



**BUSINESS SCHOOL ALLIANCE  
FOR HEALTH MANAGEMENT**

## **2019–20 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 2019 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

Medical Industry  
Leadership Institute



**UNC**  
KENAN-FLAGLER  
BUSINESS SCHOOL



**Vanderbilt HealthCareMBA**  
OWEN GRADUATE SCHOOL OF MANAGEMENT



**Yale** SCHOOL OF MANAGEMENT

**B**AHM has witnessed another great year. We're making exciting progress in our mission of supporting our members, a mission that was reconfirmed by our members at our annual meeting in June 2019. We're maturing as an organization as reflected by the outstanding work led by Kirsten Gallagher this past year. We now have a more scalable "back-end" so that we can continue to grow the breadth of our offerings.

Over the past year, we have grown our international membership with the addition of the INCAE Business School in Costa Rica, an emerging leader in business education in Central America. The leader of the school's healthcare program, Andrea Prado, is helping us to explore ways that BAHM can better support our growing international membership (and ways in which our membership can take advantage of our international collaborations).

Over the past year, BAHM has been deliberate about focusing on the development of women faculty. Since most programs have only a few faculty in healthcare, women in this field can easily feel isolated. We have developed a list of women faculty in healthcare at member (and non-member) schools, surveyed them about their interests and needs, and begun a new effort to build research collaborations across schools.

Related, BAHM has begun to proactively support the faculty promotion and tenure process at member schools by developing a list of top health journals reviewed by our members and encouraging letter-writing by senior faculty. We hope this effort can highlight the important scholarship across BAHM.

Last but not least, our most recent case competition hosted by Harvard was one of our best to date. In 2020, it is Boston University's turn to host, an activity much appreciated by the entire BAHM community.

I invite you to review the tremendous breadth of BAHM and our member schools in this annual report. We are proud of what we have accomplished and look forward to many exciting new opportunities for our organization and member schools.

**Kevin A. Schulman, MD, MBA**

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

**T**o support BAHM's strategic priorities, we have been implementing numerous initiatives to add value to the organization and its members. Here are some highlights:

- As we promote BAHM faculty, programs, and the HMPI Journal, we have been focused on strengthening our digital presence, engaging with journalists, and building our network's reach.
- Whether hosted under the helm of HMPI, the Women Faculty Initiative, or the BAHM Student Club, BAHM webinars have been showcasing the expertise within the organization, building community, and fostering research collaborations and innovation ideas.
- To further encourage information sharing, we have added to BAHM's website a repository for a "business of healthcare" publications list carefully compiled and vetted by BAHM faculty, curriculum information, and other documents BAHM members deem beneficial.
- Finally, to ensure that BAHM is well positioned to manage its continued growth and impact, and to support the transition to a new fiscal year, we have invested in our operational and accounting processes. We expect to have a strong foundation in place in 2020.

We encourage the involvement of every BAHM member as we build on these initiatives, and we look forward to another productive year.

**Kirsten Gallagher, Managing Director, BAHM**

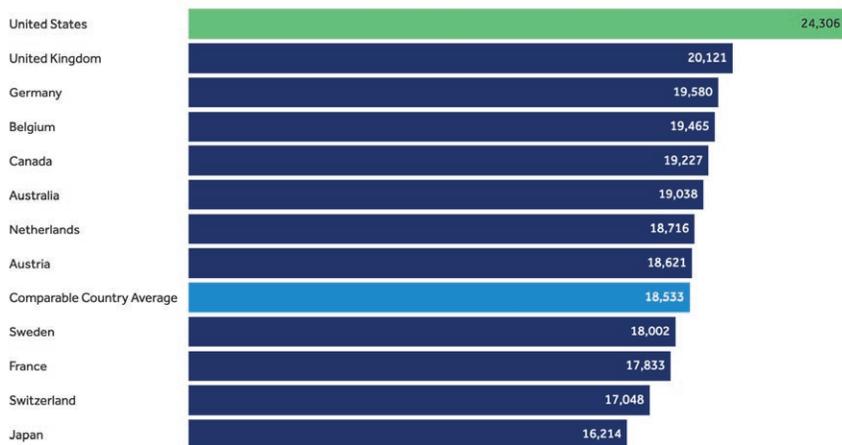
# NATIONAL HEALTH STATS

- Estimates from the Office of the Actuary at the Centers for Medicare & Medicaid Services (CMS) **project an average annual rate of national health spending growth of 5.5 percent for 2018-2027**, outpacing average projected growth in gross domestic product (GDP) by 0.8 percentage point. As a result, the health share of the economy is projected to climb to 19.4 percent by 2027—up from 17.9 percent in 2017.



## Disease burden is higher in the U.S. than in comparable countries

Age-standardized Disability Adjusted Life Years (DALY) rate per 100,000 population, 2017

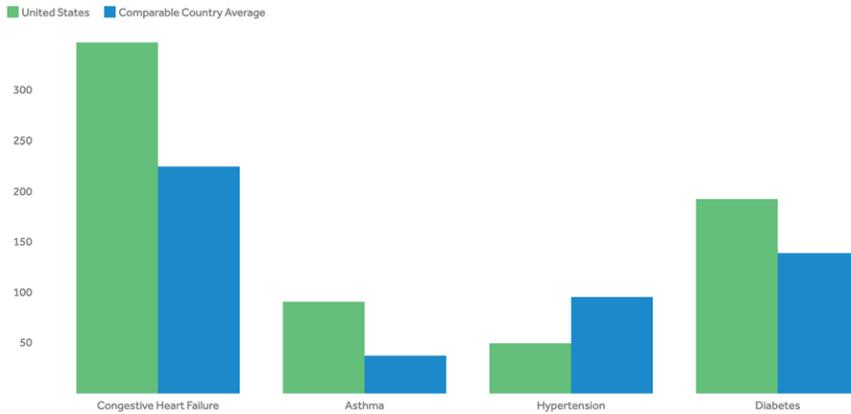


Source: KFF Analysis of IHME Global Burden of Disease Study (2017) • Get the data • PNG

Peterson-Kaiser  
Health System Tracker

## Hospital admissions for preventable diseases are more frequent in the U.S. than in comparable countries

Age standardized hospital admission rate per 100,000 population for asthma, congestive heart failure, hypertension, and diabetes, ages 15 and over, 2015 or nearest year



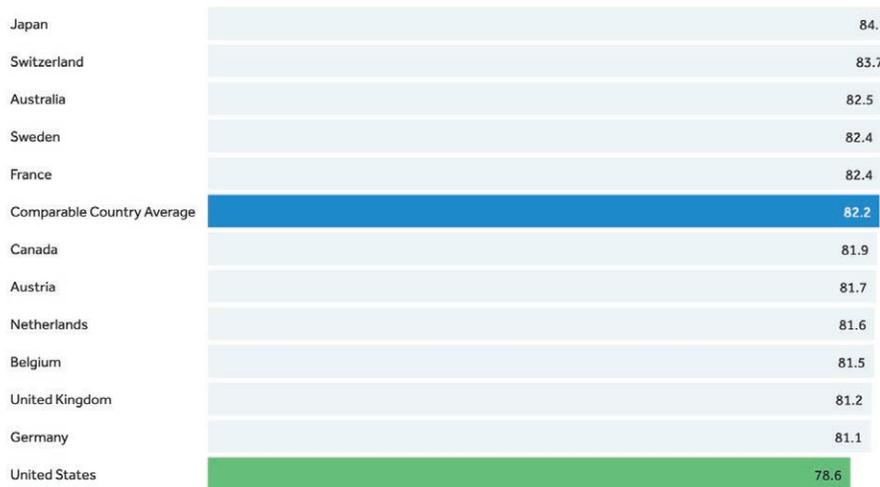
Data for Australia, Belgium, and the US are from 2014. Diabetes admission rates for Austria are also from 2014.

Source: KFF Analysis of OECD Health Statistics (Database) • Get the data • PNG

Peterson-Kaiser  
Health System Tracker

## Country comparison:

Life expectancy at birth in years, 2016 or nearest year

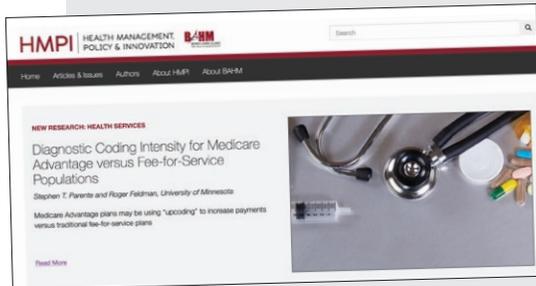


Notes: Data for Canada & France are for 2015.

- **“Employment of healthcare occupations is projected to grow 14 percent from 2018 to 2028, much faster than the average for all occupations, adding about 1.9 million new jobs. Healthcare occupations are projected to add more jobs than any of the other occupational groups. This projected growth is mainly due to an aging population, leading to greater demand for healthcare services.” (U.S. Bureau of Labor Statistics)**

# BAHM MILESTONES

## ► *Health Management, Policy and Innovation*— articles that inform today’s healthcare debates



As questions around affordable, accessible and innovative care shape the political discourse in the United States and globally, BAHM’s journal *Health Management, Policy and Innovation (HMPI)* offers a valuable platform to explore new research and solutions for innovating health-care. A self-published journal, HMPI features short essays and research pieces by industry leaders, policy makers, and academic thought leaders that examine U.S. and global health sector topics from a business perspective.

Among the authors that HMPI has featured are Regina Herzlinger, Harvard Business School; Dr. Kevin A. Schulman and Dr. Arnold Milstein, 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; Kevin A. Lobo, chairman of Stryker Corporation; Dr. Chris DeRienzo, Chief Medical Officer, Cardinal Analytix; George J. Stalk Jr., Fellow, The Boston Consulting Group.

HMPI was originally founded in 2012 by an editorial team led by David Dranove at Northwestern University. Since its relaunch in 2017, HMPI has reached thousands of readers via social media, press releases, and promotional efforts by BAHM member schools.

## ► **BAHM Collaborations — new professional development initiatives for women and junior faculty**

BAHM launched a series of initiatives in 2019 to support the careers of women faculty in the business of healthcare. Among these is a webinar series led by senior and junior faculty designed to highlight their respective research interests and to cultivate potential collaborations.

This new effort aligns with BAHM’s commitment to educate its members and the broader US and global health sector about the work of BAHM faculty, as well as to help shape policy, drive innovation, and support the next generation of healthcare leaders. BAHM also 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.

## ► **The BAHM Student Club**

The mission of the BAHM Student Club is to support students in addressing the latest trends in health care, while providing opportunities to learn, connect, and network across campuses. Managed by healthcare club officers from across the BAHM community, BAHM’s Student Club seeks to leverage educational opportunities via webinars and other virtual platforms. Last year, Will Mitchell, the editor of HMPI and professor at the University of Toronto’s Rotman School of Management, walked students through drug pricing challenges in different markets. Another webinar featured industry leaders’ take on the impact of digitization on the healthcare job market. Additional webinars on value-based health care and global health are planned for the 2019-2020 academic year.

## ► The BAHM Student Case Competition — developing healthcare solutions from a business perspective

The Harvard Business School Health Care Initiative hosted the 2019 Case Competition during the annual student-run HBS Health Care Conference. The competition topic, “Healthy Living Challenge – Influencing Healthy Behaviors in Low-Income Communities,” drew submissions from 12 student teams affiliated with BAHM-member schools. The submissions were judged by an exemplary group of judges from across the healthcare spectrum. Teams from UNC Kenan-Flagler Business School, Baylor University’s Hankamer School of Business and Baruch College’s Zicklin School of Business won the top three prizes. The first prize went to UNC Kenan-Flagler’s “Convenient Access for Rural Diabetics (CARD),” a program designed to provide one-stop-shopping for key components of diabetes management. A paper illustrating the CARD program was published in the May 2019 issue of BAHM’s journal, *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.

The 2020 Case Competition will be held March 20-21 at the Questrom School of Business at Boston University. The focus will be on new business models that encourage more home and community-based care to help meet the needs of vulnerable populations.



## ► 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:

The BAHM website: [www.bahm-alliance.org](http://www.bahm-alliance.org) | The HMPi journal: [www.hmpi.org](http://www.hmpi.org)

The BAHM Forum on LinkedIn: [www.linkedin.com/groups/7042389](https://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**, welcomed its 50th cohort of students in 2019. The **30-month cohort program** for practicing professionals is accredited by AACSB. Classes are held on the top floor of Baruch's Newman Vertical Campus in midtown Manhattan. Program faculty is composed of a mix of professors from the Zicklin School of Business and other institutions, and industry practitioners who are dedicated to sharing their knowledge of the healthcare industry. Graduates attain senior positions within the field and work in a wide range of healthcare organizations that reflect the diversity of the field and the diversity of populations they serve.

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

### ALUMNI

**Susan Fox**, President and CEO White Plains Hospital

**Gregg Gordon**, Director of Network Management, MVP Health Care

**Luis Rivera**, CFO, Continuum Health

**Regina Gurvich**, CCO, AdvantageCare Physicians

**Daran Kaufman**, MD, Chief Quality Officer and Chief Medical Informations Officer, NYC Health + Hospitals

**Judith Heller**, AVP, Physician Recruitment, Northwell Health

**Jeff Kraut**, Executive Vice President, Strategy & Analytics, Northwell Health



### DEGREE PROGRAMS

Executive MBA in Healthcare Administration

### RECENT PUBLICATIONS

Webb EM, Mills AF. "Incentive-Compatible Prehospital Triage in Emergency Medical Services." *Production and Operations Management*. 2019; 28(9):2221-2241.

Mills AF, Argon NT, and Ziya S. "Dynamic Patient Distribution in the Aftermath of a Disaster." *Operations Research*. 2018; 66(3):716-732.

Mills AF, Helm JE, Jola Sanchez AF, Tatikonda MV, and Courtney BA. "Coordination of Autonomous Healthcare Entities: Emergency Response to Multiple Casualty Incidents," *Production and Operations Management*. 2018; 27(1):184-205.

Millhiser W, Veral EA. A decision support system for real-time scheduling of multiple patient classes in outpatient services. *Health Care Management Science/Springer*. 2018.

Nachum L. Healthcare: An Industry Unlike Any Other Goes Global. *Health Management Policy and Innovation*. 2018; Volume 3, Issue 2.

Yu Z, Rouse W, Serban N, Veral E. A. A Data-rich Agent-Based Decision Support Model for Hospital Consolidation, *Journal of Enterprise Transformation* 2016; 6(3-4), 136-161.



# Baylor University

HANKAMER SCHOOL OF BUSINESS  
Robbins Institute for Health Policy and Leadership

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

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

## RECENT PUBLICATIONS

Ballard DJ, Fleming NS. Rising Health Care Charges: A Red Herring in a Value-Based Health Care World? *Mayo Clinic Proceedings*. 2019; 94(6):946-948  
DOI: 10.1016/j.mayocp.2019.04.012

Barnes H, Richards MR, McHugh M, Martsolf G. Rural and Non-Rural Primary Care Physician Practices Increasingly Rely on Nurse Practitioners, *Health Affairs*. 2018; 37(6): 908-914

Chen A, Graves AJ, Resnick MJ, Richards MR. Does Spending More Get More? Health Care Delivery and Fiscal Implications from a Medicare Fee Bump, *Journal of Policy Analysis and Management*. 2018; 37(4): 706-731

Coyle YM, Ogola GO, Maclachlan CR, Hinshelwood MM, Fleming NS. Acute Care Model that Reduces Oncology-Related Unplanned Hospitalizations to Promote Quality of Care and Reduce Cost, *Journal of Cancer Policy*. 2019; 21:100193 doi: 10.1016/j.jcpo.2019.100193

Li D, Richards MR, Wing C. Economic Downturns and Nurse Attachment to Federal Employment, *Health Economics*. 2019; 28(6): 808-814

Martsolf G, Barnes H, Richards MR, Ray KN, Brom H, McHugh M. Employment of Advanced Practice Clinicians in Physician Practices, *JAMA Internal Medicine*. 2018; 178(7): 988-990

Nathenson R, Richards MR. Do Coverage Mandates Affect Direct-to-Consumer Advertising for Pharmaceuticals? Evidence from Parity Laws, *International Journal of Health Economics and Management*. 2018; 18(3): 321-336

Nikpay SS, Richards MR, Penson DF. Hospital-Physician Consolidation Accelerated in the Past Decade, Especially in Cardiology and Oncology, *Health Affairs*. 2018; 37(7): 1123-1127

Patrick S, Buntin MB, Martin PR, Scott TA, Dupont W, Richards MR, Cooper WO. Barriers to Accessing Treatment for Pregnant Women with Opioid Use Disorder in Appalachian States, *Substance Abuse*. 2018.



## DEGREE PROGRAMS

Robbins MBA Healthcare Program

Executive MBA Healthcare Program

PhD in Health Services Research

JD-MBA Healthcare Program

## ALUMNI

**Cherise Bridgwater**, Vice President of Investments, North American Corporation, Houston, Texas and Director of Healthcare Administration Accreditation, Baylor University, Waco, Texas

**Stephen Chandler**, Chief Operating Officer, LewisGale Hospital Montgomery (HCA), Blacksburg, Virginia

**Andre Cisne**, Chief Financial Officer, North Central Baptist Hospital at Tenet Healthcare, San Antonio, Texas

**Brian Elisco**, Group Chief Financial Officer Texas and Chief Financial Officer North Central Baptist Hospital, Tenet Healthcare, San Antonio, Texas

**Ryan Gebhart**, President of Baylor Scott and White Medical Center Centennial, Frisco, Texas

**Charles Goldwait**, Senior System Director, Franciscan Missionaries of Our Lady Health System, Baton Rouge, Louisiana

**Cole Kaleta**, Director, Physician Practice Operations at Memorial Hermann Health System, Missouri City, Texas

**Sarah Netherton**, Regional Director, Clinic Access Services, Baylor Scott and White Health, Dallas, Texas

**Justin Pond**, Vice President of Operations, Baylor Scott and White Health, Waco, Texas

**Chris Rupert**, Hospital CEO, Acadia Healthcare, Indianapolis, Indiana

**Sam Shalala**, Director of Business Development, Employers Health, Houston, Texas

**Paulina Tam**, Chief Operating Officer, HCA-Riverside Community Hospital, Riverside, California

**Sarah Sommers Wilks**, Director of Operations at MEDNAX, Health Solutions Partner, Houston, Texas

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

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

## RECENT PUBLICATIONS

Chua KP, Conti RM. Out-of-Pocket Spending on Orphan Drug Prescriptions Among Commercially Insured Adults in 2014. *Journal of General Internal Medicine*. 2019; 34(3), 338-340.

Conti RM, Nguyen KH, Rosenthal MB. Generic Prescription Drug Price Increases: Which Products Will Be Affected by Proposed Anti-Gouging Legislation. *Journal of Pharmaceutical Policy and Practice*. 2018; 11: 29.

Garthwaite C, Gross T, Notowidigdo M. Hospitals as Insurers of Last Resort, *American Economic Journal: Applied Economics*. 2018; 10(1):1-39.

Knudson MM, Elster EA, Bailey JA, Johannigman JA, Bailey PV, Schwab CW, Kirk GG, Woodson JA. Military–Civilian Partnerships in Training, Sustaining, Recruitment, Retention, and Readiness: Proceedings from an Exploratory First-Steps Meeting. *Journal of the American College of Surgeons*. 2018; 227(2), 284-292. 10.1016/j.jamcollsurg.2018.04.030

Huang S, Kupor D, Maimaran M, Weihrach A. Leveraging means–goal associations to boost children’s water consumption: Persuasion in a four-school three-month field experiment. *Journal of the Association for Consumer Research*. 2019; 4(1):77-86.

Ericson KM, Geissler K, Lubin B. The Impact of Partial-Year Enrollment on the Accuracy of Risk Adjustment Systems: A Framework and Evidence. *American Journal of Health Economics*. 2018; 4(4):454-478.

Fryer A, Singer S & Tucker A. The Impact of Middle Manager Affective Commitment on Perceived Improvement Program Implementation Success. *Health Care Management Review*. 2018; 43(3):218-228.

Horny M, Cohen A, Duszak R, Christiansen C, Shwartz M, Burgess J. Dense Breast Notification Laws: Impact on Downstream Imaging after Screening Mammography. *Medical Care Research and Review*. 2018

Sullivan J, Shin M, Engle R, Yaksic E, Lukas C, Paasche-Orlow M, Starr L, Restuccia J, Holmes S, Rosen A. Evaluating the Implementation of Project Re-Engineered Discharge (RED) in Veterans Health Administration (VA) Hospitals. *The Joint Commission Journal on Quality and Patient Safety*. 2018; 44(11):663-673.



## DEGREE PROGRAMS

**BSBA Cross-Functional Concentration:**  
Health and Life Sciences Sector

### MBA Program

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

## 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

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

A comprehensive course of study is offered to early careerists and working professionals, with a primary focus on health services delivery, consulting, and health information technology. Among the degree programs are the dual degree MBA/MHA, which in 2017 received the CAHME/Cerner Award for Excellence in Healthcare Management Systems Education, and the MHA, which combines health administration and business or healthcare administration. Affiliated centers include the [Center for Health Services Research](#); [Center for Health Information Technology](#); and [Health Policy Center, Andrew Young School of Policy Studies](#).

## ALUMNI

**Richard Burke**, Founder and Chairman, United Healthcare

**Mike Dendy**, 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

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

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

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

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

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

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

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

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.

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 healthcare 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 healthcare community.

Six second-year MBA courses focus solely on healthcare including, Lab to Market, 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 healthcare-related, and about 120 HBS students accept positions in healthcare 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 Entrepreneurship 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.

### 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



### DEGREE PROGRAMS

**MBA Program**

**PhD in Health Policy Management**

**Executive Education health care courses**

**Joint Health Care Degree Programs**

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

### RECENT PUBLICATIONS

Stern AD, Huckman RS. The Brigham and Women's Hospital Innovation Hub: Driving Internal Innovation October 2018 (Revised April 2019).

Dafny LS. *American Economic Journal: Economic Policy*. Does It Matter if Your Health Insurer Is For Profit? Effects of Ownership on Premiums, Insurance Coverage, and Medical Spending. February 2019.

Herzlinger RE, Barua B. *Wall Street Journal*: "Europe's Alternative to Medicare for All" April 16, 2019.

Kaplan RS, Porter ME, Feeley TW, Hernandez A. Medtronic: Navigating a Shifting Health Care Landscape. January 2018 (Revised June 2018).

Kaplan RS. Time-Driven Activity-Based Cost Analysis for Outpatient Anticoagulation Therapy: Direct Costs in a Primary Care Setting with Optimal Performance. *Journal of Medical Economics*. 2019.

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

Huang L. Proceedings of The National Academy Of Sciences of The United States of America. Patient-Physician Gender Concordance and Increased Mortality Among Female Heart Attack Patients August 21, 2018



## 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 GermanGesundes 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

- 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.
- Senior Executive Programme in Global Health Innovation Management. With Heidelberg University, Germany; INCAE Business School, Costa Rica; Strathmore Business School, Kenya.

### IESE Custom Programs

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



**INCAE Business School** is one of the leading business schools in Latin America. Founded 50 years ago by Harvard Business School, INCAE has been ranked by the *Financial Times* as a top global MBA program, and by *The Wall Street Journal* as one of the world's top 10 international business schools. In recent years, INCAE has been growing health management education and research to promote quality healthcare delivery in the region.

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

**Senior Executive Program on Global Health Innovation Management (SEP\_GHIM)** provides an opportunity to gain the knowledge and skills to implement innovations in the area of Global Health. Launched in 2019, the program is a partnership with BAHM member **IESE Business School** and ISG Global in Barcelona, Heidelberg University in Germany, and Strathmore Business School in Kenya. It is financed by EIT Health and it is currently in its first edition.

## ALUMNI

**Arturo Alfaro**, Country Leader for Central America, Boston Scientific

**Wendy Berrio**, General Manager, Centro Médico del Caribe

**Erlin Rugama**, CEO Farmacias Premier, Nicaragua

**Mario Ruiz**, Medical Director, Caja Costarricense de Seguro Social

**Jose Manuel Terán**, Medical Director, San Fernando Hospital

**Anton Zamora**, CEO, Salud a un Click



## DEGREE PROGRAMS

### Central American Healthcare Initiative (CAHI) Fellowship

#### Executive Program

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

## RECENT PUBLICATIONS

Prado AM, Pearson AA, Bertelsen NS. Management Training in Global Health Education: A Health Innovation Fellowship Training Program to Bring Healthcare to Low-income Communities in Central America, *Global Health Action*. 2018; 11 (1): 1-9. doi.org/10.1080/16549716.2017.1408359.

Prado AM, Pearson, A Selva G, AMOS Health and Hope. *Harvard Business School Publishing*, SEKN collection, SKE167-ENG, 2018. (A Spanish version of the case and the corresponding teaching note are also available).

Ickis J, Prado AM, Avalos B. Nutrivida. *Harvard Business School Publishing*, SEKN collection, SKE169-ENG, 2018. (A Spanish version of the case and the corresponding teaching note are also available.)

Ickis, J, Pearson, A. Teensmart. *Harvard Business School Publishing*, SEKN collection, SKE175-ENG, 2019 (A Spanish version of the case and the corresponding teaching note are also available).

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 offers the following healthcare programs/courses:

- Healthcare Management concentration, [Post Graduate Programme in Management \(PGP-M\)](#), the one-year residential MBA equivalent program (Indian regulations do not allow independent institutions to grant a Master's degree).
- [Advanced Management Programme in Healthcare \(AMPH\)](#), a mid-career modular program for clinicians and administrators designed to create a management and leadership cadre to support the fast-growing Indian healthcare delivery sector.
- The healthcare-specific [India Immersion Programme](#) for foreign universities and professionals who want to understand healthcare innovation, technology, biopharma industry and delivery system in emerging economies.

## ALUMNI

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

**Mahesh Joshi**, Dr., Chief Executive Officer at Apollo Home Healthcare Limited

**Rajiv Nair**, CEO, Kaya Limited

**Sandeep Gudibanda**, Co-founder of NephroPlus and serial entrepreneur

**Satyanarayana Chava**, Dr., CEO, Laurus Labs

**Shikha Bagai**, Chief Financial Officer, Aditya Birla Health Insurance Company Limited

**Shubhra Mehrotra**, Executive Director, Head – Business Development, Licensing and Strategic Alliances, Sandoz Inc

**Subramani Ramachandrappa**, CMD, Richcore Lifesciences

**Suhail Alam**, Head Data Science and AI innovation execution, Novartis

**Vikram Thaploo**, CEO, TeleHealth and Government Businesses, Apollo Hospitals

**Zahabiya Khorakiwala**, MD, Wockhardt Hospitals



## DEGREE PROGRAMS

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

**Advanced Management Programme**  
in Healthcare

## RECENT PUBLICATIONS

Adam C. Powell, Preeti Singh, et al. "The Complexity of Mental Health App Privacy Policies: A Potential Barrier to Privacy." *JMIR: mHealth and uHealth*. 2018;6(7):e158.

Adam C. Powell, Jasmine K. Ludhar, et al. "Health Information System Use in an Affluent Region in India: Findings from a Survey of Chandigarh Hospitals." *International Journal of Medical Informatics*. 103 (2017) 78–82 doi: 10.1016/j.ijmedinf.2017.04.011

Pho MT, Deo S, Palamounat 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.

# 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 healthcare, 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

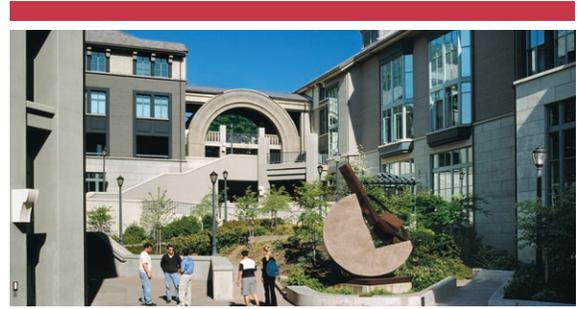
**Ralph Bahna**, MBA 65, CEO of Cunard Line (1980–1989), chairman of Priceline.com (2004–2013), founder of Club Quarters

**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.



UNIVERSITY OF MIAMI  
**MIAMI HERBERT**  
 BUSINESS SCHOOL

One of the oldest U.S. business school-based executive education programs in healthcare, the [University of Miami Executive MBA in Health Management and Policy Program](#) prepares graduates for leadership positions in healthcare and healthcare-related organizations, 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 school also offers a joint MD/MBA degree program as well as a business school-based Master in Health Administration, and an undergraduate major and minor in the field.

[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, including the annual Business of Healthcare Impact Conference.

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

**RECENT PUBLICATIONS**

Mortensen K, French MT, Alcala 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.

Diaz RE, Friedman MA, Di J, Beet A, Kirkpatrick B, Reich A, Kirkpatrick G, Ullmann SG, Fleming LE, Hoagland P. Neurological illnesses associated with Florida red tide (*Karenia brevis*) blooms. *Harmful Algae*. 2019; 82:73-81.

Hu T, Mortensen K, Chen J. Medicaid Managed Care in Florida and Racial and Ethnic Disparities in Preventable Emergency Department Visits. *Medical Care*. June 2018; 56(6):477-83

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*. 2018; Volume 3, Issue 2.



**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.

## ALUMNI

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

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

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

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

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

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

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

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

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

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



## DEGREE PROGRAMS

MD/MBA

MHA/MBA

MPP/MBA

PharmD/MBA, MILI specialization

## RECENT PUBLICATIONS

Abdi A, Chatterjee C, Drev M, Mishra A. When the Big One Came: A Natural Experiment on Demand Shock and Market Structure in India's Influenza Vaccine Markets. *Production & Operations Management*. 2019; 28(4) 810-832.

Kim D, Funk RJ, Phyllis Yan, Nallamothu BK, Zaheer A, Hollingsworth JM. "Informal Clinical Integration in Medicare Accountable Care Organizations and Mortality Following Coronary Artery Bypass Graft Surgery." *Medical Care* 57, no. 3. 2019; 194-201.

Crespin DJ, Christianson JB, McCullough JS, Finch MD, "Do health systems respond to the quality of their competitors?" *The American Journal of Managed Care* 2019; 25 (4), e104-e110.

Parente ST, Feldman R, Sandy L. Does Transparency Matter? The Impact of Provider Quality and Cost Information on Health Care Cost and Preventive Services Use. *J Health Med Econ*. 2019; Vol.5 No.1:3.

Mukherjee UK, Sinha KK. Robot-assisted surgical care delivery at a hospital: Policies for maximizing clinical outcome benefits and minimizing costs. *Journal of Operations Management* (Special issue on "Healthcare: Effective Care, Lower Cost"). 2019.

Lo AW, and Thakor RT. "Risk and Reward in the Orphan Drug Industry." *The Journal of Portfolio Management* 2019; 45 (5), 30-45.

Jeffery M, Hooten M, Jena A, Ross J, Shah N, Karaca-Mandic P. Changes in co-prescribing of prescription opioids and benzodiazepines following 2016 Centers for Disease Control and Prevention guidelines. *JAMA Open*, 2019; 2(8).

Snider J, Brauer M, Batt K, Hao Y, Karaca-Mandic P, Zhang J, Goldman D. The Potential Impact of CAR T-Cell Treatment Delays on Society. *American Journal of Managed Care*. 2019.



**UNC**  
KENAN-FLAGLER  
BUSINESS SCHOOL

**The Center for the Business of Health at UNC Kenan-Flagler Business School** is a multidisciplinary initiative that seeks to bring together expertise from across UNC to create knowledge, prepare business leaders, and to convene important conversations around the business of healthcare. This effort spans Carolina’s campus, bringing together the university’s leading health sciences divisions with the schools of business, social work, information and library science, and law as well as departments in the College of Arts & Sciences. By building on this collaborative powerhouse of talent, Kenan-Flagler seeks to distinguish itself and the University as leading national voices in the business of healthcare.

The Center is committed to building robust curricular offerings, sponsored and academic research opportunities, and programming and events within each of our core focus areas.

- Improving Healthcare Delivery
- Paying for Healthcare
- Healthcare Innovation and Entrepreneurship

Officially launched in 2018, The Center for the Business of Health houses the MBA Healthcare Concentration with a curriculum of over 12 healthcare electives. It also works closely with the MBA Healthcare Club, which is the largest student club at UNC Kenan-Flagler. Together with the Healthcare Club, we host the Annual UNC Business of Healthcare Conference which brings together students, industry executives, academic researchers, and public policy leaders to discuss the most pressing problems in healthcare today.

## 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**

**Joint Health Care Degree Programs**

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

## RECENT PUBLICATIONS

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

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

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

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

Clark, Jonathan R., Kuppuswamy, Venkat, & Staats, Bradley R. 2018. Goal-Relatedness and Learning: Evidence from Hospitals. *Organization Science*. 29(1): 100-117.

Branda, Megan E., Chandrasekaran, Aravind, Tumerman, Marc D., Shah, Nilay D., Ward, Peter, Staats, Bradley R., Lewis, Theresa M., Olson, Diane K., Giblon, Rachel, Lampman, Michelle A., Rushlow, David R. 2018. Optimizing huddle engagement through leadership and problem solving within primary care: A study protocol for a cluster randomized trial. *Trials*. 19: 536-542.

Staats, Bradley R., KC, Diwas, & Gino, Francesca. 2018. Maintaining Beliefs in the Face of Negative News: The Moderating Role of Experience. *Management Science*. 64(2): 804-824.

Staats, Bradley R., Dai, Hengchen, Hofmann, David A., & Milkman, Katherine L. 2017. Motivating Process Compliance through Individual Electronic Monitoring: An Empirical Examination of Hand Hygiene in Healthcare. *Management Science*. 63(5): 1563-1585.

Dai, Hengchen, Milkman, Katherine L., Hofmann, David A., & Staats, Bradley R. 2015. The Impact of Time at Work and Time off from Work on Rule Compliance: The Case of Hand Hygiene in Healthcare. *Journal of Applied Psychology*. 100(3): 846-862.



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

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

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

## RECENT PUBLICATIONS

Burns LR, Pauly MV. Transformation of the Health Care Industry: Curb Your Enthusiasm?. *The Milbank Quarterly* 96.1. 2018; 57-109.

Lee YSH, Nembhard IM, Cleary PD. Dissatisfied Creators: Generating Creative Ideas Amid Negative Emotion in Health Care. *Work and Occupations*. (Forthcoming, in print). 2019.

Grennan M, Swanson A. Transparency and Negotiated Prices: The Value of Information in Hospital-Supplier Bargaining. *Journal of Political Economy*. (Forthcoming).

Rea P, Pauly MV, and Burns LR. (Eds.). *Managing Discovery: Harnessing Creativity to Drive Biomedical Innovation* (Cambridge, UK: Cambridge University Press, 2018).

Alpert, A., Powell, D., & Pacula, R. L. (2018). Supply-side drug policy in the presence of substitutes: Evidence from the introduction of abuse-deterrent opioids. *American Economic Journal: Economic Policy*, 10(4), 1-35.

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.



## 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

## ALUMNI

**Paula Steiner**, President and CEO, Health Care Services Corp.

**Jeffrey Marrazzo**, CEO, Spark Therapeutics

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

**Craig Samitt**, President 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

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

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

**Jay Desai**, Co-Founder and CEO, PatientPing

**David Baiada**, CEO, Bayada Home Health Care

**Anya Schiess**, Co-Founder, General Partner, Healthy Ventures

**Carolyn Magill**, CEO, Aetion

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. Healthcare in Canada is a \$200 billion sector and Canada's largest employer.

**The Sandra Rotman Centre for Health Sector Strategy** is home for all research, teaching and student activities focused on healthcare and life sciences.

The Centre has identified three strategic areas of focus to increase its impact and thought leadership locally, nationally and internationally:

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

The MBA Major in Health Sector Management focuses on management in healthcare delivery systems, pharmaceutical and biotechnology sales and marketing, life sciences product commercialization, and related consulting and financial industries.

The new **Global Executive MBA for Healthcare and the 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

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

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

**Kevin Lobo**, President and CEO, Stryker Corporation

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

**David Murphy**, CEO, Centric Health

**Lorne Sugarman**, CEO, Wellpoint Health Services

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



## DEGREE PROGRAMS

**MBA** (full- and part-time)

– Major in Health Sector Management

**Executive MBA**

**Global Executive MBA**

**Global Executive MBA for Healthcare and the Life Sciences**

**Executive Programs in Healthcare (non-degree)**

## RECENT PUBLICATIONS

Entrepreneurship in Global Health: How Non-Profit and For-Profit Ventures Increase Access, Efficiency, and Quality of Care (with Kathryn Mossman, Onil Bhattacharyya, and Anita McGahan), University of Toronto Press. 2019.

Jamieson, Trevor, and Avi Goldfarb. 2019. Clinical Considerations When Applying Machine Learning to Decision-Support Tasks vs. Automation. *BMJ Quality and Safety* doi: 10.1136/bmjqs-2019-009514.

Shaw Jay, Frank Rudzicz, Trevor Jamieson, and Avi Goldfarb. Artificial Intelligence and the Implementation Challenge. *Journal of Medical Internet Research*. 2019. 21(7):e13659 DOI: 10.2196/13659

Elias, J, Lacetera, N. and Macis, M.: Paying for Kidneys? A Randomized Survey and Choice Experiment, *American Economic Review*. 109, 8, 2855-88, 2019.

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



# 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

Lye CT, Forman HP, Gao R, Daniel JG, Hsiao AL, Mann MK, deBronkart D, Campos, CO, Krumholz, HM. Assessment of US Hospital Compliance With Regulations for Patients’ Requests for Medical Records. June 11, 2019. *JAMA Network Open*. 2018;1(6):e183014.

Lye CT, Krumholz HM, Eckroate JE, Daniel JG, deBronkart D, Mann MK, Hsiao AL, Forman HP. Evaluation of the Patient Request Process for Radiology Imaging in U.S. Hospitals. *RSNA Radiology*; 2018.

Scott Morton FM, Stern AD, Stern S. The Impact of the Entry of Biosimilars: Evidence from Europe. *Review of Industrial Organization*. August 25, 2018.

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

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

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

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

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

One of the Center's leading faculty members, R. Lawrence Van Horn, played an instrumental role in developing the [Presidential Executive Order of June 24, 2019](#), designed to make healthcare costs transparent for the American consumer.

The Vanderbilt Business Healthcare Association recently held a three-part, student-organized "Talking Health Series" featuring leaders in healthcare delivery and policy. The first series, "Discussing quality and appropriateness in health care," featured Professor Van Horn and Dr. Marty Makary, author of *The Price We Pay* and *UNACCOUNTABLE*.

## 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