

Robbins Institute for Health Policy & Leadership

S P R I N G 2 0 1 2 N E W S L E T T E R
V O L . 1 , N O . 1

VISUALIZING *Success*

I'm pleased to introduce the first newsletter of the Robbins Institute for Health Policy and Leadership at Baylor University's Hankamer School of Business. Inside you will find news about the Robbins Institute, the Robbins MBA Healthcare Program, its faculty and much more. Watch for updates on healthcare research, news about the program's accreditation and features about our students and alumni.

The Robbins Institute for Health Policy and Leadership—part of the Hankamer School of Business—was formally established in May 2011 by the Baylor University Board of Regents. A generous gift from Bill and Mary Jo Robbins of Houston created the Institute to expand Baylor's global contributions toward health services research and education. The Institute will engage an interdisciplinary group of scholars in a wide variety of intellectual pursuits including teaching, external programming and health services research.

The Robbins MBA Healthcare Program is developing a national reputation one step at a time. After securing funding from the Robbins family, the program was granted accreditation in May 2010 by the Commission on Accreditation of Healthcare Management Education (CAHME). During the program's first *U.S. News & World Report* ranking opportunity in March 2011, it achieved a top 25 ranking. Looking to the near future, we are incorporating a healthcare administration

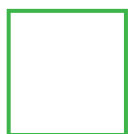


▣ *The Class of 2013 and Robbins Institute faculty visit the Texas Hospital Association headquarters and the Texas State Capitol in Austin.*

specialization designed for practitioners, clinicians and other health industry professionals into the existing Baylor Executive MBA program in Dallas during Fall of 2012.

Providing quality academic training and health services research in addition to studying new approaches to healthcare economics, policy, delivery and financing is all part of our vision for the Robbins Institute.

– **SCOTT H. GARNER, FACHE**
Administrative Director
Robbins Institute for Health Policy and Leadership



NATIONAL RECOGNITION – CONTINUING SUCCESS

It only seems fitting that the Robbins MBA Healthcare Administration Program is transitioning into a new phase in its development at the same time that the U.S. healthcare system is undergoing its own transition. There is one big difference. The transition at Baylor is not nearly as chaotic. There are no lawsuits, no constitutional challenges or questions about the program's overall sustainability. For Baylor, those types of issues were settled in May 2011 with the creation of the Robbins Institute for Health Policy and Leadership. Thank you to the Robbins family for their generous gift making this possible.

In addition to securing funding, more milestones have been reached for the program. The multi-year process of accreditation by CAHME was successful only five years after graduating our first class. The 2011 *U.S. News & World Report* rankings of healthcare management programs placed Baylor at number 25. (A side note: Baylor is the only university in the nation that has two ranked healthcare management programs. The Army-Baylor program at Fort Sam Houston is ranked eighth in the nation.) The Class of 2013 is the largest in the program's history, holding undergraduate degrees from prestigious schools such as Boston University, Northeastern and Rice. The new resources provided by the Robbins' gift allow us to move forward on several mission-critical initiatives. The first is the immediate expansion of our existing Executive MBA program in Dallas for Fall 2012. In the same way our healthcare administration students are integrated into the full-time MBA program on the Waco campus, our Dallas Executive MBA program will offer a healthcare curriculum for industry professionals.

A longer term goal is the development of a Ph.D. program in health economics and health services research through the Baylor Business School. A task force is gathering information on the form and structure of the proposed program. Regent approval is required before we can begin the process of faculty and student recruiting.

It's an exciting time to be at Baylor. While the challenges are undeniable, we are determined to realize our mission of advancing healthcare policy through education, research and leadership development. By influencing and empowering healthcare policy decision makers, we strive to improve the administration, organization, finance and delivery of health care in the United States.

– **JAMES W. HENDERSON**

*Ben Williams Professor in Economics
and Academic Director,
Robbins MBA Healthcare Program*



CLOSE UP Class of 2012

The 11 members of the Class of 2012 have completed two didactic semesters and their residencies. The students were fully engaged in the operations of their organizations and completed a wide array of projects in the areas of supply-chain management, telemedicine, bundled pricing and the utilization of Lean processes in surgical suite work flow. In every case, our students gained invaluable experience in a rich learning environment while making enduring and meaningful contributions to the organization.



Adam Abderrahman
Residency West Suburban Medical Center, Oak Park, IL
Hometown Murphy, TX
Degree BA, Economics
Baylor University



Chi Chi Acho
Residency Hillcrest Baptist Medical Center, Waco, TX
Hometown Dallas, TX
Degree BA, Psychology
Northwestern University



Alex Colyer
Residency Memorial Hermann Southwest, Houston, TX
Hometown Houston, TX
Degree BS, Health Science
Baylor University



Noah Dunlap
Residency Baptist Health System, San Antonio, TX
Hometown Kirkland, WA
Degree BA, Public Relations
Brigham Young University



Rachel Hilz
Residency NM Medical Review Assoc., Albuquerque, NM
Hometown Argyle, TX
Degree BS, Marketing and Finance
Texas Tech University



Noah Knisely
Residency Baptist Health System, San Antonio, TX
Hometown Lincoln, NE
Degree BS, Business Administration
University of Nebraska



Mark Laymon
Residency Baylor All Saints Medical Center, Forth Worth, TX
Hometown Dallas, TX
Degree BBA, Economics
Baylor University



Lalitha Perumal
Residency Scott & White Health System, Temple, TX
Hometown Madurai, India
Degree BS, Engineering
Thiagarajar University



Sara Sommers
Residency Baptist Health System, Birmingham, AL
Hometown Tulsa, OK
Degree BA, Speech Communication
Baylor University



Bruce Stroud
Residency Willis-Knighton Medical Center, Shreveport, LA
Hometown Shreveport, LA
Degree BS, Business Admin. & Finance
Northwestern State University



Ryan Wheeler
Residency Concentra, Addison, TX
Hometown Henderson, TX
Degree BS, Psychology
Baylor University

LARGEST CLASS TO DATE - CLASS OF 2013

The Class of 2013, the largest class in program history with 19 students, started the program in August 2011. The class boasts an average GMAT score of 620 and is quite diverse with about 35% female and 45% minority students. The class has a wide variety of academic backgrounds and many have post-baccalaureate work experience. These students will begin their seven-month residencies in late May 2012.

ACCREDITATION

The Robbins MBA Healthcare Program is fully accredited by the Commission on Accreditation of Healthcare Management Education (CAHME). Initial accreditation by CAHME was awarded in May 2010 after several years of planning, preparation and a CAHME site visit.

The CAHME Site Visit Team Report recognized the following **Strengths of the program:**

- + Support provided by Baylor University and the Hankamer School of Business for the continuing development and expansion of the program
- + Personalized matching process for placing students in residencies
- + The overall administration and organization of the program
- + The communications course and the integration of concepts from the course throughout the curriculum
- + The program's relationships with the practitioner community

The Report also recognized as a **Best Practice of the program** the comprehensive manner in which students' attainment of competencies is measured and documented, including:

- + Semester-by-semester faculty assessment of each student's competency attainment
- + Pre- and post-program test results
- + Written assessment of each student's performance on the comprehensive oral examination



UPDATE

The program is now preparing for reaccreditation. We anticipate another productive and successful self-study year during which we will identify further opportunities to enhance the quality of the program and the educational experience of our students.

REACCREDITATION TIMELINE:

ACADEMIC YEAR 2011-2012

- + Self-study year for reaccreditation is underway

ACADEMIC YEAR 2012-2013

- + CAHME site visit will take place in Fall 2012
- + CAHME will vote on program reaccreditation in Spring 2013

FACULTY

Writings

DAWN CARLSON, Associate Professor of Management, has recently coauthored five papers: "Health and Turnover of Working Mothers after Childbirth via the Work-Family Interface: An Analysis Across Time," in the *Journal of Applied Psychology*, September 2011; "Work-family Enrichment and Satisfaction: Mediating Processes and Relative Impact of Originating and Receiving Domains," in the *Journal of Management*, May 2011; "Deceptive Impression Management: Does Deception Pay In Established Workplace Relationships?" in the *Journal of Business Ethics*, May 2011; "The Fallout from Abusive Supervision: An Examination of Subordinates and their Partners," in *Personnel Psychology*, 2011; and "The Relationship between Work-Family Enrichment and Job Performance: A View through the Lens of Affective Events Theory," in the *Journal of Occupational Health Psychology*, January 2011.

The work of **SCOTT CUNNINGHAM, Assistant Professor in Economics**, has received a great deal of attention in the popular press lately. One of his four recent publications, "Men in Transit and Prostitution: Using Political Conventions as a Natural Experiment," *The B.E. Journal of Economic Analysis & Policy*, 2011, examined data from Craigslist's now-defunct "erotic services" during the days of the 2008 political conventions in Denver and Minneapolis and found increased advertising for prostitution services compared to two other control group cities. *Huffington Post* and *Financial Times* highlighted this research because of the potential impact on Tampa and Philadelphia where the 2012 presidential nominating conventions will be held. Two other publications authored by Cunningham in *Sexually Transmitted Infections* and *Journal of Urban Economics* examine how the Internet has changed the market and demographics of prostitution.

EARL GRINOLS, Distinguished Professor in Economics builds on previous research (coauthored with James Henderson in "Replace Pharmaceutical Patents Now," *PharmacoEconomics*, 2007) in "Patent Replacement and Welfare Gains," *Journal of Economic Dynamics and Control*, 2011. There he develops two theoretical models of product innovation and simulates the welfare effects of replacing patents with an intertemporal-bounty. Grinols concludes that this alternative reward structure has the potential to increase U.S. welfare by 0.3-1.3% of annual GDP.

January 2011 **JAMES HENDERSON, Academic Director and Ben Williams Professor in Economics**, presented "Institutional Supports for Ideal Health Insurance," at the annual meeting of the Allied Social Science Association in Denver, Colorado. In April he presented two papers at the annual meeting of the Association for Private Enterprise Education in Nassau, Bahamas: "Post-Obamacare Prospects for the Future of Medical Care Delivery" and "Medical Travel: A New Form of Competition in Medical Markets." The fifth edition of his book *Health Economics & Policy* (2012) is available from CENGAGE/South-Western.

Following up on her 2010 article in the *Annals of Internal Medicine*, "Lessons That Patient-Centered Medical Homes Can Learn from the Mistakes of HMOs," **ANN MIRABITO, Assistant Professor in Marketing**, has coauthored two additional papers: "Do It Yourself Employee Healthcare," *MIT Sloan Management Review* and "Partnering for Prevention with Workplace Health Promotion Programs," *Mayo Clinic Proceedings*, 2011. A third paper "Transforming Consumer Health," *Journal of Public Policy & Marketing*, 2011 examines consumers' attitudes about health and their willingness to participate in healthy behaviors.

HIGH MARKS

PROGRAM STATS:

Average GMAT score* **620**

Average class size^o **14**

Completion rate for healthcare specialization[■] **91%**

Completion rate for MBA[■] **100%**

Employment at 90 days after graduation[■] **93%**

Employment at 180 days after graduation[■] **100%**

Average starting salary[■] **\$63,500**



Robbins MBA Healthcare Program students (from left) Andrea Bunnitt, Charles Goldwait, Naseem Khozein and Shannon Evans are joined by Jim Greenwood, CEO, Concentra (back row center), for a Baylor Bears football game.

*Fall 2011 entering class o Last 3 entering classes ■ Last 3 graduating classes



FROM THE COLLEGE WORLD SERIES TO THE HOSPITAL BOARDROOM

When Alex Colyer enters a room, her presence is felt immediately through her beaming smile and radiating personality. Alex is originally from Houston and she exudes humble Texas charm.

Alex graduated from Baylor University with a Bachelor of Science in Education, a Health Science major focusing in Pre-Medical and a Business Administration minor. While at Baylor, she was softball team captain two years in a row. She is the recipient of multiple athletic and academic scholarships, awards and recognitions including the Big XII Commissioner's Honor Roll four years in a row.

If you didn't see Alex play softball, you might have seen her on TV or heard her on the radio as a color analyst for Baylor softball games. She was a featured commentator for the 2011 Women's College World Series as Baylor swung its way to the Final Four.

Alex always thought that she would be a doctor, but she became increasingly interested in the business side of the healthcare industry while completing business classes for her minor. After speaking with Nicole Jackson, a softball teammate who was in Baylor's Robbins MBA Healthcare Program, Alex knew enrolling in it would combine her passions for medicine and business and give her invaluable hands-on experience during her seven-month program residency.

Alex completed her residency at Memorial Hermann Southwest Hospital in Houston, Texas and after graduation in May of 2012, she plans to return there. She truly enjoys the culture of the organization and commitment to excellence that each employee exemplifies. Alex's ambition, commitment to excellence and compassion for people will no doubt take her far.

— COLE KALETA
Class of 2013



Alex Colyer - Class of 2012

BAYLOR DALLAS LAUNCHES EXECUTIVE HEALTHCARE MBA

There is no doubt in our minds that the face of healthcare in the years to come will be very different from what it is today. Research will yield more solutions, provider expertise will be deeper, wellness will be of utmost importance and patients increasingly will be more sophisticated consumers. It is within this changing environment that we were motivated to launch our Executive MBA Healthcare Program at our Dallas campus. Our mission—to impact an ever-changing world—gives us the privilege of partnering with healthcare managers and executives. The curriculum for our Executive MBA Healthcare Program

at Baylor Dallas was developed *with* healthcare executives *for* healthcare executives. It will engage minds in very practical ways in strategy, marketing, information technology, economics, finance, accounting and operations, to name a few. Taught by faculty who are in tune with the complexity of healthcare, our program will provide significant and well-deserved traction to the careers of our students for decades to come.

— GARY CARINI
Associate Dean
Graduate Programs
Hankamer School of Business

2011 – 2012 ROBBINS MBA HEALTHCARE PROGRAM

Leadership Speaker Series

DATE SPEAKER/EVENT

8-26-11 Program alumni Kara Borgmeyer, Jordan Wathen, Geoff Christian, Kimberly Anderson and current student in residency Chi Chi Acho

9-1-11 John Anderson M.D., Senior Vice President Consulting Services, Navvis & Company™

9-9-11 Carlyle Walton, President/CEO, Metroplex Health System

10-13-11 Don Wagner, Internal Consultant, Memorial Hermann Healthcare System

10-21-11 Alex Bradford, Program alumnus, Project Manager, Health Insight New Mexico

10-25-11 Texas Hospital Association field trip to Austin, met with Dan Stultz, President/CEO

10-27-11 Baylor Health System field trip to Dallas, met with Joel Allison, President

11-4-11 Mark Eubank, Market Manager, HCA Midwest Health System Physician Services

11-18-11 John Nickens, Vice President, Texas Children's Hospital

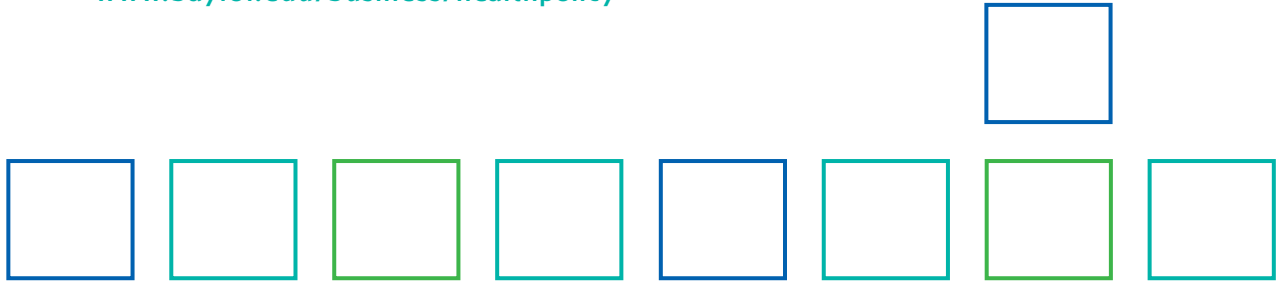
12-2-11 Devin Carty, Chief Experience Officer & Chief Learning Officer, Vanguard Health Systems

2-17-12 George Gaston Sr., Vice President of Ministry - Pastoral Care, Baptist Health System

2-24-12 Jim Geiger, Senior Vice President - Operations, Lehigh Valley Hospital and Health Network

FOR INFORMATION OR TO SUPPORT THE PROGRAM CONTACT US:

- + **General Program Information:** Shannon Johansen, Office Manager
254-710-1447 or Shannon_Johansen@baylor.edu
- + **Program support, Admissions, Curriculum or Careers in Healthcare Administration Information:** Scott Garner, Administrative Director
254-710-3072 or Scott_H_Garner@baylor.edu
- + **Residency Preceptor Information:** Tom Haines, Preceptor Coordinator
254-710-4151 or Thomas_Haines@baylor.edu
- + **For other information or to support the Program, visit our website at**
www.baylor.edu/business/healthpolicy



HANKAMER SCHOOL OF BUSINESS
One Bear Place #98003
Waco, TX 76798-8003

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