



**BUSINESS SCHOOL ALLIANCE
FOR HEALTH MANAGEMENT**

2022 ANNUAL REPORT



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

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



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

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

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

The crisis of the COVID pandemic has revealed tremendous strengths and glaring failures of the healthcare system. Based on outstanding basic and translational research, we were able to develop and manufacture vaccines for this deadly virus in record time. However, the marketing science behind vaccine promotion lagged the clinical science in many markets. Digital tools such as telemedicine showed the remarkable latent innovation capacity in healthcare, yet business strategies continue to move us back to an ex-ante model of care delivery. Through all this, the continued reports of the glaring disparities in health outcomes across race and ethnicity, and across countries, drive a growing call for action and change. All of these results motivate the BAHM member schools to pursue their mission of developing leaders with the knowledge, leadership skills, and technical skills to drive our field forward.

Here are highlights of BAHM's recent milestones and a look ahead:

BAHM's journal, *Health Management, Policy and Innovation (HMPI.org)*, is transitioning to a new editorial team following the passing of Will Mitchell, the journal's editor in chief. Will, a beloved professor at the University of Toronto's Rotman School of Management and a respected scholar in the global strategy and healthcare management field, spearheaded the journal's relaunch in 2017 and helped guide its growth and impact around the globe. We, Kevin Schulman and Kirsten Gallagher, have assumed the roles of editor-in-chief and managing editor, respectively. In addition, we have assembled a strong group of faculty members from our BAHM programs to serve as Senior Associate Editors. In a next step, we will be revamping the submission and review process and focusing on further broadening and strengthening the impact of the journal. We are determined to remain an open-source journal. Helping to support that goal, is a generous donation we received from the Ludy Family Foundation.

The BAHM case competition returned to an in-person event, with the option for students outside of North America to participate online. Baylor University's Hankamer School of Business Robbins Institute of Health Policy and Leadership hosted the competition in April 2022. Students worked collaboratively, many of them across campuses and continents, to compete for cash prizes as they envisioned the "Hospital of the Future." Bill and Mary Jo Robbins and the Robbins Foundation generously funded the event and also made it possible for students from INCAE Business School in Costa Rica to participate in person. It is our aim to make it possible for all BAHM programs, regardless of location, to be able to compete in what is now a truly global "Business of Healthcare" competition.

Our strategic priorities are leveraging BAHM members' existing collaborations and their potential to grow. Members have spearheaded new initiatives focused on showcasing faculty research, including junior faculty, exchanging more detailed curriculum information, facilitating engagement and learning opportunities for students across BAHM-member schools, and opening up BAHM's know-how and resources to other health management programs and their students. All these efforts serve our mission to advance health management education, research, and thought leadership.

Finally, the ongoing refinement of our operational and accounting processes continues under the guidance of BAHM Treasurer Ned Rimer at BU Questrom's School of Business. We have also engaged new operational assistance to support BAHM's expanding activities and growth. As an organization, we're excited to see BAHM mature and work to achieve the mission of supporting our member schools.

Kevin Schulman
President, BAHM

Kirsten Gallagher
Managing Director, BAHM

PROGRAM NOTES

- ▶ **The Robbins MBA Healthcare Program at Baylor University's Hankamer School of Business brought the Army-Baylor University Graduate Program in Health and Business Administration into BAHM's member circle.** Faculty from the Army-Baylor MBA Program, which is affiliated with Baylor's MBA Healthcare Program, will now participate in BAHM activities.

In other Baylor and Army Baylor news:

- **The Army-Baylor MHA/MBA Program** welcomed a new Program Director, LTC(P) Dan Wood. He succeeded COL Theresa Hinnerichs in September 2022. In other news, the Army-Baylor MHA/MBA program won the 2022 Higher Education Network Award at the American College of Healthcare Executives Annual Congress.
- **The Robbins MBA Healthcare Program** adds Global Health Immersion to its offerings. The program's inaugural trip was to San Jose, Costa Rica, during which 22 students, along with accompanying faculty and an advisory council member, engaged with fellow BAHM-member INCAE Business School. With input from Andrea Prado, INCAE health management professor, students visited a community clinic, Costa Rica's largest private hospital, and Medtronic's Costa Rican manufacturing facility. Andrea Prado also arranged a lecture with Alvaro Salas, the "father" of the Costa Rican healthcare system.



- ▶ **CU Denver Business School's Health Administration MBA program introduces a Global Healthcare Business course** in partnership with the International Hospital Federation. This nine-week course provides students an in-depth look at global healthcare business and includes an international visit.



- ▶ **The Indian School of Business's Max Institute of Healthcare Management, in collaboration with ISB Executive Education, launched two new programs:**
 - **Accelerating Digital Transformation in Healthcare (ADTH)** is a topic-focused program for healthcare leaders seeking to leverage digital technology to create a renewed value proposition for their businesses. The first run in September 2022 attracted senior executives from providers, tech/consulting firms, and foundations.
 - **The Certificate Programme in Healthcare Management (CPHM)** is a 12-week asynchronous program positioned as a primer for first-time healthcare management learners delivered through the partner Emeritus.

- ▶ **Miami Herbert Business School MBA programs were awarded accreditation by the Association of MBAs (AMBA)**, only the third school in the United States to achieve this distinction.

On a separate note, the **Health Management and Policy department is proud to note that its faculty includes two former Secretaries of Health and Human Services:** Secretaries Donna Shalala, served in the Clinton Administration, and Alex Azar, who served in the Trump Administration. They will be co-teaching the Health Care Policy course in the school's Executive MBA in Health Management and Policy Program.

- ▶ **The University of Minnesota Carlson School of Management's new Business Advancement Center for Health (BACH), led by Pinar Karaca-Mandic, engages interdisciplinary experts from academia, industry, and the community** to design and evaluate business-driven innovations that address gaps of equity in healthcare. Two research projects are examples of the center's milestones to date:

- **The award-winning COVID-19 Hospitalization Tracking Project** collected, tracked, and reported hospitalization data, which informed the public and policymakers during the pandemic. The project, which came to a close in August, received six awards and recognitions; had more than 650,000 website views; and resulted in 11 published studies, 140+ reports, and more than 275+ media citations including in the *New York Times*, *The Wall Street Journal*, *Bloomberg*, *NPR*, *Forbes*, and many others. Contributing to the project were 17 undergraduate and five graduate research assistants.

- **BACH is leading a new research project, "Social Bonds as a Pooled Financing Mechanism to Address Social Drivers of Health Equity," funded by the Robert Wood Johnson Foundation.** This three-year grant is focused on designing and evaluating a novel financial instrument to align Medicaid managed care organizations (MCOs) and establish sustainable funding for targeting social influencers of health (SIH), such as housing and food insecurity. The project is a collaboration between the Carlson School of Management and the Minnesota Hospital Association, with support from the Minnesota Department of Human Services, Minnesota Department of Health, Minnesota Council of Health Plans, Piper Sandler, PrimeWest Health, Amherst H. Wilder Foundation, Second Harvest Heartland, and StratisHealth.

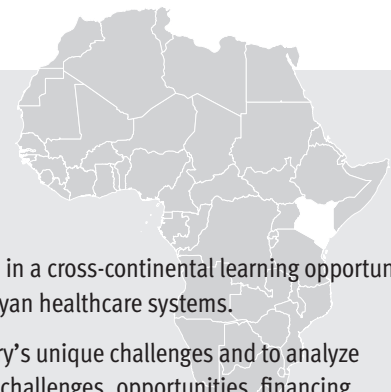
- ▶ **Yale University's Pozen-Commonwealth Fund Fellowship in Health Equity Leadership, an MBA degree-granting fellowship, is now in its fourth year.** The fellowship covers the cost of the MBA for Executives program and gives healthcare practitioners the leadership skills and the deep understanding of teams, markets, and organizations necessary to tackle inequities in the U.S. healthcare system. The Fellowship includes a suite of educational, co-curricular, and practical experiences and activities that work in concert with a rigorous executive MBA program. These are designed to help accelerate the capabilities of emerging leaders, including a yearly domestic immersion experience, a health equity leadership workshop series, mentorship with faculty and national board of advisors and a required capstone project.

UNC and Strathmore Students Analyze Impacts of Universal Healthcare in the US and Kenya

For the third year in a row, UNC Kenan-Flagler and Strathmore Business School have partnered in a cross-continental learning opportunity, this time with a focus on evaluating the impact of universal healthcare in both the US and Kenyan healthcare systems.

In November and December 2022, students met virtually each week to learn about each country's unique challenges and to analyze best practices applicable across both cultures. Specifically, the course explored the concepts, challenges, opportunities, financing, and implementation of universal health coverage and the special role innovation can play in advancing those endeavors.

"This course was a fantastic opportunity to connect with global colleagues in healthcare. After seeing how connected health issues are during the pandemic, this class provided an open forum to challenge our existing notions on universal healthcare and how to balance cost with our social responsibility to one another." – Mary Elizabeth Entwistle, Evening MBA, Class of 2023, UNC Kenan-Flagler Business School



► **BAHM Global Case Competition Hosted by Baylor University: Five Student Teams Recognized for “Hospital of The Future” Solutions to the Rural Healthcare Crisis**

BAHM’s global student case competition, hosted by the Baylor University Hankamer School of Business Robbins Institute for Health Policy and Leadership, envisioned “the hospital of the future” to address the need for sustainable long-term care in underserved communities around the world. Participating in the event on April 8, 2022, were more than 60 MBA students from BAHM-member universities in North America, Costa Rica, India, Kenya, and Spain. Students unable to attend in person participated virtually, and synchronously.

An international group of distinguished academics and healthcare and hospital industry leaders scored the winning teams:

- **Baylor University (1st place):** Stephanie Dodgen, Cholan Wijekumar, Joseph Spear: A rural health alliance serving the East Oklahoma Native American population by linking six rural hospitals, centralizing contracting, partnering with specialists, and providing home health, mobile health, and telehealth services.
- **University of Minnesota (2nd place):** Ikram Khan, Yu-Hsiang Hung, Erin Green, Dan Muggee: An integrated health system for Jharkhand, India, focused on community health workers who provide basic health services and education and the referral of more acute cases to specialty practitioners.
- **Boston University (3rd place):** Leah Levine, Lucia Ryll, Christina Young, Evan Piccirillo: A critical access hospital in Downeast Maine financed through an accountable care organization, allowing for the redistribution of funds toward preventive care and creating the financial flexibility for innovative system integration.
- **Baylor University / Indian School of Business (4th place):** Riley Griffin, Katherine Griffith, Dr. Vijay Karan Reddy: Community-based health resource guides and councils, provider partnerships and transportation solutions integrated to support the rural American Indians of Oklahoma.
- **Indian School of Business (International Judges Award):** Jyotiprava Pattanaik, Bikash Sahu, Sriram Chavali, Praveen Gopan: A “hub and spoke” model involving private, public, philanthropic and community stakeholders to deliver holistic population health services in a remote, resource-constrained area in Odisha, India. (This new award was selected by industry leaders in the U.S. and abroad who acted as 2021 competition judges)

The case competition has always been an annual BAHM focus, with most events held on BAHM-member campuses. However, the pandemic necessitated all-virtual events in 2020 and 2021, promoting collaboration across campuses and continents.

The 2023 BAHM global case competition is hosted by the Yale School of Management and, like Baylor’s, is a hybrid event open to BAHM-affiliated students worldwide.



Competition winners, hosts, sponsors, and BAHM representatives at Baylor University

Baruch COLLEGE

ZICKLIN SCHOOL OF BUSINESS

The **Executive MBA in Healthcare Administration Program** at the **Zicklin School of Business, Baruch College**, welcomed its 53rd cohort of students in 2022. The **22-month program** for practicing professionals is accredited by AACSB, with classes held on the top floor of Baruch's Newman Vertical Campus in midtown Manhattan. Program faculty is comprised of professors from the Zicklin School of Business and other institutions, as well as industry practitioners who are dedicated to sharing their knowledge of the healthcare industry. Graduates attain senior positions within the field and work in a wide range of healthcare organizations that reflect the diversity of the field and the diversity of populations they serve.

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

ALUMNI

Susan Fox, President and CEO, White Plains Hospital

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

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

David H. Ganz, CEO & Board Member, Vertical Health

Barry R. Freedman, President & CEO, Albert Einstein Healthcare Network

John N. Kastanis, CEO, University Hospital in Newark

John Byrne, Senior Vice President, Operations, The Brookdale University Hospital and Medical Center

Brian Meltzer, MD, Vice President, Global Medicine Leader, Alexion Pharmaceuticals

Susan R. Flics, Assistant Vice President, Operations, Hospital for Special Surgery

Jeffrey J. Menkes, CEO, Burke Rehabilitation Hospital

Marc N. Zimmet, President, Zimmet Healthcare Services Group

Wendy Z. Goldstein, President & CEO, NYU Lutheran Medical Center

Bruce J. Flanz, President and CEO, MediSys Health Network Inc.

Richard Pell, Senior Vice President, Administration, Genesis Healthcare



DEGREE PROGRAMS

Executive MBA in Healthcare Administration

RECENT PUBLICATIONS

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

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

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

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

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

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

Özden Engin Çakıcı, Alex F. Mills. 2022. Telehealth Pay Parity: The Current Debate and Insights from Business Research. *Health Management, Policy and Innovation* (www.HMPI.org), Volume 7, Issue 3.

A.F. Mills, J.E. Helm, and Y. Wang (2020). "Surge Capacity Deployment in Hospitals: Effectiveness of Response and Mitigation Strategies." *Manufacturing and Service Operations Management*, in press.

Q. Kong, S. Li, N. Liu, C-P. Teo and Z. Yan (2020). Appointment Scheduling under Schedule-Dependent Patient No-show Behavior. *Management Science* 66(8) 3295-3798.

A.F. Mills and J.E. Helm (2020). "Medical Surge: Lessons for a Pandemic from Mass-Casualty Management." *Health Management, Policy, and Innovation* (HMPI.org) 5(1)



Baylor University

HANKAMER SCHOOL OF BUSINESS
Robbins Institute for Health Policy and Leadership

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

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

RECENT PUBLICATIONS

Lin H, McCarthy I, Richards MR. (2021) Hospital Pricing following Integration with Physician Practices, available online ahead of print, *Journal of Health Economics*

Munnich E, Richards MR. (2021) Long-Run Growth of Ambulatory Surgery Centers 1990-2015 and Medicare Payment Policy, online ahead of print, *Health Services Research*. Print Citation: 2022, 57(1): 66-71.

Nikpay S, Nshuti L, Richards MR, Buntin MB, Polsky D, Graves JA. (2022) Geographic Variation in Hospital-Based Physician Participation in Insurance Networks, *JAMA Network Open*, 5(5).

Richards MR, DS Tello-Trillo. (2021) Private Coverage Mandates, Business Cycles, and Provider Treatment Intensity, *Health Economics*, 30(5): 1200-1221.

Richards MR, Leech A, Stein BD, Buntin MB, Patrick SW. (2021) Medicaid Prevalence and Opioid Use Disorder Treatment Access Disparities, online ahead of print, *Health Services Research*

Richards MR, Seward J, Whaley C. (2021) Treatment Consolidation after Vertical Integration: Evidence from Outpatient Procedure Markets, online ahead of print, *Journal of Health Economics*

Rupert DJ, Jordan AM, Ziemian MA, Brown RM, Fleming NS, RC Lefebvr. Understanding US Physician and Pharmacist Attitudes Toward Biosimilar Products: A Qualitative Study. *BioDrugs* (2022).

Whaley C, Zhao X, Richards MR, and Damberg C. (2021) Higher Medicare Spending on Imaging and Lab Services after Primary Care Physician Group Vertical Integration, *Health Affairs*, 40(5): 702-709.



DEGREE PROGRAMS

Robbins MBA Healthcare Program
(Residency Track)

Robbins MBA Healthcare Program
(Pre-Clinical Track)

PhD in Health Services Research,
Executive MBA Healthcare Concentration

JD-MBA Healthcare Program

ALUMNI

Stephen Chandler, Chief Operating Officer, Henrico Doctors' Hospital – HCA, Henrico, Virginia, Blacksburg, VA

Brian Elisco, Arizona Group CEO, Tenet Healthcare, Phoenix, AZ

Ryan Gebhart, President, Baylor Scott and White Medical Center Centennial, Frisco, TX

Charles Goldwait, System Vice President, Strategy & Community Health, Peace Health, Portland, OR

Cole Kaleta, Regional Director, Physician Practice Operations, Memorial Hermann Health System, Missouri City, TX

Maria Morales Menendez, COO, Delray Medical Center, Tenet, Delray Beach, FL

Stephen Garner, CEO, Abrazo Arrowhead Campus, Tenet Healthcare, Phoenix, AZ

Alexandra Colyer Brock, COO, HCA Houston Healthcare North Cypress, Houston, TX

Will Turner, President, Baylor Scott & White Medical Center, Waxahachie, TX

Joel North III, COO, HCA Houston Healthcare Kingwood, Houston, TX

ARMY-BAYLOR

The Army-Baylor University Graduate Program in Health and Business Administration is located at Fort Sam Houston, San Antonio, Texas. The two-year program consists of a didactic phase and a residency phase. During the 12-month didactic phase at Fort Sam Houston, Army-Baylor students complete 57 hours of graduate coursework towards the 66 hours required for a Master of Health Administration (MHA) awarded by the Baylor University Graduate School. Alternatively, dual tracked students complete 78 hours to be applied towards the 87 credit hours needed for the joint MHA/MBA degree from the Baylor University Graduate School and Baylor University School of Business. The Program is fully accredited by the Commission on Accreditation of Healthcare Management Education (CAHME) and the joint MHA/MBA degree is awarded with accreditation standing from the Association for the Advancement of Collegiate Schools of Business (AACSB).

In the second year, students complete a 12-month Administrative Residency to complete the remaining 9 credit hours towards the respective degree(s). Residency provides students an opportunity to integrate graduate management and health administration concepts and principles in an applied setting under the mentoring supervision of a highly qualified preceptor. Residents receive thorough exposure to various organizational challenges in the marketplace and complete a portfolio of projects to enable organizations to operate more efficiently and effectively.

Since the last CAHME accreditation in 2014, the Army-Baylor program offers the one-year Executive Clinical Leadership (ECL) accelerated track for military officers with significant clinical experience. The ECL track embeds residency requirements into the didactic year to reduce the time away from patient care. The Army-Baylor Program was recently reaccredited by CAHME in Fall 2022.

PROGRAM NEWS

- The Army-Baylor MHA/MBA Program obtained reaccreditation from the CAHME (Commission on Accreditation of Healthcare Management Education) in 2022.
- COL Timothy Switaj, Army-Baylor Class of 2017 was awarded the Robert Graham Physician Executive Award from the American Academy of Family Physicians for his noteworthy contributions as a physician leader for the Defense Health Agency and Army Medicine.
- The Army-Baylor MHA/MBA Program welcomes a new Program Director, LTC(P) Dan Wood. He succeeded COL Theresa Hinnerichs in September 2022.
- The Army-Baylor MHA/MBA program won the 2022 Higher Education Network Award at the American College of Healthcare Executives Annual Congress, March 2022.



DEGREE PROGRAMS

- MHA
- MBA
- MHA ECL
- MHA/MBA ECL

ALUMNI

David Rubenstein (MG retired), Executive Mentor and Consultant, US Army Medical Command

Shan K. Bagby (BG retired), Executive Leader Coach and Consultant, Molaro Barrister Associates, LLC.

COL Teresa Hinnerichs, Deputy Surgeon J07 for US Indo-Pacific Command

COL Timothy Switaj, Marketing Assistant Director for Medical Affairs, Chief Medical Officer, Primary Care Optimization Lead for the Defense Health Agency

Dr. Forest S. Kim (LTC retired), Program Director at Baylor University Robbins Healthcare MBA, Hankamer School of Business

Corwin Harper, Recipient of the Bernard Tyson Award, CEO, Ochsner Hospital, Northshore and Mississippi Gulf Coast Region

Rebecca McCormick Boyle, Chief Integration Officer, Catholic Health, Buffalo, New York

Dr. Jesse L. Tucker III, President and CEO at UNC Health Wayne, Goldsboro, NC

Noel J. Cárdenas, FACHE, Senior Vice President & Chief Executive Officer at Memorial Hermann Southeast and Pearland Hospitals, Houston, TX

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

The Health Sector Management MBA includes two tracks: life sciences and healthcare delivery. Each year, the program's students organize the Annual Health and Life Sciences Conference, which brings together more than 250 students and professionals from across the US healthcare industry. The HSM program is also affiliated with the Healthcare Human Resources Forum, which includes human resources professionals with leadership roles in healthcare organizations. In addition to the MBA, Questrom offers a BSBA cross-functional concentration, dual degrees, and executive programs in healthcare.

RECENT PUBLICATIONS

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

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

Queenan C, Cameron K, Snell A, Smalley J, Joglekar N. Patient Heal Thyself: Nudel J, Bishara AM, de Geus SWL, Patil P, Srinivasan J, Hess DT, Woodson J. Development and validation of machine learning models to predict gastrointestinal leak and venous thromboembolism after weight loss surgery: an analysis of the MBSAQIP database. *Surg Endosc*. 2020.

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

Conti RM, Turner A, Hughes-Cromwick P. Projections of US Prescription Drug Spending and Key Policy Implications. *JAMA Health Forum*. 2021;2(1):e201613.

Conti RM, Frank RG, Gruber J. Regulating Drug Prices while Increasing Innovation. *N Engl J Med*. 2021;385(21):1921-1923.

Cohen AB. 2020—The Year of Living Dangerously in a COVID-19 World. *The Millbank Quarterly*. 2021;99(2):333-339.

Conti RM, Frank RG, Nichols LM. How Do Commercial Insurance Plans Fare Under Proposed Prescription Drug Price Regulation? *JAMA Health Forum*. 2021;2(12):e214242.

Craig SV, Ericson KMM, Starc A. How Important is Price Variation between Health Insurers? *J Health Econ*. 2021;77:102423.

Benis A, Seidmann A, Ashkenazi S. Reasons for Taking the COVID-19 Vaccine by US Social Media Users. *Vaccines (Basel)*. 2021;9(4):315.



DEGREE PROGRAMS

BSBA Multidisciplinary Concentration:
Health and Life Sciences Sector

MBA Program

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

ALUMNI

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

Eugene Hill, Chairman, SV Health Investors

Karen Lynch, President and CEO, CVS Health

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

Charles L Anderson MD, President and CEO, The Dimock Center



EMORY

GOIZUETA BUSINESS SCHOOL

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

ALUMNI

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

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

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

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

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

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

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



DEGREE PROGRAMS

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

Certificate of Healthcare in Executive MBA Program

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

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

RECENT PUBLICATIONS

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

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

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

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

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

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



J. MACK ROBINSON COLLEGE OF BUSINESS

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

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

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

ALUMNI

Richard Burke, Founder and Chairman, United Healthcare

Mike Dendy, CEO, Carynhealth

Beth Finnerty, President and CEO, Skyland Trail

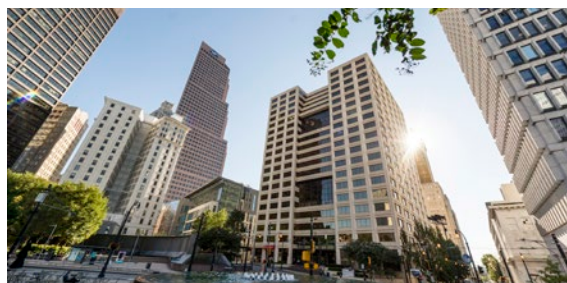
Michele Hood, President/CEO of Eastern Maine Healthcare System, AHA Board of Trustees

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

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

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

Sarah Morrison, CEO and President, Shepherd Center



DEGREE PROGRAMS

MBA/MHA

Master in Health Administration

MBA with Health Administration concentration

JD/MBA/MHA

RECENT PUBLICATIONS

Choi, H., Keil, M., and Baird, A. "Intention to Use Smartwatch Health Applications: A Regulatory Fit and Locus of Control Perspective." *Information & Management*, September 2022 (59:6), 1-40.

Baird, A., Cheng, Y, and Xia, Y. "Telehealth Adoption and Discontinuation by U.S. Hospitals: Results from 2 Quasi-Natural Experiments." *JMIR Formative Research*, 2022 (6:2), e28979.

Baird, A., Kibbe, B., and Lesandrini, J. "Stakeholder Bias in Best Practice Advisories: An Ethical Perspective." *JAMIA Open*. 2020 (3:2), 142-145.

Chen, L., Baird, A., and Rai, A. "Mobile Health (mHealth) Channel Preference: An Integrated Perspective of Approach-Avoidance Beliefs and Regulatory Focus." *Journal of the Association for Information Systems*, 2019 (20:12), 247-265.

Baird, A., Eaton, R., and Sumner, A. "Digital Health Strategy: An Updated Approach to Teaching Graduate-Level Health Information Systems." *Journal of Health Administration Education*, 2019 (36:3), 263-274.

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

Chen L, Baird A, 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).



HARVARD BUSINESS SCHOOL

Health Care Initiative

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

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

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

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

ALUMNI

Stephane Bancel, Founding CEO, Moderna

Kate Bingham, Chair, UK Vaccine Taskforce

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

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

Lissy Hu, CEO and Founder, CarePort

Marcus Osborne, SVP, Walmart Health

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

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



DEGREE PROGRAMS

MBA Program

PhD in Health Policy Management

Executive Education health care courses

Joint Health Care Degree Programs

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

RECENT PUBLICATIONS

Dafny, Leemore, Christopher Ody, and Teresa Rokos. [“Giving a Buck or Making a Buck? Donations by Pharmaceutical Manufacturers to Independent Patient Assistance Charities.”](#) *Health Affairs* 41, no. 9 (September 2022)

Tang, Mitchell, Carter Nakamoto, Ariel Dora Stern, and Ateev Mehrotra. [“Trends in Remote Patient Monitoring Use in Traditional Medicare.”](#) *JAMA Internal Medicine* (August 2022)

Mroczkowski, Krys, Colleen Ammerman, and Rembrand Koning. [“How Abortion Bans Will Stifle Health Care Innovations.”](#) *Harvard Business Review* (website) (August 8, 2022)

Dafny, Leemore S. [“A Radical Treatment for Insulin Pricing.”](#) *NEJM.org* (April 6, 2022)

Stern, Ariel Dora, Avi Goldfarb, Timo Minssen, and W. Nicholson Price II. [“AI Insurance: How Liability Insurance Can Drive the Responsible Adoption of Artificial Intelligence in Health Care.”](#) *NEJM Catalyst Innovations in Care Delivery* 3, no. 4 (April 2022)

Herzlinger, Regina E., and Richard Boxer. [“Transparency as a Solution for COVID-19 Related Hospital Capacity Issues.”](#) *Health Affairs Forefront* (February 18, 2022)

Kluender, Ray, Neale Mahoney, Francis Wong, and Wesley Yin. [“Medical Debt in the U.S., 2009–2020.”](#) *JAMA, the Journal of the American Medical Association* 326, no. 3 (July 2021): 250–256



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

Students enrolled across all degree programs:
4,500+

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

PhD Students:
65 (80% international)

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

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

Executive Masters students:
400 (36% international)

MBA students:
520 (90% international)

Executive MBA students:
450 (44% international)

Nationalities represented: **111**

Participants in Executive Education programs:
8,000



DEGREE PROGRAMS

Executive MBA

Major in Health Care Management

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

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

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



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

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

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

RESEARCH

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

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

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

DEGREE PROGRAMS

MBA Program

- Second-Year Elective Course on Health Innovation Management

Executive MBA

- GEMBA In-Company Project on Health Care

Executive Education

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

IESE Custom Programs

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

ALUMNI

Bernard Courtieu, MBA 91, CEO, Interagen, France

Salvador Casases, Director General, WerfenLife, Spain

Jordi Marti, CEO, CEIGENE, Spain

Antonio Rodriguez, CEO, ISDIN, Spain

Albert Ros, CEO, Boehringer Ingelheim, Spain

Rosend Tost, CEO, Esteve, Spain

Antoni Villaro, COO, Ferrer, Spain

Joan Clos, Anesthetist, former mayor, Barcelona

Cristina Garmendia, former Minister of Science and Innovation, Spain

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



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

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

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

ALUMNI

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

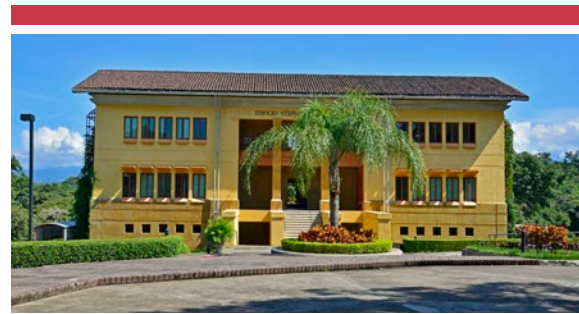
Waxbeny Waleska López, MD, Medical Director, Wuqu' Kawok (Alianza Maya para la Salud), Guatemala

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

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

Dr. Hendrick Miles, Regional Director Cariari Area, Caja Costarricense de Seguro Social, Costa Rica

Dr. Wilman Rojas, Regional Director Central Northern Area, Caja Costarricense de Seguro Social, Costa Rica



DEGREE PROGRAMS

Central American Healthcare Initiative (CAHI) Fellowship

Executive Program

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

RECENT PUBLICATIONS

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

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

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

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

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

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

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

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

Pearson, A.A., Prado, A.M., and Colburn, F. (2021). “The Puzzle of COVID-19 in Central America and Panama.” *Journal of Global Health* 11.

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

ISB currently runs the following healthcare programs:

- Healthcare Management concentration, Post Graduate Programme in Management (PGP): The one-year residential MBA-equivalent program.
- Advanced Management Programme for Healthcare (AMPH): A mid-career modular program for healthcare services industry professionals designed to create a management and leadership cadre to support the fast-evolving Indian healthcare delivery sector.
- The healthcare-specific India Immersion Programme for foreign universities and professionals who want to understand healthcare innovations, technology, the biopharma industry, and delivery systems in emerging economies.

ALUMNI

Aashish Chaudhry, Dr., Aakash Healthcare

Amit K Jotwani, Dr., Cofounder, CMS & Chief Oncologist, Onco.com

Anurag Khosla, CEO, Aetna India

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

Jayshree Kanther Patodi, Cofounder and Partner, Enzia Ventures

Karuna Jain, Cofounder and Partner, Enzia Ventures

Rashi Garg, APAC - Commercial Head, IDT, Danaher Corporation

Ritu Garg, Dr., Chief Growth and Innovation Officer, Fortis Healthcare

Satyanarayana Chava, Founder & CEO, Laurus Labs

Swati Deshpande, Operations Director, Datar Genetics

Vedha Sampath, Dr., Director Strategy, Providence India

Ramya Gujjula, Dr., CEO, NexRea

Sujata Dhanuka, Dr., Head of Operations, Lupin Diagnostics



DEGREE PROGRAMS

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

Advanced Management Programme
in Healthcare

RECENT PUBLICATIONS

Kraig Delana, Sarang Deo, Kamalini Ramdas, Ganesh-Babu B. Subburaman, Thulasiraj Ravilla (2022) Multichannel Delivery in Healthcare: The Impact of Telemedicine Centers in Southern India. *Management Science* o(o).

Sunder M, V., & Prashar, A. (2022). State and citizen responsiveness in fighting a pandemic crisis: A systems thinking perspective. *Systems Research and Behavioral Science*, 1– 24.

Preeti Singh, Adam C. Powell, Utilization Trends of a Government-Sponsored Health Insurance Program in South India: 2014 to 2018, *Value in Health Regional Issues*, Volume 27, 2022, Pages 82-89, ISSN 2212-1099.

Antony & M. Vijaya Sunder (2022) Development of Sustainable Lean Patient Value in Healthcare: A Long-Term Condition Context, *Total Quality Management & Business Excellence*, 33:13-14, 1439-1471.

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

Guilherme Luz Tortorella, Flavio Sanson Fogliatto, Vijaya Sunder M, Alejandro Mac Cawley Vergara & Roberto Vassolo (2022) Assessment and prioritisation of Healthcare 4.0 implementation in hospitals using Quality Function Deployment, *International Journal of Production Research*, 60:10, 3147-3169

Kabra, A., Sachdeva, A., and Sheth, A.2021. Behavioral dynamics affecting COVID-19 vaccination uptake in India. *Health Management, Policy and Innovation (HMPI.org)*, Volume 5, Issue 1, special issue on COVID-19, January 2021.

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

Boutillier JJ, Chan TCY, Ranjan M, Deo S. Risk Stratification for Early Detection of Diabetes and Hypertension in Resource-Limited Settings: Machine Learning Analysis. *J Med Internet Res* 2021;23(1):e20123



JOHNS HOPKINS CAREY BUSINESS SCHOOL

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

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

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

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

ALUMNI

Ryan Beres, Chief Operating Officer, MyPsychiatrist/Ventre Medical

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

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

Kentucky Morrow, Co-Founder of Ralli

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

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

Bhuchitra Singh, MD, MBA, Founder and CEO of Hope Diagnostics



DEGREE PROGRAMS

Master of Science in Health Care Management

RECENT PUBLICATIONS

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

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

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

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

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

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

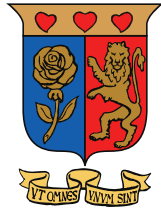
Marr, K., Phan, P. 2020. The valorization of non-patent intellectual property in academic medical centers. *The Journal of Technology Transfer.* 45(6): 1823-1841

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

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

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

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



Strathmore UNIVERSITY

BUSINESS SCHOOL

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

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

ALUMNI

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

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

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

Toseef Din, Chief Executive Officer, Mp Shah Hospital Kenya

Salome Njeri Chiira, CEO, Radiant Group of Hospitals



DEGREE PROGRAMS

MBA in Healthcare Management

PhD in Healthcare Management

RECENT PUBLICATIONS

Chege, T., Wafula, F., Tama, E. et al. [How much does effective health facility inspection cost? An analysis of the economic costs of Kenya's Joint Health Inspection innovations.](#) *BMC Health Serv Res* 22, 1351 (2022).

Wafula F, Feeny T and Open Phences (2022) [The strength of weak bonds: Using a novel ecosystem approach to promote public sector scaling of innovations in resource limited settings.](#) *Front. Public Health* 10:1027652.

[Kenya and Nigeria: a qualitative exploration of the opportunities and risks they present for healthcare regulatory systems.](#) *Int J Health Plann Mgmt.* 2022;1-15.

Onyango, J.O. (2022). [Critical Success Factors for the Future of Work in Gig Economy: Determinants for Gig Entrepreneurs.](#) In: Gupta, A., Tewary, T., Gopalakrishnan, B.N. (eds) *Sustainability in the Gig Economy*. Springer, Singapore.

Khalil F and Onyango JO (2022) Effect of Patent Expiry on the Performance of Innovator Multinational Pharmaceutical Companies in a Low Middle-Income Country. *Front. Med. Technol.* 4:783460. doi: 10.3389/fmedt.2022.783460

Ogira D, Bharali I, Onyango J, Mao W, McDade K, Kokwaro G, Yamey G. Identifying the impact of COVID-19 on health systems and lessons for future emergency preparedness: a stakeholder analysis in Kenya. (*Plos Global Health* accepted, in press)

Miller R, Wafula F, Onoka CA, et al. When technology precedes regulation: the challenges and opportunities of e-pharmacy in low-income and middle-income countries *BMJ Global Health* 2021;6:e005405.

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

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

Nyikuri M, Kumar P, Jones C and English M. "But you have to start somewhere...": Nurses' perceptions of what is required to provide quality neonatal care in selected hospitals, Kenya. *Wellcome Open Res* 2020, 4:195



BUSINESS SCHOOL HEALTH ADMINISTRATION

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

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

ALUMNI

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

Casey Guber, CEO, Rose Medical Center

Hallie Woods Kosena, COO, The Medical Center of Aurora

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

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

James McHugh, Managing Director at Impact Advisors

Kevin Riddleberger, Chief Strategy Officer, Dispatch Health

Jason Tacha, VP of Operations, Centura Health

Kevin Riddleberger, Chief Strategy Officer, Dispatch Health

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

Grace Taylor, VP of Operations, UCHHealth



DEGREE PROGRAMS

MBA in Health Administration

Executive MBA in Health Administration

RECENT PUBLICATIONS

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

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

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

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

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

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

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

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



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

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

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

ALUMNI

Benjamin Breier, Former President, Kindred Healthcare

Michael Clark, Chief Executive Officer Deliver Health

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

Joseph Ferreira, President and CEO, Nevada Donor Network

Rene Garcia, Miami Dade County Commissioner

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

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

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

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

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



DEGREE PROGRAMS

Executive MBA in Health Management and Policy

Master in Health Administration

MD/MBA

RECENT PUBLICATIONS

Steven G. Ullmann, Joseph Johnson, Shaan Khosla, Jessica R. Griff, Sedona R. Webb. 2022. Improving Patient Satisfaction by Monitoring Hospital Service Quality. *Health Management, Policy and Innovation* (www.HMPI.org), 2022, 7 (3).

Mortensen K, Dean EB, French MT, Wang Y+, Chen J. Trends in Health Care Expenditures and Utilization Across the Decades: 1977 to 2017. *Medical Care*. 2021;59(8):704-710

French MT, Zukerberg J+, Lewandowski T+, Piccolo K+, Mortensen K. Social Costs and Outcomes of Medical and Recreational Marijuana Policies in the United States: A Systematic Review. *Medical Care Research and Review*. 2022. Online First.

Parente ST, Mortensen K. Assessment of the Provider Relief Fund Distribution for Treatment of Uninsured Patients With COVID-19. *JAMA Health Forum*. 2022;3(1):e214695.

Ortega AN, Chen J, Roby D, Mortensen K, Rivera-Gonzalez A+, Vargas Bustamante A. Changes in Coverage and Cost-Related Delays in Care for Latino Individuals After Elimination of the Affordable Care Act's Individual Mandate. *JAMA Network Open*. 2022;5(3).

French, M.T., and G. Gumus. 2021. "Death on the Job: The Great Recession and Work-Related Traffic Fatalities." *Social Science and Medicine*. Vol 280:113979.

French, M.T., K. Mortensen, and M. Alcala Kovalski. 2021. "The Relationships Between Marijuana Use and Exercise Among Young and Middle-Aged Adults." *Preventive Medicine*. Vol 147:106518.

French, M.T., K. Mortensen, and A.R. Timming. 2021. "A Multivariate Analysis of Workplace Mentoring and Socializing in the Wake of #MeToo." *Applied Economics*. 53(35):4040-4058.

French, M.T., I. Popovici, and A.R. Timming. 2020. "Analyzing the Effect of Commuting Time on Earnings among Young Adults: Compensating Wage Differentials for Traveling to Work." *Applied Economics*. 52(48):5,282-5,297.

Dean, E.B., Johnson, P. and Bond, A. "Physician, Practice, and Patient Characteristics Associated with Biosimilar Use in Medicare Recipients." *JAMA Open Network*, 2021, 4(1), e2034776.

M | MICHIGAN ROSS

At **Michigan Ross**, students can complete a concentration in healthcare management or participate in dual degree programs with the University of Michigan's College of Medicine, School of Public Health, School of Pharmacy, or School of Dentistry. The Health Innovation Scholars Program provides complete full-ride scholarships for MBA students interested in pursuing careers in healthcare. The healthcare curriculum at Ross includes courses on health policy, healthcare strategy, biotech and pharma, the healthcare supply chain, and care delivery in low-income countries. Students can also take healthcare courses in other units on campus, including the Department of Health Management and Policy and the Ford School of Public Policy. Fifteen Ross faculty members do healthcare research on topics including health economics, operations, quality, and public health.

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

ALUMNI

Gina Alexander, CFO, AlixaRx

Jim Becker, President, Optum Global Solutions

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

Betty Chu, Chief Quality Officer, Henry Ford Health System

Deborah Gage, President & CEO, Medecision

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

Michael Pinkert, CEO Emeritus, MHM Services

Wade Rakes, President & CEO, Centene Georgia

Amir Dan Rubin, CEO & President, One Medical Group



DEGREE PROGRAMS

MBA with Healthcare Concentration

MD/MBA

MBA/DDS

MBA/Health Informatics

MBA/MPH

MBA/MHSA

RECENT PUBLICATIONS

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

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

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

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

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

Guo, T., Sriram, S., and Manchanda, P. (2020). The Effect of Information Disclosure on Industry Payments to Physicians. *Journal of Marketing Research*, 58 (February), 115-140.

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

Miller, S., L. Wherry and D. Greene Foster (forthcoming). The Economic Consequences of Being Denied an Abortion, *American Economic Journal: Economic Policy*.

I Wang, J. Li and R. Anupindi (2022) Manufacturing and Regulatory Barriers to Generic Drug Competition: A Structural Model Approach, *Management Science*.

Zhang, M. G. Wang, J. Li, W. Hopp (2022). Pausing Transplants in the Face of a Global Pandemic: Patient Survival Implications, *Production and Operations Management*.

The University of Minnesota's Carlson School of Management and its Medical Industry Leadership Institute (MILI) are recognized leaders in business education. Established in 2005, MILI's mission is to shape the future of the medical industry and drive innovation through cutting-edge leadership education and market development.

For students with a passion in making a change in the world through the lifesaving and life enhancing opportunities afforded by the medical industry, MILI is waiting to embrace their drive and propel them and society to the next level.

MILI's Medical Valuation Laboratory is a leader in educating professionals to evaluate and estimate the investment potential of real-world health care innovations, accelerating their careers and preparing them for global leadership roles.

The Business Advancement Center for Health (BACH) launched in January 2022 with a mission to design and evaluate business-driven sustainable solutions that effectively address critical gaps in health-care costs, access, and equity. BACH complements MILI's work by convening academia, industry, and community stakeholders to drive innovation and continues to grow the Carlson School's expertise, focus, and partnerships with the healthcare community.

ALUMNI

C. Elmer Anderson, Minnesota Governor, Minnesota State Senator; Chair & CEO, HB Fuller Co.

Duane L. Burnham, Former Chairman, Abbott Laboratories

Curtis L. Carlson, Chairman, Carlson Companies, Inc., namesake of the Curtis L. Carlson School of Management

Tod E. Carpenter, Chairman, President & CEO, Donaldson Company

Andrew Cecere, Chairman, President and CEO, U.S. Bancorp

Tony Dungy, Former Head Coach Indianapolis Colts, NFL

John Hammergren, Former Chairman & CEO, McKesson, Corporation

Eric Jing, Chairman & CEO, ANT Group

Rick Olson, Chairman, President & CEO, The Toro Company

Michael Ramlet, Co-Founder & CEO, Morning Consult



DEGREE PROGRAMS

MBA with MILI Specialization

MD/MBA

MHA/MBA

MPP/MBA

PharmD/MBA

Undergraduate Business of Healthcare Minor

RECENT PUBLICATIONS

[Comparing Spending Across Medicare Programs, *AJMC*](#)

[COVID-19 Hospitalization Trends in Rural Versus Urban Areas in the United States, *Medical Care Research and Review*](#)

[Lifting Statewide Mask Mandates and COVID-19 Cases, *Medical Care*](#)

[Effect of Integrating Access to a Prescription Drug Monitoring Program Within the Electronic Health Record on the Frequency of Queries by Primary Care Clinicians, *JAMA Health Forum*](#)

[Use of Neuroimaging Following Dizziness Presentations to Outpatient Clinics versus Emergency Departments in the United States, *JAMA Otolaryngology-Head & Neck Surgery*](#)

[The Demand for Individual Insurance: Evidence from a Private Online Marketplace, *American Journal of Health Economics*](#)

[Assessment of the Provider Relief Fund Distribution for Treatment of Uninsured Patients With COVID-19, *JAMA Health Forum*](#)

[The Goldilocks Principle of Cooperation: Understanding Federated Learning in Healthcare via Iterated Prisoner's Dilemma, *Social Science Research Network \(SSRN\)*](#)

[Do Physicians Warm Up to Higher Medicare Prices? Evidence from Alaska, *Journal of Policy Analysis and Management*](#)

[Sharing R&D Risk in Healthcare via FDA Hedges, *The Review of Corporate Finance Studies*](#)

[Do Mandatory Disclosure Requirements for Private Firms Increase the Propensity of Going Public?, *Journal of Accounting Research*](#)

[Do Electronic Health Record Systems Increase Medicare Reimbursements? The Moderating Effect of the Recovery Audit Program, *Management Science*](#)

[Does Telemedicine Transcend Disparities of Create a Digital Divide? Evidence from the COVID-19 Pandemic, *Social Science Research Network \(SSRN\)*](#)



UNC

KENAN-FLAGLER
BUSINESS SCHOOL

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

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

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

ALUMNI

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

Lynn Lewis, Chief Business Officer, Emmes

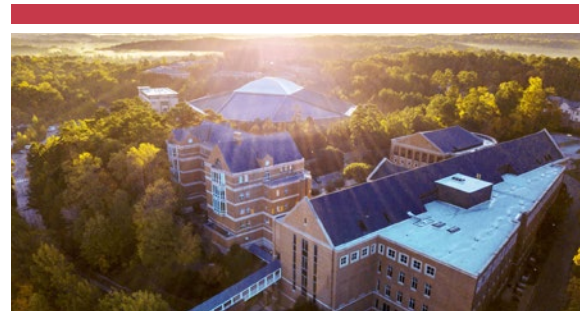
Jack Bailey, President, US Pharmaceuticals, GSK

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

William Starling, Co-Founder and CEO, Synecor LLC

Brett Kenefick, President, VaxCare Corporation

Jim Pirouz, Head of Capital Markets, Truist Securities



DEGREE PROGRAMS

MBA Program

Executive MBA Program

Joint Health Care Degree Programs

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

RECENT PUBLICATIONS

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

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

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

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

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

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

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

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

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



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

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

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

ALUMNI

Iman Abuzeid, MD, Co-Founder and CEO, Incredible Health

David Baiada, CEO, Bayada Home Health Care

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

Shanel Fields, Founder and CEO, MDAll

J.P. Gallagher, President & CEO, NorthShore-Edward Elmhurst Health

Simeon George, MD, CEO, SR.One Capital Management

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

Nick Leschly, CEO, 2seventy bio

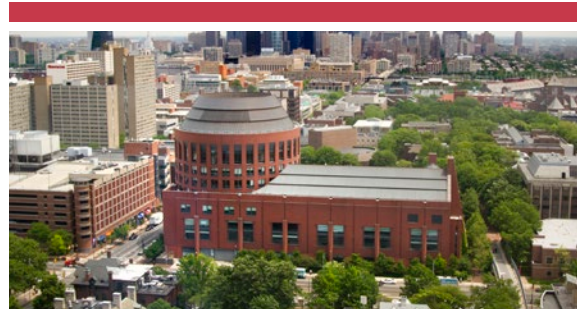
Carolyn Magill, CEO, Aetion

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

Ankit Mahadevia, MD, Founder and CEO Spero Therapeutics

Aaron Martin, VP, Healthcare at Amazon

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 & Policy

RECENT PUBLICATIONS

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

Alpert, A., Evans, W. N., Lieber, E. M., & Powell, D. (2022). Origins of the opioid crisis and its enduring impacts. *The Quarterly Journal of Economics*, 137(2), 1139-1179.

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

Bergman, A., Song, H., David, G., Spetz, J., & Candon, M. (2022). The Role of Schedule Volatility in Home Health Nursing Turnover. *Medical Care Research and Review*, 79(3), 382-393.

Emanuel, E. J., Buchanan, A., Chan, S. Y., Fabre, C., Halliday, D., Heath, J., ... & Persad, G. (2021). What are the obligations of pharmaceutical companies in a global health emergency?. *The Lancet*, 398(10304), 1015-1020.

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

Duggan, M., Gupta, A., & Jackson, E. (2022). The Impact of the Affordable Care Act: Evidence from California's Hospital Sector. *American Economic Journal: Economic Policy*, 14(1), 111-51.

Lee, Y.S.H. and Nembhard, I.M. (2022). COVID-19 Inspired Creativity in Healthcare: Lessons for Management and Policy. *Health Affairs Forefront*; June 23, 2022.

Lee, Y.S.H., Nembhard, I.M., and Cleary, P.D. (2020). Dissatisfied Creators: Generating Creative Ideas Amid Negative Emotion in Healthcare. *Work and Occupations*, 47: 200-227.

Pauly, M., Winston, F., Naylor, M., Volpp, K., Burns, L. R., Muller, R., ... & Chartock, B. (2022). *Seemed Like a Good Idea: Alchemy versus Evidence-Based Approaches to Healthcare Management Innovation*. Cambridge University Press.

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



Rotman School of Management UNIVERSITY OF TORONTO

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

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

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

ALUMNI

Heather Chalmers, President & CEO, GE Canada

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

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

Kevin Lobo, President and CEO, Stryker Corporation

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

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) –
Fellow 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

Barak D. Richman, Robert S. Kaplan, Japees Kohli, Dennis Purcell, Mahek Shah, Igna Bonfrer, Brian Golden, Rosemary Hannam, Will Mitchell, Daniel Cehic, Garry Crispin, Kevin A. Schulman. 2022. Billing And Insurance–Related Administrative Costs: A Cross-National Analysis. *Health Affairs* VOL. 41, NO. 8

Gans, Joshua, Avi Goldfarb, Ajay Agrawal, Sonia Sennik, Janice Stein, and Laura Rosella. 2022. [False-Positive Results in Rapid Antigen Tests for SARS-CoV-2](#). *Journal of the American Medical Association*, 327(5): 485-486.

Galasso, Alberto and Hong Luo (2022) “When does Product Liability Risk Chill Innovation? Evidence from Medical Implants,” *American Economic Journal: Economic Policy*, 14: 366–401 PDF YouTube

[The Way We Make Each Other Feel: Relational Affect and Joint Task Performance](#). This study suggests that the emotions two coworkers experience when they work together might be more sensitive to joint experiences of success than failure. This is especially remarkable in a context like surgery, where error-free execution is so important.

[How Can a Population Health Approach Be Both Useful and Credible?](#) As researchers consider tackling factors affecting public health only in indirect or distant ways, great care must be taken to retain both the benefits of field expertise and the public credibility of the field.

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

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

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

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

RECENT PUBLICATIONS

Austin J. Triana, Lauren A. Hatcher, Stefan Koester, Dawn Iacobucci, Arthur B. Laffer, R. Larry Van Horn. 2022. Ignorance is Not Bliss: Discordant Beliefs and Preferences for Prices Among Healthcare Consumers in the United States. *Health Management, Policy and Innovation* (HMPI.org), Volume 7, Issue 3.

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

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

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

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



DEGREE PROGRAMS

MBA Health Care Concentration
MD/MBA dual degree program

ALUMNI

Farley Reardon, VP Development, LifePoint

Jeff Freude, AVP, Marketing Strategy & Ops, HCA

Tripp Shubert, VP Corporate and Growth Strategy, Highmark Health

Olivia Spiro Bryant, Principal, North Highland Consulting

Joanna Conley, CEO, Southern Hills Med Ctr, HCA

Paul Damron, CFO, Highlands Regional, CHS



Yale SCHOOL OF MANAGEMENT

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

ALUMNI

Ketan Bulsara, Chief and Director of Neurosurgery Residency Program, University of Connecticut Gina Calder, President, St. Charles County, BJC HealthCare

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

Mary-Ann Etiebet, AVP for Health Equity at Merck and the Lead of Merck for Mothers

Vivek Murthy, Vice Admiral, United States Surgeon General, Department of Health, and Human Services

Charles Powell, System Chief at Icahn School of Medicine at Mount Sinai and CEO Mount Sinai–National Jewish Health Respiratory Institute

Amy Romano, Founder and CEO, Primary Maternity Care

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

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

Cynthia Taub, Chief, Cardiovascular Medicine, Dartmouth-Hitchcock



DEGREE PROGRAMS

MBA for Executives with a focus on Healthcare

MD/MBA

MPH/MBA

RECENT PUBLICATIONS

Radoslav Zinoviev, Harlan M Krumholz, Richard Ciccarone, Rick Antle, Howard P Forman. Multicentre methodological study to create a publicly available score of hospital financial standing in the USA. *BMJ Open*; 11:7; 2021

Friedman AS. Smoking to cope: Addictive behavior as a response to mental distress. *Journal of Health Economics* 2020, 72: 102323. PMID: 32505043.

Shelby T, Schenck C, Weeks B, Goodwin J, Hennein R, Zhou X, Spiegelman D, Grau LE, Niccolai L, Bond M and Davis JL (2021) [Lessons Learned From COVID-19 Contact Tracing During a Public Health Emergency: A Prospective Implementation Study](#). *Front. Public Health* 9:721952.

David Paltiel, PhD, Amy Zheng, BA, and Paul E. Sax, MD. [Clinical and Economic Effects of Widespread Rapid Testing to Decrease SARS-CoV-2 Transmission](#).

Lucas, C., Vogels, C.B.F., Yildirim, I. et al. [Impact of circulating SARS-CoV-2 variants on mRNA vaccine-induced immunity](#). *Nature* 600, 523–529 (2021).

Ransome, Yusuf. [Neighborhood social cohesion and inequalities in covid-19 diagnosis rates by area-level black/African American racial composition](#). *Journal of Urban Health* Published online 2022 Feb 2.

Aharon Mohliver, Amandine Ody-Brasier (2022) [Religious Affiliation and Wrongdoing: Evidence from U.S. Nursing Homes](#). *Management Science* 0(0).

Kaplan, E.H., Zulli, A., Sanchez, M. et al. [Scaling SARS-CoV-2 wastewater concentrations to population estimates of infection](#). *Sci Rep* 12, 3487 (2022).

Wallace J, Jiang K, Goldsmith-Pinkham P, Song Z. [Changes in Racial and Ethnic Disparities in Access to Care and Health Among US Adults at Age 65 Years](#). *JAMA Intern Med*. 2021;181(9):1207–1215.