange of curriculum information to ensure alignment with industry trends and developments.

In addition, BAHM seeks to educate its members and the broader US and global health sector about the organization and its benefits through surveys, faculty profiles, and the promotion of faculty research.

► The new BAHM Student Club

In 2018, a committee of students from across the BAHM community decided to transition into a more formal club comprised of Club Officers from member schools. The mission of the BAHM Student Club 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 Club 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.

& ACTIVITIES

► The BAHM Student Case Competition

The 2018 BAHM Case Competition focused on business-based policy approaches to the North American opioid crisis, and the winning team's solutions garnered considerable attention. Held at University of Miami School of Business in March 2018, the competition was judged by a distinguished group of judges from across the non-profit, state and county government, healthcare industry, and legal organizations. Teams from the Carlson School of Management at the University of Minnesota, UNC Kenan-Flagler School of Business, and Rotman School of Management at the University of Toronto won the top three prizes.

First prize winners Elisha Friesema, Prachi Bawskar, and Stephen Palmquist modeled their solution after Cure Violence, a program designed to combat violence in Chicago. They presented their proposal before university leaders, state health officials, and state policy makers, including Minneapolis's mayor and Minnesota's governor. News pieces followed, including a [TV segment](#) and an [article in the Minnesota Daily](#). A major insurer asked the team to speak with a startup it has invested in, and a healthcare delivery company may incorporate the model into its substance abuse treatment protocols. An article detailing the model was also accepted by BAHM's [Health Management, Policy and Innovation \(HMPI\)](#).

BAHM has hosted case competitions since 2011. The competitions are held each year at a different BAHM school, and winners receive cash prizes of up to \$10,000.



► 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: [@HMPI_Journal](https://twitter.com/HMPI_Journal) and [@BAHM_HealthMBA](https://twitter.com/BAHM_HealthMBA)

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

Baruch COLLEGE

ZICKLIN SCHOOL OF BUSINESS

The **Executive MBA in Healthcare Administration Program at the Zicklin School of Business, Baruch College** is dedicated to the graduate business education of practicing professionals in the healthcare industry. The **30-month cohort program** is accredited by AACSB and CAHME. Program faculty is comprised of a mix of professors from the Zicklin School of Business and faculty from other institutions, and of industry practitioners who are dedicated to sharing their knowledge of the healthcare industry. Many of our 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
- **Gregg Gordon**, Director of Network Management, MVP Health Care
- **Luis Rivera**, CFO, Continuum Health
- **Regina Gurvich**, CCO, AdvantageCare Physicians
- **Daran Kaufman**, MD, Chief Medical Informatics Officer, Site Director of Pediatric Emergency Services, Assistant Professor of Pediatrics, NYC Health + Hospitals/ North Central Bronx
- **Judith Heller**, AVP, Physician Recruitment, Northwell Health



DEGREE PROGRAMS

Executive MBA in Healthcare Administration

RECENT PUBLICATIONS

Millhiser, W., & Veral, E. A. A decision support system for real-time scheduling of multiple patient classes in outpatient services. *Health Care Management Science/Springer*, 2018; <https://doi-org.remote.baruch.cuny.edu/10.1007/s10729-018-94301>.

Lilac Nachum, Healthcare: An Industry Unlike Any Other Goes Global, HPMI; *forthcoming*.

W Zhang, MV Bjarnadóttir, RA Proaño, D. Anderson, R Konrad. Accelerating the adoption of bundled payment reimbursement systems: A data-driven approach utilizing claims data. *IIE Transactions on Healthcare Systems Engineering* 2018; 8 (1), 22-34.

M. Bjarnadóttir, D. Anderson, L. Zia, Kim Rhoads. Predicting Colorectal Cancer Mortality: Models to Facilitate Patient-Physician Conversations and Inform Operational Decision Making. *Production and Operations Management*, 2018; <https://doi.org/10.1111/poms.12896>.

Cowen, R., S. Norouzzadeh, N. Riebling, A. Joseph, and M. Doerfler. Mobility Matters: Six Sigma is Used to Improve Patient Care in Medical Intensive Care Units. *Quality Progress* 2017; 50(7): 30-39. www.nxtbook.com/naylor/ASQM/ASQM0717/index.php#/0

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. <http://dx.doi.org/10.1080/19488289.2016.1248802>



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

Wesson, D., Kitzman, H., Halloran, K., Tecson, K. (2018). Innovative population health model associated with reduced emergency department use and inpatient hospitalizations. *Health Affairs*, 37(4): 543-550.

Wesson, D., Kitzman, H. (2018). How academic health systems can achieve population health in vulnerable populations through value-based care: the critical importance of establishing trusted agency. *Academic Medicine*, 93(6): 839-842.

Maridal, J. H., Palich, L., Morgan, G., Gardner, S., McKinney, J., Bolbocean, C. (2018). Wellbeing Indices: A Comprehensive Inventory of Standards and a Review of Current Comparative Measures. *Ecological Economics*, 149 (July): 1-11.

Green, J., Bolbocean, C., Busken, K., Gonzalez, R., McKee, D., Zu, W. Teaching Economic Evaluation with Population Health Cases. *Journal of Health Administration Education*, 34(4): 611-637.



DEGREE PROGRAMS

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

ALUMNI

- **Scott Bigler**, Administrator, The Samarkand a Covenant Retirement Community, Santa Barbara, California
- **Alexandra Colyer Brock**, Vice President, Cardiovascular Services, HCA Gulf Coast Division, Houston, Texas
- **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**, Texas Group Chief Financial Officer, Tenet Health, San Antonio, Texas
- **Ryan Gebhart**, Vice President, Operations, Baylor Scott & White Medical Center, Plano, 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-Riverside Community Hospital, Riverside, California
- **Nick Taylor**, Chief Executive Officer, Baylor Medical Center at Uptown, Dallas, 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

- Berry Jaeker, J., & Tucker, A. L. Past the Point of Speeding Up: The Negative Effects of Workload Saturation on Efficiency and Patient Severity. *Management Science*. 2017; 63(4):1042-1062.
- Cohen, A., Grogan, C., & Horwitt, J. Special Issue: The Politics and Challenges of Achieving Health Equity, *Journal of Health Politics, Policy and Law*, Duke University Press, 2017.
- Ericson, K. M., & Sydnor, J. The Questionable Value of Having a Choice of Levels of Health Insurance Coverage, *Journal of Economic Perspectives*, 2017; 31(4):51-72.
- Garthwaite, C., Gross, T., & Notowidigdo, M. Hospitals as Insurers of Last Resort, *American Economic Journal: Applied Economics*, 2018; 10(1):1-39.
- Kahn, S., & Ginther, D. The Impact of Postdoctoral Training on Early Careers in Biomedicine. *Nature Biotechnology*. 2017; 35(1):90-94.
- Srinivasan, J., Ivany, C., Sarmiento, D., & Woodson, J. How the U.S. Army Redesigned Its Mental Health System, *Harvard Business Review*, 2017 (October).

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

- **Richard Burke**, Founder and Chairman, United Healthcare
- **Mike Dendy**, Founder/Vice Chairman, Advanced Medical Pricing Solutions, Inc.
- **Luke Gregory**, CEO Vanderbilt Children's Hospital
- **Michele Hood**, President/CEO of Eastern Maine Healthcare System, AHA Board of Trustees
- **Kevin Lofton**, CEO of Catholic Health Initiatives, Denver, CO, and past-Chair of the AHA Association
- **Iqbal Paroo**, former CEO, Hahnemann Medical Center and former President of Omidyar (eBay's multi-billion \$ Foundation), Tampa, Florida
- **Parker "Pete" Petit**, Chairman/CEO of MiMedx, former President CEO of Matria, Founder/CEO of Healthdyne Technologies
- **Neil Pruitt**, CEO of Pruitt Health, Past Chair, American Health Care Association



DEGREE PROGRAMS

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

RECENT PUBLICATIONS

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.

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.

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).

Davidson, E., Baird, A., and Prince, K. "Opening the Envelope of Health Care Information Systems Research." *Information & Organization*, 2018 (28:3), 140-151.

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.



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 solely on health care including, Commercializing Science, 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

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

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

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.

Higgins , Robert F. and Rickles, Lisa. RubiconMD. *HBS Case Collection*, January 2017.

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.

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

Porter, Michael, MBA, Ph.D. *On Competition, Updated and Expanded Edition*. Cambridge, MA: Harvard Business Press; 2008.



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

ALUMNI

- **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
- **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

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.

Northwestern

Kellogg

School of Management

The **Kellogg School of Management** is proud to offer an MBA with an emphasis in healthcare management. It's based on the crucial understanding that healthcare in the United States is, at its core, a business.

Our innovative **Program on Healthcare at Kellogg (HCAK)**, was purposefully designed to build upon this powerful reality by offering an MBA that specializes in courses at the intersection of business and policy. Central to this objective is offering a cutting-edge curriculum to help students identify the intricacies of the public-private nature of health care.

Led by renowned faculty and thought leaders, HCAK gives students a deep understanding of the regulatory, cultural, and moral dimensions of healthcare, as well as the intricacies of product manufacturers, insurers, and provider responsibilities. Regardless of prior background, students who choose Kellogg will become the next generation of industry leaders who have the ability to deliver meaningful business results. HCAK combines foundational theories with hands-on experiential learning. A key strength of the program is our cross-disciplinary curriculum coupled with a distinct emphasis on the public-private nature of healthcare today.

HCAK builds upon the rigorous MBA core curriculum to give students an in-depth, cross-disciplinary study of complex problems of an evolving healthcare sector. What sets the program apart is our unique healthcare management MBA pathway. Students follow a curated progression of faculty-recommended courses designed to provide a deeper, more holistic understanding of healthcare as it relates to intersecting industries, such as finance, public policy and economics. HCAK is led by a group of renowned professors who are proven experts in the business, economics and policy of healthcare. Together, they conduct research and design courses around the most relevant, challenging topics business leaders and practitioners face in today's market.



DEGREE PROGRAMS

- MBA Program
- Executive MBA Program

RECENT PUBLICATIONS

- Garthwaite, Craig, Matthew Notowidigdo, and Tal Gross. 2018. Hospitals as Insurers of Last Resort. *American Economic Journal: Applied Economics*. 10(1): 1-39.
- Garthwaite, Craig, and Austin Frakt. 2018. The CVS–Aetna Merger: Another Large Bet on the Changing U.S. Health Care Landscape. *Annals of Internal Medicine*.
- Dranove, David, Cory Capps, and Christopher Ody. 2018. The Effect of Hospital Acquisitions of Physician Practices on Prices and Spending. *Journal of Health Economics*. 59: 139-52.
- Dranove, David, Dov Rothman, and David Toniatti. 2018. Up or Down? The Price Effects of Market Intermediary Mergers.
- Dranove, David, Christopher Ody, and Amanda Starc. 2018. A Dose of Managed Care: Controlling Drug Spending in Medicaid.

ALUMNI

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

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.

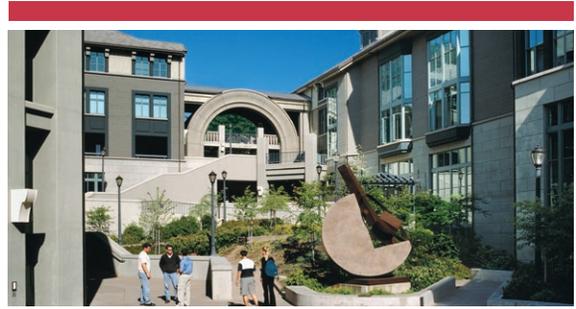
Specialized offerings focus on critical health industry issues and incorporate experts from the field that are both professional faculty and guest speakers. The program partners with the student-led **Haas Healthcare Association (HHA)** to sponsor and curate a major annual conference, targeted healthcare 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, Joe Jimenez, former CEO, Novartis
- **Jennifer Cook**, CEO, Grail
- **Tanya Shah**, MBA MPH 04, AVP Commonwealth Fund (NYC), formerly Assist Commissioner for NYC Dept 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.



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 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 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

- **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
- **Ferenc Puskas**, 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.



One of the oldest U.S. business school-based executive education programs in health care, the [University of Miami Executive MBA in Health 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 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, dean of the Miami Business School.

RECENT PUBLICATIONS

Mortensen K, French MT, Alcalá M, Hu T. Self-reported Health Status Differs for Amazon's Mechanical Turk Respondents Compared to Nationally Representative Surveys. *Medical Care*. March 2018;56(3):211-15.

Roberto Efraín Díaz; Di Jin; Steven G. Ullmann; Porter Hoagland; Andrew Beet M.; Barbara Kirkpatrick; Melissa Friedman; Andrew Reich; Gary Kirkpatrick; Lora E. Fleming. (2018). Neurologic illnesses associated with Florida red tide (*Karenia brevis*) blooms. *Harmful Algae*.

Mortensen K, Hughes T. Comparing Amazon's Mechanical Turk Platform to Conventional Data Collection Methods in the Health and Medical Research Literature. *Journal of General Internal Medicine*. January 2018;33(4):533-38.

Lubarsky, D., French, M., Gitlow, H., Rosen, L., & Ullmann, S. (2018). Why Money Alone Can't (Always) "Nudge" Physicians: The Role of Behavioral Economics in the Design of Physician Incentives. *Anesthesiology*. doi: 10.1097.

French M, Timming A, Mortensen K. Are Tattoos Associated With Employment and Wage Discrimination? Analyzing the Relationships between Body Art and Labor Market Outcomes. Online First, *Human Relations*. 2018.

Mortensen K, Kuttner H, Vitale A, Hu T. Organizational and Financial Characteristics of Providers Serving Medicaid and Private Patients. Forthcoming, *Health Management, Policy & Innovation*.

DEGREE PROGRAMS

- Executive MBA in Health 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

- Ball, G, Shah, R, Wowak, K. Product competition, managerial discretion, and manufacturing recalls in the U.S. pharmaceutical industry. *Journal of Operations Management*, 2018 (Volumes 58–59): 59-72,
- Gollust SE, Wilcock A, Fowler EF, Barry CL, Niederdeppe J, Baum L, Karaca-Mandic P. TV Advertising Volumes Were Associated With Insurance Marketplace Shopping And Enrollment In 2014. *Health Aff (Millwood)*. 2018 Jun;37(6): 956-963.
- Dhruva SS, Karaca-Mandic P, Shah ND, Shaw DL, Ross JS. Association between FDA black box warnings and Medicare formulary coverage changes. *Am J Manag Care*. 2017 Sep 1;23(9):e310-e315.
- Wolfson J, Vock DM, Bandyopadhyay S, Kottke T, Vazquez-Benitez G, Johnson P, Adomavicius G, O'Connor PJ. Use and Customization of Risk Scores for Predicting Cardiovascular Events Using Electronic Health Record Data. *J Am Heart Assoc*. 2017 Apr 24;6(4). pii:
- Thakor RT, Anaya N, Zhang Y, Vilanilam C, Siah KW, Wong CH, Lo AW. Just how good an investment is the biopharmaceutical sector? *Nat Biotechnol*. 2017 Dec;35(12):1149-1157.



UNC
KENAN-FLAGLER
BUSINESS SCHOOL

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

One example of the dynamic partnerships UNC offers is the joint initiative with UNC Kenan-Flagler and the UNC School of Medicine 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.

The Center for the Business of Health officially launched in 2018, and houses the MBA Healthcare Concentration with a curriculum of over 10 healthcare electives. The Center works closely with the student Healthcare Club, now the largest club in the Kenan-Flagler MBA program, and also works with alumni and industry leaders to provide mentoring, career opportunities, research projects, and academic opportunities.

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.



DEGREE PROGRAMS

- MBA Program
- Executive MBA Program
- Joint Health Care Degree Programs
 - MBA/MD
 - MBA/PharmD
 - MBA/MHA
 - MBA/MPH
 - MBA/MSPH

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



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. LDI celebrated its 50th anniversary in October 2017 with a two-day national symposium on "Shaping the Future of Health Care."

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
- Paula Steiner, President and CEO, Health Care Services Corp.
- Jeffrey Marrasso, CEO, Spark Therapeutics
- Risa Lavizzo-Mourey, President Emerita, Robert Wood Johnson Foundation, Princeton, New Jersey
- Craig Samitt, EPresident and CEO, Blue Cross Blue Shield of MN and parent company, Stella
- Joan Randolph Magruder, CEO, St. Louis Children's Hospital
- Nick Leschly, CEO, bluebird bio
- Mehmet Oz, host of the Dr. Oz show
- Gary Gottlieb, CEO, Partners in Health
- Roman Macaya, Executive President, Social Security System of Costa Rica, Former Ambassador to U.S.
- Rami Elghandour, CEO, Nevro
- Sandip Naik, Managing Director, Head of India and Asia Pacific, General Atlantic Partners



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

Philip Rea, Mark V. Pauly, and Lawton R. Burns (Eds.). *Managing Discovery: Harnessing Creativity to Drive Biomedical Innovation* (Cambridge, UK: Cambridge University Press, 2018).

Alpert A, Powell D, Pacula P (2017), Supply-Side Drug Policy in the Presence of Substitutes: Evidence from the Introduction of Abuse Deterrent Opioids, Accepted at *American Economic Journal: Economic Policy*.

David G, Kim KL, The Effect of Workforce Assignment on Performance: Evidence from Home Health Care, *Journal of Health Economics* 59 (2018):26-45.

David G, Saynisch P, Smith-McLallen A, The Economics of Patient-Centered Care, *Journal of Health Economics* 59 (2018): 60-77.



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 healthcare and life sciences professionals.
- Activities to brand the Centre as a local, national and global leader in health sector research innovation.

The **Sandra Rotman Centre for Health Sector Strategy** is home for all research, teaching and student activities focused on healthcare and life sciences. 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** is an intensive 18-month program that immerses students in healthcare clusters around the world, leveraging the Rotman's strengths and relationships across the global healthcare community.

ALUMNI

- **Heather Chalmers**, President & CEO, GE Canada
- **Kevin Lobo**, President and CEO, Stryker Corporation
- **William A. Downe**, Immediate and Past Chief Executive Officer – BMO Financial Group
- **David Murphy**, CEO, Centric Health
- **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 Global Executive MBA for 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 ethnomethodological 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.
- 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 Affect 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

- **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**, Executive Director, Ambulatory Strategy, RI Region at Yale-New Haven Health Services 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
- **Herbert Wiedemann**, Chief of Staff at Cleveland Clinic



DEGREE PROGRAMS

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

RECENT PUBLICATIONS

Gupta R, Henkel A, Forman HP, Ross JS: The Impact of Off-Patent Drug Acquisitions on Prices. *J Gen Intern Med*. 2018 Apr 23; 2018 Apr 23. PMID: 29687433

Development of Imminent Mortality Predictor for Advanced Cancer (IMPAC), a tool to predict short-term mortality in hospitalized advanced cancer patients. K. Adelson, D.K.K. Lee, S. Velji, J.C. Ma, S.K. Lipka, J. Rimar, P. Longley, T. Vega, J. Perez-Irizarry, E.J. Pinker, R. Lilienbaum. *Journal of Oncology Practice*. 2017

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

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).



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